

# **ATTACHMENTS**

**Under Separate Cover  
Ordinary Council Meeting**

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**6.00pm Tuesday 23 October 2018**



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# G21 AND CRICKET VICTORIA BARWON REGIONAL CRICKET STRATEGY

DRAFT REPORT | SEPTEMBER 2018





## ACKNOWLEDGEMENTS

**This project has been a collaborative effort of a number of partner organisations, in particular Cricket Victoria and the five local government authorities comprising the G21 Geelong Region Alliance.**

The consulting team wish to acknowledge the significant contribution made by a number of other stakeholders in the development of the Draft Strategy since it's commencement in 2016. Thank you to the cricket community, umpires, associations, Victorian Country Cricket League, Premier Cricket, local clubs, schools, Geelong Region T20 Group, individuals and organisations that have contributed significant information and feedback throughout the development of the Draft Strategy.

Cricket Victoria and the G21 Region Alliance acknowledges the support provided by the Victorian Government in co-funding the project and Sport and Recreation Victoria representatives whom formed part of the project's Government Reference Group.





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# INTRODUCTION



## ABOUT THIS DOCUMENT

**The G21 and Cricket Victoria Barwon Regional Cricket Strategy aims to guide the future planning and development of cricket across the Barwon Region to 2028.**

**The Strategy focuses on both the built 'on-field' element of the game (facilities and infrastructure) as well as the equally important 'off-field' factors including sport development, increasing participation levels, policy and planning, partnerships and the overarching governance and management of cricket across the Region.**

This Draft Strategy investigates the issues and opportunities facing cricket on a regional scale, utilising the knowledge and resources from each of the five representative LGAs of the G21 Region Alliance. It builds on recently collected facility provision and condition data captured as part of Cricket Australia's National Facilities Audit (2016-17), as well as information outlined within the **Key Findings Report**. It provides regional level recommendations and strategic directions for implementation by Cricket Victoria, G21 Local Government Authorities (LGAs) and the local Barwon cricket community.

Other components that have helped inform and shape strategic directions and priority actions include:

- G21 and Cricket Victoria Barwon Regional Cricket Strategy *Key Findings Report* (August 2017)
- Online Club Health Check Survey Analysis Report (April 2017)
- Online Community Survey Analysis Report (April 2017)
- Online Schools Survey Analysis Report (April 2017)
- Directions for Barwon Cricket Region identified in the *Victorian Cricket Infrastructure Strategy* (completed in March 2018)
- Online Premier Club Survey Analysis Report (administered as part of the Victorian Cricket Infrastructure Strategy - 2017)
- Online Association / Competition Survey Analysis Report (administered as part of the Victorian Cricket Infrastructure Strategy - 2017)
- Online Umpire Survey Analysis Report (administered as part of Victorian Cricket Infrastructure Strategy)
- Individual facility condition and compliance audit reports (February 2017)

These documents can be made available from the City of Greater Geelong and Cricket Victoria upon request.

### WHY A REGIONAL APPROACH?

**Addressing the issues concerning cricket provision and delivery on a regional scale provides many benefits for the sport and project partners.**

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

Cricket Victoria also acknowledges that each Cricket Region (and local government area) is different, and that their unique characteristics, available resources, structure and mix of programs all need to be considered when planning and delivering facility environments.



*It should be noted that this report represents a snapshot in time based on historic information provided by a range of stakeholders and sources, which is liable to change. While care has been taken to ensure that content in this report is accurate and complete, it cannot be guaranteed it is without error of any kind. insideEDGE, Cricket Victoria and participating Local Government Authorities take no responsibility, and disclaims all liability for any error, loss or other consequence which may arise from any information contained within this report.*

# EXECUTIVE SUMMARY

The G21 and Cricket Victoria Barwon Regional Cricket Strategy has been developed to guide the overall direction and development of cricket across the G21 and Cricket Victoria Barwon Region for the next 10 years.

The Strategy focuses on both the built 'on-field' elements of the game (facilities and infrastructure) as well as the equally important 'off-field' components including sport development, increasing participation levels, policy and planning, partnership development and the overarching governance and management of cricket across the region.

Recommendations made within this Strategy have been based on extensive research and consultation with local, regional and state level stakeholders that represent government, cricket and community clubs, as well as individuals involved in the support and provision of cricket at the community level.

Development of the G21 and Cricket Victoria Barwon Regional Cricket Strategy highlighted five key focus areas that Cricket Victoria, G21 Region LGAs and the local Barwon cricket community will need to address to ensure future growth and sustainability of cricket across the Region. These include:

## 1. GOVERNANCE AND CRICKET ACTIVITY MANAGEMENT

Cricket community and local government consultation identified the need to restructure and enhance the cricket governance model within the Barwon Cricket Region. Current structures are creating duplication of activities and require significant volunteer resourcing to deliver. Other opportunities for enhancement include the alignment of competition structures, streamlining of talent identification and pathways and providing one central voice for cricket across the Region.

## 2. PARTICIPATION GROWTH

Cricket participation is diversifying and the market for participants is changing. The Barwon Cricket Region is not currently keeping pace with this change and greater focus is required on maintaining, growing and implementing new junior formats to arrest recent declines and providing an increased focus on female cricket overall. While some clubs have shown recent growth, an equal amount have experienced a decline in participants. Coordinated efforts in growing player, umpire and coaching numbers is also required, as is the sustained and continued focus on growing participation through the school network. This is particularly important in the Region's new growth areas.

## 3. FACILITY PROVISION, CAPACITY AND RENEWAL

While ground and pitch surface type ratios across the Region are consistent with country and state averages, achieving the right balance of facilities and their location and distribution is important to promote access and use. Planning and investment into the regional cricket facility network that supports diversity in participation, player development, increased capacity, ground access and safe utilisation will be a future focus. Implementation of multi-use options for playing and training facilities and partnering with compatible sports and activities will help to achieve access to a greater range of funding.

## 4. REGIONAL CRICKET AND COMMUNITY CENTRE

In-line with Cricket Victoria's 10 year Infrastructure Strategy, the regional cricket community have highlighted the need for a regional cricket hub. Development of such a venue will provide cricket with a facility from which to drive central administration and promotion, regional pathway and talent development, junior and senior (male and female) high performance training, cricket industry training and education activities, local to premier competition and hosting of state and national events.

## 5. RESOURCING AND PARTNERSHIPS

It is acknowledged that no single organisation can deliver all activities, funding and support required to create a collaborative environment for sports administration and development. Cricket Victoria, partnering local government authorities and local organisations will need to dedicate staff, financial and volunteer resources to improve and enhance the sustainability of cricket. An approach that focuses on creating the greatest positive impact via targeted investment and collective communication and promotion of cricket regionally should be adopted.





The following seven actions are considered critical to the improvement of cricket across the Region and will require immediate planning to commence. These seven critical actions also set the foundation for the remainder of regional and local actions, and will require a cohesive and coordinated regional approach to implement them.

1. Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring cricket governance and management across the Barwon Region. Implement the new governance and management model.
2. Cricket Victoria to conduct a strategic review of current club and association structures (including all formats of the game) and work with key stakeholders to assist club and program sustainability and competition equalisation.
3. Seek to provide a wider suite of cricket programming and competition opportunities including shorter, more flexible cricket and competition formats.
4. Develop a Project Working Group to progress future Regional Cricket and Community Centre planning and development.
5. G21 Region LGAs and Cricket Victoria actively lobby State Government and Cricket Australia for the continuation of the Community Sports Infrastructure Fund's 'Cricket Facilities' category and National Facilities Funding Scheme.
6. Guided by facility audit findings and analysis, support cricket clubs to develop individual facility renewal and improvement programs.
7. Promote and communicate what infrastructure a 'club cricket facility' needs, and what is critical to cricket.



To support the achievement of the proposed strategic direction and objectives highlighted within this Strategy, and to ensure the needs of the Barwon cricket community are met in the short, medium and long-term, 68 strategic directions have been identified for implementation over the next 10 years. These directions are guided by the following five key strategic priorities.

<b>STRATEGIC PRIORITY #1</b>	<b>Develop an aligned and collaborative structure to manage cricket</b>
<b>STRATEGIC PRIORITY #2</b>	<b>Grow cricket, its range of activities, club capacity and profile across the Barwon Region</b>
<b>STRATEGIC PRIORITY #3</b>	<b>Maximise the capacity and activation of existing sites and align facilities with future need and demand</b>
<b>STRATEGIC PRIORITY #4</b>	<b>Deliver and activate a Regional Cricket and Community Centre</b>
<b>STRATEGIC PRIORITY #5</b>	<b>Secure stakeholder support for strategy implementation</b>

Achieving aligned thinking, commitment to the regional vision and establishing a Region based LGA and cricket network that is delivering consistently and collaboratively will have the single greatest influence on cricket across the Barwon Region. It will also enable Cricket and Government to prioritise and target facility and sport development investment that addresses current and future need.

Recommendations within this Strategy set regional level directions, while allowing emerging opportunities to be harnessed at the local level. As priorities continue to evolve, the periodic monitoring and review of recommendations will be vital in maintaining the relevance of the Strategy through to 2028.

# PROJECT CONTEXT

## PROJECT STUDY AREA

The project study area includes the five Local Government areas within the G21 Region and aligns with the geographic region of Cricket Victoria's Barwon Region.



FIGURE 01 | G21 REGION STUDY AREA

## OUTLIERS

Not all cricket sites located within the Golden Plains Shire are included within the project study area. Only those that fall within Cricket Victoria's Barwon Region have been included. These are:

- Bannockburn Victoria Park Recreation Reserve
- Inverleigh Sporting Complex
- Lethbridge Recreation Reserve
- Meredith Recreation Reserve
- Shelford Recreation Reserve
- Teesdale (Don Wallace) Recreation Reserve

Facility audit data for sites located within Cricket Victoria's Central Highlands Region but sit outside the study area has been provided to Golden Plains Shire for their use in local planning.

## QUICK FACTS (SEASON 2016/17)

- ▶ 5 Local Government Authorities
- ▶ 4 local cricket associations
- ▶ 1 premier cricket club (Geelong Cricket Club)
- ▶ 2 umpires association
- ▶ 66 clubs
- ▶ 111 sites (155 playing fields)
- ▶ 36 turf pitches, 117 synthetic pitches
- ▶ 5,718 participants (highest VIC country region total)
- ▶ 476 introductory participants (2-11 years)
- ▶ 1,752 junior participants (12-17 years)
- ▶ 3,490 senior participants (18+ years)
- ▶ 98 female participants (2<sup>nd</sup> lowest region across state)

## PROJECT METHODOLOGY

This strategy is being undertaken in five key stages and is to be delivered by September 2018. The following diagram outlines the project's timelines and associated key tasks to be delivered during each stage.

### STAGE ONE Project Establishment November 2016

Project commencement, agreed project plan, timeframes and communications plan

### STAGE TWO Situation Analysis December 2016 – June 2017

Literature review, demographic and participation analysis, facility mapping, audit data review and stakeholder consultation

### STAGE THREE Vision, Principles and Framework July 2017 – December 2017

Governance and management benchmarking, Key Findings Report, Draft Strategy framework and vision developed

### STAGE FOUR Strategy Development January 2018 - July 2018

Facility distribution and gap analysis, Draft Strategy development, prioritised regional and municipal action plans formulated and public exhibition of Draft Strategy

### STAGE FIVE Final Strategy and Summary Document July – September 2018

Final G21 and Cricket Victoria Barwon Regional Cricket Strategy developed and adopted by partners.

**WE ARE HERE**



## PROJECT MANAGEMENT

To ensure the project engages with a range of key stakeholders, the City of Greater Geelong and Cricket Victoria (CV) have developed a Project Control Group with representatives from partnering G21 Sport and Recreation Pillar (representing G21 Councils), Cricket Victoria, Cricket Australia (CA), Sport and Recreation Victoria (SRV) and other technical advice staff. The Project Control Group will help guide the overall direction of the project, provide ongoing technical advice, as well as being responsible for approving project recommendations and reporting outputs.

Separate government and cricket Stakeholder Reference Groups have also been established, providing opportunities for other key stakeholders (e.g. local cricket association representatives and Cricket Victoria regional staff) to have input into the development of the Draft Strategy.

The G21 Sport and Recreation Pillar have nominated the City of Greater Geelong to serve the role of Project Manager on their behalf. Cricket Victoria is also a key driver of the project, providing ongoing project management assistance.

## PROJECT CONSULTATION PROGRAM

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

- Project meetings with the Project Control Group (ongoing)
- G21 Sport and Recreation Pillar presentation (December 2016)
- Online Club Health Check Survey (February, 42 responses received)
- Online Community Survey (February, 137 responses received)
- Online Schools Survey (February, 13 responses received)
- Cricket Stakeholder Reference Group Workshop (May)
- G21 Government Reference Group Workshop including Sport and Recreation Victoria (May)
- Cricket Victoria staff interviews
- Local Association / Competition providers, Victorian Country Cricket League. Cricket Manager-Barwon, umpires and the Geelong Cricket Club have also been consulted directly as part of the Victorian Cricket Infrastructure Strategy project (developed concurrently with this Strategy).
- Meeting with Geelong Region T20 representative
- Detailed review of Key Findings Report by PCG and PRG representatives (November-December 2017).
- Vision and Principles Workshop with PCG (December 2017)
- Project Control Group meeting to review and discuss Draft Strategy content (June 2018)

# STRATEGIC DRIVERS AND CONTEXT

## Common Ground: A Unified Plan for Victorian Cricket Facilities (2014)

Cricket Victoria has undertaken significant consultation and planning to develop *Common Ground: A Unified Plan for Victorian Cricket Facilities Development*. The following five strategic priority areas have been identified as being critical to the overall planning and development of cricket facilities across Victoria. These directions will help guide the G21 and Cricket Victoria Barwon Regional Cricket Strategy:

- Game and practice facilities
- Regional centres
- Female cricket
- Multi-use facilities
- Planning an investment.

## Cricket Australia National Facilities Audit (2015-2017)

Another key driver of the G21 and Cricket Victoria Barwon Regional Cricket Strategy is Cricket Australia's National Facilities Audit. The National Facilities Audit is an initiative designed to establish the future facility needs of cricket across the country. The audit has captured the most detailed set of facility data in the history of Australian cricket and will be the catalyst for the development of facility strategies in each state and territory.

Audits for all G21 and Cricket Victoria Barwon Region cricket venues have been completed as part of the nation wide program. Detailed facility condition and suitability information collected during the audit process provides a platform of baseline data for Strategy partners to monitor and measure over time, in addition to providing the overall basis for cricket facility planning and development across the G21 and Cricket Victoria Barwon region for the next 10 years.

## Victorian Cricket Infrastructure Strategy (VCIS 2018)

The VCIS provides an integrated and strategic approach to the future provision of, and investment in cricket facilities across both Metropolitan Melbourne and Country Victoria for the next 10 years. The Strategy identifies a very clear framework for how Cricket Victoria, the cricket community and government stakeholders view the future development of cricket and associated facilities. The VCIS provides detailed assessment, strategic priorities and recommendations for each of Cricket Victoria's 16 Regions.

The VCIS (2018) supports a regional approach to future facility planning and provision via the development of 16 individual regional facility priority implementation plans. Regional facility priorities were developed following extensive data analysis, consultation and engagement with the cricket community and government representatives and from review of state-wide, metropolitan and country specific priorities.

Each regional summary provides a brief overview of the following:

- Regional context
- Population change implications
- Participation trends
- Facility provision summary
- Key facility findings
- 'Big 6' infrastructure priorities
- Strategic responses, priority level and likely stakeholder involvement

The Barwon Region's 'Big 6' infrastructure priorities identified in the VCIS have been referenced within this Draft Strategy and have guided several key facility development, upgrade and renewal related actions.

## Cricket Australia Community Facility Guidelines (2015)

Cricket Australia's recent development of the Community Cricket Facility Guidelines provides a consolidated resource of community cricket facility planning, development, management and maintenance information for use by community, government and national cricket industry partners and stakeholders. Recommended provision levels and facility development guidelines will help guide infrastructure related planning directions within this Strategy.

Cricket Australia's Community Facility Guidelines outline the national facility development framework (shown below). The development of individual state / territory facility strategies is a key deliverable within the framework, as is the identification of specific regional facility planning and development priorities.

**A number of other strategic documents have been considered in the context of the Draft G21 and Cricket Victoria Barwon Regional Strategy's development, including localised government facility planning documents, sport development strategies, policies and the G21 and AFL Barwon Regional Strategy.**



## WHAT'S IMPACTING ON CRICKET DELIVERY IN BARWON?

**A number of industry and community trends and changes outside of Cricket's control must be considered when planning for the future of the sport.**

Changes in community needs, demographics and stakeholder priorities all play a role in shaping future planning directions and decision making. The following factors outlined in the VCIS have been identified as potential influences on the future delivery of Cricket across the Barwon Cricket Region.

### State Government Priorities

The Victorian Government's *Active Victoria – Strategic Framework for Sport and Recreation in Victoria 2017-2021* guides the strategic directions for how the government will respond to changes and challenges within the sport and recreation industry.

Future policies in the education sector, stadium precinct development and growth corridor strategies will also inform how and where community and high performance infrastructure is built.

G21 Region LGAs and Cricket Victoria will need to collectively align infrastructure planning responses to these strategic directions in order to maximise future partner investment and benefits from stakeholder collaboration.

Continued commitment from Barwon Cricket Region stakeholders towards meeting future community demands, providing a broad range of inclusive participation opportunities, working collaboratively with partners and supporting events and high performance venue use will be critical to providing an aligned approach to meeting both cricket and government objectives.

### Supporting Local Government objectives

Project consultation identified a very strong desire from G21 Region LGAs to work alongside Cricket Victoria and the Barwon cricket community, but it also identified the need to maximise the value of cricket facilities for their local communities.

Cricket is the majority user of outdoor playing fields and associated infrastructure in the summer months across the Barwon Region and has proven itself to be a true partner in shared use community infrastructure. More work is still to be done in planning for and delivering shared spaces that involve cricket, but there is a general recognition that outdoor playing fields and community pavilions will need to be flexible multi-use spaces into the future.

At a state level, Cricket is also seeking to identify solutions within its programming, scheduling and formats to accommodate this more widely. For example, the trialling of portable synthetic wickets that can be used on outfields.

Turf management practices are also a key consideration for local government. Consultation with G21 Region LGAs raised the challenges of cost, location, access to natural resources and gaps in knowledge in order to deliver a quality and affordable solution.

Access to off-field amenities is also a focus for local government as is managing the challenge of increasing demand, maintenance and renewal costs. Cricket's use of clubrooms will also need to attract a benefits based approach to access and support the adaption of facilities to meet the changing needs of local communities (for example inclusive design to meet growing demand in female cricket).



### Demographic change

As the Barwon Region population changes so does the market for cricket. Changes in game formats and programs, increased access to cricket for girls and women, year round competitions and a higher number of 40 plus year olds returning to the game, all play a vital role in determining Cricket's participation markets.

Changes to modified formats of the game have also increased the demand for competition cricket at the younger age level, with more seven, eight and nine year olds being involved in club cricket. It will be increasingly important for cricket to provide and maintain a strong venue footprint in areas where growth in the five to nine year age cohorts is predicted.

Cricket will also need to look at demographic change and growth in female participation due to the increased popularity of the game. The average age of a female cricketer across the Barwon Cricket Region is 17 years compared with 25 years for males. Girls are being introduced to the game earlier than ever before and the school age market for girls (generally seven to fifteen) is the time in which they are most likely to be introduced to the sport. A focus on fit for purpose infrastructure as well as accessible program opportunities will be important.

### Funding and investment

As the pressures for public funding continue to be tested across a range of community investment priorities, sport and recreation facilities need to continue demonstrating their value proposition to funders, in particular the local government sector.

Cricket has, at times, suffered from not telling its story and identifying the range of social, economic, physical and cross cultural benefits that it delivers. This will need to change in order to demonstrate the importance of investing in the game.

In addition to the significant community work through the *Harmony in Cricket* program, Cricket Victoria has also shared a healthy relationship with the Victorian Government, having partnered to deliver \$12.4M (Victorian Government \$10M, Cricket Australia \$1.2M and Cricket Victoria \$1.2M) worth of investment into community cricket facilities between 2015 and 2019.

Funding and investment levels have also changed from a national cricket perspective with Cricket Australia investing resources into understanding the existing cricket facility landscape, identifying key priorities to support the growth of the game and increasing its National Community Facility Funding Scheme from \$600,000 to \$1.5M to stimulate further investment into cricket facilities nationally.

## DEMOGRAPHIC CONTEXT

### G21 Region Population Forecast 2016 - 2031

LGA	2016 population	2031 forecast population	Change (#)	Change (%)	Potential growth in club and community cricket participants between 2016 and 2031 (if applying individual LGA 2016 player penetration rate)
City of Greater Geelong*	234,999	299,274	+64,275	27%	+994 (total 4,627)
Surf Coast Shire*	29,346	40,073	+10,727	36%	+218 (total 815)
Golden Plains Shire*	21,681	29,418	+7,737	36%	+273 (total 1,037)***
Colac Otway Shire*	21,168	22,947	+1,779	+8%	+48 (total 617)
Borough of Queenscliffe**	3,018	3,061	43	+1%	+1 (total 100)
<b>Total</b>	<b>310,212</b>	<b>394,773</b>	<b>84,561</b>	<b>27%</b>	<b>+ 1,534 (total 7,196)</b>

\*Population data source: Forecast id. \*\* Population data source: Victoria in Future - July 2016

\*\*\* Projection includes total Golden Plains Shire population (whole Shire not part of G21 Region).

#### The following provides key cricket demographic and forecast population trends of relevance to this Strategy:

- The typical profile of a Barwon cricket player is a male age 25 years. The average female participant's age across the region is 17 years.
- The average age of players across the state has decreased (2-3 years younger than in 2013/14).
- Like many sports, the majority of Cricket Victoria's club and community cricket participant base is aged between 10-24 years. This trend is consistent across the Barwon Region.
- There is a trend across the state of more mature aged players returning to the game.
- While there is some forecast growth in the younger age cohorts across Barwon (additional 16,730 5-24 year olds between 2016 and 2031), the Region is an aging community with approximately 25% of the population forecast to be 65 years or older by 2031.
- Despite being an aging Region, there is also healthy population growth predicted in the age cohorts of 5-14 years and 35-44 years suggesting younger families (and potential cricket participants) buying in new development areas (e.g. Armstrong Creek).
- Approximately 75% of the Region's forecast population growth between 2016 and 2031 (84,561) will fall within the City of Greater Geelong.
- The suburbs / townships forecast to experience the most growth over the next 10 years include Armstrong Creek (+10,237), Mount Duneed (4,034), Torquay North (3,753), Marshall / Charlemont (3,630), Lara (3,048), Highton / Wandana Heights (2,913) and Curlewis (2,621). Despite the forecast growth in these key areas, it is important G21 Region Councils, Cricket and key stakeholders plan for all future growth areas beyond the immediate high population growth pockets.
- The potential development of new facilities within growth areas in the City of Greater Geelong (and those with notable growth of the typical cricket player) between 2016 and 2026 include Ocean Grove (5,222), Armstrong Creek (4,648), Mount Duneed (1,914), Marshall-Charlemont (1,710) and Curlewis (1,274). Outside of the City of Greater Geelong, Torquay North (1,274) and Bannockburn (915) are also forecast to experience healthy growth in this age cohort.
- Due to increasing urban intensification occurring across several of the Region's suburbs / townships, there is a strong need to invest in existing facilities. This will increase the carrying capacity of venues and their ability to accommodate population growth and subsequent increased usage levels.
- The upgrading and retrofitting of existing facilities within more established areas will be just as important to ensure the aging community continues to be provided for including spectator amenities and accessibility.
- In more highly populated areas with little opportunity for new playing fields to be developed, it will be important to build the capacity of existing playing fields to ensure maximised use and efficiency.
- The Borough of Queenscliffe's future population forecast suggests minimal growth (+43) between 2016 and 2026. Despite this stagnant population it will more than likely mean that any increases in current cricket participation numbers and demand for facility investment will come from pressures created from adjoining growth areas.



**STATE OF PLAY**



## STATE OF PLAY

Since the commencement of the background, research and engagement activities informing the Strategy in 2016, a mass of work has been completed and notable progress has occurred.

We have seen a 30% growth in female participation locally, the introduction of an additional fulltime Cricket Victoria resource by way of a Participation Officer plus an additional Coach and Talent Specialist serving three regions. We have seen stabilisation in overall participation and continued investment into cricket facilities and activity. Most importantly we have seen the reconnection of the Barwon Region Cricket Board and key cricket stakeholders – coming together to begin working on the challenges facing cricket across the G21 region. To achieve this level of progress throughout the development process is a testament to the potential of cricket in the G21 region and this Strategy builds on those successes, to guide how cricket is delivered over the next 10 years.

### PLEASE NOTE

The following State of Play analysis provides a high level visual summary of known cricket participation trends across the Barwon Cricket Region from 2014/15 – 2016/17. It provides a point-in-time view of the performance of cricket during the development phase. It also provides a summary of existing cricket facility provision and condition.

Analysis has been based on Cricket Victoria's participation database and facility audit data captured as part of Cricket Australia's National Facilities Audit conducted between 2015 and early 2017.

Participation analysis has been conducted on data provided via the MyCricket database. Some data gaps and incomplete fields have been highlighted and every effort has been made by project consultants and Cricket Victoria to clean and prepare data for analysis.

**For more detailed facility and participation data please refer to the *G21 and Cricket Victoria Barwon Regional Cricket Strategy – Key Findings Report*.**



### PARTICIPATION (2016/17)

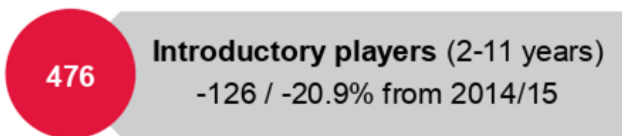
Please note that the participation baseline data following represents a point-in-time during the development of the Strategy. Each year participation figures will be updated and progress reports provided to local Councils.



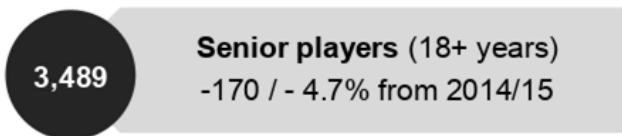
**5,718 participants**  
(3.6% decrease from 2014/15)



**1.86% penetration rate**  
(Barwon Region population divided by number of registered players)



**98 female participants**  
(+22 from 2014/15)



Average male age:  
25 years



Average female age:  
17 years

2016/17	GCA	GJCA	BPCA	CDCA	VPC	TOTAL
<b>Overall Participation</b>	<b>2,475</b>	<b>1,614</b>	<b>742</b>	<b>689</b>	<b>53</b>	<b>5,573</b>
Introductory (2-11 years)	20	401	5	47	0	474
Junior (12-17 years)	262	1,212	31	230	7	1,742
Senior (18+ years)	2,193	0	706	412	46	3,357
Female participants	29	35	6	9	0	83
% of 2016/17 Regional participant base	43%	28%	13%	12%	1%	97%

*Note: 3% of the Region's 2016/17 participant base (145 participants) were not linked with any of the Barwon Cricket Region's main four associations or Cricket Victoria's Premier competition. This figure includes participants mainly from the Geelong Seniors, Geelong Women's and Old Geelong Cricket Club who all compete in standalone competitions. It also includes participants from one off competitions and events such as the National Cricket Inclusion Championships.*

**Please refer to Appendix #2 for more detailed Barwon Cricket Region Participation Analysis.**

**QUICK FACILITY STATS**

<b>155 grounds</b>
<b>36 turf pitch grounds</b> (90% within City of Greater Geelong)
<b>117 synthetic pitch grounds</b>
<b>2 'other' pitch surfaces</b>

<b>2</b>	<b>Regional</b>
<b>67</b>	<b>Community Club (home ground)</b>
<b>26</b>	<b>Community Club (satellite ground)</b>
<b>16</b>	<b>School grounds</b>

<b>Barwon Region average ground to population provision ratio</b>	<b>1: 1,981</b>
<b>City of Greater Geelong average ground to population provision ratio</b>	<b>1: 3,406</b>
<b>Colac Otway Shire average ground to population provision ratio</b>	<b>1: 1,114</b>
<b>Surf Coast Shire average ground to population provision ratio</b>	<b>1: 1,957</b>
<b>Golden Plains Shire average ground to population provision ratio</b> <i>(Note: This figure includes facilities located within the Barwon Region only. There are an additional six facilities and up to six clubs located within the Golden Plains Shire).</i>	<b>1: 3,614</b>
<b>Borough of Queenscliffe average ground to population provision ratio</b>	<b>1: 1,509</b>

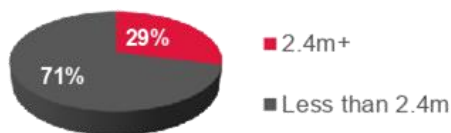
**If no further cricket grounds are developed across the Barwon Region to 2031, the forecast ground to population ratio will be 1: 2,503, still within Cricket Victoria's planning benchmark.**



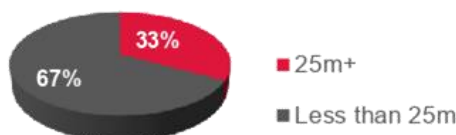
**Barwon Region average ground to player ratio (2016/17) 1: 38**

**50% of sites across the Region are single playing fields**

71% of pitch widths are too narrow



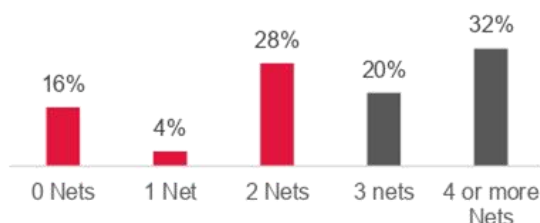
67% of pitch widths are too short



*A large percentage of centre synthetic pitch dimensions across the Region no longer meet national guidelines for synthetic pitch dimensions*

**By 2022, approximately 85 synthetic pitch surfaces across the Region will require replacement due to poor condition.**

**Number of Training Nets at 'Club Home' Level Venues**



*48% of 'Club Home' level venues provide less than three training net lanes (Cricket Australia's recommended minimum level of provision for a 'Club Home' venue)*

**1/3 of current training net facilities present potential safety issues**  
(e.g. worn areas on pitch surface, pitch surface lifting, cracks in concrete base)



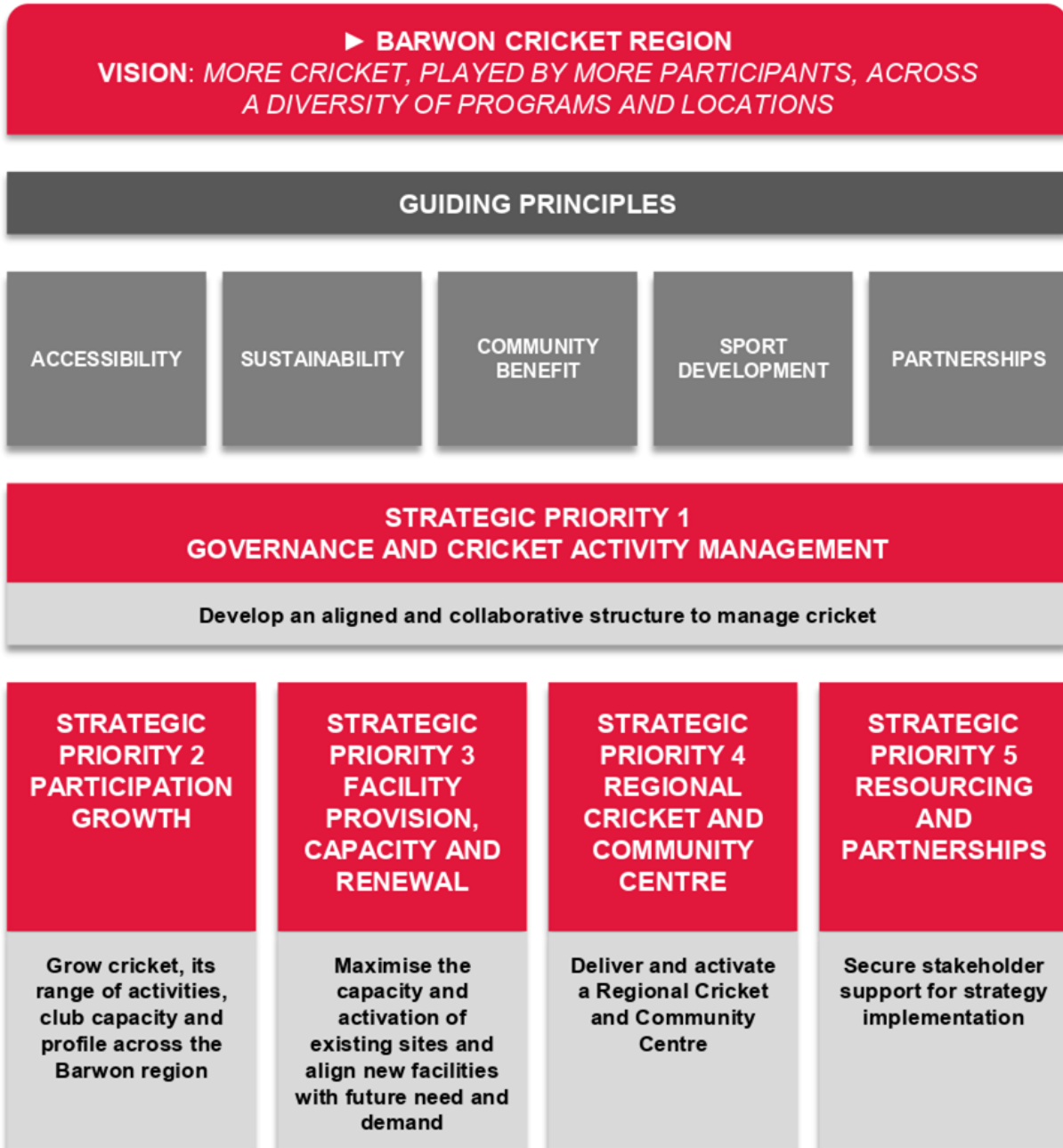
**75% of change room facilities are not considered to be female friendly**



**STRATEGIC FRAMEWORK, VISION AND  
KEY PRIORITIES**

## STRATEGIC FRAMEWORK

The following diagram outlines the strategic framework and structure for the provision of cricket facilities and sport development initiatives across the Barwon Cricket Region 2018-2028. Five key strategic priorities will guide the direction for support and will be underpinned by objectives, strategies and actions that can be implemented at the local level.





**FIRST THINGS FIRST**

The primary and immediate challenge facing cricket across the G21 Region is the governance and management structure currently in place. This is impacting on the viability of all other elements of the game and requires priority addressing if the sport is to move forward.

It is important to note that until the overarching priority of this strategy, to 'Develop an aligned and collaborative structure to manage cricket' has been achieved (and the implications for the way in which cricket is managed and delivered across the region understood), the provision of detailed and overly prescriptive actions for the remaining four related priority areas cannot yet be defined, and has therefore been deferred. However, a number of key future directions focused on the general betterment and strategic mapping of cricket development across the region have been provided. This approach ensures that the future implementation of subsequent directions are made simpler and more sustainable as a result of a more aligned governance and management structure.

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

**Initiate**

Leading, planning and scoping the range and timing of strategic directions, programs, activities and service provision.

**Deliver**

On the ground delivery of strategic directions, activities and services to the Barwon cricket community.

**Support**

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

The Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy has been developed to provide strategic directions that are practical and realistic.

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

**Proposed strategic directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the Region. A description of each priority level is provided below:**

**Critical**

A strategic direction that has a serious impact on ongoing service delivery and without achievement other strategic directions cannot be progressed.

**High**

Important strategic direction that underpins sports development and infrastructure improvements across the Region.

**Medium**

Strategic direction that contributes to meeting overall regional Strategy objectives.

**Low**

Strategic direction that contributes to overall regional Strategy improvement activities but do not supersede other objectives.

**Ongoing**

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

The following Implementation Plans provide the context and strategic approach to guide cricket and LGA financial and human resource commitment into the future. By creating a focus on collaboration, planning and support for key projects, cricket can continue to build its capacity to realise many of the potential outcomes identified in this Strategy.



## PRIORITY 1

### GOVERNANCE AND CRICKET ACTIVITY MANAGEMENT

**Develop an aligned and collaborative structure to manage cricket**

**The structure of cricket within the Barwon Cricket Region provides a mixed approach to the delivery of services, competitions, programs and activities, with a number of separate clubs, associations, committees and player development programs, operating independently of each other.**

Cricket community and local government consultation identified a need to review, restructure and enhance the way in which cricket is governed and managed to provide a more transparent, consistent and efficient method of cricket delivery across the Region.

There is a need to better define stakeholder roles and responsibilities, in addition to creating greater alignment and coordination of cricket programs, competition and activity delivery. This will assist in addressing regional decline in traditional cricket competition, better capitalise on new junior formats and modified cricket offerings, improve pathway structures and better resource cricket administration across the Region.

Cricket Victoria has recently undertaken a comprehensive review of how cricket is governed at a state level, including investigation into the structure of cricket across Metropolitan Melbourne. While this review was limited to the Metropolitan Cricket network, preliminary discussions with Cricket Victoria (in recognition of its success) have indicated there is interest to assist with a review of the Barwon Cricket Region's governance structure. If supported and endorsed by local stakeholders, Cricket Victoria will provide a greater leadership role in how the sport is managed and delivered across the Region through additional resource allocation.

To achieve the Barwon Region's future vision for cricket (*More cricket, played by more participants, across a diversity of programs and locations*) and be able to implement key strategic actions, it is likely that any future combined governance model will require coordinated and professional administration and a sustainable management model supported through additional resources from Cricket Victoria.

It is important to note that any future governance change within the Region must be supported from the 'ground up' and include direction and ownership from Cricket Victoria, the Barwon Region Cricket Committee (or equivalent) and local cricket associations. Engagement with these stakeholders in conjunction with existing competition providers, clubs and private providers will be imperative to reach an agreed and aligned model.

Club Health Check Surveys completed during the 2016/17 season by Barwon Region Cricket Clubs as part of this Strategy identified the need to not only address how the sport is managed and governed at a regional level, but that individual association and club management and operation processes also need to be a key focus area for improvement in the sport.

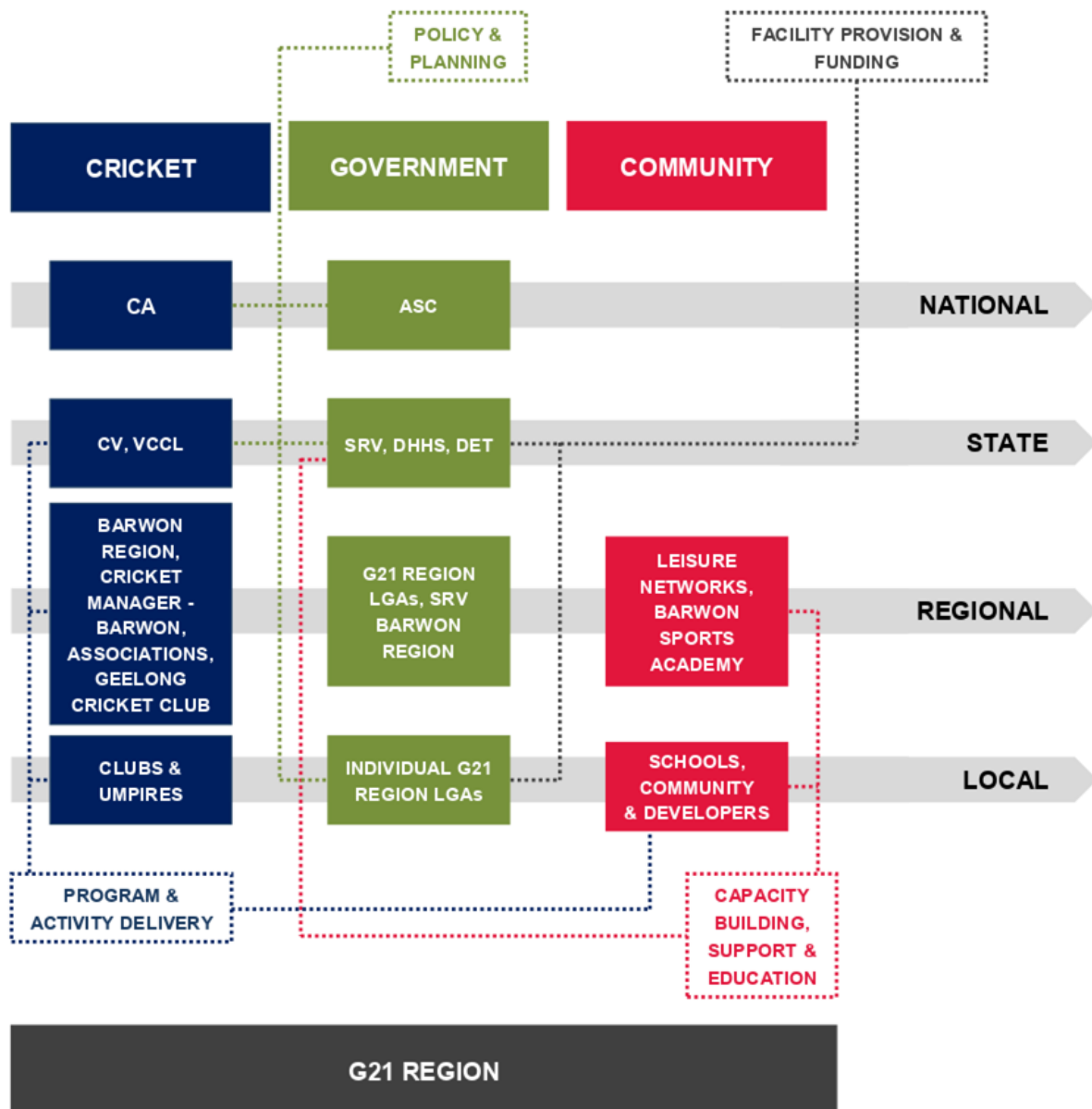
Less than 50% of clubs across the Region, who completed the Club Health Check Survey, have a clearly stated vision and only 7/42 clubs regularly review their club's performance against a strategic plan.

A very high percentage of current club presidents and administrators have held their positions for less than two years, suggesting a recent turn over of club officials and volunteers. While this trend is not unique to the Barwon Cricket Region or local level sporting organisations more broadly, it has inevitably resulted in a considerable loss of important club knowledge, understanding of club policies, processes and systems. This is impacting on the overall efficiency and productivity of club operations and resulting in inconsistent approaches to how the sport is managed and delivered at a local club level.

Attracting and retaining volunteers to assist with day to day club operations remains a constant challenge, compounded by the fact that only one in four clubs believe they have clearly defined roles and responsibilities for their volunteers.

A more structured and aligned approach to how the sport is governed and managed will assist in ironing out several of the above mentioned issues, and ensure consistency and improved delivery of cricket across the Barwon Region into the future.

The diagram below provides a visual representation of the Barwon Cricket Region's existing stakeholder framework.





The diagram provides a visual representation of the Barwon Cricket Region’s existing governance framework, including core roles and responsibilities of key cricket stakeholders.



**STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN**

**Develop an aligned and collaborative structure to manage cricket**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.1 Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring cricket governance and management across the Barwon Cricket Region. (Refer to Appendix #6 for key considerations for re-structure process).	<b>CRITICAL</b>	CVIC	CVIC, Associations, Clubs	Barwon Region Cricket Committee, G21 Region LGA representative, SRV Regional staff
1.2 Stakeholder working party to revisit, define and agree on the core purpose and objectives of the future Barwon Cricket Region governance and management model. Establish a new Terms of Reference and operational objectives for future governance and management of the Barwon Cricket Region.	HIGH	CVIC	CVIC, Associations, Clubs	Barwon Region Cricket Committee, G21 Region LGA representative, SRV Regional staff
1.3 Stakeholder working party to review and assess future governance models in line with agreed objectives and evaluate the most appropriate future model and seek endorsement from key stakeholders.	HIGH	CVIC	CVIC, Associations, Clubs,	Barwon Region Cricket Committee, G21 Region LGA representative, SRV Regional staff
1.4 Undertake the necessary steps to restructure cricket governance and management across the Barwon Cricket Region.	HIGH	CVIC	CVIC, Associations, Clubs,	Barwon Region Cricket Committee, G21 Region LGA representative, SRV Regional staff



## PRIORITY 2

### PARTICIPATION GROWTH

**Grow cricket, its range of activities, club capacity and profile across the Barwon Region**

**Despite recording Cricket Victoria's highest 'Country Region' club participation total for the 2016/17 season, the Barwon Region experienced a 3.6% decrease in overall club participants from 2014/15. This trend is in direct contrast with state-wide participation trends, with increased player numbers being recorded in all player categories across Victoria during the 2016/17 season.**

The game of Cricket has changed and evolved over time and continues to do so through new innovations, competition structures and modified formats to attract and retain participants. The Barwon Cricket Region is not currently keeping pace with this change, and as a result participation rates in club and community cricket programs have dropped.

Cricket Victoria's strategic planning for the future is heavily focused on providing the right mix of opportunities to engage with a broader range of participants. Change in participation opportunities is critical to the engagement of people into the sport. A greater focus on providing a range of activities to meet community trends and demands is required across the Region. The recent expansion of the youth girls' cricket competition in Geelong from 4 to 10 teams during the 2017/18 season is a positive example of a change in cricket opportunity across the Region, however demand remains for an even broader suite of cricket competitions and program offerings.

Shorter, more flexible cricket programming and competition formats is heavily supported by the Barwon Region cricket community and presents an opportunity for Cricket Victoria, local associations and competition providers to tap into this increasing target market. The growth of female cricket across the state, in particular Country Victoria presents another avenue to further develop the game as well as engagement and communication with this target group.

Despite the recent expansion of the youth girls' competition in Geelong, the Barwon Region's current participation rate for females remains below Country Victoria and state-wide averages.

Improved coordination and alignment of junior development pathways and programs will assist in the ongoing implementation of Cricket Australia's new junior playing formats and will in-turn increase participation numbers and the overall health and sustainability of cricket across the Region.

The growth of mid-year (winter) cricket competitions provides an opportunity for the Region to attract a wider participant catchment as will the increased levels of 'social' and unstructured cricket participation currently being experienced across the state. There will however be competition with strongly participated winter sports such as AFL and Soccer.

A wider push by Cricket Victoria into more schools via entry level programs resulted in a 41% increase in program participants across the state between the 2015/16 and 2016/17 seasons. Following this lead and increasing the promotion and inclusion of cricket within local primary and secondary school sport programs across the Barwon Region (with assistance from Cricket Victoria Game Development Staff and Cricket Manager - Barwon) will set the foundation for more players being introduced to the game and create greater opportunities to transition them into club cricket.

While diversifying and developing new ways for the Barwon community to access cricket across the Region is a key priority, of equal importance will be ensuring the future growth and sustainability of existing cricket competitions and programs. These competitions and programs are integral to the game locally and to overall club sustainability, and will require adequate support, resourcing and management into the future.

Continuing to advocate for the hosting of high profile competitions and events that lift the profile, interest and overall participation levels in cricket across the Barwon Region (e.g. Men's and Women's Big Bash League matches, international and domestic matches and National Cricket Inclusion Championships) is also a key priority for cricket across the Region. This includes supporting the Geelong Region T20 Group's bid for establishment of a Big Bash team in Geelong.

**STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN**

**Grow cricket, its range of activities and profile across the Barwon Region**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.1 Cricket Victoria to conduct a strategic review of current club and Association structures (including all formats of the game) and work with key stakeholders to assist club and program sustainability and competition equalisation.	CRITICAL	CVIC	CVIC, Associations	Clubs, G21 Region LGAs
2.2 Seek to provide a wider suite of cricket programming and competition opportunities including shorter, more flexible cricket and competition formats. Ensure adequate support and resourcing is provided to local Associations and clubs to assist with implementation of such programs / competitions (e.g. Cricket Australia's new junior playing formats).	CRITICAL	CVIC	Associations	Clubs, Schools
2.3 Increase promotion of the Cricket Manager – Barwon, Participation Officer and Talent Specialist roles across the Region and services / support available to local associations and clubs.	HIGH + ONGOING	CVIC	CVIC	G21 Region LGAs, Leisure Networks
2.4 Target future participation and game development human resource investment into key growth areas and new club establishments across the Region (e.g. Armstrong Creek).	HIGH	CVIC	CVIC	G21 Region LGAs, Leisure Networks
2.5 In partnership with Cricket Victoria and Cricket Manager - Barwon, seek to improve the relationship and pathway connection between local grassroots clubs and the Region's Premier Cricket Club, Geelong.	HIGH + ONGOING	CVIC	CVIC, GCC	Clubs
2.6 Seek to improve the coordination and alignment of junior development pathways and programs under an association governed structure, (not the current club by club ad-hoc approach) to minimise the loss of junior players to the game.	HIGH	Associations	Associations, CVIC	Clubs

**STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN**

**Grow cricket, its range of activities and profile across the Barwon Region**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.7 In partnership with Cricket Victoria and Cricket Manager - Barwon, continue to promote and support the recent expansion of the youth girls' cricket competition in Geelong and any other associations or local clubs looking to grow their female participant base.	HIGH	CVIC	CVIC, Associations, Clubs	Schools, G21 Region LGAs, SRV
2.8 In partnership with Cricket Victoria Game Development Staff and Cricket Manager - Barwon, expand promotion of junior development and inclusive cricket programs to include multi-cultural and indigenous communities. This includes supporting policy development and education to clubs to encourage and promote engagement with diverse communities.	MEDIUM	CVIC	CVIC, Associations, Clubs	Schools, G21 Region LGAs, SRV
2.9 Support the growth of mid-year (winter) cricket competitions through increased engagement with competition providers and greater access to available cricket playing fields during the off-season. This includes designing any new playing fields in partnership with winter sporting codes (e.g. AFL, Soccer and Rugby) that enable synthetic cricket pitches to remain uncovered during the winter.	MEDIUM	CVIC	CVIC, Associations, Clubs	G21 Region LGAs, Other sporting codes
2.10 Support clubs to work closely with Barwon Cricket Manager - Barwon and Cricket Victoria Game and Development staff to grow and expand delivery of junior development activities, programs and initiatives and improve connection with local schools.	HIGH + ONGOING	CVIC	CV, Clubs	Schools, School Sport Victoria
2.11 Support Cricket Victoria to conduct regular cricket coaching accreditation and education courses within the Barwon Region and support local people, particularly younger people (via community grants) to undertake training and education courses.  Target the recruitment of younger umpires to officiate junior fixtures. This will allow for umpires to be trained at a young age, while also increasing the potential pool of umpires into the future.	HIGH + ONGOING	CVIC	CVIC	Clubs, Associations, Umpires

**STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN**

**Grow cricket, its range of activities and profile across the Barwon Region**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.12 Develop a coach mentoring program in association with Secondary Schools, Deakin University and/or as part of any potential SEDA program within the Region.	LOW	CVIC	CVIC	Schools, Deakin, SEDA
2.13 Continue to advocate for the hosting of high profile competitions and events that lift the profile of cricket across the Region (e.g. Men’s and Women’s international and domestic matches and National Cricket Inclusion Championships).	HIGH + ONGOING	CVIC	Geelong Region T20 Group	Associations, Clubs, G21 Region LGAs
2.14 Support the Geelong Region T20 Group’s bid and advocacy efforts for establishment of a Big Bash team in Geelong.	HIGH + ONGOING	Geelong Region T20 Group	Geelong Region T20 Group	Barwon Cricket community
2.15 Seek to increase promotion of the game locally (e.g. share and promote success stories, facility development works and player achievements) to enable it to compete with rivaling high participation sports (e.g. AFL and Soccer).	MEDIUM + ONGOING	CVIC	CVIC, Associations, Clubs	Barwon Region Cricket Community, Schools, G21 Region LGAs
2.16 Subject to regional governance review and subsequent recommendations, encourage clubs to improve their governance administration and operational performance via Leisure Networks, Cricket Australia and Cricket Victoria available resources.	HIGH + ONGOING	CVIC	CVIC	Leisure Networks, Associations
2.17 In partnership with Cricket Victoria and Leisure Networks, seek to increase support for club volunteers through training and development programs and increased resource support (e.g. club manuals, policies and procedures).	HIGH + ONGOING	CVIC	CVIC	Leisure Networks, Associations
2.18 Continue to administer and implement Club Health Checks annually and report findings.	MEDIUM + ONGOING	CVIC	CVIC	Clubs, Leisure Networks
2.19 Support clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning, volunteer recruitment and retention and club participation and growth.	HIGH	CVIC	CVIC	Leisure Networks, Associations, G21 Region LGAs
2.20 Publish best case studies of local club operations that showcase positive club management and operational outcomes.	LOW + ONGOING	CVIC	Clubs	G21 Region LGAs
2.21 Conduct annual cricket development forums within each of the G21 local government areas in association with regional partners.	HIGH	CVIC	CVIC	Associations, Clubs, Schools, G21 Region LGAs, SRV, Leisure Networks

## PRIORITY 3

### FACILITY PROVISION, CAPACITY AND RENEWAL Maximise the capacity and activation of existing sites and align new facilities with future need and demand

#### BARWON REGION CRICKET FACILITIES

**Future planning for both on and off-field cricket infrastructure and playing fields will require a 'Regional direction with local level solutions' approach across the Barwon Region.**

The Barwon Region's unique 'Metro meets Country' hybrid profile means there is no one size fits all approach when looking at future cricket facility and supporting infrastructure planning and provision.

155 playing fields across 111 sites make up the Region's current cricket facility landscape. 70% (108) of these playing fields are located within the City of Greater Geelong, 12% (19) in the Colac Otway Shire, 11% (17) within the Surf Coast Shire and the remaining 7% spread across the Golden Plains (6%) and Borough of Queenscliffe (1%). It should be noted that only six of the Golden Plains Shire cricket playing fields fall within the Barwon Cricket Region, with the remaining venues located within Cricket Victoria's Central Highlands Region. For the purposes of this Strategy, sites outside of the Barwon Cricket Region have not been included in overall analysis or factored into future facility directions. These facilities should however be considered in the overall context of this Strategy.

Barwon Region's overall cricket ground to population provision ratio of 1: 1,981 is currently in-line with and comparable to Cricket Victoria's Country Region average, and not surprisingly above the Metropolitan Cricket Region average (1:3,345). Given the 'hybrid profile' of the Barwon Region, a facility provision ratio of approximately 1: 2,600 (state-wide average) is considered to be a future planning benchmark for overall regional facility provision. If no further cricket grounds are developed across the Barwon Region to 2031, the forecast ground to population ratio will be 1: 2,503, still within the planning benchmark.

Looking purely at current and forecast future ground to population provision ratios at a regional level, the assumption could be made that no more cricket fields are required across the Region to 2031. This is not necessarily the case. The Region's unique demographic profile, geographical spread and settlement patterns will see varying levels of demand for future infrastructure across each local government area.

Prioritisation of new venues and facilities should be led only by clubs that are reaching or at capacity, or in areas of forecast population growth (e.g. Armstrong Creek).

In contrast, and if supported by the local cricket community, opportunities to consolidate underutilised facilities and the merging of struggling clubs to improve efficiencies in capital investment and club servicing and delivery should also be explored.

While the total number of playing fields is an important factor in assessing overall facility provision levels for the Barwon cricket community, of equal importance is the type of cricket field provided.

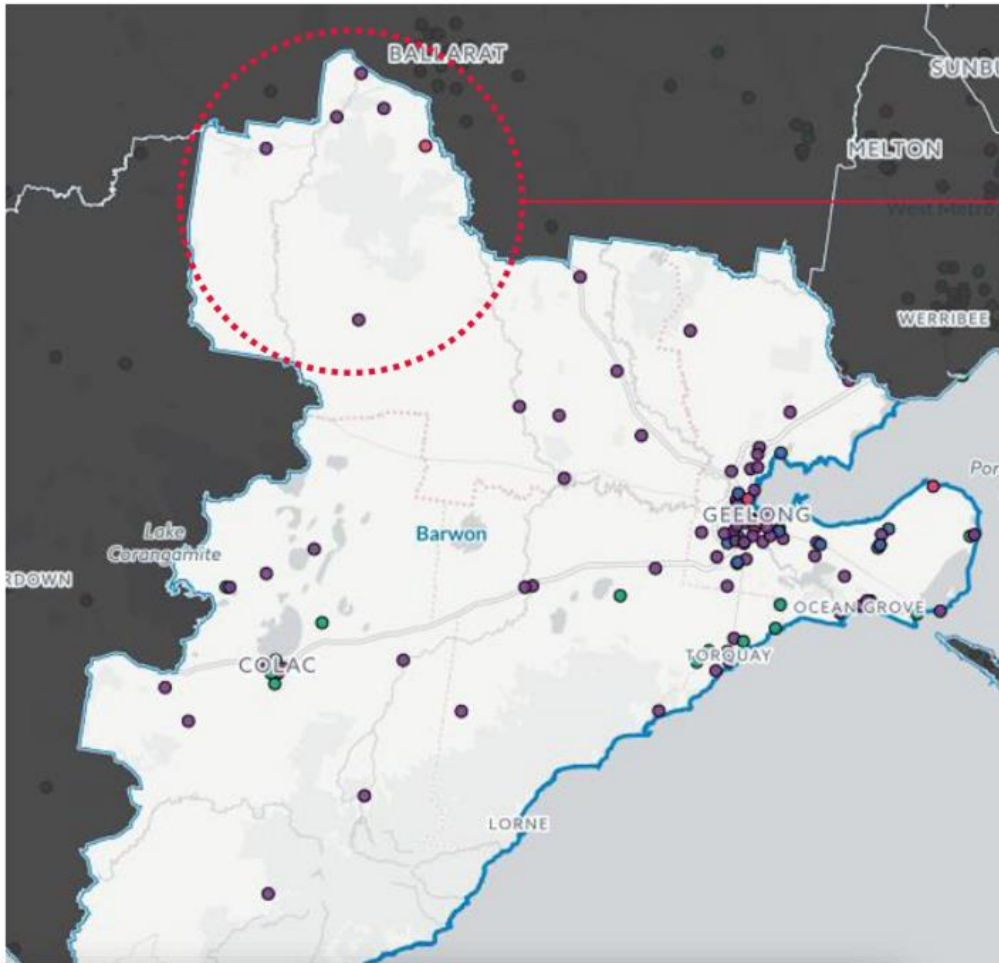
While the Region's overall turf pitch provision level (23% of overall provision) is in fact lower than the average Cricket Victoria Country Region (30%) and state-wide (28%) levels, 90% of this provision (32/36 pitches) is concentrated within the City of Greater Geelong. As identified in the VCIS, a key priority for the Barwon Cricket Region will be assessing the suitability and balance of synthetic and turf cricket pitches in-line with future demand, competition and governance restructuring, and the financial capacity of tenant clubs and facility owners.

The development of additional turf pitch playing fields within the City of Greater Geelong is not supported in the short to medium term given the existing high level turf pitch provision. While this provision level is commensurate with higher population and participation numbers, it may also be restricting the capacity of existing sites and constraining the flexibility and opportunity for future growth and expansion of the game and its varying formats across the wider Barwon Cricket Region.

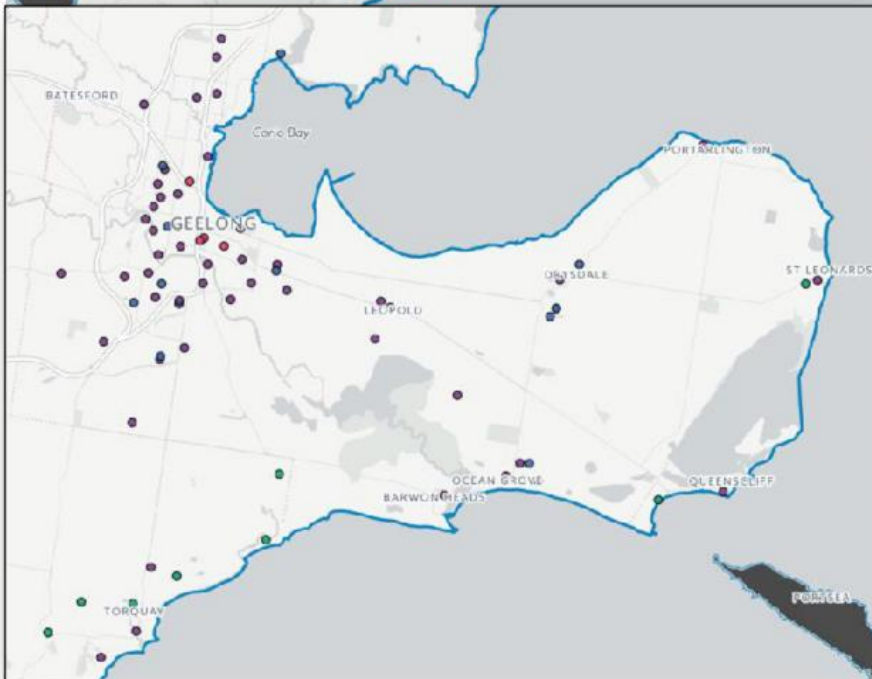
While ensuring a suitable balance (and the best location) of turf and synthetic pitches will be a key focus for the Barwon Region into the future, there is to be no net gain of turf provision in the Barwon region during the life of this strategy or until 'Priority 1 – Develop an aligned and collaborative structure to manage cricket', is resolved. This extends to the provision of turf practice wickets.

**The following page provides a visual representation of the Barwon Region's cricket facilities by level of hierarchy in accordance with Cricket Australia and Cricket Victoria's Community Facility Hierarchy.**

**Barwon Region Cricket Facility Locations (2016)**



Facilities located within the Golden Plains Shire that fall within Cricket Victoria's Central Highlands Region (out of the scope of this project). Facility audit information on these sites has been provided to Golden Plains Shire to inform their planning.



**Hierarchy Level**

- ALL SELECTED
- COMMUNITY CLUB (HOME GROUND)
- SCHOOL (SCHOOL ONLY USE)
- COMMUNITY CLUB (SATELLITE GROUND)
- PREMIER / REGIONAL





The overall average provision and condition levels of cricket playing fields and supporting infrastructure across the Barwon Region is *generally* of a higher standard than other Country Victoria Regions, as well as several of Melbourne's Metropolitan Cricket Regions.

This is however a regional snapshot provided to each Council, with individual cricket venue facility audit data identifying a number of gaps in existing facility provision and sub-standard conditions across each local government area.

Guided by provided site by site facility provision and condition summaries and detailed individual facility audit reports, a critical priority of this Strategy is for Cricket Victoria and Barwon Region clubs to work closely with local government and schools to develop individual facility renewal and improvement programs.

Priority should be given to facility access, functionality, sustainability and change room facilities and amenities that are inclusive and can sustain concurrent male and female activity. Social areas within pavilions should also provide a welcoming environment that supports and encourages diversified participation and community use.

Several other facility provision and condition findings highlighted through National Facility Audit data analysis and in need of priority attention across the Barwon Cricket Region include:

- 75% (113) of player change room facilities across the Region are not considered to be inclusive (e.g. female friendly in their design).
- The Region's average 'estimated synthetic pitch surface remaining life' of four years is below both the country (5.88 years) and state (5.5 years) averages and the lowest across all Country Cricket Regions indicating a significant renewal program in the short-medium term is needed.
- Only 25% of playing fields across the Region have synthetic pitches that are greater than 2.4m in width (state average 28%). Cricket Australia's Community Facility Guidelines recommend synthetic pitches be equal to or greater than 2.4m in width to increase the likelihood of young players landing their delivery on the pitch and also promoting the craft of spin bowling (wider area required to deliver the ball). The recommended length for synthetic pitches is also 25m or greater with only 30% of the Barwon Cricket Region's pitches meeting this length (state average 29%). This impacts on the quality and condition of safe bowling approaches (e.g. worn natural grass areas often provide uneven surface levels).
- Only 1% of the Region's overall training net provision is recorded as being multi-purpose in design.

A key future focus area for the Barwon cricket community, local government and Cricket Victoria should be centred on increasing the capacity and functionality of existing facilities through projects such as improved playing field surfaces, centre synthetic wicket and training net upgrades and/or replacements, refurbishing player and umpire change rooms and amenities.

## BARWON CRICKET REGION FACILITY PRIORITIES

While each G21 Region local government area, township within and individual cricket venue will have their own immediate facility demands and future needs, the following five Region wide facility priorities have been identified for Barwon.

1. Utilise facility audit reports and site by site provision and condition summaries to develop individual LGA and site specific facility renewal programs. Improvements to existing facilities should be prioritised over the development of new in order to focus on strengthening the existing club environment and providing a base from which to leverage into the future. Projects that Increase the carrying capacity, functionality and activation of existing facilities (e.g. refurbished player and umpire change rooms and amenities to encourage greater use and inclusiveness) should be prioritised. Facilities that restrict club and participant growth due to their mix of amenities will limit the ability of clubs and the Barwon cricket community to implement priorities outlined in this strategy.
2. In partnership with Cricket Victoria, local associations and key cricket stakeholders, review the Region's current turf pitch and turf practice net distribution and provision levels (including any relevant Council subsidy provisions and maintenance responsibilities). This review should take place in line with recommended competition and governance restructure resulting from Priority 1 to ensure future provision prioritises and promotes player development and pathway opportunities. In the interim, it is recommended investment toward turf pitch preparation and maintenance be prioritised at:
  - The future Regional Cricket and Community Centre
  - Premier Cricket grounds
  - At venues that promote and accommodate player development and pathway opportunities (e.g. host representative cricket competitions and training programs).
3. Deliver and activate a Regional Cricket and Community Centre to extend cricket service provision across the Region.

4. Utilise facility and club membership data to develop prioritised upgrade and renewal plans for synthetic centre cricket pitches and synthetic practice facilities. Ensure future centre synthetic pitch replacements are in accordance with Cricket Australia's recommended dimensions.
5. Continue to plan for the development and activation of new multi-purpose cricket facilities in Armstrong Creek to accommodate forecast population and participation growth.



The key facility priorities and directions outlined in this Strategy are consistent with those highlighted within the VCIS. This provides a consistent and aligned approach and analysis from local through to state level priorities.

*Note: This Strategy does not provide individual club/venue master plans, costing structures or proposed capital works programs. These will continue to be developed at the discretion of LGAs, in consultation with users, pending analysis of identified facility gaps and venue usage requirements. Please Refer to Appendix #5 for a proposed Funding Framework and #4 to help inform priority infrastructure projects.*

**NATIONAL FACILITIES AUDIT (2017)**

The following table provides a high level summary of the Barwon Cricket Region's facility provision and condition ratings collected during Cricket Australia's National Facilities Audit.

**PROVISION**

**Synthetic and Turf Pitch Provision Comparisons**

Centre pitch surface type	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Centre turf pitch provision (#)	36	38.4	42.6	40.5
Centre turf pitch provision (%)	23.2%	29.75%	27.15%	28.32%
Centre synthetic pitch provision (#)	117	78	95.38	86.7
Centre synthetic pitch provision (%)	75.5%	60.47%	60.75%	60.62%
Centre 'All Seasons' pitch provision (#)	2	9.3	14.5	11.88
Centre 'All Seasons' pitch provision (%)	1.3%	7.17%	9.24%	8.3%

**Synthetic Pitch Length and Width Provision Comparisons**

Centre pitch length and width	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Synthetic centre pitch width 2.4m+ (%)	29%	27%	28%	28%
Synthetic centre pitch length 25m+ (%)	33%	34%	25%	29%

**Training Net Provision Comparisons**

Key on-field facility component	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Synthetic training net provision (total # of sites with training net enclosures)	75	70	77	74
Synthetic training net provision (% of sites with training net enclosures)	68%	70%	70%	70%
Sites with two or more training net pitches (%)	64%	64%	69%	67%
Sites with multi-purpose training net design (%)	1%	2%	3%	2%
Sites with training nets on main playing field surface (%)	46%	31%	30%	30%
Average estimated synthetic pitch remaining life	4 years	5.88 years	5.13 years	5.5 years

**Off-field Facility Provision Comparisons**

Key off-field facility component	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Number of sites with pavilions	78	77	79	78
Player change room facilities provided (%)	68%	72%	70%	71%
Female friendly change room facilities provided (%)	25%	10%	25%	18%
Umpire change room facilities provided (%)	41%	31%	51%	41%
Female friendly umpire change room facilities provided (%)	50%	19%	37%	28%
Accessible pavilion entry provided (%)	72%	53%	72%	63%
Accessible change room toilet provided (%)	20%	36%	20%	28%
Internal storage provided (%)	49%	29%	66%	48%
Toilets provided (%)	81%	50%	81%	66%

**CONDITION**

**On-field Facility Condition Comparisons**

**Condition Rating Key**

50% = moderate

60%-80% = good

80%-100% = excellent

Key on-field facility component	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Overall playing fields condition rating	75%	74.75%	70.5%	72.63%
Synthetic centre wicket condition rating	69%	64.63%	65.3%	64.97%
Synthetic training net pitch condition rating	72%	67.63%	69.38%	68.5%

**Off-field Facility Condition Comparisons**

Key off-field facility component	Barwon	Country Vic (Ave)	Metro Vic (Ave)	Victoria (Ave)
Main pavilion facility condition rating	72%	66.13%	64.5%	65.32%
Player change rooms and supporting amenities condition rating	69%	60.38%	62.75%	61.57%
Umpire change room condition rating	73%	58.13%	63%	60.57%

**STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN**

**Maximise the capacity and activation of existing sites and align new facilities with future need and demand**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.1 Guided by facility audit findings and analysis, support cricket clubs to develop individual facility renewal and improvement programs. Prioritise facility upgrades at those venues not currently meeting recommended provision levels or at sites with identified and potential female participation growth. Projects that deliver diversity and inclusion outcomes should also be prioritised.	CRITICAL	CVIC	CVIC, G21 Region LGA's, Clubs	SRV, CA
3.2 Promote and communicate what infrastructure a 'club home' facility needs, and what is critical to cricket.	CRITICAL	CVIC	CVIC	G21 Region LGAs
3.3 Collectively adopt existing Cricket Australia, Cricket Victoria and SRV planning and facility development guidelines to ensure <b>any new facilities</b> are developed to recommended standards and guidelines.	HIGH	CVIC, CA	Barwon Region Cricket Community	G21 Region LGAs, SRV
3.4 In partnership with Cricket Victoria, utilise facility and participation data to increase provision levels of unisex change room areas, supporting amenities and more inclusive social spaces. Encourage joint opportunities for cricket and winter sports to improve inclusive off-field player, umpire and spectator amenities.	HIGH + ONGOING	CVIC	CVIC, Associations	G21 Region LGAs, SRV, Clubs, Barwon Region Cricket Community
3.5 Utilise facility and participation data to incorporate training net facility upgrades / renewal into individual LGA Capital Works Plans and budgets (subject to annual budget bids). Ensure future training net facility upgrades and developments are in accordance with Cricket Australia's recommended guidelines.	HIGH	CVIC	CVIC	G21 Region LGAs, Clubs, Associations
3.6 In accordance with facility audit findings (and at the end of the pitch's concrete base and synthetic surface life), replace existing synthetic wickets in accordance with Cricket Australia's Community Cricket Facility Guidelines (25m+ x 2.4m+).	HIGH	CVIC	CVIC	G21 Region LGAs, Clubs, Associations

**STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN**

**Maximise the capacity and activation of existing sites and align new facilities with future need and demand**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.7 In line with the VCIS, conduct a review of the Region’s current turf pitch and turf practice net provision levels and approach to management (including any relevant Council subsidy provisions, maintenance responsibilities and financial capacity). This review should take place in line with recommended competition and governance restructure resulting from Priority 1.	HIGH	CVIC	CVIC	Clubs, Associations, G21 Region LGAs
3.8 Support Cricket Victoria and AFL Victoria’s current Turf Wicket Pilot Program aimed at identifying strategies and processes that can assist in addressing the challenge of turf wicket preparation prior to season commencement.	HIGH - ONGOING	CVIC, AFLV	CVIC, AFLV	G21 Region LGAs, Associations, Clubs, Barwon Region Cricket Community
3.9 Support land owners / managers to manage the carrying capacity of existing playing fields with high use, and / or the view to increase use, through education and resourcing. This includes increasing education on ground maintenance and turf wicket management requirements and best practices to local clubs.	HIGH + ONGOING	CVIC	CVIC	G21 Region LGAs
3.10 Continue to plan and deliver new cricket playing field developments and supporting infrastructure in growth areas across the Region (e.g. Armstrong Creek).	HIGH + ONGOING	CVIC	CVIC	G21 Region LGAs, SRV, Commercial partners, developers
3.11 Explore opportunities for synthetic cricket pitches to remain uncovered during winter (without limiting or impeding on winter usage).	LOW + ONGOING	CVIC	CVIC	G21 Region LGAs, CA, Associations, Clubs
3.12 Where appropriate, G21 Region LGAs collaborate on options for shared access of under-utilised venues that could support increased oval demands (this includes across municipal boundaries).	MEDIUM + ONGOING	CVIC	CVIC	G21 Region LGAs, Associations, Clubs, Barwon Region Cricket Community
3.13 Consider options for the potential consolidation of underutilised facilities and merging of struggling clubs to improve efficiencies in capital investment and club servicing and delivery.	MEDIUM + ONGOING	CVIC	CVIC	G21 Region LGAs, Associations, Clubs, Barwon Region Cricket Community

**STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN**

**Maximise the capacity and activation of existing sites and align new facilities with future need and demand**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.14 Capitalise on the City of Greater Geelong’s strong turf cricket pitch provision by advocating for the hosting of future competitions, events and programs.	MEDIUM + ONGOING	CVIC	COGG	Associations, Clubs, Barwon Cricket Community
3.15 Seek partnership opportunities with the education sector and local government to access and support the management of cricket infrastructure at education facilities (for both new school developments and existing venues).	MEDIUM + ONGOING	CVIC	CVIC, DET	G21 Region LGAs, SRV, Schools
3.16 Project partners to continue to explore innovations in facility materials and products to increase carrying capacity and reduce ongoing maintenance costs.	LOW + ONGOING	CVIC	CVIC	G21 Region LGAs, Barwon Cricket Community



## PRIORITY 4

### REGIONAL CRICKET AND COMMUNITY CENTRE Deliver and activate a regional level Cricket and Community Centre

**Up to 13 Regional Cricket and Community Centres have been identified for strategic delivery across Victoria. In conjunction with the Victorian Government, local government, education sector and cricket communities, Cricket Victoria is implementing a range of centres to support the delivery of the game. Cricket Victoria's short term focus is on the state's regional (country) areas, including the Barwon Cricket Region.**

Key drivers for the development of Regional Cricket and Community Centres across Victoria, as identified through the VCIS, include:

- State Government's recent investment into supporting the development of Regional Cricket and Community Centres across Country Victoria.
- The current under provision of purpose built, publicly accessible Regional Cricket and Community Centres across the state (particularly in rural and regional areas).
- Cricket communities in rural and regional areas are currently challenged by long distance travel and associated costs to access higher quality cricket facilities and services.
- There is a significant lack of indoor cricket training facility provision integrated within the club network and a very high reliance on commercial centres to perform this function.
- Limited opportunity for the hosting of higher profile cricket events and competitions in regional areas that could benefit local clubs and their cricket communities.
- Cricket Victoria has identified the need to provide greater collective administrative support within several strategic geographical locations across the state.
- A more streamlined approach to collectively and consistently promoting cricket from a centralised location is vital to the successful alignment and delivery of future cricket programs and competitions across Victoria.

It is recommended the future Barwon Regional Cricket and Community Centre seek to achieve and address the following key roles and focus areas:

1. **Participation development centre** – The centre should provide opportunity for 12 months of the year competition activities (all ages / genders), be a designated finals and events venue, serve as a program centre and schools development venue.
2. **Education focus** – A key focus of Regional Cricket and Community Centres is ensuring the provision of adequate off-field support, education and training. This includes, but is not limited to, player, coaching, umpiring, off-field support services and ground management initiatives.
3. **High performance** – Ensuring the provision of adequate indoor, outdoor, health and fitness infrastructure and services to accommodate high performance training should be a key focus. This needs to be balanced with broader community and grassroots programming, activity provision and access.
4. **Shared regional services** – A more centralised and streamlined approach to future cricket activity and competition delivery, marketing and promotion is a key focus area for Regional Cricket and Community Centres.

The selection and evaluation of the most suitable venue to accommodate a Regional Cricket and Community Centre within the Barwon Region will require careful consideration in relation to the location and access, long-term sustainability, capacity to leverage existing site amenities and the ability to integrate within Barwon's existing local and regional cricket facility and competition network.



Several sites across the Region have been raised as potential locations for development of a future Regional Cricket and Community Centre. These include:

- Kardinia Park West (Geelong)
- West Oval (Geelong)
- Polwarth Oval / Banyul-Warri Fields (Torquay)
- Armstrong Creek (new facility)

It is recommended a Working Group including representation from Cricket Victoria, State Government, G21 Region LGAs and key Barwon Region cricket stakeholders be established to further progress venue investigation at the above mentioned sites (or any other potential locations) and planning for the future development and management of a Regional Cricket and Community Centre in Barwon.

**Please refer to Appendix #3 for a summary of proposed Regional Cricket and Community Centre planning and development principles, management success factors and recommended facility provision levels.**

**STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN**

**Deliver and activate a regional level Cricket and Community Centre**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
4.1 Develop a Project Working Group (PWG) including representation from Cricket Victoria, State Government, G21 Region LGAs and key Barwon Region cricket stakeholders to progress future Regional Cricket and Community Centre Planning and Development.	CRITICAL	CVIC	CVIC	SRV, G21 Region LGAs, key Barwon Cricket Region stakeholders
4.2 In consultation with the PWG, investigate and identify potential locations (new or existing) for development of a Regional Cricket and Community Centre in the Barwon Region. Assess the suitability of potential locations in accordance with recommended Regional Cricket and Community Centre infrastructure and supporting amenity requirements (see Appendix #3 for details).	HIGH	CVIC	CVIC	G21 Region LGAs, SRV, Key Barwon Cricket Region stakeholders
4.3 Conduct a site feasibility and benefits assessment on identified location/s for future Regional Cricket and Community Centre development.	HIGH	CVIC	CVIC	G21 Region LGAs SRV, Key Barwon Cricket Region stakeholders
4.4 Develop service guidelines and activity, business and management plans for the Barwon Regional Cricket and Community Centre.	HIGH	CVIC	CVIC	G21 Region LGAs, SRV
4.5 Finalise site selection and partners for development of the Barwon Regional Cricket and Community Centre.	HIGH	CVIC	CVIC	G21 Region LGAs, SRV, Key Barwon Cricket Region stakeholders
4.6 Cricket Victoria, State Government, G21 Region LGAs and commercial partners to secure funding and finalise investment plans.	HIGH	CVIC	CVIC	SRV, G21 Region LGAs, Commercial partners, Key Barwon Cricket Region stakeholders

**STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN**

**Deliver and activate a regional level Cricket and Community Centre**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
4.7 Cricket Victoria and G21 Region LGAs investigate options to develop a joint sinking fund (due to facility servicing all five Council areas in the Region) that supports future Regional Cricket and Community Centre facility upgrade and renewal requirements.	HIGH	CVIC	CVIC	G21 Region LGAs
4.8 Publish and communicate the key purpose and drivers of the Barwon Regional Cricket and Community Centre.	HIGH	CVIC	CVIC	SRV, G21 Region LGAs, key Barwon Cricket Region stakeholders
4.9 Post development and 12 months of operation, generate a case study to highlight the Barwon Regional Cricket and Community Centre's unique characteristics and benefits.	LOW + ONGOING	CVIC	CVIC	SRV, G21 Region LGAs, key Barwon Cricket Region stakeholders and wider cricket community



## PRIORITY 5

### RESOURCING AND PARTNERSHIPS

#### Secure stakeholder support for strategy implementation

**A stakeholder wide commitment to planning, communication, cooperation, ownership and implementation of strategic priorities and local projects will help to ensure the future sustainability and improvement of cricket provision across the Barwon Cricket Region. An approach that focuses on creating the greatest positive impact via targeted investment and collective communication and promotion of cricket regionally should be adopted.**

This Strategy is the first step for cricket and government to collaboratively determine future investment into both sport development and facility upgrades at a strategic level. It also formalises the steps project partners have taken to balance the conflicting needs of sport and government, by collaboratively prioritising future investment into both cricket's on and off-field requirements.

For cricket to continue to grow and maximise participation, and for LGAs to continue to understand the sport's needs, promote healthy and active communities and maximise facility usage and investment outcomes, this collaboration must continue. Continuing to collaboratively plan sport development initiatives and facility renewal based on cricket's changing participation trends and projections will allow for more targeted investment into the sport. This will in-turn maximise facility usage, ensure new infrastructure developments are strategic and support cricket's participation growth and diversification.

No single organisation can deliver all activities or the funding and support that is required to create a collaborative environment for sports administration and development across the Barwon Region. Cricket Victoria, partnering local government authorities and local organisations will need to dedicate staff, financial and / or volunteer resources to improve and enhance the sustainability of cricket across Barwon, now and into the future.

#### Influencers and Shapers

While future Barwon Cricket Region management is encouraged to develop and build on partnerships and regular communication with a variety of stakeholders, research conducted throughout the development of this Draft Strategy has identified the following key stakeholders (in no particular order) who will be influential 'shapers' of the future cricket landscape across Barwon, and hence should be considered priority groups to assist with the delivery and implementation of this Strategy.

- **State Government** - as a financial supporter and strategic partner in the identification of a suitable location and development of a Regional Cricket and Community Centre.
- **Local Government** - as the provider of existing cricket facilities and contributors to their ongoing improvement and development, in addition to the planners of future facilities.
- **Cricket Victoria** - as the sport's peak sporting body and organisation responsible for setting both sport and facility development planning direction. Cricket Victoria will also play a key role in supporting the review of the Region's governance and management structure as well as talent identification and high performance squads.
- **Local associations** - as the coordinators of how cricket competition is managed, governed and delivered across the Region.

- **Kardinia Park Stadium Trust** - as the statutory authority established under the *Kardinia Park Stadium Act, 2016* responsible for the administration, promotion and management of the Kardinia Park Stadium Trust Land.
- **Local clubs** - as the delivers of cricket activities and programs in a family friendly environment that encourages inclusive participation and player development.
- **Barwon Sports Academy** - as a potential pathway provider for aspiring cricketers.
- **Leisure Networks** - as a potential resource to assist in increasing the skillset and capacity of club volunteers to deliver sport and club development initiatives outlined in this Strategy.
- **Barwon Region T20 Group** - as a strong supporter and platform for increasing the profile of cricket across the Barwon Region at an elite competition and event level.
- **Education institutions** - schools, teachers and their staff who will introduce and drive cricket activities for students, connect with local clubs and potentially make their grounds and facilities available for community use.
- **Other local sporting associations** - as joint users of existing community sporting facilities that cricket clubs use and share (e.g. AFL and Soccer).

### Funding and Strategic Investment

It is recognised that LGAs have a strategic commitment to providing for all sport and recreation in their area and that competition for funding is high between sporting codes and projected increases in participation.

The financial impact of implementing proposed actions has not yet been determined, however it is critical that key stakeholders and potential funding providers adopt a coordinated approach to the scoping and delivery of actions and recognise the need for joint funding and resourcing. Establishing strategic partnerships and improving collaboration across key sport, government and community stakeholder groups will better enable local government and key project partners to secure funding for both facility upgrades and sport development initiatives.

Cricket Victoria and Cricket Australia continue to support investment into the game through increased staff resources, development of the National Community Cricket Facility Guidelines and the recent release of Cricket Victoria’s 10 Year Infrastructure Strategy. Cricket Australia’s National Facility Funding Scheme has also recently been introduced by cricket to support facility owners / managers in the development, upgrade and renewal of fit-for-purpose cricket facilities.

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



**STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN**

**Secure stakeholder support for strategy implementation**

STRATEGIC DIRECTIONS		PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
5.1	G21 Region LGAs and Cricket Victoria actively work in partnership State Government and Cricket Australia for the continuation of the Community Sports Infrastructure Fund's 'Cricket Facilities' category and National Facilities Funding Scheme.	CRITICAL	CVIC	CVIC	G21 Region LGAs, SRV, CA
5.2	Develop a Communications Plan to inform key stakeholders of the G21 and Cricket Victoria Barwon Region Cricket Strategy and the future direction for cricket across the Region for the next 10 years.	HIGH	CVIC	CVIC	G21 Region LGAs, Associations, Clubs, Barwon Region Cricket Community
5.3	The already established G21 Region LGA and Cricket Victoria Reference Group meet twice a year to review the initiatives from this Strategy and to act as a further consultative process for cricket and G21 Region LGAs.	ONGOING	CVIC	CVIC	G21 Region LGAs, Associations, Clubs, Barwon Cricket Community
5.4	In partnership with key stakeholders, strengthen the profile and image of cricket throughout the Barwon Region via increased lobbying, promotion, marketing and communication.	ONGOING	CVIC	CVIC, Associations, Clubs, Barwon Cricket Community	G21 Region LGAs
5.5	Project partners work collaboratively to identify alternate funding streams to support infrastructure investment.	ONGOING	CVIC	CVIC	G21 Region LGAs, Potential funding partners
5.6	Continue to identify and support local projects eligible for Victorian or local, state or federal government investment.	ONGOING	CVIC	CVIC	G21 Region LGAs, CA, SRV, Clubs
5.7	Cricket Victoria, associations and AFL Victoria (AFLV) collaborate to identify venues accessed by female participants across both sports to maximise potential funding opportunities.	ONGOING	CVIC, AFLV	CVIC, AFLV	G21 Region LGAs, SRV
5.8	Communicate annual LGA facility improvement priorities to Cricket Australia and Cricket Victoria and seek input on funding application development.	ONGOING	G21 Region LGAs	G21 Region LGAs	CA, CV, SRV

**STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN**

**Secure stakeholder support for strategy implementation**

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
5.9 Continue to work in partnership with state sporting associations and other bodies on multi-use, joint facility and precinct planning projects in order to maximise sports investment into key future projects.	ONGOING	CVIC	CVIC	G21 Region LGAs, Other state sporting associations, SRV
5.10 Encourage and promote cricket's flexibility and willingness to share facilities with other sports, demonstrating improved facility use, sustainability and a greater diversity of opportunities for the community.	ONGOING	CVIC	CVIC, Associations, Clubs, Barwon Region Cricket Community	G21 Region LGAs, other sporting codes
5.11 Liaise with Cricket Victoria and Leisure Networks to confirm what programs and resources are available to assist with club and sport development initiatives recommended within this Strategy.	HIGH	G21 Region LGAs	G21 Region LGAs	G21 Region LGAs, Leisure Networks
5.12 Seek to develop and improve existing relationships with primary / secondary schools, universities and TAFE programs to encourage and promote junior participation and facility access for cricket programing and competition opportunities.	MEDIUM + ONGOING	CVIC	CVIC, Education Department	G21 Region LGAs, SRV, Schools
5.13 Initiate annual 'State of Play' Reports, ensuring collective understanding and progress of participation, sports development and facility improvement activities.	MEDIUM	CVIC	CVIC	G21 Region LGAs, Associations, Clubs
5.14 Investigate opportunities to improve cricket's relationship with the Barwon Sports Academy and aligning talented cricketers to existing pathway and support programs.	MEDIUM	CVIC	CVIC	Barwon Sports Academy, Associations, Clubs
5.15 Continue dialogue with the Geelong Region T20 Group and support their bid and advocacy efforts for the establishment of a Big Bash team within the City of Greater Geelong.	HIGH + ONGOING	Geelong Region T20 Group	Geelong Region T20 Group	Barwon Cricket Community
5.16 G21 Region LGAs continue to support the Cricket Victoria Local Government Forum held every two years.	MEDIUM + ONGOING	G21 Region LGAs	G21 Region LGAs	CVIC
5.17 Conduct annual cricket development forums within each of the G21 local government areas in association with regional partners.	MEDIUM + ONGOING	CVIC	CVIC	G21 Region LGAs, Assocs / Clubs, Schools, SRV, Leisure Networks



## STRATEGY IMPLEMENTATION

**Implementation of identified facility priorities, planning, sports development and partnership objectives will require collaboration, investment and a commitment of human resources from all Barwon Region Cricket Associations, Cricket Victoria, government and industry stakeholders.**

The *Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy* is an aspirational 10-year plan designed to be practical and realistic in its implementation.

It is important to note that stakeholder policy, community demand and priorities change over time. As a result, strategic priorities and recommendations are subject to available funding and resourcing and should be regularly monitored to ensure their ongoing alignment with stakeholder objectives.

In addition to changing stakeholder policies, shifting community demand and priorities, local government faces competing investment priorities, funding pressures and a broader focus to accommodate a range of sports in facility renewal and development, therefore there is a need for cricket to continue to advocate for and on behalf of their sport across the Region.

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

Identification of funding streams beyond traditional funding partners and a coordinated approach to accessing funding will be critical to the delivery of strategic outcomes.

The Region's LGAs, Cricket Victoria and local associations should look to implement a collaborative approach to State Government for funding provision, particularly relating to the Community Sports Infrastructure Fund's Cricket and Female Friendly Facilities funding categories.

Other funding options available to achieve facility improvements will be Cricket Australia's National Community Facility Funding Scheme, LGA Capital Works Programs and club contributions to fill the gap in infrastructure renewal generally overlooked by other funding bodies. Non-traditional funding partners such as community bank programs, commercial investment and sponsorship should also be investigated.

Recommendations within this Draft Strategy set regional level directions, while allowing emerging opportunities to be harnessed at the local level. As priorities continue to evolve, the periodic monitoring and review of recommendations will be vital in maintaining the relevance of the Strategy through to 2028.

Implementation objectives are set out in a priority framework. However, annual goal and target setting will be required by Strategy partners. Formal evaluation of the Strategy by the project partners will be required to ensure ongoing and consistent alignment with cricket and LGA objectives. Strategy implementation will also need to recognise and accommodate the differing decision making processes and priorities of each project partner within the Region.



**CRITICAL ACTIONS**

To support the achievement of proposed objectives highlighted within this Draft Strategy and to ensure the needs of cricket are met in the short, medium and longer-term, seven Critical Actions have been identified. These Critical Actions are high priorities and should be used to inform each project partners long term planning. It is not expected that all project partners will be able to deliver all Critical Actions in the short and medium term.

<b>CRITICAL ACTION #1</b>	Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring cricket governance and management across the Barwon Region. Implement the new governance and management model.
<b>CRITICAL ACTION #2</b>	Cricket Victoria to conduct a strategic review of current club and association structures (including all formats of the game) and work with key stakeholders to assist club and program sustainability and competition equalisation.
<b>CRITICAL ACTION #3</b>	Seek to provide a wider suite of cricket programming and competition opportunities including shorter, more flexible cricket and competition formats.
<b>CRITICAL ACTION #4</b>	Develop a Project Working Group to progress future Regional Cricket and Community Centre planning and development.
<b>CRITICAL ACTION #5</b>	G21 Region LGAs and Cricket Victoria actively work in partnership State Government and Cricket Australia for the continuation of the Community Sports Infrastructure Fund's 'Cricket Facilities' category and National Facilities Funding Scheme.
<b>CRITICAL ACTION #6</b>	Guided by facility audit findings and analysis, support cricket clubs to develop individual facility renewal and improvement programs.
<b>CRITICAL ACTION #7</b>	Promote and communicate what infrastructure a 'club cricket facility' needs, and what is critical to cricket.





**MONITORING, MEASURING AND EVALUATING**

To ensure stakeholders are successful in achieving mutual objectives in an efficient and effective manner, regular reviews of strategic directions are paramount. The following monitoring and review process will be led by Project Partners to ensure that the G21 and Cricket Victoria Barwon Regional Cricket Strategy remains relevant for all stakeholders.





**APPENDICES**

# APPENDIX #1

## OVERVIEW OF KEY FINDINGS REPORT

**A number of key sport, government and community stakeholders were engaged to identify issues, constraints and opportunities influencing planning, provision and growth of cricket across the Barwon Region.**

*The G21 and Cricket Victoria Barwon Regional Cricket Strategy – Key Findings Report (2017)* explores these documented issues, opportunities and constraints in detail and were presented and analysed under the following three key themes:

1. Participation and Game Development
2. Facilities
3. Management and Operations

**A high level summary of key findings and assessment of regional strengths, weaknesses opportunities and challenges for cricket across the region follows. This assessment has been used as the basis from which to develop future strategies and recommendations.**

## PARTICIPATION AND GAME DEVELOPMENT

### STRENGTHS

- Highest country cricket region participation total for the 2016/17 season (5,718), 300 more than the second highest country region
- Fourth highest region player penetration rate (16 regions) across the state
- Based on current penetration rates, the Region is forecast to experience an increase market of over 1,500 participants between 2016 and 2031 (total 7,196 players)
- The presence of the Geelong Cricket Club provides opportunity for local players to progress through the player development pathway to premier cricket without having to leave the region. Dedicated Barwon Pathway coaches and talent identification resources are also in place
- Local associations provide a combination of two day, one day and modified cricket competitions and programs (e.g. T20 matches) attracting a wider target and player catchment base
- Presence of the Geelong Seniors and the Geelong Women's Cricket Clubs and youth girls' competition in Geelong provides participation opportunities for players outside of the 'typical Barwon cricketer' (27 year old male)
- Growing regional population that will produce future demand and interest in cricket programming and competition opportunities
- Hosted previous and secured future National Cricket Inclusion Championships

### WEAKNESSES

- Declining participation numbers between 2014/15 and 2016/17 seasons
- Low levels of female participation
- Challenges in attracting new players to the game
- Lack of cohesion and partnerships (player pathway) between local grassroots clubs and the Region's premier club
- Low level investment toward junior programs and player development pathway
- Low levels of engagement with and investment toward attracting players from participation target groups (e.g. CALD community, Indigenous, females)
- High level of uncertainty and angst relating to the changing competition structure of the Geelong Cricket Association
- A lack of qualified and experienced coaches across the Region (across all levels of competition)
- Smaller country clubs struggling for both on (players) and off-field (volunteers and administrators) numbers
- A lack of promotion of the sport locally (e.g. social media and local newspapers)

### OPPORTUNITIES

- Increased access to shorter, more flexible cricket programming and competition formats
- Implementation of Cricket Australia's new junior playing formats
- The growth of mid-year (winter) cricket competitions
- Increased levels of 'social' and unstructured cricket participation
- Improved coordination and alignment of junior development pathways and programs
- The growth of female cricket across the state, in particular Country Victoria
- The return of the more 'mature' aged cricketer to the game
- A review of local competition structures to ensure a more competitive balance
- Increased promotion and inclusion of cricket within local primary and secondary school sport programs
- Greater investment in coaching and junior development / pathway programs
- Increased promotion of the game locally
- Continued hosting of high profile competitions and events that lift the profile of cricket across the Barwon Cricket Region
- Increased number of qualified coaches and umpires
- Develop / improve cricket's relationship with the Barwon Sports Academy

### CHALLENGES

- Players leaving their local areas and clubs to play for Geelong's premier team / higher level competitions
- Managing the transition from introductory programs to junior competitions
- Competing against other highly participated sports for players
- Capacity to cater for the 'returning more matured aged player' trend as well as senior, junior and introductory programs
- Clashes between junior and senior match times
- Managing increased participation in non-traditional program and competition formats
- Providing competition structures that accommodate female cricket participation without impacting on other female sports in the Region
- Guaranteeing sports participation into the future may be a challenge for some areas experiencing minimal population growth
- The length of time required to play cricket
- The ability and capacity of grassroots clubs and associations to roll-out national programs
- Managing the emergence of player payments and the impact this can have on not only the competitive balance of on-field competition but the financial pressures it can place on clubs

## FACILITIES

### STRENGTHS

- Presence of GMHBA Stadium and the Kardinia Park Sports Precinct enables the hosting of regional, state and national cricket competitions and events
- Provision of both synthetic and turf pitch ovals provides opportunity for players to experience both versions of the game
- Grounds of all facility hierarchy levels are provided within the Region
- 2016 ground to population ratio is comparable with other country regions across the state
- Ground to player ratio is consistent with state-wide ratio
- Detailed facility condition and functionality information is available via Cricket Australia's National Facilities Audit
- Approximately 75% of clubs have future development plans for facilities at their respective venues
- Local government planning and financial support for cricket specific facility upgrade and renewal projects
- Increased levels of cricket specific facility funding becoming available from State Government and Cricket Australia
- Average pitch condition rating of 72% rates 5th out of 16 regions and above the state average of 68.5%. The playing field condition rating of 75% is also above the state average of 72.6%
- Average synthetic training net pitch condition of 72% is above the state average of 68.5%

### WEAKNESSES

- A number of aging, dysfunctional and non-compliant facilities that are prohibiting club growth and programming opportunities
- 90% of the Region's overall turf pitch provision is situated within the City of Greater Geelong
- The quality of supporting spectator amenities and social amenities (e.g. shade, shelter and seating) was rated as average to very poor by the local community
- Low level of indoor cricket facility provision across the Region
- No regional level Cricket and Community Centre within Region
- Only 1% of the Region's training net provision is recorded as being multi-purpose in design
- Below state and country region average remaining synthetic pitch surface life expectancy
- Only 25% of playing fields across the Region have synthetic pitches that are greater than 2.4m in width and only 30% are 25m or greater in length
- A lack of connection and partnerships with local schools
- High reliance by clubs on external funding support (mainly local government) for facility improvements

### OPPORTUNITIES

- Recently introduced cricket specific funding schemes (\$12.4M between 2015 and 2019)
- Utilisation of facility audit data to develop individual facility renewal and improvement programs
- Increasing inclusive facility provision with a focus on female friendly design
- Delivery and activation of a regional level Community Cricket Centre
- Improved access to appropriately developed school oval facilities
- Planned new facility development in identified growth areas (e.g. Armstrong Creek)
- Increased levels of multi-use design features in facilities, in particular training net facilities
- A review of the Region's current approach to turf wicket provision (including Council subsidy provisions and maintenance responsibilities)
- Increased support and education to local clubs from Cricket Victoria on turf pitch preparation and maintenance
- Replacement of existing synthetic cricket pitches in accordance with Cricket Australia's preferred dimensions

## CHALLENGES

- Uncertain long term commitment by Cricket Australia and State Government toward cricket specific funding programs
- Capacity of existing facilities to support participation growth, particularly junior teams and female participation
- Reliance on the local community and club members to maintain and develop their facilities
- The 'pre-season creep' by winter sports (mainly AFL and soccer) placing increased demands on venues and contributing to overuse, non-prepared turf pitches and potential conflict with tenant sports
- Aligned support from cricket stakeholders as to the most appropriate and feasible location for a regional level Cricket and Community Centre
- The challenge of better justifying the 'value of cricket' and organised sports with Councils currently prioritising mass participation activities and informal sport and recreation pursuits

## MANAGEMENT AND OPERATIONS

### STRENGTH

- Strong cricket culture that values the game's tradition
- Long serving volunteer base providing a strong knowledge of cricket's history in the local area
- Increased levels of engagement and communication between local government, cricket associations and competition providers
- Improving relationships between summer and winter tenants
- Increased resourcing dedicated to game and market development in the Barwon Cricket Region
- Strong support and interest in cricket from local government (e.g. facility management capital investment, COGG funding and wicket maintenance agreement)
- G21 Pillar and Leisure Networks resource support
- 80% of clubs have a clear understanding of their club's purpose and key objectives
- 95% of clubs adhere to their adopted constitution / rules and 98% have a code of conduct for their players, player parents, coaches, members and general club stakeholders
- 36/42 clubs reported being in a strong financial position

### WEAKNESSES

- Unclear and fragmented approach to management and governance of the sport across the region
- Lack of communication and strategic alignment between local associations and competition providers
- Unclear role, purpose and services provided by the Barwon Region Cricket Committee
- Varying levels of support provided by peak sporting bodies to higher level and more successful associations and clubs and the smaller, less powerful / influential associations and affiliated clubs
- Less than 50% of clubs across the Region feel they have sufficient levels of volunteer support to assist with day to day club operations and management
- Only 28% of clubs who completed the Club Health Check Survey have a strategy and actively implement it to attract new people onto their respective committees
- 7/42 clubs who completed the Club Health Check Survey regularly review their club's performance against a strategic plan
- Less than 50% of clubs across the Region have a clearly stated vision and only 26% believe they have clearly defined position descriptions outlining roles and responsibilities for club officials

## OPPORTUNITIES

- Implementation of a new overarching governance and management structure for cricket across the Region to improve strategic alignment and efficiencies in how cricket programs and services are delivered across a regional level
- Increased support and investment from Cricket Victoria staff and recently appointed Cricket Manager - Barwon
- Increase promotion of the Cricket Manager - Barwon role across the Region and services / support available to local associations and clubs
- Increasing the profile of the Barwon Region Cricket Committee and increasing communication levels between the committee and all associations and clubs
- Reviewing the current make-up (including development / review of the Committee's Terms of Reference) of the Barwon Region Cricket Committee to ensure equal representation across all Barwon Region associations and affiliated clubs and members
- Increased support for club volunteers through training and development programs and increased resource support (e.g. clubs manuals and policies)
- Improved association administration processes and levels of communication with key stakeholders including local Councils and clubs

## CHALLENGES

- The capacity of clubs to recruit, train and retain volunteers
- Shifting to a more professional approach to sport and facility management and administration
- Ensuring equality in support provision across all clubs and competition levels (e.g. facility funding allocations and human resources)
- Determining whose role and/or responsibility it is to support club development initiatives (e.g. Cricket Victoria, Council, Leisure Networks, local associations) and then being able to implement this delivery
- Implementing a new governance and management structure across the Region that generates greater strategic alignment and improved efficiencies (e.g. sharing of resources) between associations and key cricket stakeholders
- Changing the culture and views of cricket 'traditionalists' in terms of how the sport should be managed and developed moving forward
- Revisiting existing Council policies and processes and ensuring they are supporting sport and club growth across the Region

# APPENDIX #2

## Geelong Cricket Association Detailed Membership Trends and Breakdown

Please note that the participation baseline data following represents a point-in-time during the development of the Strategy. Each year participation figures will be updated and progress reports provided to local Councils.

2016/17 Season							2015/16 Participants	2015/16 – 2016/17 +/-	Member Category				
Club	Total	Intro	Jnr	Snr	M	F	Total	Overall change	Intro	Jnr	Snr	M	F
Guild CC	98	2	8	88	98	0	54	44	-11	8	47	44	0
Alexander Thomson CC	79	1	17	61	70	9	46	33	-2	12	23	24	9
North Geelong CC	108	1	18	89	99	8	76	32	-3	15	20	23	8
Bell Park CC	99	0	9	90	99	0	81	18	-5	5	18	19	-1
Winchelsea CC	64	0	7	57	63	1	48	16	0	0	16	17	-1
Manifold Heights CC	81	4	19	58	80	1	68	13	-10	18	5	12	1
Lethbridge CC	58	1	7	50	58	0	46	12	1	0	11	12	0
Lara CC	99	0	2	97	99	0	88	11	0	0	11	11	0
Bannockburn CC	50	0	5	45	50	0	42	8	-1	3	6	8	0
Grovedale CC	69	0	5	64	69	0	61	8	-2	4	6	8	0
Modewarre CC	73	1	7	65	68	0	66	7	-3	-4	14	2	0
Newcomb & District CC	90	1	15	74	90	0	84	6	-7	12	1	7	-1
Little River CC	51	0	8	43	51	0	47	4	-2	4	2	4	0
Inverleigh CC	34	0	4	30	34	0	30	4	0	4	0	4	0
Meredith CC	35	2	4	29	34	0	34	1	2	-1	0	0	0
Highton CC	74	0	7	67	73	1	74	0	-5	0	5	0	0
Geelong City CC	69	0	7	62	69	0	71	-2	-1	-1	0	-2	0
St Peters CC	67	0	4	63	67	0	71	-4	0	-1	-3	-4	0
Bell Post Hill CC	64	0	4	60	64	0	68	-4	-5	4	-3	-4	0
South Barwon CC	102	0	4	98	102	0	108	-6	-3	1	-4	-6	0
Marshall CC	85	2	4	79	85	0	92	-7	-2	1	-6	-6	-1
Surf Coast Aireys Inlet CC	27	0	2	25	27	0	34	-7	-2	-2	-3	-7	0
Torquay CC	64	0	9	55	64	0	71	-7	-8	6	-5	-7	0
Teesdale CC	39	0	3	36	39	0	46	-7	0	0	-7	-7	0
Leopold CC	54	0	4	50	54	0	62	-8	-1	2	-9	-8	0
Anakie CC	25	0	0	0	25	0	34	-9	-2	-2	-30	-9	0
East Belmont CC	90	3	3	84	90	0	99	-9	0	-1	-8	-9	0
Corio Bay Cricket & Sports Club	40	0	2	38	40	0	50	-10	-3	1	-8	-8	-2
St Albans Breakwater CC	57	0	4	53	57	0	69	-12	-1	-2	-9	-11	-1
Murgheboluc (Geelong) CC	79	0	6	73	79	0	93	-14	-1	3	-16	-14	0
Shelford CC	20	0	2	18	20	0	35	-15	-2	2	-15	-15	0
Geelong West CC	61	0	22	39	53	8	76	-15	-20	18	-13	-23	8
Newton & Chilwell CC	99	0	6	93	99	0	118	-19	-1	-2	-16	-18	-1
Thomson CC	56	3	0	53	56	0	79	-23	3	-3	-23	-23	0
St Josephs CC	109	0	24	85	109	0	141	-32	-11	9	-30	-32	0
Corio CC	41	1	4	36	41	0	74	-33	-3	2	-32	-33	0
Waurm Ponds Deakin CC	65	1	3	61	65	0	109	-44	0	0	-44	-44	0
<b>Total</b>	<b>2,475</b>	<b>23</b>	<b>259</b>	<b>2,168</b>	<b>2,440</b>	<b>28</b>	<b>2,545</b>	<b>-70</b>	<b>-111</b>	<b>115</b>	<b>-99</b>	<b>-95</b>	<b>18</b>



**Geelong Junior Cricket Association Detailed Membership Trends and Breakdown**

2016/17 Season							2015/16 Participants	2015/16 – 2016/17 +/-	Member Category					
Club	Total	Intro	Jnr	Snr	M	F	Total	Overall change	Intro	Jnr	Snr	M	F	
Leigh Districts CC	36	6	30	0	35	1	0	36	6	30	0	35	1	
Collendina CC	35	13	22	0	35	0	13	22	11	11	0	22	0	
St Peters CC	61	27	34	0	61	0	39	22	16	6	0	22	0	
Bell Park CC	34	16	18	0	34	0	17	17	7	10	0	17	0	
Portarlington CC	16	9	7	0	15	1	0	16	9	7	0	15	1	
Lara CC	97	31	66	0	92	5	82	15	0	15	0	11	4	
Torquay CC	54	6	48	0	54	0	40	14	3	11	0	14	0	
North Geelong CC	62	25	36	0	58	4	48	14	12	1	0	10	4	
Guild Cricket Club	14	6	8	0	14	0	0	14	6	8	0	0	0	
Wallington Cricket Club	11	4	7	0	11	0	0	11	4	7	0	11	0	
Bannockburn CC	48	27	21	0	48	0	40	8	9	-1	0	8	0	
Newtown and Chillwel CC	114	30	84	0	114	0	108	6	6	0	0	7	-1	
St Leonards CC	15	1	14	0	15	0	12	3	1	2	0	4	-1	
Thomson CC	31	10	21	0	31	0	30	1	1	0	0	1	0	
Anglesea CC	28	6	22	0	28	0	27	1	4	-3	0	3	-2	
Queenscliff CC	48	15	33	0	48	0	47	1	3	-2	0	1	0	
Manifold Heights CC	35	6	29	0	32	3	35	0	1	-1	0	-2	2	
Inverleigh CC	0	0	0	0	0	0	0	0	0	0	0	0	0	
Lethbridge CC	0	0	0	0	0	0	0	0	0	0	0	0	0	
Waurm Ponds Deakin	0	0	0	0	0	0	0	0	0	0	0	0	0	
St Josephs CC	97	12	85	0	97	0	98	-1	4	-5	0	2	-3	
Ocean Grove CC	57	7	50	0	56	1	59	-2	1	-3	0	-3	1	
Jan Juc CC	57	12	45	0	56	1	59	-2	-3	1	0	-3	1	
Murgheboluc (Geelong) CC	56	11	45	0	52	4	59	-3	-3	0	0	-5	2	
Winchelsea CC	12	9	3	0	11	1	15	-3	-1	-2	0	-4	1	
Marshall CC	28	3	25	0	24	4	32	-4	-19	15	0	-4	0	
Geelong City CC	69	4	65	0	69	0	77	-8	-1	-7	0	-8	0	
Drysdale CC	44	3	41	0	44	0	53	-9	-4	-5	0	-7	-2	
Barabool CC	48	26	22	0	47	1	57	-9	8	-17	0	-9	0	
St Albans Breakwater CC	20	0	20	0	19	1	30	-10	-7	-3	0	-7	-3	
East Belmont CC	49	13	36	0	49	0	60	-11	-3	-8	0	-10	-1	
Modewarre CC	23	3	20	0	22	1	34	-11	1	-12	0	-12	1	
Surf Coast Aireys Inlet CC	0	0	0	0	0	0	12	-12	-12	0	0	-11	-1	
Barwon Heads CC	52	15	37	0	52	0	65	-13	-2	-11	0	-13	0	
Geelong West CC	10	0	10	0	10	0	23	-13	0	-13	0	-10	-3	
Bell Post Hill CC	39	13	26	0	36	3	53	-14	-2	-12	0	-15	1	
Corio CC	11	3	8	0	9	2	25	-14	0	-14	0	-15	1	
South Barwon CC	35	10	25	0	33	2	50	-15	-5	-10	0	-15	0	
Newcomb and District CC	0	0	0	0	0	0	15	-15	-1	-14	0	-15	0	
Leopold CC	40	1	39	0	40	0	56	-16	-6	-10	0	-16	0	
Highton CC	46	5	41	0	46	0	66	-20	4	-24	0	-20	0	
Little River CC	0	0	0	0	0	0	25	-25	-11	-14	0	-20	-5	
Grovedale CC	14	0	14	0	14	0	39	-25	-2	-23	0	-23	-2	
Alexander Thomson CC	68	13	55	0	68	0	108	-40	-32	-8	0	-40	0	
<b>Total</b>	<b>1,614</b>	<b>401</b>	<b>1,212</b>	<b>0</b>	<b>1,579</b>	<b>35</b>	<b>1,708</b>	<b>-94</b>	<b>3</b>	<b>-98</b>	<b>0</b>	<b>-104</b>	<b>-4</b>	

**Bellarine Peninsula Cricket Association Detailed Membership Trends and Breakdown**

2016/17 Season							2015/16 Participants	2015/16 – 2016/17 +/-	Member Category				
Club	Total	Intro	Jnr	Snr	M	F	Total	Overall change	Intro	Jnr	Snr	M	F
Anglesea CC	70	0	0	70	70	0	60	10	0	0	10	10	0
Portarlington CC	76	4	5	67	76	0	72	4	1	3	0	4	0
Collendina CC	94	0	3	91	92	2	91	3	-2	-1	6	2	1
Newcomb CC	45	0	0	45	45	0	42	3	0	-1	4	3	0
Wallington CC	59	0	3	56	59	0	57	2	-2	2	2	2	0
Barwon Heads CC	73	1	3	69	72	1	72	1	0	3	-2	1	0
Drysdale CC	55	0	0	55	55	0	55	0	0	0	0	0	0
St Leonards CC	47	0	6	41	46	1	47	0	-2	1	1	-1	1
Ocean Grove CC	58	0	5	53	58	0	59	-1	-1	3	-3	-1	0
Barabool CC	48	0	2	46	48	1	53	-5	0	1	-6	-5	1
Queenscliff CC	61	0	1	60	61	0	74	-13	-2	-2	-9	-13	0
Jan Juc CC	56	0	3	53	55	1	85	-29	-3	-4	-22	-30	1
<b>Total</b>	<b>742</b>	<b>5</b>	<b>31</b>	<b>706</b>	<b>737</b>	<b>6</b>	<b>767</b>	<b>-25</b>	<b>-11</b>	<b>5</b>	<b>-19</b>	<b>-28</b>	<b>4</b>

**Colac District Cricket Association Detailed Membership Trends and Breakdown**

2016/17 Season							2015/16 Participants	2015/16 – 2016/17 +/-	Member Category				
Club	Total	Intro	Jnr	Snr	M	F	Total	Overall change	Intro	Jnr	Snr	M	F
City United CC	87	5	24	58	87	0	75	12	-4	6	10	12	0
Warrion CC	71	6	28	37	66	5	59	12	-3	8	7	7	5
Apollo Bay CC	80	3	30	47	78	2	75	5	-6	8	3	5	0
Forrest CC	20	0	1	19	20	0	18	2	0	1	1	2	0
Tomahawk Creek CC	19	0	1	18	19	0	17	2	0	0	2	2	0
Colac West CC	84	8	36	40	83	1	83	1	0	1	0	0	1
Coragulac CC	0	0	0	0	0	0	0	0	0	0	0	0	0
Stoneyford CC	51	5	19	27	51	0	55	-4	0	-1	-3	-3	-1
Deans Marsh CC	20	0	3	17	20	0	24	-4	0	1	-5	-4	0
Birregurra CC	51	3	17	31	51	0	59	-8	-2	-7	1	-4	-4
Alvie CC	55	5	24	26	55	0	63	-8	0	-4	-4	-8	0
Colac CC	68	6	19	43	65	0	82	-14	-4	4	-14	-17	0
Irrewara CC	83	6	28	49	81	1	100	-17	-7	-6	-4	-18	0
Otway CC	0	0	0	0	0	0	21	-21	0	-1	-20	-21	0
<b>Total</b>	<b>689</b>	<b>47</b>	<b>230</b>	<b>412</b>	<b>676</b>	<b>9</b>	<b>731</b>	<b>-42</b>	<b>-26</b>	<b>10</b>	<b>-26</b>	<b>-47</b>	<b>1</b>

## APPENDIX #3

### REGIONAL CRICKET AND COMMUNITY CENTRE PLANNING AND DEVELOPMENT PRINCIPLES, MANAGEMENT SUCCESS FACTORS AND RECOMMENDED FACILITY REQUIREMENTS

It is recommended the following facility planning and development principles and management success factors be considered when identifying the most appropriate venue and operational model for a regional Cricket and Community Centre within the Barwon Cricket Region.

#### Proposed principles of a regional Cricket and Community Centre:

1. **Quality** – training and playing areas, and associated facilities and amenities provided and maintained to the highest quality and professional standard.
2. **Integrated** – achieving integration of Victorian and Australian community cricket and high performance pathways to ensure that cricketers, coaches, umpires and administrators are provided the same level of facilities, programs, services and administration, within their geographic region and comparable to other regions across the state.
3. **Cricket first** – cricket requirements need to be met as a priority within the venue, with additional community and commercial uses considered to support sustainable management operations.
4. **Flexible** – common areas (including playing, training and building footprint) must promote shared space in order to maximise flexible uses and package sport and related services together to increase regional capacity.
5. **Inclusive** – while meeting high performance cricket objectives, the site will be developed to ensure access to community, club and representative cricket opportunities, with a particular focus on dedicated junior, female, indigenous and all abilities programs.
6. **Sustainable** – facilities and amenities are designed to create maintenance efficiencies and management structures developed to ensure operational efficiencies are achieved, while having capacity to attract and cater for new participants, deliver events and promote regional tourism.

#### Regional Cricket and Community Centres should be supported by:

1. **Location and access** – be accessible to those in the region, 12-month service, reduce regional / rural travel to access quality services and facilities, be flexible to accommodate other community needs (relevant to location).
2. **Sustainability** – build on existing high quality / premier venues and services, generate revenue, leverage off other existing associated amenities (e.g. pools, gyms and education amenities), professional management.
3. **Integration** – with CA / CV network and technology, high performance programs / squads, inclusion programs, teams and events, local and regional club / association network, other regionally based high performance sports.

**Driving regional Cricket and Community Centre management success:**

To drive management success of a future regional level Cricket and Community Centre within the Barwon Region, it is recommended the following success factors be integrated into management and operational practices.

- Align and adopt management model to coincide with detailed design and site master planning roll-out and priorities.
- Adoption and implementation of an overarching Centre governance model.
- Clearly articulated roles and responsibilities for all stakeholders involved within the Centre.
- Recognition that existing and likely future tenants and users are, and will be, at varying levels of capacity and resourcing.
- A high quality maintenance program of on-field, off-field and Centre surrounds must be delivered to represent the regional nature of the Centre.
- Implement an agreed priority of use and community access policy for all Centre areas and infrastructure.
- Ensure that a balance between community use (and associated fees) and commercial users are achieved through facility access.
- Ensure that collective investment and reinvestment in the Centre is achieved from direct Centre operations and revenue generation activities.
- Provide capacity to promote events, sport, the G21 Region, as well as the Centre and its brand.

**Recommended regional Cricket and Community Centre facility requirements:**

Cricket Australia’s Community Cricket Facility Guidelines define a hierarchy of facilities for Australian Cricket. Regional Cricket and Community Centres fall under the Premier / Regional category, which identifies their purpose as, ‘A facility that integrates the community cricket pathway and provides connection between club cricket and high performance pathways. Facilities service home clubs, as well as providing for the broader regional cricket catchment’.

The following tables provide a summary of core facility requirements for a regional Cricket and Community Centre for each of the below key facility components.

1. Pitches and training facilities
2. Site facilities and amenities
3. Club facilities and amenities.

**Pitches and training facilities**

COMPONENT	REQUIREMENTS
Potential development area required (estimated)	8-10 ha
Playing fields per site (minimum)	1 (min) or 3 (desirable)
Playing field boundary length (75m minimum)	Desirable
Turf pitches per playing field (6-10 pitches)	Required
Warm season grass species	Desirable
Irrigation / access to automated watering	Required
Floodlit playing field 500 lux (1 per site only)	Desirable
Playing field fencing (900mm or 1050mm)	Desirable
Storage for turf pitch covers	Required
Sight screens (pair)	Required
Scoreboard (electronic preferred)	Required
Outdoor turf training pitches (8-12 pitches)	Required
Outdoor synthetic training pitches (2-4 pitches)	Required
Outdoor multi-purpose training facility	Optional
Power to outdoor training pitches	Required
Indoor training pitches (4 minimum) and High Performance amenities	Required

**Note:** For ‘desirable’ amenities, if they can’t be delivered within the cricket facility, having access to them in adjacent sites or facilities would be suitable (e.g. school, community facility and commercial centre).

**Site facilities and amenities**

COMPONENT	REQUIREMENTS
Spectator seating (structure of 100 seats)	Desirable
Spectator viewing (covered)	Desirable
Spectator viewing (natural shade)	Required
Site / perimeter fencing	Optional
Playground / space or youth activity space within overall precinct	Desirable
Walking path / trail connections	Desirable
Car parking per playing field (50 min spaces) – enough to cater for regional events	Required
Site / venue signage	Required

**Club facilities and amenities**

COMPONENT	REQUIREMENTS
Pavilion / clubrooms (estimated minimum size of internal building footprint of 600-700m <sup>2</sup> )	Required
Player change rooms (per playing field) – 2 x unisex (with minimum of 4 lockable cubicles)	Required
Umpire change rooms (per playing field) – 1 x unisex (with minimum of 2 lockable cubicles)	Required
Kitchen and / or canteen / kiosk	Required
Social / community room (Indoors)	Required
Social / BBQ area (outdoors)	Desirable
Public toilets	Required
First aid / medical room / massage room(s)	Desirable
Gym / fitness room	Desirable
Office / administration / meeting	Required
Scorers’ box / viewing area	Desirable
Ground maintenance storage	Required
Equipment storage	Required
Training / education room(s)	Required

# APPENDIX #4

## CLUB MEMBERSHIP MODEL

In order to assess G21 Region Cricket Club's 'on-field' performance, a Club Membership Model has been developed (provided on following page). The model does not consider all potential on-field assessment areas, however does provide a high level snapshot of each club's member growth / decline over the past three seasons. It also provides an overall score which has been calculated using the following scoring tools.

### 2016/17 'TOTAL MEMBERS SCORE'

Total Members	Score
0-20	1
21-40	2
41-60	3
61-80	4
81-100	5
101-120	6
121-140	7
141-160	8
161-180	9
181+	10

### 2016/17 'TOTAL FEMALE MEMBERS SCORE'

Total Members	Score
1-10	1
11-20	2
21-30	3
31-40	4
41-50	5

### '3 SEASON GROWTH SCORE'

Growth / Decline	Score
1 to 10	1
11 to 20	2
21-30	3
31-40	4
41-50	5
51-60	6
61-70	7
71-80	8
81-90	9
91+	10
-1 to -10	-1
-11 to -20	-2
-21 to -30	-3
-31 to -40	-4
-41 to -50	-5
-51 to -60	-6
-61 to -70	-7

### 2016/17 'TOTAL JUNIOR MEMBERS SCORE'

Total Members	Score
1-10	1
11-20	2
21-30	3
31-40	4
41-50	5
51-60	6
61-70	7
71-80	8
81-90	9
91+	10

### '3 SEASON JUNIOR MEMBERS GROWTH SCORE'

Growth / Decline	Score
1-10	1
11-20	2
21-30	3
31-40	4
41-50	5
51-60	6
61-70	7
71-80	8
81-90	9
91+	10
-1 to -10	-1
-11 to -20	-2
-21 to -30	-3
-31 to -40	-4
-41 to -50	-5
-51 to -60	-6
-61 to -70	-7

### CLUB BY CLUB MEMBERSHIP 2014/15 – 2016/17 (A-K)

Club	2016/17 Total Members	2016/17 Total Members Score	3 Season Total Members Growth (2014/15 - 2016/17)	3 Season Members Growth Score	2016/17 Total Junior Members	2016/17 Total Junior Members Score	3 Season Junior Members Growth (2014/15 - 2016/17)	3 Season Junior Members Growth score	2016/17 Total Female Members	Total Female Members Score	Total Score
Alexander Thomson Cricket Club	147	8	15	2	86	9	-4	-1	9	1	19
Alvie Cricket Club	55	3	-14	-2	29	3	-1	-1	0	0	3
Anakie Cricket Club	25	2	-9	-1	0	0	0	0	0	0	1
Anglesea Cricket Club	98	5	18	2	28	3	2	1	0	0	11
Apollo Bay Cricket Club	80	4	8	1	33	4	1	1	2	1	11
Bannockburn Cricket Club	98	5	11	2	53	6	12	2	0	0	15
Barrabool Cricket Club	96	5	-10	-1	50	5	-1	-1	1	1	9
Barwon Heads Cricket Club	125	7	10	1	56	6	4	1	2	1	16
Bell Park Cricket Club	133	7	21	3	43	5	17	2	0	0	17
Bell Post Hill Cricket Club	103	6	-11	-2	43	5	-5	-1	3	1	9
Birregurra Cricket Club	51	3	3	1	20	2	2	1	0	0	7
City United Cricket Club	87	5	18	2	29	3	3	1	0	0	11
Colac Cricket Club	68	4	-20	-2	25	3	-7	-1	0	0	4
Colac West Cricket Club	84	5	-6	-1	44	5	3	1	1	1	11
Collendina Cricket Club	129	7	0	0	38	4	0	0	2	1	12
Coragulac Cricket Club	0	0	0	0	0	0	0	0	0	0	0
Corio Bay Cricket & Sports Club	40	2	-16	-2	2	1	-2	-1	0	0	0
Corio Cricket Club	52	3	-24	-3	16	2	-24	-3	2	1	0
Dean's Marsh Cricket Club	20	1	4	1	3	1	-2	-1	0	0	2
Drysdale Cricket Club	99	5	1	1	44	5	4	1	2	1	13
East Belmont Cricket Club	139	7	-1	-1	55	6	2	1	0	0	13
Forrest Cricket Club	20	1	-1	-1	1	1	1	1	0	0	2
Geelong City Cricket Club	138	7	-6	-1	76	8	-3	-1	0	0	13
Geelong Cricket Club	53	3	-7	-1	7	1	1	1	0	0	4
Geelong West Cricket Club	71	4	-23	-3	32	4	-14	-2	8	1	4
Geelong Women's Cricket Club	16	1	2	1	2	1	0	0	16	2	5
Grovedale Cricket Club	83	5	-37	-4	19	2	-42	-5	0	0	-2
Guild Cricket Club	112	6	19	2	24	3	-2	-1	0	0	10
Highton Cricket Club	120	6	-11	-2	53	6	-13	-2	1	1	9
Inverleigh Cricket Club	34	2	-36	-4	4	1	-20	-2	0	0	-3
Irrewarra Cricket Club	83	5	-11	-2	34	4	-11	-2	1	1	6
Jan Juc Cricket Club	113	6	-28	-3	60	6	6	1	1	1	11

### CLUB BY CLUB MEMBERSHIP 2014/15 – 2016/17 (L-Z)

Club	2016/17 Total Members	2016/17 Total Members Score	3 Season Total Members Growth (2014/15 - 2016/17)	3 Season Members Growth Score	2016/17 Total Junior Members	2016/17 Total Junior Members Score	3 Season Junior Members Growth (2014/15 - 2016/17)	3 Season Junior Members Growth score	2016/17 Total Female Members	Total Female Members Score	Total Score
Lara Cricket Club	196	10	13	2	99	10	5	1	5	1	24
Leopold Cricket Club	94	5	-22	-3	44	5	-9	-1	0	0	6
Lethbridge Cricket Club	58	3	-26	-3	8	1	-17	-2	0	0	-1
Little River Cricket Club	51	3	-2	-1	8	1	-9	-1	0	0	2
Lorne Cricket Club	0	0	0	0	0	0	0	0	0	0	0
Manifold Heights Cricket Club	116	6	15	2	58	6	15	2	4	1	17
Marshall Cricket Club	113	6	4	1	34	4	-8	-1	4	1	11
Meredith Cricket Club	35	2	-22	-3	6	1	-1	-1	0	0	-1
Modewarre Cricket Club	96	5	4	1	31	4	-9	-1	1	1	10
Murgheboluc Cricket Club	135	7	0	0	62	7	18	2	4	1	17
Newcomb & District Cricket Club	90	5	-10	-1	16	2	-6	-1	0	0	5
Newcomb Cricket Club	45	2	10	1	0	0	-2	-1	0	0	2
Newtown & Chilwell Cricket Club	213	10	46	5	120	10	36	4	0	0	29
North Geelong Cricket Club	170	9	47	5	80	8	24	3	12	2	27
Ocean Grove Cricket Club	115	6	6	1	62	7	2	1	1	1	16
Old Geelong Cricket Club	78	4	5	1	7	1	1	1	0	0	7
Portarlinton Cricket Club	92	5	19	2	25	3	22	3	1	1	14
Queenscliff Cricket Club	109	6	0	0	49	5	6	1	0	0	12
Shelford Cricket Club	20	1	-12	-2	2	1	0	0	0	0	0
St Albans Breakwater Cricket Club	77	4	-9	-1	24	3	3	1	2	1	8
St Josephs Cricket Club	206	10	-28	-3	121	10	-5	-1	0	0	16
St Leonards Cricket Club	62	4	24	3	21	3	19	2	0	0	12
St Peters Cricket Club	128	7	-23	-3	65	7	-16	-2	0	0	9
Stoneyford Cricket Club	51	3	-30	-3	24	3	-21	-3	0	0	0
Surf Coast Aireys Inlet Cricket Club	27	2	-15	-2	2	1	-24	-3	0	0	-2
Teesdale Cricket Club	39	2	-3	-1	3	1	3	1	0	0	3
Thomson Cricket Club	87	4	-1	-1	34	4	3	1	0	0	8
Tomahawk Creek Cricket Club	19	1	-4	-1	1	1	0	0	0	0	1
Torquay Cricket Club	118	6	22	3	63	7	30	3	1	1	20
Wallington Cricket Club	70	4	0	0	14	2	-1	-1	0	0	5
Warrion Cricket Club	71	4	16	2	34	3	8	1	5	1	11
Waurm Ponds Cricket Club	65	4	-53	-6	4	1	-16	-2	0	0	-3
Winchelsea Cricket Club	76	4	6	1	19	2	-10	-1	0	0	6



# APPENDIX #5

## FRAMEWORK FOR FUNDING ALLOCATION

The following table outlines proposed club management, participation and governance ratings to determine priorities in funding allocation. It is suggested that this Framework be applied where facility upgrade requirements are similar between a number of clubs, but LGA investment capabilities are limited and cannot support all investment requirements simultaneously, or through the one funding pool.

COMPONENT / CAPABILITY	WEIGHTING	CLUB RATING
1. Facility provision and condition gaps as identified by National Facilities Audit.	20	
2. Project is strategically aligned with G21 and Cricket Victoria Barwon Regional Cricket Strategy framework and key priorities.	15	
3. Club has the ability to financially co-contribute (financial and/or in kind) to identified infrastructure upgrade.	10	
4. Club has a detailed five year strategic plan and produces, operates and reports to an annual budget.	10	
5. Club has implemented the required policies and procedures as set by Cricket Victoria, locals associations, leagues and LGAs.	10	
6. Identified growth in Club membership levels (applying use of Club Membership Model).	10	
7. Club supports diversity and delivers inclusive cricket programs (e.g. AAA, indigenous, female and multi-cultural programs).	10	
8. Club is aligned with and / or supports Cricket Australia's introductory junior modified cricket programs.	5	
9. Club actively participates in industry training, club development and accreditation initiatives.	5	
10. Club is financially up to date with relevant Council accounts.	5	
<b>TOTAL</b>	<b>100</b>	<b>/100</b>

## APPENDIX #6

### 10 KEY CONSIDERATIONS FOR THE GOVERNANCE RESTRUCTURE PROCESS

1. Determine what you are trying to achieve. Be truthful in your self evaluation and realistic in your expectations of partner associations and key stakeholders.
2. Encourage the development of good personal relationships between key people with clear and honest communication.
3. Establish a working party to create a common vision of the 'new' structure without preconceived ideas.
4. Make a formal commitment to the new vision and keep an open mind to outcomes.
5. Agree on a process and timeline that suits your circumstances and requirements. Allow adequate time for planning and consultation, but keep things moving.
6. Conduct business modelling (based on the vision and agreed principles) and then determine structures accordingly.
7. Incorporate fairness, equity and 'non-negotiable' into formal agreements and/or new governance structures (remember the process is one of give and take – be clear about what is non-negotiable and what concession you can live with).
8. Seek independent advice to ensure due diligence is achieved and you meet all the legal requirements – for example constitutions, industrial relations, tax and corporate affairs if applicable.
9. Once the formal process is complete, aim for early positive achievements to get everyone on side. Allow time for cultural integration – creating culture that takes the best from all partners.
10. Above all, communicate to everyone concerned steps at all steps along the way. A well developed communication strategy can you do this most effectively.

*Source: Adapted from 'Key Aspects of the Amalgamation Process' are taken from the Government of South Australia, Office for Recreation and Sport, Restructure and Amalgamation - A guide for recreation and sporting organisations.*

## APPENDIX #7

**The Victorian Cricket Infrastructure Strategy (2018) outlines a number of key facility challenges that have been identified as having the greatest impact on cricket infrastructure over the next 10 years. Facility provision and condition analysis, combined with stakeholder consultation has highlighted that several of these challenges are currently being, or will be, experienced within the Barwon Cricket Region including.**

### **Female friendly and inclusive facility design**

Only 19% of venues across Victoria (25% within the Barwon Region) were assessed as providing female friendly change room facilities and supporting amenities. Following the recent growth in female participation in cricket, combined with healthy increases in both multi-cultural, indigenous and all abilities player categories, a key focus area for Cricket Victoria and Barwon Cricket Region stakeholders (in partnership with other co-tenant state sporting bodies) will be ensuring not only change rooms and supporting amenities are inclusive in design, but all infrastructure elements promote an accessible, safe and attractive environment for players, umpires, coaches, officials, spectators and family members from all social and cultural backgrounds.

### **On and off-field facility and supporting infrastructure quality and condition**

State-wide facility audit data analysis identified that the general provision and overall condition of facilities (e.g. change room facilities, playing field surface conditions) in Country Victoria were on average of a lower standard than those in Metropolitan Melbourne. With a high proportion of cricket grounds in Country Victoria managed by volunteer Committees of Management on Department of Environment, Land, Water and Planning (DELWP) land, a heavy reliance falls on club volunteers to maintain facilities. These works are often delivered on minimal budgets by volunteers who are not always equipped with the necessary skills and equipment to deliver facility upgrade projects and day to day maintenance tasks. This theme is consistent across the Barwon Region for on-field infrastructure condition, however off-field infrastructure condition levels are in fact higher (on average, several sites are sub-standard) across Barwon than state and Metropolitan Melbourne.

### **Training net design, renewal and condition**

44% of training nets across Victoria (34% within the Barwon Region) were assessed as presenting potential safety issues (e.g. trip hazards from worn or torn synthetic grass areas). This combined with varying, and in many cases unsuitable design structures and provision levels (e.g. less than three training nets) and a state-wide average synthetic surface lifespan of six years (five years within Barwon Region) places the future replacement and/or renewal of cricket training nets as one of the sport's biggest infrastructure and investment challenges over the next 10 years. The provision of multi-purpose cricket training net enclosures at suitable sites across Victoria is also a key infrastructure priority for the sport moving forward.

### **Synthetic centre pitch (surface) condition and lifespan**

The current state-wide average lifespan for synthetic pitch surfaces is five and a half years (4 years within Barwon Region) which presents a challenge for Cricket Victoria, local government and cricket stakeholders. Approximately 800 pitch surfaces across the state (of those able to be assessed) and approximately 90 within the Barwon Region will require replacement over the next five years, at an average of 160 pitch surface replacements per year (18 per year across Barwon Region). Incorporating centre pitch surface replacement and renewal programs into future local government asset management and capital works planning is a key priority for Victorian cricket.

### Synthetic centre pitch dimensions

In addition to ensuring that synthetic pitch surface conditions promote a safe and suitable playing environment, a key priority for cricket is the lengthening and widening of synthetic pitches at the end of their useful life to meet Cricket Australia's guidelines for synthetic pitch dimensions. Approximately 70% (970) of Victoria's existing centre synthetic pitches (69% within Barwon) do not meet these guidelines. Providing a pitch of adequate width is particularly important for junior development (promotes greater enjoyment if juniors are able to land their delivery on the pitch) and also encourages the art of spin bowling with players able to pitch the ball wide on the pitch and spin it in or away from the batter.

### Regional Cricket and Community Centre / Indoor cricket facility provision

Very few regional level indoor cricket facilities exist throughout Country Victoria, with cricketers often required to leave their local townships and travel to Metropolitan Melbourne for this level of facility provision and related services (e.g. high performance coaching / winter development). No recognised Regional Cricket and Community Centre currently exists within the Barwon Region, with future development of such a facility being a key priority of Cricket Victoria and this Strategy (see Priority 4).

### Travel time / facility location

The spread, and subsequent travel time required, of facilities across the Barwon Region and throughout Country Victoria more broadly is not surprisingly much further than it is in Metropolitan Melbourne. This creates significant time and cost barriers to participation, and while facility provision needs align with demand and local demographics, a review of and more strategic approach (including best use of existing community facilities) to future facility provision throughout Country Victoria is a key priority for the sport over the next five to ten years.

### Turf or synthetic pitches?

As of January 2017, Victoria's turf wicket percentage provision was 28.5% of all pitches (648 turf pitches) across the state. 61% of grounds (1,386 pitches) provide synthetic surfaces, with the remaining 10.5% a combination of long pile and concrete surface pitches. Turf pitch provision levels are higher across Country Victoria (33.5%) than Metropolitan Melbourne, due mainly to the more conducive weather conditions and climate in the northern part of the state and the strong turf cricket competition history. Cricket's growth has brought about the formation of many different associations and competitions throughout Victoria. Within these association structures are turf competitions, synthetic competitions and in some cases a hybrid of the two.

Cricket Victoria is working with existing metropolitan cricket associations to deliver a more strategic approach regarding pitch type provision. Ensuring current and future turf / synthetic pitch playing field provision is strategic, financially sustainable, balances player pathway and development while at the same time increasing grassroots participation opportunities, is a key focus area for cricket across Victoria over the next 10 years.

Cricket Victoria will also be exploring opportunities to provide greater support and education to local Councils, clubs and curators on turf pitch preparation and ongoing maintenance practices.

The VCIS highlights assessing the suitability and balance of synthetic and turf cricket pitches across the Barwon Region as a key priority. Future provision must be in-line with demand, competition structure and financial capacity of tenant clubs and facility owners and in consultation with key stakeholders.

### Population and participation challenges

In smaller, more rural Barwon Region townships experiencing (or forecast to experience) population decline, it will be important for clubs, associations and government (with Cricket Victoria support) to work in partnership to prioritise facility renewal and upgrade projects that provide maximum community benefit (not just for cricket).

### **'Seasonal Creep'**

The increasing overlap or 'seasonal creep' as it is commonly referred to between winter and summer sporting codes (mainly AFL and soccer with respect to cricket) presents cricket and facility managers with a significant challenge. A growing trend of increasing professionalism at local level sporting clubs is seeing pre-season training periods lengthened for winter sports and in turn demand for extended facility access. This trend combined with winter sporting code finals often extending into mid September limit Council and cricket's access to prepare grounds (in particular turf table areas) prior to season commencement. It also places increased pressure on playing field carrying capacity during the months of December and January when winter pre-season training is in full swing. Cricket Victoria and AFL Victoria is currently exploring approaches to ground management, scheduling of use and maintenance during these periods that promotes shared use where possible as well as ensuring playing field surface conditions and suitability are not compromised for either sport. Encouraging club acceptance of non traditional venues for pre-season training such as gyms, trails and pools, the continued promotion of the AFL Victoria's Pre-season Training Guidelines for Community Football and reinforcement of the Season Determination Agreement between cricket, AFL and State Government at the local level will also support access issues.

### **Matching facilities with club needs**

With ground access and availability continuing to be challenging (particularly in inner urban metropolitan areas of Melbourne), it is important Cricket Victoria continue to work with local Barwon Association / Competition providers, clubs and local government to ensure cricket grounds and supporting infrastructure are being used to optimal capacity, and furthermore promote club and overall sport development and growth. The identification of underutilised sites with capacity for greater programming and/or potential club relocation is a key priority of Cricket Victoria's over the next five to ten years.

### **Ground availability and capacity**

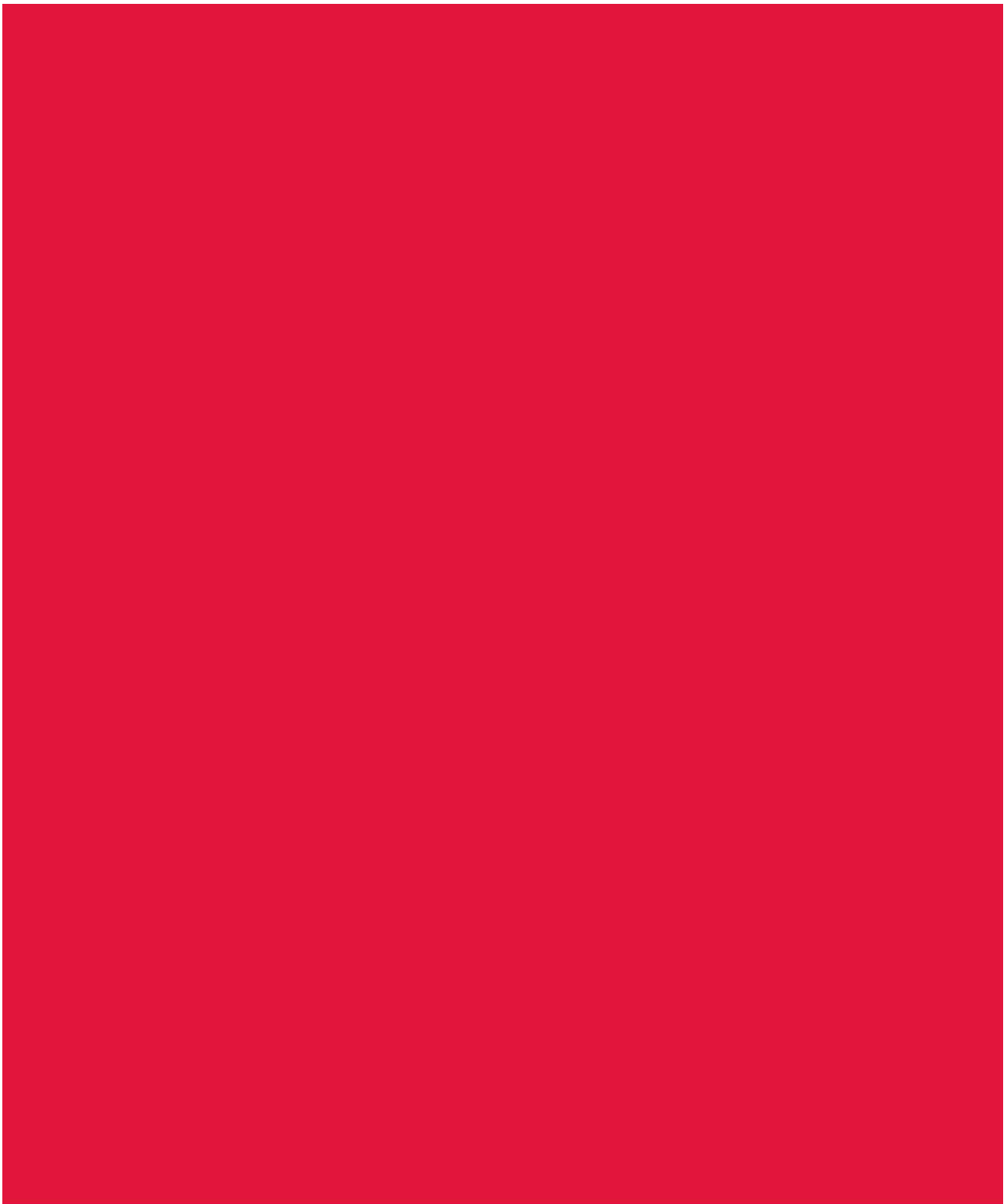
Several of Melbourne's inner urban Metropolitan Regions are being faced with the growing challenge of accommodating population and participation growth with limited availability of open space for new facility development. While this is not a challenge across all G21 Region Councils, new facilities will be required within the City of Greater Geelong to accommodate future participation and population growth.

### **Access to school facilities**

With limited open space available for additional cricket ground developments and a high portion of existing grounds operating at full capacity, increasing access levels to school facilities is a key priority across the state. Accessing school facilities remains a day to day challenge for cricket, as does the more often than not unfit for purpose infrastructure provision at school venues (e.g. access to change rooms, toilets and shelter). With the significant growth in school based programs, Cricket Victoria is committed to working in partnership with the Victorian Department of Education and Training in an effort to increase access to and improve infrastructure provision at school venues to enable more flexible use (e.g. weekend club competition). In addition to weekend access for club cricket competitions, the presence of synthetic surfaces at a large number of primary and secondary schools provides opportunity for increased delivery of modified programs (e.g. Junior formats).

### **Increased demand for more cricket**

Mid-season or 'winter' cricket competitions are significantly increasing in popularity across Metropolitan Melbourne. While this extension to the summer version of the sport is strongly supported by Cricket Victoria, and key to the game's continued growth and sustainability, it does present significant facility access issues (synthetic pitches more often than not covered from April through to September to service winter sporting codes). Designing new playing fields in partnership with winter sporting codes (e.g. AFL, Soccer and Rugby) that enable synthetic pitches to remain uncovered during the winter (e.g. two soccer fields with a synthetic cricket pitch placed in the middle) is a priority for Cricket Victoria.



PO Box 4078  
131 Myers Street  
Geelong Victoria 3220

**TEL** +61 3 5227 4000  
**FAX** +61 3 5224 2594  
**EMAIL** G21info@g21.com.au

[www.g21.com.au](http://www.g21.com.au)