



ROXBY DOWNS SPORT AND RECREATION REVIEW

Final Report

A Sport and Recreation Plan to 2025 to assist Roxby Downs Council and the township's sports and recreation groups achieve a World-Class Community supporting a World-Class Mine

July 2016

Brian Cunningham and Associates

Address Suite 1101, 147 Pirie Street, Adelaide SA 5000

Phone 0414 970 008

Email brian@briancunningham.com.au

Report authors Brian Cunningham, Wayne Coonan and Tony Weir (Review Team)

Report contributors Tony Goldsworthy (Social Survey Consulting Group) and Mark Band (Oneighty Sports & Leisure Solutions)

Appreciation Bill Boehm and the Roxby Downs Council staff most particularly Amanda Hudson, Ella McCarthy, Verity Casserly, Rebecca Cooke and the Roxby Downs Sport and Recreation Steering Group

Contents

1	Executive Summary	5
2	Summary of recommendations	6
3	Background.....	12
3.1	Roxby Downs township	12
3.2	BHP Billiton and the future of Roxby Downs	13
3.3	Overview of sport and recreation in Roxby Downs	14
3.4	Strategic intent for sport and recreation	14
4	Review rationale.....	15
4.1	Key drivers of the review	15
4.2	Previous sport and recreation study – Suter study.....	15
4.3	Previous community consultation – Future Roxby!.....	17
5	Methodology	18
5.1	Contributors	18
5.2	Overview of project plan.....	19
6	Community engagement process.....	23
6.1	Sport and Recreation Steering Group	23
6.2	Steering Group workshop meetings.....	23
6.3	Future Roxby! workshops	25
6.4	Ongoing communication	26
7	Community survey.....	27
7.1	Confidentiality	27
7.2	Methodology.....	27
7.3	Responses.....	28
7.4	Summary of major findings	28
7.5	Outcomes and next steps.....	30
8	Key issues raised by the community	31
8.1	Emerging issues during the study	31
8.2	Issues raised and resolved during the study	32
8.3	Issues for longer-term resolution.....	33

9	Fees and charges review	34
9.1	Demographics and implications	34
9.2	Comparing facility provision and per capita spend.....	35
9.3	Fees and charges comparisons.....	38
10	Governance review.....	41
10.1	Council.....	41
10.2	Sport and recreation groups	41
10.3	Community Board and Forums	41
10.4	Recommendations	42
11	Liquor licensing review	44
11.1	Redefined liquor licensing arrangement on town ovals	44
11.2	Interim arrangements for all users.....	44
11.3	Moving forward.....	46
11.4	Recommendations	47
12	Coordination and communication review.....	48
12.2	Recommendations	48
13	Financial management review	50
13.1	Sporting facility leases.....	50
13.2	Financial solvency.....	50
13.3	Grant funding	51
13.4	Recommendations	51
14	Coach training, travel, accommodation, junior sport and volunteers review	53
14.1	Recommendations	53
15	Master planning review.....	54
15.1	Recommendations	54

Appendix 1	Roxby Downs Sport and Recreation Forum Terms of Reference
Appendix 2	Draft Terms of Reference and Draft Management Agreement for Liquor Licensing Sub-committee
Appendix 3	Social Survey Consulting Group (CCSG) Community Sport and Recreation Groups Survey
Appendix 4	Roxby Downs Sport and Recreation Master Plan

1 Executive Summary

Roxby Downs Council recognises that becoming a world-class community relies to a significant degree on the development and widespread use of sport and recreation facilities to enhance community life. The diversity, quality and vibrancy of the sport and recreation sector is important to employee attraction and retention in the township not only in good economic times, but also in downturns.

The Roxby Downs Sport and Recreation Review began in 2014 with a specific focus on cultural change and developing a platform of trust across sport and recreation groups in the township. These groups generally tended to work in isolation and to their own interests, causing a culture of fragmentation and parochialism which dominated the sporting landscape.

Added to this were issues of financial solvency and lack of governance in some groups, ad hoc requests for Council support, liquor licensing changes affecting some sports, dissatisfaction with user charges for facilities, a lack of volunteers and training, under appreciation of facilities and a general lack of a plan for the future to achieve Council's vision of a World-Class Community supporting a World-Class Mine.

Led by a high level Review Team, the project's governance framework included a Steering Group with broad membership across all sport and recreation groups in the township. The review included regular communication and engagement, surveys and data gathering, group deliberation on recommendations and master planning. It resulted in:

- Extensive survey results and a future methodology for measuring community attitudes towards sport and recreation in the township, how sport and recreation is managed and aspirations for the development of sport and recreation infrastructure into the future.
- Analysis of fees and charges across a range of like regional Councils to provide fair comparisons and inform new licence agreements between Council and sport and recreation entities.
- Resolution of a range of minor sport and recreation issues during the review period which were important to the users but ancillary to the larger goals of the review.
- Progress with liquor licensing issues which affected several sports; the development of key recommendations for resolution, and a draft Terms of Reference and Management Agreement for a Liquor Licensing sub-committee to manage liquor sales on Council owned facilities within the bounds of legislation.
- Resolution of optimal governance arrangements for sport and recreation groups in the township by re-forming a Sport and Recreation Forum (with Terms of Reference and a new Chair) and developing a series of 39 key recommendations for the future relating to:
 - New sport and recreation governance mechanisms including liquor licensing
 - Coordination and communication across sport and recreation groups
 - Financial management of groups and facilities
 - Coach training, travel, accommodation, junior sport and volunteers.
- Development of a Master Plan for sustainable sport and recreation infrastructure in Roxby Downs, with prioritised works and projects over the next ten years and a series of additional recommendations specifically related to optimising infrastructure development.

One of the major ancillary benefits of the review to the Roxby Downs community was the improved mutual understanding between sport and recreation groups, and a greater appetite for previously unaligned groups to work cooperatively for the benefit of the whole community into the future.

2 Summary of recommendations

2.1 Governance

Recommendation 1 Re-formation of the Sport and Recreation Forum

Community Board to form a new Sport and Recreation Forum to act as the peak sport and recreation representative body in Roxby Downs with the following key elements:

- Membership designed to ensure impartiality and input from all groups. The model should be along the lines of the Business Forum, with an Executive and all sport and recreation groups in the township being members.
- Council would be a stakeholder representative (non-voting).
- The initial Executive for the Sport and Recreation Forum to be drawn from current Steering Group via a process of nomination and appointment.
- Community Board to delegate most of its powers to the Sport and Recreation Forum, which would act directly but have its governance and financial integrity protected by the Community Board.
- A local, independent Forum Chair would also be a member of the Community Board. This will ensure due weight is given to the Forum's priorities by the Board. The Chair will be the liaison and spokesperson to put forward recommendations and raise sport and recreation issues directly with Council.

Recommendation 2 Leadership and priorities of the Forum

Terms of Reference for the Sport and Recreation Forum are to be developed. They will include (but not be limited to):

- Meetings of the Executive will be held on a regular basis (at least bi-monthly) with all members invited to a general meeting at least twice per year.
- The three major priorities identified in the Sport and Recreation Survey being:
 - Senior and junior sport participation and promotion
 - User charges and costs of lease/hire of facilities and grounds review
 - Attraction of volunteers and coaches.
- Oversight and support of Council's implementation of the Master Plan for Sport and Recreation in Roxby.
- Reducing fragmentation and coordination in events.
- Funding applications for State and Federal Government grants.
- Oversight of liquor licensing arrangements.
- Council liaison.

The Roxby Downs Sport and Recreation Forum Terms of Reference are attached as Appendix 1.

Recommendation 3 Administrative support for the Forum's activities

The Sport and Recreation Forum is to be served administratively by a Sport and Recreation Officer appointed by the Council and jointly funded by Council and the Department of Sport and Recreation. This role would be solely focused on sport and recreation support in the township and not diluted by any other unrelated roles.

Recommendation 4 Benefits of incorporation for members

The Sport and Recreation Forum is to provide advice on the benefits of incorporation as an Association for all sport and recreation groups.

2.2 Liquor licensing

Recommendation 5 Holder of the liquor licence

The Council will continue to be the licensee for all the community facilities in the recreation centre precinct, including the two main ovals and netball courts.

Recommendation 6 Liquor licence risk

The Council will undertake to carry the risks for any civil or criminal liabilities (which attach to the licensee) or violation of the *Liquor Licensing Act 1997*.

Recommendation 7 Formation of a Liquor Licence Sub-committee

The Sport and Recreation Forum will appoint a special Sub-committee including members from the Far North Football League, cricket and Community Board, and the Roxby Leisure Centre Manager (representing Council as a non-voting member). This group will act as a management committee to supervise the liquor licensing arrangements and advise the Community Board and Council of costs, income, performance and profit distribution from liquor sales.

The Draft Terms of Reference and Draft Management Agreement are attached as Appendix 2.

Recommendation 8 Next steps

The Liquor Licence Sub-committee will work with the Acting Administrator to consider how to best progress the legal issues related to the Sub Committee's TOR and Management Agreement to resolution. In the interim period, the current procedures will continue to operate as planned.

2.3 Coordination and communication

Recommendation 9 Sport and recreation content on Community Board website

Sport and Recreation Officer to work with the Community Board to develop sport and recreation content on a new Community Board website, and incorporate calendar and event coordination across all sport and recreation groups.

Recommendation 10 StarClub membership

All member groups to be encouraged to join the Department of Sport and Recreation initiative StarClub (www.recsport.sa.gov.au/starclub), to enhance the opportunity to access government grants by displaying a united town approach. This is to be coordinated through the Sport and Recreation Officer and benefits of this membership to be disseminated to all participant groups.

Recommendation 11 StarClub membership and Government submissions

Only StarClub member groups will be included in Government submissions for grant funding supported by the Sports and Recreation Officer.

Recommendation 12 Government submissions preparation

The Sport and Recreation Officer to work with Council and Department of Sport and Recreation and Federal Government to develop grant application training for local sport and recreation leaders.

Recommendation 13 Good Sports membership and joint activities

All sporting groups to be encouraged to join Good Sports (goodsports.com.au/about/the-program) as members. Sport and Recreation Forum to initiate proposals for joint activities to enhance the aims of the organisation (tackling key health issues of alcohol, smoking, obesity and mental health).

Recommendation 14 Fundraising and volunteer attraction

The Sport and Recreation Officer to provide the Sport and Recreation Forum with recommendations on best practice regional sport specialists who could provide training in contemporary fundraising and volunteer attraction approaches in more remote communities.

Recommendation 15 Fox Sports Pulse

The Sport and Recreation Officer to further research the use of Fox Sports Pulse (www.foxsportpulse.com) for player registrations, payments, membership management, competition management, events coach and referee accreditation, and encourage potential usage across individual groups or leagues.

Recommendation 16 Collective purchasing opportunities

The Sport and Recreation Forum to consider what the opportunities for savings to sport and recreation groups in Roxby are by the collective purchasing of insurances and equipment.

Recommendation 17 Sport and recreation sentiment index

The Sport and Recreation Forum to undertake its own research with groups and develop strategies (e.g. communication methodologies) to improve general mean satisfaction scores across all groups. It should undertake a longitudinal survey to measure satisfaction ratings on a yearly basis.

Recommendation 18 Upkeep of facilities

Council to include clauses in new lease arrangements with sport and recreation groups relating to the upkeep and maintenance of Council facilities. Council to establish annual awards for upkeep of facilities.

2.4 Financial management

Recommendation 19 Legal advice regarding receipt of government grant funding

Council to provide legal advice (which is reviewed by its independent Audit Committee) to the Community Board and the Sport and Recreation Forum of requirements for Council funding under the *Local Government Act 1999* (and other relevant legislation).

Recommendation 20 Council grants and audited accounts

If a sport or recreation group seeks a grant from Council, the group will provide accounts (in confidence) to Council that have been audited at an accredited level by an independent external party.

Recommendation 21 Review of Council lease and hire charges

Council (with the support of the Sport and Recreation Forum) will review the capacity of sport and recreation groups to pay the lease or hire charges for use of Council facilities on a yearly basis. The results of this review will be considered by the Sport and Recreation Forum for comment prior to finalisation and implementation.

Recommendation 22 Subsidies for Council lease and hire charges

If an individual sport and recreation group requests a review to support a subsidy, the group will provide information which would include (but is not limited to) independent external audited accounts.

Recommendation 23 Forum advice on annual prioritisation of Council capital expenditure

The Sport and Recreation Forum to receive annually from each member organisation a prioritised list of facility enhancements (with estimated costs) for which they would seek Council, State or Federal Government assistance. It is noted that:

- The Sport and Recreation Master Plan and its recommendations will inform this list
- Only items on the list will be taken forward for consideration by Council or for government funding applications.
- The Sport and Recreation Forum Executive will make judgements on overall priorities for recommendation to the Council through the Community Board.

Recommendation 24 Analysis of sport and recreation budget expenditure

Council to develop a weighted matrix tool to assess sport and recreation budget expenditure in future budgets in line with the criteria weightings in the findings of the 2014-15 Sport and Recreation Survey. For example, existing versus emerging sports, adult versus junior sport, centre based versus non-centre based sport, contributing capacity versus non-contributing capacity. The findings are to be tabled with the Sport and Recreation Forum for discussion and recommendation back to Council prior to finalisation of Council's annual sport and recreation budget.

Recommendation 25 Council subsidy to support facility sharing

Council to engage with the Sport and Recreation Forum to develop policies and implement strategies to support groups willing to share facilities (e.g. via a subsidy in lease fees).

Recommendation 26 Council support for club records

Council to consider the development of a standardised, user-friendly software package for all sport and recreation groups to use to maintain up-to-date membership and financial records as well as providing feedback on satisfaction levels, club priorities etc. This would enhance the opportunity to upload selected data to Council on a yearly basis.

2.5 Coach training, travel, accommodation, junior sport and volunteers

Recommendation 27 Understand and resolve the lack of coaching expertise and training

The Sport and Recreation Forum to survey all groups to understand the 'tyranny of distance' leading to a lack of availability of local accredited people to train the coaches. From this, develop a list of possible solutions to discuss with the South Australian Office of Sport and Recreation and if possible the Minister for Sport and Recreation.

Recommendation 28 Establish Junior Sport and Recreation Fund

Council to set up an annual Junior Sport and Recreation Fund program. Decisions on the maximum funding allocation and priorities are to be assessed by Council in consultation with the Community Board, based on recommendations of the Sport and Recreation Forum. Fund to be committed on a yearly basis via application by groups for initiatives which drive junior sport or volunteer participation.

Recommendation 29 Junior sport travel and accommodation issues

The Sport and Recreation Forum to consider options for reducing bus and travel costs for junior carnivals and competitions and for accommodation for teams travelling to and from Roxby Downs.

2.6 Master planning

Recommendation 30 Endorse the Sport and Recreation Master Plan

The Sport and Recreation Forum endorse this plan as a framework for future facility planning.

Recommendation 31 Endorse the guiding principles of the Master Plan

The guiding principles are used as a basis of current and future decision-making regarding facility development in Roxby Downs.

Recommendation 32 Prioritise actions and seek external funding

The Sport and Recreation Forum prioritise actions, and in conjunction with Council, seek external funding and grants to implement them.

Recommendation 33 Relationship development

Stronger relationships are developed with and between the Sport and Recreation Forum, Council and BHP Billiton to ensure a coordinated approach for future opportunities.

Recommendation 34 Sport and Recreation Officer role

Ensure a dedicated and ongoing position within Council is maintained to support and develop sport and recreation in the community.

Recommendation 35 Opportunity with the Community Club

The Community Club be formally approached to consider housing groups without a home base and in return develop a sponsorship agreement with community groups.

Recommendation 36 Liaison with local schools to reduce duplication and optimise facilities

Continue dialogue and collaboration with schools to ensure that existing facilities are optimised, future facility development is not duplicated, and that school facilities are accessible to the community.

Recommendation 37 Use of the new youth centre

The new youth centre be used as a change facility for groups using the main central open space.

Recommendation 38 Detailed design to be undertaken in the future

That a more detailed design for all proposed facilities in Stage 1 be undertaken, particularly the playspace, dog park, Scout hall and new centralised football club room and media tower highlighted for Stage 2.

Recommendation 39 Review of Master Plan

The plan be reviewed in 18 months to realign priorities if necessary.

3 Background

3.1 Roxby Downs township

3.1.1 *Current context*

Roxby Downs is located in the Far North of South Australia, approximately 550 kilometres north of Adelaide. It is a modern, vibrant and attractive remote town, offering a comprehensive range of commercial, educational and sporting facilities to approximately 3,500 residents and many hundreds of contractors.

The township exists for the express purpose of housing and servicing the workforce for the Olympic Dam mine and processing plant, which is located 16 kilometres north of the town. Land servicing began in 1986, and by the time the Olympic Dam project was officially opened in 1988, its workers and their families had a town they could be proud of.

Over the past 27 years, Roxby Downs has continued to grow and develop with the expanding mining operation, which produces copper, uranium, gold and silver from one of the world's largest multi-mineral ore bodies.

Roxby Downs has a predominantly young population with over 40 nationalities and a high disposable income compared to the majority of South Australia.

A mine expansion proposed in 2008 would have seen the population expand to around 10,000 people – and would have added greatly to the existing high standard of township amenity and facilities – but this was put on hold by BHP Billiton in 2012.

The period between 2014 and 2016 has proved challenging for both the community and the Council, with significant job losses at Olympic Dam due largely to significant falls in copper prices, and less so, uranium prices.

The resulting population drop and an ongoing air of uncertainty prevail. Notwithstanding these more recent dark clouds on the Roxby Downs horizon, experts are suggesting that changes in world commodity prices will restart a strong minerals and resource cycle, which may allow expansion plans to be energised in the future.

3.1.2 *Employment*

Roxby Downs has the lowest unemployment rate of any Local Government Area in Australia, with rates averaging 0.6% over the last five years.

The primary employer is BHP Billiton at Olympic Dam mine. Major maintenance and construction companies undertaking contract work at the mine site make up one of the larger employment sectors. Government and service industries – including schools, retail, hospitality, health and general contracting – have expanded in line with the town's diversification and growth.

Significant proportions of the population are shift workers, and fly in/fly out and drive in/drive out workers add to the population periodically.

3.1.3 Services, infrastructure and environment

The township is well equipped with a range of services and infrastructure that a modern regional town deserves.

The town centre has the Roxby Downs Motor Inn, a Tavern, Community Club and a range of shopping facilities to cater for locals and tourists alike. The Tavern and the Roxby Downs Community Club both have a range of poker machines. Discos and bands entertain regularly at both venues. A modern caravan park is mainly used as accommodation for local residents, but also helps cater for the significant visitor numbers.

A modern medical centre offers in-patient care for ten people, an accident and emergency facility, and specialised services. A well-equipped school caters for students from reception to Year 12 and there is a kindergarten, TAFE College and library for school and community use.

There are a range of free-to-air television stations and radio stations, including a community station, RoxFM. Roxby Downs and Olympic Dam are connected to the Stuart Highway by a sealed road. Daily flights to and from Adelaide are serviced from the nearby Olympic Dam Airport.

Potable water is piped from two bore fields in the Great Artesian Basin. Treated grey water and harvested storm water are used to irrigate the town's recreation facilities, and water conservation is promoted and practiced. Electricity is supplied from BHP Billiton via the State grid.

While daytime temperatures can be in the 40's for some time in summer, nights are mild and winter days very pleasant, around 14-20 degrees. Winter provides some rain, but the majority of it – 150 mm per year on average – comes with thunderstorms from the north, peaking from January through to April. All homes and buildings in Roxby Downs have been designed with the climate in mind and are air-conditioned.

3.2 BHP Billiton and the future of Roxby Downs

Roxby Downs exists for the express purpose of supplying a workforce for the Olympic Dam mine. Because mining is subject to global economic forces, employment in both the mine and the town's service industries ebbs and flows in cycles.

BHP Billiton's success as a company drives its investment in Roxby Downs. The town workforce grows and diversifies along with the mine, as does the need for facilities to attract and retain workers.

Following difficult economic headwinds over the past few years, in December 2015 BHP Billiton set a target for Olympic Dam to become one of the cheapest copper producers in the world, while more than doubling output by 2024-25.

BHP Billiton is optimistic about long-term global fundamentals working in favour of its major mines in South America and at Olympic Dam. It is aiming for substantial long-term growth as part of an overall strategy to reap benefits of an anticipated supply shortage in commodities from the end of this decade.

Public statements from BHP Billiton suggest that the recent redundancy programs at Olympic Dam and the supporting service industries in the town are now at an end.

With increasing competitiveness of Olympic Dam high on BHP Billiton's agenda, an expanded Roxby Downs population could be anticipated by the end of this decade. The Council is therefore planning to optimise community life through the provision of superior sport and recreation facilities.

3.3 Overview of sport and recreation in Roxby Downs

The large, modern Cultural and Leisure Precinct includes two sport stadiums, a gym, three squash courts, a multipurpose aquatic centre, outdoor ovals, cricket nets, netball and tennis courts, a soccer pitch and a skate park. It also includes an art gallery, cinema, library and lecture theatre and cafe.

Outside the town centre are a motorsports park, golf course and racecourse.

A total of 38 sport and recreation groups operate in Roxby Downs, including Australian Rules football, cricket, netball, basketball, tennis, hockey, lawn bowls, squash, swimming, dancing, golf and Scouts.

Opportunities to expand the range of sport activities undertaken within the township are generally driven by passionate volunteers who bring new ideas and energy into the community when they arrive.

There are frequent requests for additional infrastructure for new sports, creating an infrastructure tension for the existing clubs and recreation groups who generally have limited financial capacities in their own rights and they have their own growing list of needs and wants.

3.4 Strategic intent for sport and recreation

Roxby Downs Council's vision is to be a World-Class Community supporting a World-Class Mine. Council recognises that becoming a world-class community relies to a significant degree on the development and widespread use of sport and recreation facilities to enhance community life.

The diversity, quality and vibrancy of the sport and recreation sector are important elements contributing to employee attraction and retention. This is recognised by both BHP Billiton and the State Government, and is reflected in the Council's Strategic Plan.

While the town's population ebbs and flows, Council is preparing for a potential expansion the town's population by the end of the decade. While there is no definitive prediction available, this study assumes that a maximum population of 7,500 could be achieved, and proposes recommendations for sport and recreation in light of that.

4 Review rationale

In mid-2014, Roxby Council commissioned Brian Cunningham and Associates to lead a comprehensive and consultative Sport and Recreation Review.

The charter for the review was to consult with the community, research their aspirations for sport and recreation, identify and solve any relevant issues, raise the opportunity of joint facility use, develop a platform of trust, and produce a report and recommendations to support Council's vision for a "World-Class Community supporting a World-Class Mine".

Several additional and required pieces of work were identified and undertaken in the process of the review, including comprehensive surveys and the development of a Sport and Recreational Facilities Master Plan. These have been incorporated in this consolidated final report.

4.1 Key drivers of the review

The key drivers of the review have been:

- New licensing arrangements for several sport and recreation groups nearing renewal
- New liquor licence arrangements and their impacts on fundraising capabilities, particularly for football and cricket associations
- Fragmentation and lack of coordination in sports and event planning
- Lack of expertise and coordination and in government funding applications
- Organisational governance and a lack of information on financial solvency, impacting on potential government funding, leasing arrangements, and legislative compliance
- User charges and the varying capacities of groups to pay them
- Community uncertainty about Council's facility funding priorities, and a desire for greater transparency in decision-making
- Skill set and time constraints of volunteers
- Low appreciation and upkeep of facilities
- Community concerns about junior sport development, which is critical for retaining families.

4.2 Previous sport and recreation study – Suter study

In 2008, Suter Planners and Realty Solutions were jointly commissioned to undertake a Roxby Downs Recreation Facilities Redevelopment Study.

The purpose of the study was to outline a strategy for developing and managing sport and recreation facilities in Roxby Downs at that time, in light of the town's expected growth to 10,000 people by 2015 corresponding with the now-suspended Olympic Dam Expansion. It has remained as a working draft, as at the time it was commercial-in-confidence and potentially subject to State Cabinet consideration.

The Suter study identified what facilities should be provided, where and by when, and the options for achieving and managing those facilities. It was designed to assist Roxby Council, the State Government and BHP Billiton to determine priorities for the next 5 years and beyond, and to guide broader master planning and the Environmental Impact Assessment that was being undertaken at that time.

The study assessed potential supply and demand for all sports, based on national averages and 2006 population figures. It took into account user aspirations and recommended future provision of facilities for a population of 10,000 people broadly as follows:

- Sportsgrounds
 - Two ovals for Australian Rules Football, cricket and athletics, with field lighting suitable for night games
 - Additional playing fields for flexible use (to cater for softball, baseball, soccer, rugby codes and other sports)
 - Six netball courts
 - Five or six tennis courts.
- Indoor and aquatic facilities
 - Three indoor sport courts (with space for a fourth court if required)
 - Outdoor and indoor pools (subject to feasibility)
 - Gym and areas for fitness activities (e.g. dance, aerobics, circuit)
 - Flexible spaces for cultural and community activities (e.g. existing auditorium, café, art space).
- Other facilities
 - Golf course (18 hole providing there is adequate water)
 - Lawn bowls green
 - Motorsport (building on existing facilities)
 - Equestrian (including racetrack and pony club).
- Functions and amenity facilities
 - Shared function complex at the main oval (possibly linked to golf course, motel or restaurant)
 - Club facilities linked to each oval (two clubrooms)
 - Additional amenities linked to other facilities (motorsport and equestrian).

The Suter study also recommended the following principles to guide provision of recreation facilities, some of which remain valid today:

- In general, the existing recreation facilities should be retained, as they either respond to existing and future demand or contribute to the economic potential of the town.
- Whilst there should be no reduction in provision, an existing facility could be relocated to support the future strategic development of the town.
- Recreation facilities should be strategically grouped to connect complementary activities and achieve economies of use and management.
- There should be connections between facilities that are located near each other, including the shared use of facilities and physical connections (pathways, roads, car parking).
- The existing sports oval should be upgraded and retained as a community oval (there is demand for two ovals and it is in a good location). The oval can be used by schools but should remain a community resource.
- The recreation facilities should be high quality but realistic in relation to cost and population size.

- The recreation facilities should be in high profile and accessible locations, with potential for users to easily travel between the facilities (through walking, cycling and motor vehicle use).
- It is preferable that the current arrangements, where the small school oval is used by the State School but controlled by Council, be retained.

The Suter study proposed a grand vision and recommended the establishment of four strategically located Recreation Precincts that were all good quality and high profile. The Primary Sport and Leisure Precinct was envisaged as a high quality, multi-user hub – the centrepiece of sport and recreation in the community, with connections to commercial development.

The Suter study included master planning with some limited design elements for the four envisaged Recreation Precincts, and provided capital cost estimates and proposed operational cost apportionment.

There was also work done on benchmarking 2008 user contributions against the funding structures of a cross section of South Australian Councils. The study noted that each benchmark Council's facilities were delivered and managed with a significant financial contribution from the user groups. Unfortunately this is not the case in Roxby Downs and has never been so.

Revised population projections and other shifts in context since the Suter study was undertaken required a fresh approach. Nevertheless, it is a very useful source of information for this Review.

4.3 Previous community consultation – Future Roxby!

The *Future Roxby!* community engagement initiative held workshops in May 2014. These workshops aimed to obtain community ideas on revitalising Roxby Downs town centre; including what infrastructure needed development or needed upgrading. The May 2014 workshops specifically sought input into the cultural and leisure precinct redevelopment.

The published summary of workshop outcomes included the following key points:

- An idea for a centralised hub for meeting, administration and social needs of sporting and leisure groups was popular.
- It was recommended that the Sport and Recreation Forum be resurrected to continue dialogue and communication between the community, the Council, the various sporting and leisure groups of Roxby Downs.
- There is strong support for accessible and casual sporting facilities (e.g. outdoor half-court basketball, netball and tennis courts). A lack of free, accessible and readily available sporting facilities was a key issue. Casual participation and hire cost were seen as particularly difficult.
- A series of infrastructure issues were raised, including the leaking roof of the basketball stadium, air conditioning, change rooms requiring renovation, the main oval requiring resurfacing and seating around the oval.
- The community raised a need to create additional BBQs and outdoor play spaces.
- There was a desire for improved communication regarding sporting and leisure facilities usage and programming.

A further series of *Future Roxby!* workshops undertaken in August 2015 was a valuable community engagement opportunity for this review, as described later in this report.

5 Methodology

5.1 Contributors

This review was led and coordinated by an independent **Review Team** headed by Brian Cunningham (Brian Cunningham and Associates), supported by Wayne Coonan (Coonan-Hird Corpor8 Solutions) and Tony Weir (roxbylink Operations Manager). The review aimed to implement any recommendations of the Sport and Recreation Steering Group that were possible during the course of the review.

Brian Cunningham is a professional Company Director. He has been the CEO of a national sporting club as well as several large South Australian Government departments and a business consultant to government and private industry.

Wayne Coonan is a professional Company Director and a business consultant to government and private industry, with a strong background as a consultant to the Roxby community over many years.

Tony Weir has been the roxbylink Operations Manager for the past 3 years and has vast experience in working with the sport and recreation communities of regional towns over his career. He is highly regarded and a trusted advisor to the Roxby Downs sporting community.

Further work identified and implemented during the course of the review was undertaken by experienced consultants, who are acknowledged as **Report Contributors**. The Review Team was ably supported by several Roxby Council staff over the period of the review, and **Appreciation** of their efforts is acknowledged.

The **Roxby Downs Sport and Recreation Steering Group** members, listed below, were drawn from local sport and recreation groups at the beginning of the review in late 2014. Their contribution through regular attendance at monthly and bi-monthly meetings (despite the constraints of shift work etc.) and discussion and debate on the recommendations and the Master Plan was extremely valuable.

Andryszizak, Henry	French, Mike	Lloyd, Rose	Runge, Alex
Backhouse, Nick	Gaskin, Scott	Lovelock, Phil	Schell, Jason
Bollard, Ryneisha	Geerts, Bradley	Lowe, Darren	Sims, Tyler
Boylan, Terry	Giakoumis, George	Malcolm, Leigh	Starkey, Jason
Bremner, James	Giles, Warwick	Mangan, Kay	Steinhauser, Debra
Brougham, Travis	Gow-Smith, Clint	Marshall, Gina	Sumsion, Craig
Bunyon, Pastor David	Gray, Robert	Mason, Vicki	Sutton, Robby
Burggraaff, Chris	Green, Cameron	McNeil, Brett	Telfer, Mark
Casserly, Michelle	Grosser, Danny	Menzies, Chad	Tosse-Holland, Karen
Chamberlain, Lana	Hall, Rob	Metcalfe, Phil	Trotta, Paul
Condon Damien	Headland, Trent	Mills, Shane	Tuohy, Ian
Crafter, Suzanne	Holbrook, Lucas	Mineheart, Heath	Wedding, Michael
D'Arrigo, Tony	Humphries, Scott	Munro, Geoff	Wilson, Ross
Daddow, Matthew	Ingles, Deanne	Natt, Bill	Wilson, Tom
Dadleh, Barry	James, Simon	Neyland, Daniel	Young, Mark
Dadleh, Stacey	Johnson, Brent	Nilsen, Paul	Young, Rachel
Dalzell, Chris	Johnson, Laura	Noll, Harry	Zeptner, Bev
Daniel, Karen	Jones, Phil	Orr, Ross	
Davies, Chad	Jordon, Lia	Parker, Simon	
Davis, Michelle	Kenny, Leanne	Pederson, Kate	
Elliot, Chris	Lawrence, Darren	Rogers, Merv	
Evans, Linda	Lecons, Mark	Rowlands, Ruth	

5.2 Overview of project plan

The following program logic table illustrates the broad methodology used to undertake the review.

Figure 1 Key stages, tasks and outcomes of the project plan

Stage	Key tasks	Outcomes
1 Forming		
<ul style="list-style-type: none"> ▪ Review 2008 Suter study ▪ Target list of stakeholders for initial consultation ▪ Set governance framework, including forming Review Team and Steering Group and clarifying roles ▪ Devise methodology and planning for all stages 	<ul style="list-style-type: none"> ▪ Gather relevant information from past work ▪ First draft review scope and governance arrangements ▪ Devise methodology ▪ Identify stakeholder groups ▪ Prepare meeting program ▪ Introduce Review Team and project to stakeholders ▪ Form and induct Steering Group, and agree to meeting guidelines ▪ Agree project timeframes 	<ul style="list-style-type: none"> ▪ Clarity on previous work to inform project plan and identification of stakeholders ▪ Governance arrangements are clear and documented ▪ Establish methodology and extent of consultation and roles of groups ▪ Key community members engaged via Steering Group ▪ Direction and roadmap clear to all parties ▪ Affirmation to stakeholders of what can be expected from process based on our experience
2 Initial stakeholder consultation		
<ul style="list-style-type: none"> ▪ Key extensive and diverse micro and macro issues have arisen across all stakeholder groups. Some are consistent with those raised in 2014 consultation <i>Future Roxby!</i> ▪ Individual stakeholder consultation highlighted recreation issues not yet raised with the Review Team but which are locally and individually significant 	<ul style="list-style-type: none"> ▪ Meet individually with stakeholder groups to gather relevant information ▪ Identify key stakeholder issues to be addressed in this project ▪ Develop and action a plan to address some of the micro issues that were frustrating stakeholders during the course of the review 	<ul style="list-style-type: none"> ▪ Stakeholders are able to put local and individual issues on the table for the Steering Group to consider outside the larger macro issues ▪ Micro issues largely resolved satisfactorily without spending limited group time during meetings ▪ Macro issues re-confirmed to be taken up in the review

Stage	Key tasks	Outcomes
3 Liquor Licensing review		
<p>Liquor Licensing Commission advised Roxby Council in 2014 that:</p> <ul style="list-style-type: none"> ▪ The practice of issuing limited liquor licences for regular events on town ovals will be beyond the scope of this form of liquor licence ▪ The Commission would no longer consent to further limited liquor licences where event is a regular occurrence ▪ Under the new licensing arrangement, all income derived from alcohol sales must legally be retained by Roxby Council ▪ Review to provide recommendations for a community grants system, to ensure that previously involved groups would not be disadvantaged 	<ul style="list-style-type: none"> ▪ Form Steering Group sub-committee to develop agreed process to satisfy all parties, including Liquor Licensing Commission, Council and involved groups ▪ Develop Terms of Reference to allow sub-committee to manage liquor licensing arrangements for sales generated from the main oval under Council’s relevant liquor licence ▪ Seek independent legal advice to ensure TOR is legally sound ▪ Task sub-committee with advising Council and Sport and Recreation Forum of costs, income, performance and profit distribution from liquor sales it manages 	<ul style="list-style-type: none"> ▪ The Steering Group was tasked to work with stakeholders and users to ensure a smooth transition to the redefined liquor licence arrangement with positive outcomes for all: ▪ An agreed process of awarding grants for managing the oval bar that satisfies Liquor Licensing laws ▪ All of the profits to be ultimately redistributed back to the community ▪ Recommendations to Roxby Council on how to proceed given the importance of this revenue, often the main fundraising activity, to groups
4 Facility fees and charges comparison		
<p>The 2014 <i>Future Roxby!</i> community workshops identified a very strong community desire to have more and better facilities, represented by statements like:</p> <ul style="list-style-type: none"> ▪ “There is a lack of free access to sporting facilities” ▪ “The current cost of hiring is too high” <p>The review proposed that a fees and charges comparison across ‘like’ regional townships would inform this report and recommendations</p>	<ul style="list-style-type: none"> ▪ Gather relevant information from existing work on Council expenditure on facilities ▪ Gather relevant information from existing work in 2005, 2009 and 2011 on fees and charges comparisons ▪ Liaise with the Local Government Association to gather up-to-date data on expenditure and fees and charges for similar regional townships ▪ Assess data and present to Steering Group for discussion and development of possible recommendations 	<ul style="list-style-type: none"> ▪ Clarity on how Roxby Downs sporting facilities compare to like regional townships ▪ Clarity on recent work to compare fees and charges ▪ New data to clarify whether community sentiment was fair, and whether recommendations to reduce charges would need to be considered

Stage	Key tasks	Outcomes
5 Stakeholder survey		
<p>Review Team and Steering Group concluded they would need extensive feedback from members before they could finalise recommendations</p> <p>The survey would involve the management of each group, to identify the issues and opportunities that impact on sport and its development in Roxby Downs</p> <p>The survey sought to document up-to-date data from groups on membership, key financial aspects, expected assistance and sources of funding, as well as priorities for various issues which affect them</p> <p>Analysis of this data guided recommendations</p>	<ul style="list-style-type: none"> ▪ Engage independent research company (Social Survey Consulting Group SSCG) to conduct a survey and analyse results ▪ Present survey drafts to the Steering Group – after three drafts, approval was given to run the survey ▪ Present final report by SSSG to the Steering Group for discussion and debate 	<p>The survey report provided valuable data for the Steering Group and guided development of recommendations</p> <p>The report included:</p> <ul style="list-style-type: none"> ▪ Group details (financials, membership make-up etc.) ▪ Group priorities in addressing current issues in running the group and developing the sport ▪ Level of satisfaction with current issues in running the group and developing the sport ▪ Level of group support or interest in activities and options ▪ Attitudes toward future provision of sport and recreation in Roxby Downs
6 Governance and recommendation development		
<p>The Steering Group met regularly over an 18-month period to review concurrent pieces of work, and develop and debate recommendations for this report. This built a platform of trust and was necessary to ensure that all groups had the opportunity to be involved (given shift work and FIFO arrangements), and allowed for meetings with key stakeholders in Adelaide</p>	<ul style="list-style-type: none"> ▪ Steering Group to debate and agree on recommendations regarding new governance mechanisms including liquor licensing, coordination and communication across groups, financial management of groups and facilities, and coach training, travel, accommodation, junior sport and volunteers 	<ul style="list-style-type: none"> ▪ Clarity on any further information needed to develop and agree on recommendations ▪ A series of agreed recommendations for inclusion in this report

Stage	Key tasks	Outcomes
7 Master Plan development		
The final stage was to review existing sport and recreation infrastructure and develop an overall Master Plan for the next 10 years	<ul style="list-style-type: none"> ▪ Tender for a suitably qualified and experienced sport and recreation master planner (resulting in the engagement of Oneighty Sports & Leisure Solutions) ▪ Prepare recommendations to include the development of a 10-year staged strategic implementation plan and associated costs ▪ Steering Group and wider community provide feedback to be incorporated in this report 	<ul style="list-style-type: none"> ▪ Clarity on the opportunities and priorities for staged improvement of facilities over the next 10 years ▪ A series of agreed recommendations for inclusion in this report
8 Draft and final reports		
	<ul style="list-style-type: none"> ▪ Consolidate information into a draft report for review by the Steering Group before completing and submitting a final report to Council 	<p>Final report to be a roadmap for sport and recreation development in Roxby Downs into the future, including:</p> <ul style="list-style-type: none"> ▪ Rationale for review ▪ Community engagement process ▪ Surveys undertaken ▪ Micro issues resolved during the review ▪ Fees and charges research to inform licence agreements due for renewal ▪ Resolution of liquor licensing issues and terms of reference for sub-committee ▪ Optimal governance and other key recommendations for Council's consideration ▪ A re-formed Sport and Recreation Forum with revised Terms of Reference ▪ A 10-year Master Plan for the sustainable development of Roxby Downs sport and recreation infrastructure

6 Community engagement process

The success of this review was dependent on comprehensive community engagement, so the project methodology and governance were centred on this process.

This enabled the review to achieve its aims of determining community aspirations for sport and recreation, identifying and solving any relevant issues, developing a platform of trust amongst sport and recreation groups, and producing recommendations to support Council's vision.

During the project, the Review Team met with all of the major sport and recreation leagues and associations, clubs and active groups. Throughout this report, all of these are referred to collectively as sport and recreation 'groups'.

The primary modes of engagement were the regular Sport and Recreation Steering Group meetings, additional workshops, and the community survey, all detailed below and in the following section.

The process also enabled the Review Team to attend meetings with key stakeholders in Adelaide and submit applications for government funding to support all the elements of the review.

While the key issues raised across all groups were extensive and diverse, they remained consistent with those raised in earlier Council-commissioned research and the 2014 series of *Future Roxby!* consultations. The 2015 *Future Roxby!* consultations highlighted several additional recreation issues that had not previously been raised, which are detailed later.

6.1 Sport and Recreation Steering Group

A Steering Group was established early in the review period. It was open to all residents with an interest in sport and recreation in Roxby Downs, and involved 38 sport and recreation groups (often with multiple members). In all, 84 people representing most of the active sport and recreation groups in the township and its surrounding region attended at least one meeting.

The Steering Group met regularly over a period of more than 18 months. Initially there were monthly meetings, and then bi-monthly meetings were introduced to allow time for workshopping specific issues. These workshops are discussed further below.

The purpose of the Steering Group meetings was to review concurrent issues and related projects (liquor licensing, research on fees, survey, master plan etc.) and to develop a series of recommendations for this report.

The meetings were an essential process to gain trust, to engage the community and ensure all groups had the opportunity to be involved, despite constraints of shiftwork and FIFO arrangements.

On the basis of all the available data that had been delivered by mid to late 2015, a range of recommendations regarding future governance arrangements, communication issues, user charges, subsidies, training and junior sport were discussed, debated and agreed by the Steering Group.

The final piece of the Steering Group's work was providing comment during the Master Planning process.

6.2 Steering Group workshop meetings

By transitioning from monthly to bi-monthly meetings, the Steering Group was able to hold a number of workshops on alternate meeting dates. These working meetings were between specific groups with the potential to share land or facilities, or to resolve specific issues outside of the broader agenda.

These included a meeting between the groups affected by liquor licensing changes to discuss management of the new arrangements, the development of a Licensing Management Sub-Committee Terms of Reference and a Management Agreement. Further examples are discussed below.

6.2.1 Turf management

A meeting between the Cricket Association, Clubs, Council Works and Water Managers, and the Review Team was held to consider a wide range of issues mainly related to turf quality and facilities on the main oval.

The Council explained the extent of their financial and technical input into getting the best surfaces possible for both summer and winter sport users. They highlighted soil reports, the development of a fertiliser mixture designed for the unique local soil reports, water system upgrades and the introduction of specialised 'thatch' removal and aeration equipment.

The major problems of turf quality and rehabilitation between seasons relate to the narrow window of Roxby's local climate that enables grass regeneration. Issues of over-use of the ground, including use during regeneration periods were discussed.

There was agreement to follow up the offer Les Burdett (former Adelaide Oval Curator) to assist Council staff with an ovals turf management plan. Groups agreed to assist by adopting a range of rotation and rehabilitation initiatives. Several suggestions were to be followed up, including a review of new 'non-burn' artificial turf and an alternative methodology for a drop in pitch.

6.2.2 Joint meetings of the Tennis, Netball and Bowls Clubs

Discussions were held between the Bowls, Netball and Tennis Clubs regarding the potential of various sharing options. The overall response was positive and constructive.

The Bowls Club was generous in extending to both Tennis and Netball Clubs the opportunity to use their facilities, including leveraging the existing liquor licence, if the netball and tennis courts could be relocated near the Bowls Club.

Discussion ensued about the opportunity for a central amenity facility or lunch shed in the middle of the courts. The central amenity could possibly house memorabilia from each sport.

It was agreed that the clubs would continue to work together in relation to shared facilities and would address issues of amenities sharing, storage and governance issues covering potential future changes in leadership and sub-leases.

6.2.3 Facilitating group requests for BHP Billiton support

Following representation by the Review Team to BHP Billiton's Darryl Cozzubbo, several meetings were held with Anita Mitter and the BHP Billiton Community Team to look at the company's potential support for some of the short and long-term solutions identified during the course of the review.

These requests included assistance with short-term genset power to the Dirt Circuit, transporting shipping containers for storage at the oval, clay surface topping for the Go Kart Circuit, and mini buses for group transport.

All of the requests involved complex internal BHP Billiton protocols. While there was progress made on all requests, it was a ponderous process. Ultimately, assistance was provided to transport the shipping containers and to access clay, although the quality proved to be unsuitable.

6.3 Future Roxby! workshops

The *Future Roxby!* community engagement initiative aims to obtain community ideas on revitalising Roxby Downs town centre, including on what infrastructure needed development or upgrades. The outcomes report from the May 2014 workshops informed this review.

A further series of workshops was planned for August 2015, and the Review Team saw this is a valuable opportunity for the community to comment on potential developments arising during this review.

The key issues that had been identified were used as the content material for a number of the focus groups that are central to the *Future Roxby!* workshops.

The responses from the focus groups were reported back to a series of open town meetings in August 2015, and formed part of the database provided to the Master Planning group.

Comments from the *Future Roxby!* focus groups included the following:

- Provide more leisure infrastructure (BBQ areas, outdoor seating for parents, shaded areas, toilets, fencing, meeting spaces for kids, men's shed, an indigenous trail and leisure park)
- Focus on experiential and nature elements, build in water play
- Draw inspiration from best practice examples
- Consult with children for better results
- Develop a strategy for playgrounds
- Outdated playground equipment
- Not well suited to the hot climate
- No dedicated dog exercise opportunities
- BMX track is no longer useable (fell into disuse and parts have been built over)
- Recreate the BMX track
- The Youth Centre is underused and needs to be updated
- Provide more free sporting facilities
- The current cost of hiring is too high
- Lack of outdoor exercise facilities for adults
- Many infrastructure maintenance issues (air conditioning, change rooms, leaking roofs, seating around ovals, etc)
- Build more netball, tennis and basketball courts
- Lack of recreation activities
- Concerns with the proposed liquor licensing arrangement
- Provide a community bus for transporting team players
- Create a centralised 'community hub' meeting area for all sporting and leisure groups, with a kitchen to enable multicultural cooking
- Appoint a community spokesperson for all sport and recreation needs

- Consider the Community Club to be liquor licensee for the ovals
- Improve parenting support
- Provide more men's health support

The feedback from the focus groups was essentially congruent with the key issues raised during Steering Group meetings and other consultation. This provided additional confidence in the overall findings from the review's community engagement process.

6.4 Ongoing communication

The Review Team made a public commitment to ensure there was regular communication with the community regarding the progress of the review. This included the following:

- Monthly media releases (local print and RoxFM), with future plans to include social media
- Regular meetings with BHP Billiton's Community Team
- Planned regular briefings with representatives of the Community Board (three meetings including a briefing of the whole Community Board). This subsequently led to the Chair of the Community Board and another Board Member joining the Steering Group.

7 Community survey

The Review Team and Steering Group concluded early in the process that they would need extensive feedback from members before they could finalise review recommendations.

A survey of each sport and recreation group's management was undertaken, with the aim of gaining a clearer picture of the issues and opportunities that impact on a range of sport and recreation activities and their development in Roxby Downs.

The survey also sought to document up-to-date data from groups on membership, key financial aspects, expected assistance and sources of funding, as well as priorities for addressing various issues which affect them.

In October 2014, on the advice of the Review Team and Steering Group, Council commissioned Social Survey Consulting Group (SSCG), an independent South Australian research agency, to design the questionnaire, oversee its distribution, analyse the data and prepare a written report.

The final SSCG report is attached as Appendix 3.

7.1 Confidentiality

As a response to sensitivity across several groups about disclosing internal club information, respondents were given assurance that their individual answers to this survey would remain strictly confidential and that all completed surveys would be held by SSCG.

All emailed and mailed responses went directly to SSCG, with only the SSCG director able to view individual responses. The outcomes (but not individual survey results) were made available to the Review Team, the Steering Group, and the participants when the survey report was completed. The report is the only form in which the outcomes of the survey are to be made public.

7.2 Methodology

A self-completion survey questionnaire was designed by SSCG in conjunction with the Review Team and Steering Group, inviting all Roxby Downs recreation and sporting groups to have their say. 35 groups were identified for inclusion in the survey.

The questionnaire was divided into five main sections dealing with:

- Group details (financials, membership make-up etc.)
- Group priorities in addressing current issues in running the group and developing the sport
- Level of satisfaction with current issues in running the group and developing the sport
- Level of group support or interest in activities and options
- Attitudes toward future provision of sport and recreation in Roxby Downs.

All questionnaires were emailed to group representatives in mid-December 2014 with the deadline date for return eventually extended to 17 April 2015 due to timing difficulties over the Christmas period when many people were on leave/holiday away from the town. An additional issue was that the group representatives were requested to present them to their respective committees for discussion and response which added more time to the process but was critical to the validity of the survey. Each group was restricted to only one questionnaire for the purposes of the survey.

7.3 Responses

The response rate was very good at 83% – 29 of the 35 invited groups responded. Nevertheless, the reviewers thought it was somewhat disappointing that the remaining groups did not take the opportunity to respond, particularly given the importance of the project and the generous time frame allowed.

Responses to a small number of questions – A4, A6 and A9 – have not been presented in the results section of the report because of group variability in reporting, and provision of incomplete data. Any future data collection from groups by Council should focus on complete reporting.

7.4 Summary of major findings

The main highlights revealed in the survey responses were:

- The most popular sports were netball, followed by Australian Rules football, basketball and outdoor cricket. Dance, karate and junior soccer were also well represented.
- Only 11 respondent groups reported having a website, including five that indicated they were linked to a website via Sporting Pulse. Four of the 17 groups reporting not having a website did use Facebook to communicate with members and the public.
- Eleven of the responding groups reported that they were not team-based. Eighty% of the responding groups reported not having a junior team, while over half claimed they fielded one or more senior sides.
- Of those groups not having junior teams, nearly two-thirds reported that their club provided support or assistance to junior sport.
- The most popular fundraising activities other than from the main revenue streams (e.g. membership fees and subscriptions, sponsorship, bar and canteen sales, government grants and subsidies), were raffles, bingo, lucky draws, gaming (75%), followed by BBQs and sausage sizzles (31%).
- Half the groups thought it at least likely (35% very likely) that their club would be seeking assistance (financial or non-financial) from Roxby Downs Council within the next five years. Types of Council assistance sought ranged from assistance with upgrading infrastructure to help with grant applications.
- Seven out of ten groups (71%) indicated that it was at least likely that they would seek assistance (financial or non-financial) from sources other than Council within the next five years. Only 18% considered it unlikely. This assistance was mainly for facilities upgrades.
- Groups were evenly divided in their response to whether they were likely to provide financial or in-kind support themselves in the next five years – likely, unlikely, and unsure (all 33%).
- Only 17% of groups reported having an approved Constitution, while only one submitted annual audited accounts to Council.
- One out of five groups reported holding a current liquor licence.
- About a third (31%) of groups are members of State or National associations, with only a small minority being members of either Star Club, Good Sports or Groups SA (combined total of 21%). This has now increased following the appointment of the Sport and Recreation Officer.

- With regard to group priorities in addressing the issue of participation in the running and development of their sport, top priority was given to increasing playing numbers by raising the participation rate of seniors (18+) (mean priority score of 7.9 out of 10), with increasing the participation rate of juniors (U18) only marginally lower (mean priority score of 7.8). Lowest priority was placed on improving FIFO involvement in their group (mean priority score of 3.8).
- With regard to group priorities in addressing the issue of costs in their running and the development of their sport, the top priority was for cost of lease or hire of facilities and grounds (mean priority score of 7.7 out of 10). Lowest priority was given to cost of transport (mean priority score of 5.0).
- In terms of group priorities when addressing the issue of management and administration in the running and development of their sport, the top priority was for attracting sufficient volunteers, particularly committee members (mean priority score of 8.4 out of 10). The lowest priority was for sufficient qualified bus drivers (mean priority score of 2.5).
- Overall, the top three priority areas based on mean scores for Roxby Downs sport and recreation groups relate to:
 - Attracting volunteers
 - Increasing participation rates
 - Cost of lease or hire of facilities and grounds.
- The main criterion for Roxby Downs Council allocating the current subsidy of \$410 per resident of the township for the purposes of sport and recreation should be needs based, according to two-thirds of groups. The second criterion nominated was numbers participating.
- Mean satisfaction ratings by the groups for 13 attributes presented to them are very disappointing, with only one attribute (relationship between groups and leagues/associations) rated in the satisfactory range, and none higher. All but two attributes fall into the average to below average range, with one receiving a score in the poor category – availability of local accredited people to train-the-trainers (mean score of 3.2).
- Three-quarters of groups (22 of 29) reported having access to existing Roxby Downs Council owned facilities such as grounds, clubrooms etc. There was strong support generally expressed for sharing facilities where appropriate. This response was from both those with and without current access to Council facilities.
- The large majority (83%) supported the development of a Sport and Recreation Forum under the Roxby Downs Community Board to determine priorities for sport and recreation facilities development and expenditure. Only 13% were not in favour of the proposal.
- Three-quarters (74%) of groups agreed that a Junior Sport and Recreation Fund should be developed to provide support for junior sport in Roxby Downs (33% strongly in favour).
- Six out of ten groups agreed that priority should be given to junior sport and recreation in Roxby, with an additional 31% neither agreeing nor disagreeing. Eleven% disagreed.

7.5 Outcomes and next steps

An important outcome of this survey is that Roxby Downs Council now has a blueprint for an appropriate data collection vehicle (questionnaire / recording schedule) for quantitatively determining levels of club satisfaction and support for proposed initiatives. It is now in a position to monitor over time the outcomes of future actions implemented to improve sport and recreation services and facilities in the Roxby Downs region.

Comparison of satisfaction (or level of support) mean scores over time for specific programs or initiatives can provide Council with an excellent 'club driven' tool for evaluating and prioritising future actions and subsequent resource allocation.

This could involve Council developing a standardised, user-friendly software package for all groups to use to maintain up-to-date membership and financial records as well as providing feedback on satisfaction levels, changing club priorities etc. Groups would then be able to upload the data to Council on, for example, an annual basis.

Should Council consider instituting a policy of formal group reporting (such as annual audited accounts), or a system to maintain up-to-date group data, it should stipulate and enforce 100% compliance. Such a system will not work if a number of groups do not comply, as reflected in the 17% non-response rate, and incomplete responses for this survey.

The survey confirmed the existence of community perceptions that were at odds with the reality presented in the available information, and attitudes that could pose impediments to a cooperative community approach to the effectively managing the township's sport and recreation opportunities.

The reluctance to provide Council with financial and membership data is odds with standard Local Government practice, and is a prerequisite to access any lease of Council facilities or gain grant funding from any government source (Federal, State or Local).

These issues will remain potential impediments to the development of a community-wide consensus based management approach. They will require a concerted effort by the Sport and Recreation Forum and its Executive to remediate.

8 Key issues raised by the community

8.1 Emerging issues during the study

8.1.1 Governance, staffing, volunteers and officials

Issues raised by most sports clubs included:

- Problems accessing sufficient volunteers and trained officials (coaches, umpires etc.)
- Problems accessing training and accreditation courses for officials, including prohibitive costs
- Interest in obtaining assistance with governance, financial reporting (e.g. shared MYOB services), grants and sponsorship
- Problems accessing and funding transport
- Relationships between sporting groups have been disjointed and lacking in coordination. However, this has improved significantly over the period of the review through the Steering Group meetings, the appointment of the Sport and Recreation Officer and the re-establishment of the Sport and Recreation Forum
- Not all sports are perceived to be equal in terms of their support. There is a real and perceived heavy weighting on football, netball and cricket.

8.1.2 Facilities

Common issues related to infrastructure included:

- Not all sports have equal access to facilities
- Some sports, including some with facilities, don't have access to basic amenities like power
- New sport and leisure interest groups report that it is hard for them to get established, particularly if they need to access existing facilities (e.g. roller hockey and ladies indoor cricket). However, this experience is not universal, with both junior soccer and senior rugby successfully establishing viable new teams during the review period
- The community could access local school sporting halls, but they involve hire charges, which some groups argue they cannot afford. They are also undersized for several sporting competitions and lack storage and kitchen facilities required by potential user groups
- There is community interest in bike trails that are safe and accessible. Emu Trails could offer a potential option if suitably repaired.

8.1.3 Cost and funding

Four independent annual comparative reviews of Council fees and charges have found that Roxby residents have access to quality facilities at below-average user costs. Despite this, the perception of a significant number of review participants was that user costs for facilities were too high.

Survey respondents also considered that sponsorship and membership fees, including the costs of affiliating with major sporting associations, were high compared to the value of benefits received by city-based groups.

Through discussions with key funding agencies, the Steering Group reached a consensus view that

accessing greater infrastructure funding would require a whole of community approach, with groups forming cooperative partnerships and speaking with a single, united voice. Ideally, this would be facilitated through the Sport and Recreation Forum.

Funding agencies made it clear to the Steering Group that their policies were designed to achieve a more efficient and coordinated use of existing and future facilities, and that future grant funding would favour developments that exhibit centralised or shared facilities wherever possible.

8.2 Issues raised and resolved during the study

The Review Team made a commitment to identify and action any issues they considered could be fixed in the short term. These included a range of 'micro' issues that were important to users but ancillary to the 'macro' goals of the review. Some issues were necessary to enable the full scope of the project to be realised, including successful State Government funding submissions.

Resolving these issues built trust between the Review Team and the Steering Group, through tangible action during the process of meeting, gathering data, and developing and reviewing recommendations.

8.2.1 Short-term fixes

Some examples of quick fixes undertaken during the course of the review include:

- Safety issues around netball courts
- Recreation Centre storage
- Portable oval coach's boxes
- Container modifications for oval storage
- Website access system (underway)
- Successful grant for Sport and Recreation Officer and Officer appointed
- Training workshops (several already conducted)
- Data security and storage (underway)
- Successful grant for Master Plan development and Master Plan completed.

8.2.2 Medium-term fixes

A number of issues were identified as resolvable in the medium term. Some were completed during the review timeframe and some are a work in progress. They include:

- Facility sharing arrangements for sport and recreation groups
- Power for the Motorsport Precinct (discussions with BHP Billiton have resulted in plans for a permanent connection to mains power)
- Access to bore water for Motorsport Precinct (Roxby Council assisting application)
- Clay for Kart Club (discussions underway with BHP Billiton)
- Transport solutions (discussions underway with BHP Billiton regarding mini buses)
- Outdoor area where adults can exercise on fixed equipment (to be included in future discussions with BHP Billiton and Council regarding Emu Trails)

- Establishing a suitable location for the construction of a Scouts facility (land leased by Council to the Roxby Downs Pony Club currently under review).

8.3 Issues for longer-term resolution

A number of issues were identified as longer-term projects. These issues were considered under the Master Planning process or in the future recommendations, and included the following:

- Need for more netball courts
- Need for more basketball courts
- Lack of storage
- Upgraded change room, canteen, bar and media facilities at oval
- Seating around oval
- Access to clubrooms
- Free-to-access outdoor facilities for adults and youth, such as a half-court basketball ring and tennis courts and exercise stations
- Dormitory-style accommodation for Scouts and visiting teams
- BMX track
- Power and water to some facilities
- Mobile kitchen and toilet options
- Consultation process for youth on sporting and leisure
- More equitable and more supportive relationships between senior and junior sport.

9 Fees and charges review

9.1 Demographics and implications

As of February 2016, Roxby Downs had an estimated population of 3,500. This figure has reduced from approximately 4,500 in 2012 due to downsizing at the Olympic Dam mine site, but it is expected that numbers have risen slightly over the last 6 months due to a recent influx of workers.

The expansion that was proposed in 2008 predicted an eventual population of around 10,000 but this was put on hold by BHP Billiton in 2012. While there is no definitive prediction available for the future, the population is expected to increase by the end of the decade. This study assumes that a maximum population of 7,500 could be achieved.

The relatively small population would be expected to naturally limit the requirements for facilities. However, participation levels in Roxby Downs are high for a number of sport and recreation activities, which counteracts the small population.

This is in large part due to Roxby Downs having large proportions of young adults, middle aged adults and children and a very small proportions of older people compared to the rest of South Australia (5.3% are aged 55+, compared to 25% to 40% in other regional townships). There is also an atypically high proportion of males, representing 58.8% of the population. See Figure 2 for regional township demographics comparisons.

Figure 2 Regional township demographics comparisons

LGA	Total population	0-14	15-24	25-54	55-64	65 +	Male	Female	Av Age
Pt Augusta	13,985	2,805	1,823	5,638	1,725	1,958	7,110	6,875	38
		20.1%	13.0%	40.3%	12.3%	14.0%	50.8%	49.2%	
Pt Pirie	17,333	3,464	2,088	4,578	2,220	3,281	8,521	8,812	41
		20.0%	12.0%	26.4%	12.8%	18.9%	49.2%	50.8%	
Pt Lincoln	14,086	2,869	1,853	5,492	1,648	2,225	6,872	7,214	38
		20.4%	13.2%	39.0%	11.7%	15.8%	48.8%	51.2%	
Whyalla	22,088	4,432	2,959	8,961	2,453	3,284	11,174	10,914	38
		20.1%	13.4%	40.6%	11.1%	14.9%	50.6%	49.4%	
Berri Barmera	10,583	2,090	1,173	3,936	1,492	1,891	5,266	5,317	42
		19.7%	11.1%	37.2%	14.1%	17.9%	49.8%	50.2%	
Copper Coast	12,949	2,199	1,278	4,287	2,039	3,146	6,357	6,592	47
		17.0%	9.9%	33.1%	15.7%	24.3%	49.1%	50.9%	
Clare & Gilbert Valley	8,749	1,706	909	3,198	1,313	1,622	4,340	4,409	43
		19.5%	10.4%	36.6%	15.0%	18.5%	49.6%	50.4%	
Roxby Downs	4,702	1,077	672	2,702	232	19	2,766	1,936	29
		22.9%	14.3%	57.5%	4.9%	0.4%	58.8%	41.2%	
Mt Barker	29,767	6,511	3,719	12,212	3,703	3,622	14,463	15,304	38
		21.9%	12.5%	41.0%	12.4%	12.2%	48.6%	51.4%	
Murray Bridge	19,742	3,787	2,590	7,586	2,360	3,418	9,949	9,793	40
		19.2%	13.1%	38.4%	12.0%	17.3%	50.4%	49.6%	
Gawler	20,536	3,742	2,762	7,903	2,415	3,714	9,871	10,665	40
		18.2%	13.4%	38.5%	11.8%	18.1%	48.1%	51.9%	
Cleve LGA	1,733	362	160	639	247	325	902	831	44
		20.9%	9.2%	36.9%	14.3%	18.8%	52.0%	48.0%	

The Roxby Downs community has become more multicultural over the years, with 40 nationalities

represented. This brings additional sporting demands on top of the more traditionally 'Australian' sports such as football, cricket, tennis and netball.

The Roxby Downs community exhibits the following demographic and social characteristics:

- 80% of residents aged under 45, with a low average age of 30.4 years
- Rising birth rate and abnormally high school-age population
- Transient population, with more than 50% of the population having lived in the town for less than 3 years
- Growing population in the active sporting age cohorts of 10 to 30 years
- Anomaly in the 15 to 18 age cohort, with low numbers due to students leaving town to attend boarding school
- Higher than average household size
- Higher than average proportion of males
- Significant proportion of shift workers
- Significant proportion of non-working mothers with pre-school age children
- Higher than average individual and household incomes.

The broad implications of these characteristics for sport and recreation in the township are that:

- Roxby Downs has the equivalent number of residents in the active age cohorts as a typical town of 25,000. This explains the small town's abnormally high demand for sporting, recreation and leisure facilities.
- The growing population in the active sporting age cohorts indicates that strong demand for sporting facilities will continue.
- Any master planning for sport and recreation needs to take into account current and future economic cycles in the minerals and resources industry.
- Promotional and programming activities of sport and recreation groups need to consider the social characteristics of the community (shift work, more males, non-working mothers etc).

9.2 Comparing facility provision and per capita spend

The community of Roxby Downs has continued to lobby the Council for additional sport and recreation facilities over the years to support the lifestyle of its young population in the township. However, concern has been expressed by the community that fees and charges levied by Council are too high.

Reviews of fees and charges were previously undertaken in 2005, 2009 and 2011 and on each of these occasions it was clear that that fees and charges levied were, in the main, cheaper than other regional townships.

The Local Government Association provided up-to-date figures from a range of regional towns and districts for comparison with Roxby Downs in order to determine whether the previous findings had changed over recent years.

When comparing other regional townships, it is clear that the extent of facilities provided in Roxby

Downs vastly exceeds those in other regional areas on a per capita basis.

For example, the Clare and Gilbert Valleys District Council (which has a population size twice that of Roxby Downs) has approximately the same sporting infrastructure provision and a similar annual capital budget (\$1.44 million compared to \$1.38 million for Roxby Downs in 2010-11) for sport and recreation facilities (see Figure 3).

The majority of other Regional Councils (most of which have much higher populations) spend considerably less on their sport and recreation facilities on a yearly basis. Apart from being extensive and relatively new, Roxby facilities are comparable to towns of 20,000 to 30,000 in population size.

This is further illustrated in the comparison of cost per head spend in regional councils (Figure 3) which shows that:

- The Roxby Council 2014-15 Sport and Recreation Budget is \$1,926,750 – the second largest spend of any regional Council (behind Whyalla) which is to be spent on sport and recreation facilities.
- Roxby Council Sport and Recreation Budget is 5.5 times the average across all regional Councils.
- Roxby Council Sport and Recreation Budget spend per capita is \$410 – compared to an average of all regional Councils of \$75 – and this per capita spend has increased by 21% over the past 4 to 5 years.

Figure 3 Comparison of regional Council populations, facilities, capital expenditure budgets and per capita expenditure on sport and recreation facilities

Description	Port Augusta	Port Pirie & Districts	Port Lincoln	Whyalla	Berri Barmera	Copper Coast	Clare & Gilbert Valleys	Mt Barker	Murray Bridge	Gawler	Roxby Downs
Population at 2011 census	13,985	17,333	14,086	22,088	10,583	12,949	8,749	29,767	19,742	20,536	4,702
Average age	38	41	38	38	42	47	43	38	40	40	29
Multi-use facilities & number of activities	1 with 3	1 with 4	1 with 3	1 with 4	1 with 3	1 with 3	1 with 4	1 with 4	1 with 3	1 with 4	1 with 5
Management type			Group								
Wet/Dry Facility	0	0	0	1	0	0	1	0	0	0	1
Aquatic Centre standalone	1	1	1	0	1	1	0	1	1	1	0
Football	3	1	1	2	2	1	2	1	2	2	2
Netball	6	6	2	1 Reg Cent	2	1	6	10	12	1	1 Reg Cent plus 2 Courts
Soccer	1	1	2	2	0	0	1	1	2	1	1
Cricket	2	1	3	1	2	1	1	1	2	2	1
Basketball	2	1	2	1 Reg Cent	1	0	1	4	1 Reg Cent	1	1 Reg Cent 2 Courts
Tennis	5	8	6	1	2	1	4	10	15	1	5
Council budget description	Programs & Facilities Ovals	Facilities & Grounds	Recreation Grounds & Facilities	Facilities & Ovals	Facilities & Ovals	Facilities & Ovals	Facilities & Ovals	Facilities & Ovals	Facilities & Ovals	Rec Sport Facilities & Ovals	Facilities & Ovals
2014-15 Council budget amount	\$773,500	\$1,233,000	\$673,967	\$2,347,625	\$358,381	\$1,661,000	\$1,437,000	\$1,679,800	\$863,600	\$919,000	\$1,926,750
2014-15 cost per capita	\$55	\$71	\$48	\$106	\$34	\$128	\$164	\$56	\$44	\$45	\$410
2010-11 Council budget amount	\$765,000	\$885,694	\$864,500	\$1,530,746	\$468,365	\$382,000	\$1,437,000	\$1,452,000	\$985,867	\$692,410	\$1,375,000
2010-11 cost per capita	\$55	\$51	\$61	\$69	\$44	\$30	\$171	\$49	\$49	\$34	\$339

9.3 Fees and charges comparisons

Research was undertaken on a range of fees and charges associated with the Council owned Leisure Centre (managed by Council's Roxby Leisure Business Unit). This included the hire and other costs for:

- Centre-run sports ranging from indoor hockey, indoor soccer, squash, volleyball etc.
- Stadium hire for junior sport and individual room hire
- Outdoor courts hire
- Swimming pool usage and hire charges
- Aquatics memberships.

These costs were compared to the averages across other Councils as described in Figures 4 to 7 below. **The higher fees and charges are highlighted in red.** Note that in some cases, average fees and charges for other councils are labelled as '\$0'. This is due to insufficient data being available to provide an average, largely because those services are not provided.

While there are individual variations (sometimes depending on which sports are catered for), it is clear that the average charge across all sports is less in Roxby Downs. Specifically, the figures below show that:

- The average of fees and charges for centre-run sports in Roxby Downs (average fee \$19.88) is lower than the average across all surveyed Councils (average fee \$21.90).
- Stadium hire fees in Roxby Downs are generally consistent with the average of all other Councils surveyed, with Roxby Downs charges fractionally higher (.009% higher).
- Tennis and netball court costs are appreciably lower in Roxby Downs than in other surveyed Councils (175% lower).
- The average charge for aquatics season memberships is significantly lower in Roxby Downs (for example, a single season membership in Roxby Downs costs \$50, compared to an average of \$293).
- Fees and charges for swimming pool usage in Roxby Downs are also appreciably lower than the average across surveyed Councils.

Figure 4 Comparison of Roxby Downs centre-run sports fees and charges with the average charges across regional Councils

	Roxby Downs Council	Average of other Councils
Centre-run sports fees and charges		
Volleyball per team	\$40.00	\$49.88
Team registration	\$25.00	\$43.57
Touch football per team	\$40.00	\$0.00
Indoor hockey	\$25.00	\$0.00
Junior hockey per term	\$25.00	\$0.00
Junior soccer per person per term	\$25.00	\$53.33
Junior soccer single rate	\$2.50	\$31.50
Soccer indoor/outdoor per team	\$40.00	\$54.33
Casual stadium usage per person	\$4.00	\$6.00
Squash per half hour per court	\$6.00	\$12.33
Squash per hour per court	\$12.00	\$17.30
Squash member per hour	\$12.00	\$7.50
Racquet hire	\$12.00	\$3.00
Racquet hire deposit	\$40.00	\$0.00
Stadium hire per half hour	\$35.00	\$77.50
AVERAGE	\$19.88	\$21.90

Figure 5 Comparison of Roxby Downs centre-run sports stadium and outdoor court hire fees with the average charges across regional Councils

	Roxby Downs Council	Average of other Councils
Centre-run sports stadium hire fees		
Stadium Hire per hour	\$60.00	\$46.50
Room Hire (group Fitness) (per hour)	\$25.00	\$47.50
Stadium Hire Junior Sport Teams only per hour	\$25.00	\$15.00
AVERAGE	\$36.67	\$36.33
Outdoor court hire fees		
Tennis Court (day) /hr per court	\$7.00	\$47.74
Tennis Court (night) /hr per court	\$14.00	\$26.24
Netball Court (day)/hr per court	\$7.00	\$15.44
Netball Court (night)/hr per court	\$14.00	\$26.24
AVERAGE	\$10.50	\$28.92

Figure 6 Comparison of Roxby Downs aquatics season membership charges with the average charges across regional Councils

	Roxby Downs Council	Average of other Councils
Aquatics season membership charges		
Pool Season Single Member	\$50	\$293
Half Season Single available from 1st January	\$50	\$184
Pool Season Family Member (2 Adults & 4 children)	\$200	\$593
Additional Child	\$0	\$24

Figure 7 Comparison of Roxby Downs indoor and outdoor swimming pool charges with the average charges across regional Councils

	Roxby General	Roxby Local Clubs	Average of other Councils
Outdoor swimming pool charges			
Swim Entry	\$5.00	\$5.00	\$5.84
Swim Entry Child (under 10)	\$5.00	\$5.00	\$4.29
Swim Entry under 2 yrs	\$0.00	\$0.00	\$1.73
All supervising parents/guardians (over 18) of children under 10 not swimming	\$0.00	\$0.00	\$2.23
10 Visit Card – Adult only	\$0.00	\$0.00	\$61.58
Swim Lessons per 10	\$95.00	\$95.00	\$126.90
Pool Hire (25m) per day	\$360.00	\$300.00	\$428.50
Pool Complex per day	\$545.00	\$450.00	\$365.50
Lane Hire per lane per hour during scheduled training only		\$7.00	\$13.67
Indoor swimming pool charges			
Lane Hire per lane per hour		\$7.00	\$23.75
Indoor Pool Lane hire		\$10.00	\$38.13
Indoor Pool hire per day		\$200.00	\$1,502.86
Indoor Pool hire per Hour		\$80.00	\$191.25
Indoor Hydro Pool hire per day		\$200.00	\$0.00

10 Governance review

10.1 Council

The *Roxby Downs (Indenture Ratification) Act 1982* provides for the creation of the Roxby Downs Council, which has all the usual powers and functions of a Local Government Authority under the *Local Government Act 1999*, in addition to acting as the power and water authority for the township.

The Act provides for the appointment of a Council Administrator, without a requirement for elected members. Under the Act, Council's budget is approved by the State Government and BHP Billiton, who equally contribute financially to Council's municipal deficit.

There is a review underway which aims to provide recommendations to improve the Administrator's governance role within the current legislative framework. That review is presenting its recommendations in the near future and may impact on some of the recommendations in this report.

10.2 Sport and recreation groups

Almost all sport and recreation in Roxby Downs is undertaken on Council land or in Council owned and managed facilities. As such, the Council is responsible for ensuring that facilities are adequate for the very high demand in the community, that they are managed well and looked after by the community, and that users are appropriately charged.

Many sports operating at the Roxby Downs Cultural and Leisure Precinct are managed directly by Council's 'roxbylink' business unit, while other sport and recreation groups operate independently, almost entirely through volunteer hours and significant goodwill.

10.3 Community Board and Forums

Council's community development role was enhanced in 2005 through the establishment of the Roxby Downs Community Board as an independent incorporated association, with a range of associated Forums, as illustrated in Figure 8 below.

The Forums represent the avenue through which information can be shared and initiatives presented to Council. Ideas would potentially become reality through the Community Board. Forum members would potentially organise events, activities and functions, discuss issues, manage projects, and support the Community Board to reach its goals.

The volunteer Board and Forums in general have been successful, with the exception of the Sport and Recreation Forum, which has disbanded.

In general, the Roxby Forums with an Executive group that represents a wide range of member groups have proven to be most effective.

Figure 8 Roxby Downs Community Board and associated Forums



10.3.1 Sport and Recreation Forum

Recommending an improved governance model for the Sport and Recreation Forum has been a major focus of this project. The Sport and Recreation Forum was intended to be the peak sport and recreation organisation in Roxby Downs in 2005.

It was difficult to form initially and struggled to maintain impetus, partly because most groups were not used to sharing ideas and tended to compete for BHP Billiton and Council resources as well as community support, such as volunteers.

The Forum did eventually establish its leadership, and there was initial support for discussions regarding potential new facilities. However, a combination of factors led to many groups failing to participate and it disbanded after the Olympic Dam expansion was put on hold in 2012.

Sports and recreation groups in Roxby Downs have since been working work in isolation, causing a culture of fragmentation and parochialism which has dominated the sporting landscape.

There is one lasting legacy of the Forum – the awarding of Sport and Recreation Awards every Australia Day through the Community Board.

10.4 Recommendations

Recommendation 1 Re-formation of the Sport and Recreation Forum

Community Board to form a new Sport and Recreation Forum to act as the peak sport and recreation representative body in Roxby Downs with the following key elements:

- Membership designed to ensure impartiality and input from all groups. The model should be along the lines of the Business Forum, with an Executive and all sport and recreation groups in the township being members.
- Council would be a stakeholder representative (non-voting).
- The initial Executive for the Sport and Recreation Forum to be drawn from current Steering Group via a process of nomination and appointment.
- Community Board to delegate most of its powers to the Sport and Recreation Forum, which would act directly but have its governance and financial integrity protected by the Community Board.
- A local, independent Forum Chair would also be a member of the Community Board. This will ensure due weight is given to the Forum's priorities by the Board. The Chair will be the liaison and spokesperson to put forward recommendations and raise sport and recreation issues directly with Council.

Recommendation 2 Leadership and priorities of the Forum

Terms of Reference for the Sport and Recreation Forum are to be developed. They will include (but not be limited to):

- Meetings of the Executive will be held on a regular basis (at least bi-monthly) with all members invited to a general meeting at least twice per year.
- The three major priorities identified in the Sports and Recreation Survey being:
 - Senior and junior sport participation and promotion
 - User charges and costs of lease/hire of facilities and grounds review
 - Attraction of volunteers and coaches.
- Oversight and support of Council's implementation of the Master Plan for Sport and Recreation in Roxby.
- Reducing fragmentation and coordination in events.
- Funding applications for State and Federal Government grants.
- Oversight of liquor licensing arrangements.
- Council liaison.

The Roxby Downs Sports and Recreation Forum Terms of Reference are attached as Appendix 1.

Recommendation 3 Administrative support for the Forum's activities

The Sport and Recreation Forum is to be served administratively by a Sport and Recreation Officer appointed by the Council and jointly funded by Council and the Department of Sport and Recreation. This role would be solely focused on sport and recreation support in the township and not diluted by any other unrelated roles.

Recommendation 4 Benefits of incorporation for members

The Sport and Recreation Forum is to provide advice on the benefits of incorporation as an Association for all sport and recreation groups.

11 Liquor licensing review

11.1 Redefined liquor licensing arrangement on town ovals

When this review was commissioned by Council, the future of the former Liquor Licensing Agreement was a significant source of misunderstanding and tension between the Far North Football League, the Roxby Districts Cricket Association, the associated Clubs and Roxby Downs Council.

The genesis of the problem was the ruling by the Liquor Licensing Commission on an application by the Roxby Downs Cricket Association for a limited liquor licence to cover the town oval precinct.

The Liquor Licensing Commission advised Roxby Council that:

- The practice of issuing limited liquor licences for regular events on town ovals – which had historically been the way the Commission awarded liquor licences in Roxby Downs – is beyond the scope of this form of liquor licence.
- The Commission would no longer consent to further limited liquor licences where the event is a regular occurrence.
- Under the new licensing arrangement, all income derived from alcohol sales must legally be retained by the licensee, Roxby Council.

11.2 Interim arrangements for all users

Both Roxby Council and the Sport and Recreation Steering Group were very aware of the importance of alcohol sales in fundraising for groups. It was agreed that all profits from the sale of alcohol would be redistributed to sporting or community groups via a grant system.

Under the new arrangement, club volunteers would continue to run the bar and grants would subsequently be provided to groups from Roxby Council, as the Licensee, in recognition of their work. This would ensure that clubs do not suffer any financial disadvantage from the change.

It was hoped that the grant system would be in place from 2015 onwards, but the issue is still not quite finalised. The community grant system was to be reviewed by the Sport and Recreation Steering Group after the cricket season to ensure the funds are being returned to the stakeholders who contribute to the community as volunteers.

The Liquor Licensing Commission is aware of this review and is supportive of the Committee providing recommendations for the community grant system.

Roxby Council has also applied for and been granted a redefined liquor licence, which will ensure that groups can access a licence in the future.

When alcohol is not being provided as part of a licensed event, the town oval precinct, including netball courts, will legally become an alcohol-free zone.

11.2.1 Football and cricket at the main oval

At the start of this review, the Andamooka Football Club was running the town oval bar during the football season under a special arrangement with the Liquor Licensing Commission and, as a minimum, the Council committed to the club receiving grants to reflect the previous year's takings.

The Far North Football League was to continue to oversee management of FNFL events, including

alcohol sales, going forward. It was expected that volunteers from the groups would continue to run the bar, assisted by a Responsible Service of Alcohol certified bar supervisor.

Roxby Council committed to the same arrangement for the Roxby Districts Cricket Association as with the football clubs. The Association would continue to oversee management of cricket events, including alcohol sales going, with volunteers continuing to run the bar with a Responsible Service of Alcohol certified bar supervisor.

Under the new licensing arrangement, all Council sanctioned football games and Roxby Districts Cricket Association cricket matches held on the main oval could have the bar open up to one hour prior to, and following the conclusion of, the scheduled time of the game/match, without the need for a separate and costly liquor licence application.

11.2.2 Netball

Under the new arrangement, the netball courts would fall within the designated licensed area. Existing BYO arrangements will cease under the new liquor licensing arrangement, however alcohol purchase will be able to be negotiated with Roxby Leisure prior to netball events.

11.2.3 Junior sports

The Roxby Downs community has provided feedback to Roxby Council and the Liquor Licence Commission opposing the sale of alcohol during junior sport games.

The Liquor Licensing Commission is supportive of this arrangement and, as such, no alcohol will be available for purchase or consumption during these times.

11.2.4 Lions Park, Tennis Courts and Skate Park

The Lions Park and skate park areas are not part of the designated licensed area.

The redefined licensed areas do cover the tennis courts, meaning alcohol cannot be consumed in this area unless provided by the licensee. However, this will not impact tennis patrons viewing matches from the Lions Park, which is not included in the licensed area.

11.2.5 Other sport and recreation groups – outside of licensed areas

The redefined liquor licence will not impact sport and recreation facilities outside of the town oval and Leisure Centre precinct.

The existing licensing arrangements for Dirt Circuit, golf course, racecourse, motocross and other sport and recreation facilities will not be impacted.

11.2.6 Other community events

The main street does not fall within the designated licensed area, so community events taking place in the main street will not be impacted by the redefined the liquor licence.

For one-off community events, such as the World Food and Music Festival, a limited liquor licence would be sought from the Liquor Licensing Commission as has been done in previous years.

The annual Christmas pageant would remain a BYO event, managed by the Roxby Downs Rotary group and sanctioned by SAPOL.

11.2.7 Additional opportunities

Additional opportunities remain available for sporting groups or members of the public to pre-book a function held within the town oval precinct licensed areas and have alcohol supplied.

Under the new licensing arrangement, there is a provision for up to ten designated community events per annum within each licensed area. Community events such as Relay for Life would be able to pre-arrange the sale of alcohol during their events in consultation with the Leisure Centre.

11.3 Moving forward

The Steering Group worked with stakeholders and users to ensure a smooth transition to the redefined liquor licence arrangement, with positive outcomes for all involved. There was to be an agreed process of awarding grants for managing the oval bars, which satisfied the Liquor Licensing laws and ensured that profits from liquor sales would be redistributed back to the community.

The Steering Group was tasked with forming a sub-committee to supervise the liquor licensing arrangements at the main oval under Council's liquor licence. This included developing suitable Terms of Reference (TOR) and a related Management Agreement, and seeking independent legal advice from Council's lawyers, to ensure that the TOR is legally sound.

The sub-committee would also ultimately be tasked with advising the Council (via the Sport and Recreation Forum) of costs, income, performance and recommended profit distribution from liquor sales generated from the main oval under Council's liquor licence.

The Sub-Committee was formed and its members – Terry Boylan (Sport and Recreation Forum Chair elect), Henry Andryszizak (Far North Football League), Paul Trotta (Roxby Downs Cricket Association), Tony Weir (roxbylink Operations Manager) and Dr Wayne Coonan (Review Team member) – met regularly throughout the review.

The proposed Terms of Reference and a related Management Agreement were finalised in May 2016 and approved at the June 2016 Steering Group meeting, subject to a positive review from Council's lawyers. The documents were submitted for legal review in late June 2016.

The Draft Terms of Reference and Draft Management Agreement are attached as Appendix 2.

11.3.1 Legal opinion and delay in finalising the TOR and Management Agreement

Following initial advice and amendments, the final draft TOR was provided to Council's lawyers for advice. However, the lawyers still had significant concerns in relation to the TOR's adoption and use, and recommended that it not be formally adopted and relied upon until all relevant legal considerations have been identified, considered and suitably resolved. They also advised that the agreement should be vetted by the Liquor Licensing Commission prior to being finalised.

Council's lawyers have confirmed that the TOR is not contrary to the *Associations Incorporation Act 1985*, the Sport and Recreation Forum TOR, or the constitution of the Community Board.

However, the lawyers did have concerns with the way in which the agreement between the Council and the sporting groups is presently drafted, which they do not consider complies with the *Liquor Licensing Act 1997*, in particular its prohibition on profit sharing.

They believe that the intent of the agreement – to ensure that the groups using the oval assist in managing the operation of the bar and to ensure that the groups do not become financially unsustainable – could be achieved in a manner which does not breach the *Liquor Licensing Act 1997*. They were concerned that the agreement purports to allow the groups to sell alcohol contrary to the

requirements of the Act, which they argue the Council is directly liable for, regardless of the agreement. They argue that this practice could also expose the groups to liability. The wording would need to be amended to ensure that both Council and groups are protected from any liability arising from technical breaches of this Act.

The lawyers do not currently consider that the sub-committee is able to ensure compliance with the Act, and they recommended that Council seek detailed advice on both the agreement and how the operation of alcohol sales is occurring to ensure compliance.

This information has been provided to the members of the sub-committee, and following a debriefing with the Acting Administrator, approval has been given to progress this issue with the assistance of Council's lawyers. In the interim, the current procedures will continue to operate as planned until the legal issues related to the TOR and Management Agreement have been resolved.

11.4 Recommendations

Recommendation 5 Holder of the liquor licence

The Council will continue to be the licensee for all the community facilities in the recreation centre precinct, including the two main ovals and netball courts.

Recommendation 6 Liquor licence risk

The Council will undertake to carry the risks for any civil or criminal liabilities (which attach to the licensee) or violation of the *Liquor Licensing Act 1997*.

Recommendation 7 Formation of a Liquor Licence Sub-committee

The Sport and Recreation Forum will appoint a special Sub-committee including members from the Far North Football League, cricket and Community Board, and the Roxby Leisure Centre Manager (representing Council as a non-voting member). This group will act as a management committee to supervise the liquor licensing arrangements and advise the Community Board and Council of costs, income, performance and profit distribution from liquor sales.

The Draft Terms of Reference and Draft Management Agreement are attached as Appendix 2.

Recommendation 8 Next steps

The Liquor Licence Sub-committee will work with the Acting Administrator to consider how to best progress the legal issues related to the Sub Committee's TOR and Management Agreement to resolution. In the interim period, the current procedures will continue to operate as planned.

12 Coordination and communication review

Previous and recent consultation with the community raised the following key issues which impact on sport and recreation and the support Council is able to provide.

12.1.1 Management of sport and recreation is fragmented and parochial

The Roxby Downs Council is finding it difficult to develop medium to long-term strategies for capital works for sport and recreation groups due to the fragmented and self-interested approach of those groups. This lack of collaboration means a loss of opportunity to:

- Attract additional funding from grants, fundraising and sponsorship
- Reduce costs through joint buying of goods and services such as insurance, equipment, uniforms, travel and training
- Share operational and management tasks primarily through volunteer support.

12.1.2 Sport and recreation facility user upkeep is sub-optimal

If sport and recreation facilities are not well maintained, and if collaboration between groups does not improve, there will be additional costs to Council which ultimately will be borne by residents.

If facilities are not well maintained for community use, there may be more difficulty in retaining existing employees. This is not in the interests of BHP Billiton, the South Australian Government or the Roxby Downs community.

12.1.3 Lack of skills in identifying and preparing funding applications

Many sport and recreation groups lack the skills to attain and manage grant funding, and the Council does not have the skills base or personnel to necessarily assist across all groups. Consequently, groups are missing out on opportunities to enhance their facilities, infrastructure, operations, equipment and coaching.

12.1.4 Lack of shared responsibility and coordination

No formal body or individual has the responsibility and resources to coordinate sport and recreation for the town on behalf of all interest groups, which is the case with other industry Forums set up by the Community Board and Council. This results in:

- Loss of networking and partnership opportunities between groups
- Lack of coordination in events
- No developing and maintaining of 'big picture' strategies
- Additional work being undertaken by volunteers to fill gaps when they are already heavily committed.

12.2 Recommendations

Recommendation 9 Sport and recreation content on Community Board website

Sport and Recreation Officer to work with the Community Board to develop sport and recreation content on a new Community Board website, and incorporate calendar and event coordination across

all sport and recreation groups.

Recommendation 10 StarClub membership

All member groups to be encouraged to join the Department of Sport and Recreation initiative StarClub (www.recsport.sa.gov.au/starclub), to enhance the opportunity to access government grants by displaying a united town approach. This is to be coordinated through the Sport and Recreation Officer and benefits of this membership to be disseminated to all participant groups.

Recommendation 11 StarClub membership and Government submissions

Only StarClub member groups will be included in Government submissions for grant funding supported by the Sports and Recreation Officer.

Recommendation 12 Government submissions preparation

The Sport and Recreation Officer to work with Council and Department of Sport and Recreation and Federal Government to develop grant application training for local sport and recreation leaders.

Recommendation 13 Good Sports membership and joint activities

All sporting groups to be encouraged to join Good Sports (goodsports.com.au/about/the-program) as members. Sport and Recreation Forum to initiate proposals for joint activities to enhance the aims of the organisation (tackling key health issues of alcohol, smoking, obesity and mental health).

Recommendation 14 Fundraising and volunteer attraction

The Sport and Recreation Officer to provide the Sport and Recreation Forum with recommendations on best practice regional sport specialists who could provide training in contemporary fundraising and volunteer attraction approaches in more remote communities.

Recommendation 15 Fox Sports Pulse

The Sport and Recreation Officer to further research the use of Fox Sports Pulse (www.foxsportpulse.com) for player registrations, payments, membership management, competition management, events coach and referee accreditation, and encourage potential usage across individual groups or leagues.

Recommendation 16 Collective purchasing opportunities

The Sport and Recreation Forum to consider what the opportunities for savings to sport and recreation groups in Roxby are by the collective purchasing of insurances and equipment.

Recommendation 17 Sport and recreation sentiment index

The Sport and Recreation Forum to undertake its own research with groups and develop strategies (e.g. communication methodologies) to improve general mean satisfaction scores across all groups. It should undertake a longitudinal survey to measure satisfaction ratings on a yearly basis.

Recommendation 18 Upkeep of facilities

Council to include clauses in new lease arrangements with sport and recreation groups relating to the upkeep and maintenance of Council facilities. Council to establish annual awards for upkeep of facilities.

13 Financial management review

Council has invested significantly over many years to enhance sport and recreation facilities, and the town is recognised as having superior facilities for its size. BHP Billiton has also been a solid financial contributor, both independently and through its Council funding.

Council support for sport and recreation groups comes in the form of building, operating and maintaining facilities; leasing or permitting user-pays access to facilities and land; and issuing grants to groups. Of course, it is incumbent on Council to ensure that resources are used efficiently and effectively. However, there is simply not enough information available for Council to make the best possible decisions on which groups or groups are supported.

13.1 Sporting facility leases

One of the key drivers of this review has been the new leasing and licensing arrangements for use of grounds and facilities by several sport and recreation groups.

Original licence agreements between Council and individual sport and recreation entities that were established on or around 1988 are coming up for renewal. Licence conditions have been diverse, and Council has undertaken a wide variety of practices over the years in respect to leasing and licensing.

These practices were dependent on when the licences were conceived. For example, the financial capacities of the various groups at that time necessitated certain conditions which may or may not be appropriate in 2016.

There has also been an increasing trend across Councils nation-wide to pass on more responsibility to sporting groups in their leasing and licence arrangements, depending on the financial capacity of those groups to absorb higher charges. It is also common practice for Councils to seek financials and annual reports when assessing new leases and licences.

There are some general principles to be taken into account by Roxby Council in any review of sport and recreation facility leases, which the Steering Group discussed in forming the recommendations:

- Facilities should be accessible
- Access to facilities should be affordable
- Access to facilities should be equitable
- Participants are expected to make a significant contribution to the cost of facilities
- Child and youth participation is often supported by higher subsidies by Council
- If groups have a revenue source, their rental is less subsidised.

13.2 Financial solvency

The renewal of leases has also brought into the spotlight the financial solvency of some groups. There are wide variations in participant numbers in different sports, and variable capacities to generate revenue to keep the groups solvent.

There is a void of information available about the financial affairs of local sport and recreation groups. This makes it difficult for Council to consider subsidies in leasing arrangements, potential reductions in user charges and other forms of assistance.

The reluctance of groups to provide Council with financial and membership data is odds with standard Local Government practice, and is a prerequisite to access any lease of Council facilities or gain grant funding from any government source (Federal, State or Local). Importantly, recipient groups must be solvent to accept a government grant.

13.3 Grant funding

Funding from BHP Billiton and Council is keenly sought after by the various groups. Most are unaware of other funding opportunities. Where applications are made to Federal or State Government grant programs, often they fail due either to style or ability to address the sometimes onerous requirements. Generally, Council is currently left to source any Federal or State Government funding opportunities.

Volunteer-based sport and recreation groups place a high value on grants, which can be a great boon to their facilities. However, managing the strict KPIs, milestones and reporting requirements can be an onerous task for such groups.

As noted above, providing financial data and demonstrating financial solvency is a prerequisite to gain grant funding from any government source.

13.4 Recommendations

Recommendation 19 Legal advice regarding receipt of government grant funding

Council to provide legal advice (which is reviewed by its independent Audit Committee) to the Community Board and the Sport and Recreation Forum of requirements for Council funding under the *Local Government Act 1999* (and other relevant legislation).

Recommendation 20 Council grants and audited accounts

If a sport or recreation group seeks a grant from Council, the group will provide accounts (in confidence) to Council that have been audited at an accredited level by an independent external party.

Recommendation 21 Review of Council lease and hire charges

Council (with the support of the Sport and Recreation Forum) will review the capacity of sport and recreation groups to pay the lease or hire charges for use of Council facilities on a yearly basis. The results of this review will be considered by the Sport and Recreation Forum for comment prior to finalisation and implementation.

Recommendation 22 Subsidies for Council lease and hire charges

If an individual sport and recreation group requests a review to support a subsidy, the group will provide information which would include (but is not limited to) independent external audited accounts.

Recommendation 23 Forum advice on annual prioritisation of Council capital expenditure

The Sport and Recreation Forum to receive annually from each member organisation a prioritised list of facility enhancements (with estimated costs) for which they would seek Council, State or Federal Government assistance. It is noted that:

- The Sport and Recreation Master Plan and its recommendations will inform this list
- Only items on the list will be taken forward for consideration by Council or for government funding applications.

- The Sport and Recreation Forum Executive will make judgements on overall priorities for recommendation to the Council through the Community Board.

Recommendation 24 Analysis of sport and recreation budget expenditure

Council to develop a weighted matrix tool to assess sport and recreation budget expenditure in future budgets in line with the criteria weightings in the findings of the 2014-15 Sport and Recreation Survey. For example, existing versus emerging sport, adult versus junior sport, centre based versus non-centre based sport, contributing capacity versus non-contributing capacity. The findings are to be tabled with the Sport and Recreation Forum for discussion and recommendation back to Council prior to finalisation of Council's annual sport and recreation budget.

Recommendation 25 Council subsidy to support facility sharing

Council to engage with the Sport and Recreation Forum to develop policies and implement strategies to support groups willing to share facilities (e.g. via a subsidy in lease fees).

Recommendation 26 Council support for club records

Council to consider the development of a standardised, user-friendly software package for all sport and recreation groups to use to maintain up-to-date membership and financial records as well as providing feedback on satisfaction levels, club priorities etc. This would enhance the opportunity to upload selected data to Council on a yearly basis.

14 Coach training, travel, accommodation, junior sport and volunteers review

The Sport and Recreation Survey indicated that the most significant points in this discussion were around funding for increasing participation in junior sport, training of coaches and the lack of volunteer support.

14.1 Recommendations

Recommendation 27 Understand and resolve the lack of coaching expertise and training

The Sport and Recreation Forum to survey all groups to understand the 'tyranny of distance' leading to a lack of availability of local accredited people to train the coaches. From this, develop a list of possible solutions to discuss with the South Australian Office of Sport and Recreation and if possible the Minister for Sport and Recreation.

Recommendation 28 Establish Junior Sport and Recreation Fund

Council to set up an annual Junior Sport and Recreation Fund program. Decisions on the maximum funding allocation and priorities are to be assessed by Council in consultation with the Community Board, based on recommendations of the Sport and Recreation Forum. Fund to be committed on a yearly basis via application by groups for initiatives which drive junior sport or volunteer participation.

Recommendation 29 Junior sport travel and accommodation issues

The Sport and Recreation Forum to consider options for reducing bus and travel costs for junior carnivals and competitions and for accommodation for teams travelling to and from Roxby Downs.

15 Master planning review

The final stage of this project was to review the existing sport and recreation infrastructure in Roxby Downs and develop an overall Master Plan of facilities for the next ten years. The review would have a specific focus on priorities in the next five years, for consideration by the Sport and Recreation Forum, Community Board and Council.

While the plan carries with it no financial commitment from any of the identified stakeholders, it provides a clear plan and course of action for the whole community to sustainably develop facilities over the coming ten years, should there be a significant expansion of Olympic Dam mine.

The Master Plan was the final piece of work of the Steering Group and the Review Team in consulting with the community on their sport and recreation aspirations for the future. It allowed further development of trust across sport and recreation groups and resulted in a series of additional recommendations to help guide Council and the Sport and Recreation Forum.

The Sport and Recreation Master Plan is a major component of this final report, and is attached in full as Appendix 4.

15.1 Recommendations

Recommendation 30 Endorse the Sport and Recreation Master Plan

The Sport and Recreation Forum endorse this plan as a framework for future facility planning.

Recommendation 31 Endorse the guiding principles of the Master Plan

The guiding principles are used as a basis of current and future decision-making regarding facility development in Roxby Downs.

Recommendation 32 Prioritise actions and seek external funding

The Sport and Recreation Forum prioritise actions, and in conjunction with Council, seek external funding and grants to implement them.

Recommendation 33 Relationship development

Stronger relationships are developed with and between the Sport and Recreation Forum, Council and BHP Billiton to ensure a coordinated approach for future opportunities.

Recommendation 34 Sport and Recreation Officer role

Ensure a dedicated and ongoing position within Council is maintained to support and develop sport and recreation in the community.

Recommendation 35 Opportunity with the Community Club

The Community Club be formally approached to consider housing groups without a home base and in return develop a sponsorship agreement with community groups.

Recommendation 36 Liaison with local schools to reduce duplication and optimise facilities

Continue dialogue and collaboration with schools to ensure that existing facilities are optimised, future facility development is not duplicated, and that school facilities are accessible to the community.

Recommendation 37 Use of the new youth centre

The new youth centre be used as a change facility for groups using the main central open space.

Recommendation 38 Detailed design to be undertaken in the future

That a more detailed design for all proposed facilities in Stage 1 be undertaken, particularly the playspace, dog park, Scout hall and new centralised football club room and media tower highlighted for Stage 2.

Recommendation 39 Review of Master Plan

The plan be reviewed in 18 months to realign priorities if necessary.

**Appendix 1 Roxby Downs Sport and Recreation
Forum Terms of Reference**

ROXBY DOWNS COMMUNITY BOARD SPORT & RECREATION FORUM



Terms of Reference

1 NAME

The name of the Forum is the **ROXBY DOWNS SPORT & RECREATION FORUM** referred to herein as "the Forum".

2 DEFINITIONS & INTERPRETATION

2.1 In these Terms of Reference rules, unless the contrary intention appears:

"Act" means the Associations Incorporation Act, 1985

"Administrator" means the person appointed to perform the functions of the Municipal Council of Roxby Downs established under the Roxby Downs (Indenture Ratification) Act 1982 and the Local Government Act 1999

"Association" means the Roxby Downs Community Board

"BHP Billiton Limited" means the owner of the Olympic Dam Mine or its successors

"Board & Community Board" means the Board of Management of the Association

"Community" means the communities of Roxby Downs and Olympic Dam

"Community Plan" and **"Plan"** means the Roxby Downs Community Plan finalised in 2005 by the Community, the Council and other relevant stakeholders in relation to the direction and future of Roxby Downs and all successor plans as from time to time adopted by the Board

"Council" means the Municipal Council of Roxby Downs established under the Roxby Downs (Indenture Ratification) Act 1982 and the Local Government Act 1999 **"Executive"** means the Executive Committee established under the rules to make all decisions and to manage and operate the affairs of the Forum

“Ex Officio” is a member of a body (a board, committee, council, etc.) who is part of it by virtue of holding another office

“Forums” means the committee established by the Association in accordance with Rule 7 of the Rules of Association

“Licensed area” is the oval area as defined in the specific Liquor License to be managed by the ‘Oval Liquor Licensing Management Sub Committee’.

“Meeting” means a meeting of the Forum convened in accordance with these Terms of Reference

“Oval Liquor Licensing Management Sub Committee” means the group established by the Sport and Recreation Forum Executive to act as a management committee to supervise the liquor licensing arrangements and advise the Community Board and Council of costs, income, performance and profit distribution from liquor sales generated from this area.

“Precinct 1” means the Motor Sports Precinct as described in the Roxby Sports and Recreation Master Plan which is a part of the Review

“Precinct 2” means the Golf Precinct as described in the Roxby Sports and Recreation Master Plan which is a part of the Review

“Precinct 3” means the Central Sports Precinct as described in the Roxby Sports and Recreation Master Plan which is a part of the Review

“Precinct 4” means the Racecourse Precinct as described in the Roxby Sports and Recreation Master Plan which is a part of the Review

“Review” means the Review of Sporting and Recreational Facilities Report completed in early 2016.

“Rules” means the rules of the Forum

“Secretary” means a person nominated to act as Executive Administrative Officer on behalf of the Forum

“Sport and Recreation Officer” means a person nominated by Council to act as a resource for the Forum and who may be appointed by the Executive to act as Secretary of the Executive and the Forum

“Steering Committee” means the Roxby Sport and Recreation Steering Committee formed in 2014 which has guided the direction of the Review of Sporting and Recreational Facilities Report completed in early 2016.

“Terms of Reference” means these Terms of Reference

“Treasurer” means a person nominated by the Board to manage the financial affairs and to keep accounting records of the Forum’s activities.

2.2 Any term referred to in the Rules has the same meaning in these Terms of Reference unless otherwise noted

3 VISION

That Roxby Downs's Recreational and Sporting Clubs, Groups, Leagues and Associations play a vital role in the lives of the regional population of Roxby Downs. They are also central to helping create the quality of living that is fundamental for the Town to attract and retain a population to maintain and support the mining activities at Olympic Dam. They are also central to support the visions of the Roxby Community Plan

4 OBJECTS AND PURPOSES

The Objects and purpose of the Forum is to promote the interests of the Community by satisfying the following Objects:

- 4.1 To act as a peak representative body to represent all stakeholders in the Roxby Downs recreation and sporting community and to make recommendations to the Board and Council on the implementation of its objects and purposes
- 4.2 To be a forum through where all stakeholders can collectively advance the goals of the recreation and sporting segment of The Community Plan (2005) and all successor plans
- 4.3 To work to promote a sustainable recreation and sporting environment, that can adapt and grow to match the recreation and sporting aspirations and needs in Roxby Downs and its region.
- 4.4 To do all other lawful things incidental or conducive to the attainment of the Objects of the Association

5 FUNCTIONS AND RESPONSIBILITIES

In carrying out its objects and purposes the Forum will have the following functions and responsibilities:

- 5.1 Act as an advocate for recreation and sport in Roxby Downs
- 5.2 To assist in the development of recreation and sport in Roxby Downs
- 5.3 To provide support for recreation and sport providers to deliver quality services for their clients

- 5.4 To advise The Community Board and Council on issues related to recreation and sporting growth in Roxby Downs based on the Council supported recommendations of the Sporting and Recreational Facilities Report completed in early 2016.
- 5.5 To critique and provide feedback to The Community Board and Council regarding community proposals related to Recreation and Sport
- 5.6 To work cooperatively with other forums (especially Health and Education), and with the community to advance the sustainability, health and vitality of the Roxby Downs and Regional Community
- 5.7 To work collectively to devise and implement strategies to promote recreation and sporting growth and a sustainable recreation and sporting environment in Roxby Downs and Region
- 5.8 To develop marketing and promotional strategies that promote the benefits of participating in Recreational and Sporting activities and inform and educate the community of related issues and opportunities
- 5.9 To identify funding resources required to enhance future recreation and sporting choices
- 5.10 To report on the progress of actions undertaken by the Forum (to Public, Board and Council)
- 5.11 Maintain a regional outlook and have regard to the State Government's Strategic Plans
- 5.12 To oversee the activities of the 'Oval Liquor Licensing Management Committee'

6 POWERS

The Forum shall act in an interdependent manner in conjunction with the Board in accordance with these Terms of Reference as an instrument of delegation of the Board's powers as part of the Association.

- 6.1 These powers may from time to time be added to or removed by the Board as it sees fit
- 6.2 Except where the Board deems any action, decision, or proposed decision by the Forum to be contrary to the objectives of the Board, all decisions of the Forum shall have full effect as if those decisions were made by the Board itself;
- 6.3 All decisions of the Forum shall be made by an appointed Executive in accordance with the provisions pursuant to clause 8 of these Terms of Reference

6.4 The Forum shall have the powers to include but not limited to the following:

6.4.1 establish an appointed Executive in accordance with the provisions pursuant to clause 8 of these Terms of Reference

6.4.2 require the Executive to manage and operate the affairs of the Forum.

6.4.3 permit the Executive, at its discretion, to establish Sub Committees to either advise the Executive on recommended courses of action that the Executive may wish to undertake or with the agreement of the Executive carry out any delegated functions of the Executive.

6.4.4 establish an oval liquor licensing management subcommittee to act as a management committee to supervise the liquor licensing arrangements and advise the Community Board and Council of costs, income, performance and profit distribution from liquor sales generated from this area.

6.4.5 expand the membership of the Forum to include a greater number of stakeholders from the commercial, retail, service delivery, tourism and contracting sectors to supplement those designated sporting and recreational members.

6.4.6 develop and implement a range of recreation and sporting development, marketing, promotion, research and training programmes

6.4.7 liaise with other recreation and sporting development organisations

6.4.8 liaise with the Community Board, other forums, partnerships and the Community, and

6.4.9 carry out any other function as agreed by the Board or Council that is determined to be within the scope of the Forums role.

7 FORUM MEMBERSHIP

7.1 Membership of the Forum shall be open to all recreation and sporting bodies in Roxby Downs and Olympic Dam on a voluntary basis on the proviso that the relevant person or representative of a designated entity agrees to be bound by the rules of the Forum.

7.2 There shall be an “as of right” entitlement for one (1) representative of the following organisations to be eligible for membership to the Forum:

7.2.1 Community Board (preferred position is that that this representative is the Chair of the Forum)

7.2.2 BHP Billiton

7.2.3 Council

7.3 All decisions of the Forum shall be made by an appointed Executive in accordance with the provisions pursuant to clause 8 of these Terms of Reference.

8 SPORT & RECREATION EXECUTIVE

8.1 The Roxby Downs Sport & Recreation Executive is to comprise of eight (8) elected members, two (2) ex-officio non-voting members (one of whom will be Sport and Recreation Officer and one will be a BHP Billiton representative) and, at the discretion of the Forum, any additional members who are deemed to have a skill set required by the Executive with the maximum number of members in the Forum being 13. The Forum may appoint the skills based additional members at its discretion for renewable 12 monthly terms.

8.2 In the formation of the initial (first) Executive, all members of the Steering Committee are eligible for nomination to the Roxby Downs Sport and Recreation Executive according to the following criteria and precinct categories:

8.2.1 The initial (first) Sport and Recreation Forum Executive will be elected for a term of one year by a secret ballot conducted by the Steering Committee

8.2.2 Individual Sports will not be eligible to have more than one representative on the Executive.

8.2.3 One (1) member will be elected from Precinct 1 by the Steering Committee

8.2.4 One (1) member will be elected from Precinct 2 by the Steering Committee

8.2.5 Five (5) members will be elected from Precinct 3 by the Steering Committee.

8.2.6 One (1) member will be elected from Precinct 4 by the Steering Committee

8.2.7 The Manager of roxbylink will be a member

8.3 In subsequent years (beyond year one), all members of the Roxby Downs Sport and Recreation Forum are eligible for nomination to the Roxby Downs Sport and Recreation Executive and all successful candidates shall serve for a term of 2 years. Those members of the Executive who have served their initial one year term as per Clause 8.2 are also free to nominate for a further term of one year. The maximum number of appointments to the Forum Executive shall be capped at 3 separate appointments. The proportions of elected membership for

each of the Precincts will remain as per Clause 8.2.2 –8.2.5.

- 8.4 Nominations to the Executive shall be made in writing to the Executive Officer of the Roxby Downs Community Board Inc. or nominated delegate
- 8.5 Each member of the Executive shall also nominate a proxy member in case of any absence and the proxy member has full rights at the meeting attended
- 8.6 Membership exists on the basis of election or appointment as per Clauses 8.1 – 8.3 unless the member resigns or is removed by a Forum or Community Board resolution.
- 8.7 Membership can be terminated if three consecutive (3) meetings are missed without providing an apology or proxy.
- 8.8 Membership can be terminated if more than six (6) meetings are missed during one year without prior notification or leave of absence.

9 PROCEEDINGS OF FORUM

- 9.1 The Sport and Recreation Forum (all members) shall meet at least three times a year at a place determined by the Executive.
- 9.2 The Executive shall meet at least ten (10) times a year at a place determined by the Executive in order to fulfil the responsibilities of the Forum as outlined in the Terms of Reference.
- 9.3 All members of the Sport and Recreation Forum are welcome to attend meetings of the Executive as non-voting members.
- 9.4 If Forum members wish to attend Executive meetings and address the Executive, the details regarding the issue to be addressed needs to be submitted to the Sport and Recreation Officer not later than 7 days before the meeting.
- 9.5 A quorum for the Executive shall be 7 Members of the Executive
- 9.6 All decisions of the Executive shall be made on the basis of a majority decision of the Committee members present and in the event of an equality of votes, the Chairperson shall have a casting vote in addition to a deliberative vote.
- 9.7 Meetings of the Forum and Executive, or portions thereof, shall be either open or closed to the public at the sole discretion of the Forum or Executive.

10 CHAIRPERSON AND DEPUTY CHAIRPERSON OF THE SPORT & RECREATION EXECUTIVE

10.1 At the beginning of each calendar year the Executive shall appoint a Chairperson and Deputy Chairperson from its members. Each shall hold the position for a period of one (1) year but be eligible for re-nomination.

11 MINUTES

11.1 Proper minutes of all proceedings of meetings of the Forum and Executive, shall be kept and sent to the Executive Officer of the Board within seven (7) days after the relevant meeting in minute books kept for the purpose.

11.2 The minutes kept pursuant to this rule must be confirmed by the members at a subsequent meeting.

11.3 The minutes kept pursuant to this rule shall be signed by the Chairperson of the meeting at which the proceedings took place or by the Chairperson of the next succeeding meeting at which the minutes are confirmed.

11.4 Where minutes are entered and signed they shall, until the contrary is proved, be evidence that the meeting was convened and duly held, that all proceedings held at the meeting shall be deemed to have been duly held, and that all appointments made at a meeting shall be deemed to be valid.

11.5 The Forum and Executive shall follow any policy of minute keeping and record keeping as determined by the Community Board

12 VOTING RIGHTS

Subject to these rules, each Executive Steering Committee Member present in person at a meeting shall be entitled to one vote with the exception of the Sport and Recreation Officer and BHP Billiton Representative if they are non voting ex officio members (as detailed in clause 8.1).

13 REPORTS

The Forum shall provide regular reports of its activities as follows:

13.1 Proper minutes of all proceedings of meetings for the Forum shall be maintained with copies provided to the Executive Officer of the Community Board.

13.2 An Annual Report shall be provided to the Community Board at the end of each financial

year ending 30 June

14 RESOURCES

14.1 Subject to the Council's community development budget, the Council **will** provide resources to assist the Forum fulfil its objectives and purposes: such support may include, but not be limited to, the provision of a Sport and Recreation Officer.

14.2 The Forum will have the ability to raise its own funds to assist in the conduct of its operations. Such funds shall remain in the dedicated Community Board Bank Account established for the purposes of the Forum. The exception to this would be the specific Clubs working under 'Oval' Liquor Licence Management Committee who are responsible for their own funds and bank accounts. These Clubs will be required to report at the end of season to the Oval Liquor Licensing Management Committee who will be responsible for an annual report of their activities to the Community Board and to Council

14.3 The Treasurer will manage funds on behalf of the Sport and Recreation Forum and report the forum's financial activities to the Community Board as required by the Board.

15 OTHER

15.1 The Community Board may review the membership of the Sport and Recreation Forum, The Executive Committee and the Terms of Reference annually.

15.2 The Forum will continue to exist for such period of time as the Community Board determines.

16 CIRCUMSTANCES NOT PROVIDED FOR

If any circumstances arise to which these rules are silent, incapable of taking effect or being implemented according to its strict provisions, the Council shall have the power to determine what action may be taken to ensure the effective administration of the objects and purposes of the Forum.

DATED the day of 2016

(Signature of Board Member)

(Signature of Board Member)

**Appendix 2 Draft Terms of Reference and Draft
Management Agreement for Liquor
Licensing Sub-committee**

ROXBY DOWNS COMMUNITY BOARD SPORT & RECREATION FORUM

Oval Liquor Licensing Management Sub Committee



Draft Terms of Reference (TOR) and Management Agreement

1 NAME

The name of this Sport and Recreation Forum Sub-Committee is the **ROXBY DOWNS OVAL LIQUOR LICENSING MANAGEMENT SUB COMMITTEE** herein referred to as the Sub Committee".

2 DEFINITIONS & INTERPRETATION

2.1 In these Terms of Reference rules, unless the contrary intention appears:

"Act" means the Associations Incorporation Act, 1985

"Administrator" means the person appointed to perform the functions of the Municipal Council of Roxby Downs established under the Roxby Downs (Indenture Ratification) Act 1982 and the Local Government Act 1999

"Association" means the Roxby Downs Community Board

"BHP Billiton Limited" means the owner of the Olympic Dam Mine or its successors

"Board & Community Board" means the Board of Management of the Association

"Community" means the communities of Roxby Downs and Olympic Dam

"Council" means the Municipal Council of Roxby Downs established under the Roxby Downs (Indenture Ratification) Act 1982 and the Local Government Act 1999

"Executive" means the Executive Committee established under the rules of the Roxby Downs Sport and Recreation Forum to make all decisions and to manage and operate the affairs of the Forum

"Ex Officio" is a member of a body (a board, committee, council, etc.) who is part of it by virtue of holding another office

"Licensed area" is the oval area as defined in the specific Liquor License to be managed by the 'Oval Liquor Licensing Management Sub Committee'.

"Management Agreement" is the agreement in place between the Far North Football League (FNFL) and the Roxby Districts Cricket Association (RDCA) and Council.

"Meeting" means a meeting of the Sub Committee convened in accordance with these Terms of Reference

"Rules" means the rules of the Forum

"Secretary" means a person nominated to act as Executive Administrative Officer on behalf of the Sub

Committee

“Sport and Recreation Officer” means a person nominated by Council to act as Recreation & Sport Advisor on behalf of the Forum

“Terms of Reference” means these Terms of Reference

“Treasurer” means a person nominated by the Forum to manage the financial affairs and to keep accounting records of the Sub Committees activities.

- 2.2 Any term referred to in the Rules has the same meaning in these Terms of Reference unless otherwise noted

3 OBJECTS AND PURPOSES

The Objects and purpose of the Oval Liquor Licensing Management Sub Committee is to promote the interests of the Community by satisfying the following Objects:

- 3.1 To act as a management committee to supervise the Management Agreement between the Football and Cricket associations with the Council for liquor sales generated from the main township oval under the relevant liquor licence held by Council.
- 3.2 To advise the Council and Forum of costs/income, performance and profit distribution from liquor sales generated from the main township oval under the relevant liquor licence held by Council.
- 3.3 To do all other lawful things incidental or conducive to the attainment of the Objects of the Forum.

4 FUNCTIONS AND RESPONSIBILITIES

In carrying out its objects and purposes the Oval Liquor Licensing Management Sub Committee will have the following functions and responsibilities:

- 4.1 To oversee the operations of the selected (Football and Cricket) clubs in executing the Management Agreement with respect to the Council’s Liquor License and the standard of governance set by Council and the Forum governing the sale and consumption of alcohol; including financial record keeping and reporting
- 4.2 To provide activity and financial reports to the Forum and Council at the end of each respective season (football and cricket)
- 4.3 To provide recommendations and policy advice to Council on the profit distribution from liquor sales generated from main township oval.

5 POWERS

The Sub Committee shall act in an interdependent manner in conjunction with the Forum in accordance with these Terms of Reference.

- 5.1 These powers may from time to time be added to or removed by the Forum or Board as they see fit
- 5.2 Except where the Board deems any action, decision, or proposed decision by the Sub Committee to be contrary to the objectives of the Forum, all decisions of the Sub Committee shall have full effect as if those decisions were made by the Board itself;
 - 5.2.1 carry out any other function as agreed by the Forum or Council that is determined to be within the scope of the Sub Committees role.

6 SUB COMMITTEE MEMBERSHIP

- 6.1 Membership of the subcommittee shall be on a voluntary basis on the proviso that the relevant person or representative of a designated entity agrees to be bound by the rules of the Forum.
- 6.2 There shall be an “as of right” entitlement for one (1) representative of the following organisations to be eligible for membership to the Forum:
 - 6.2.1 Roxby Downs Community Board Representative of the Forum
 - 6.2.2 Far North Football League
 - 6.2.3 Roxby Districts Cricket Association
 - 6.2.4 Council’s roxbylink Operations Manager

7 PROCEEDINGS OF SUB COMMITTEE

- 7.1 The Oval Liquor Licence Management Sub Committee shall meet at least three times a year at a place determined by the Sub Committee.
- 7.2 At the beginning of each calendar year the Sub Committee shall appoint a Chairperson and Deputy Chairperson from its members. Each shall hold the position for a period of one (1) year but be eligible for re-nomination.
- 7.3 A quorum for the Executive shall be three Members of the Sub Committee.
- 7.4 All decisions of the Executive shall be made on the basis of a majority decision of the Committee members present and in the event of an equality of votes, the Chairperson shall have a casting vote in addition to a deliberative vote.
- 7.5 The Committee will operate according to the Operating Procedures as agreed to by the Forum
- 7.6 Meetings of the Sub Committee or portions thereof, shall be either open or closed to the public at the sole discretion of the Forum or Executive.

8 MINUTES

- 8.1 Proper minutes of all proceedings of meetings of the Sub Committee, shall be kept and sent to the Forum within seven (7) days after the relevant meeting in minute books kept for the purpose.
- 8.2 The minutes kept pursuant to this rule must be confirmed by the members at a subsequent meeting.
- 8.3 The minutes kept pursuant to this rule shall be signed by the Chairperson of the meeting at which the proceedings took place or by the Chairperson of the next succeeding meeting at which the minutes are confirmed.
- 8.4 Where minutes are entered and signed they shall, until the contrary is proved, be evidence that the meeting was convened and duly held, that all proceedings held at the meeting shall be deemed to have been duly held, and that all appointments made at a meeting shall be deemed to be valid.
- 8.5 The Sub Committee shall follow any policy of minute keeping and record keeping as determined by the Community Board

9 VOTING RIGHTS

Subject to these rules, each Executive Steering Committee Member present in person at a meeting shall be entitled to one vote with the exception of the Council Representative.

10 REPORTS

The Sub Committee shall provide regular reports of its activities as follows:

- 10.1 Proper minutes of all proceedings of meetings for the Sub Committee shall be maintained with copies provided to the Forum.
- 10.2 The Clubs involved in executing the Management Agreement of Council's Liquor Licence will be required to report at the end of their respective seasons to the Liquors Licence Management Committee.
- 10.3 A combined Annual Report of the Clubs involved shall be provided by the Sub Committee to the Forum at the end of each financial year ending 30 June.
- 10.4 The Chair of the Sport and Recreation Forum will provide copies of the Annual Report of the Sub Committee's financial activities to the Community Board.

11 RESOURCES

- 11.1 Subject to the Council's community development budget, the Council shall provide resources to assist the Sub Committee fulfil its objectives and purposes: such support may include, but not be limited to, the provision of a Sport and Recreation Officer.
- 11.2 The Sub Committee will have the ability to raise its own funds to assist in the conduct of its operations should it choose to do so.
- 11.3 Funds raised from the liquor sales generated from the main township oval under the relevant liquor licence held by Council shall remain in the respective Clubs accounts who are responsible for their own funds and bank accounts.

12 DISPUTE RESOLUTION AND COMPLAINTS HANDLING

In the event of a dispute between the Sub Committee and designated Club or Clubs, including perceived breaches of the Management Agreement, the following procedures shall apply:

- 12.1 The Sub Committee shall notify the non-compliant party or parties of the breach in writing.
- 12.2 The non-compliant party shall be given reasonable time to respond and if found to be non-compliant, to rectify the issue associated with the breach.
- 12.3 If the non-compliant party does not rectify the breach, then temporary suspension of their operational rights under the Management Agreement will occur until the issue is rectified.
- 12.4 In the event of an ongoing dispute, the issue shall be referred to an independent Panel comprising three members from each of the following:
 - The Chair of the Sport and Recreation Executive (or nominee),
 - One other member of the Sport and Recreation Executive (not affiliated with any party involved in the dispute and
 - A representative of the Licensee

The decisions of this Panel can include the suspension or removal of the party from the Management Agreement and the decisions of this Panel and their rulings shall be binding.

In an event involving a complaint where the Subcommittee is deemed to be non-compliant the matter would be referred to the Community Board. The Board's recommendation would be referred to the licensee for any final ruling.

13 OTHER

13.1 The Community Board or Forum may review the membership of the Sub Committee and the Terms of Reference annually.

13.2 The Sub Committee will continue to exist for such period of time as the Community Board or Forum determines.

13 CIRCUMSTANCES NOT PROVIDED FOR

If any circumstances arise to which these rules are silent, incapable of taking effect or being implemented according to its strict provisions, the Council shall have the power to determine what action may be taken to ensure the effective administration of the objects and purposes of the Forum.

DATED the day of 2016

(Signature of Board Member)

(Signature of Board Member)

THE MANAGEMENT AGREEMENT

The Management Agreement regarding the Liquor Licence and the respective Sporting Bodies will be with the Council, as the licensee.

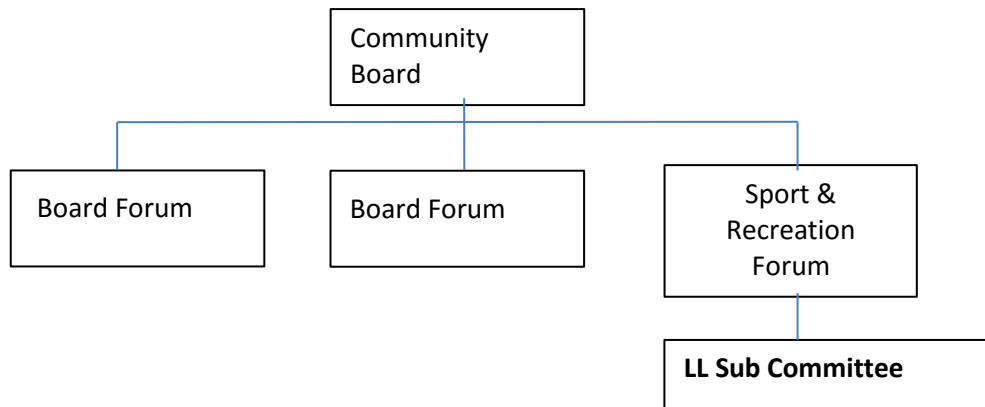
This Management Agreement should be read as an attachment to the Sport and Recreation Forum's TOR above and includes recommended Operating Procedures. These recommended Operating Procedures are additional to the requirements defined in the Terms of Reference.

RELATIONSHIPS BETWEEN THE PARTIES MENTIONED WITHIN THE TOR

The following charts are designed to show the relationships between the Community Board, the Sport and Recreation Forum and the LL Subcommittee and Roxby Council.

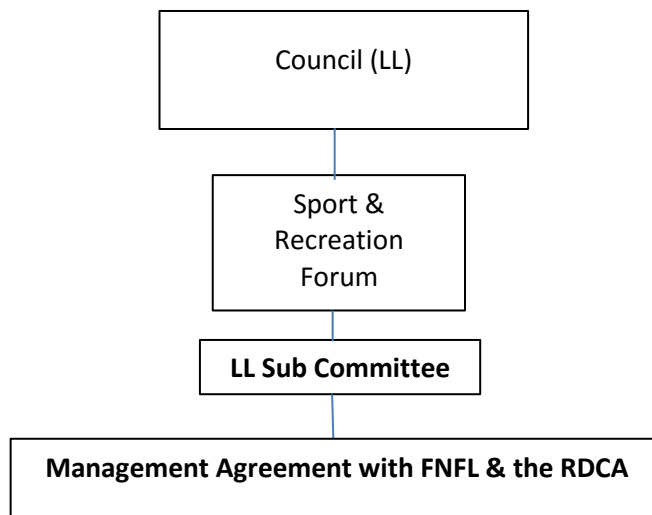
GOVERNANCE RELATIONSHIPS

The first showing the proposed governance relationship between the Community Board, the Sport and Recreation Forum and the LL Sub Committee.



LICENSE MANAGEMENT RELATIONSHIPS

The second showing the relationship between Roxby Council (Licensee), the Sport and Recreation Forum and Sub Committee, the Far North Football League (FNFL), and the Roxby Districts Cricket Association (RDCA).



MANAGEMENT AGREEMENT BETWEEN THE LICENSEE, THE FAR NORTH FOOTBALL LEAGUE, AND THE ROXBY DISTRICTS CRICKET ASSOCIATION

DURATION OF AGREEMENT

- 1 Ongoing subject to review (at least biannually).
- 2 Covers the Far North Football League, the Roxby Districts Cricket Association (ie the Sporting Bodies) for the durations of their scheduled matches, within their respective seasons.

CHANGE OF AGREEMENT

- 1 Can only be done following a review.
- 2 Requires agreement of all parties (with agreement to be not unreasonably withheld).

DISTRIBUTIONS OF PROCEEDS

1. All proceeds derived from the scheduled games of the football or cricket activities will go to the respective sports.
2. The football or cricket bodies will have no claim to any proceeds derived from non football or cricket related activities at the oval even if the events occurred during the football or cricket season

OPERATIONAL MANAGEMENT

The Sporting Bodies shall adopt the Operational Procedures or equivalent (as endorsed by the Sub Committee in their management of the Oval licensed facilities) as detailed in Appendix 2 – Operational Procedures, or as otherwise agreed

COMPLIANCE

The Sporting Bodies will ensure full compliance with the conditions of the Liquor Licence as per Appendix 1 and the Governance standards established by the Sub Committee.

REPORTING

The Sporting Bodies shall provide an annual report of their Liquor License related activities to the Sub Committee within 30 days of the completion of their final match.

ABILITY TO DELEGATE

The Sporting Bodies may delegate the execution of this agreement to clubs within their respective league or association. This does not relieve the Sporting Bodies of any obligations under this management agreement.

HANDOVER

Each Sporting Body will provide an orderly handover of the facilities to their counterpart within 30 days of the completion of their final match.

INTERNAL FINANCIAL CONTROLS

Shall be adopted as specified in Appendix 2 - Operating Procedures

DISPUTE RESOLUTION/COMPLAINTS HANDLING

Shall be as outlined in the Sub Committee TOR Section 12 below:

In the event of a dispute between the Sub Committee and designated sporting body or bodies, including perceived breaches of the Management Agreement, the following procedures shall apply:

12.1 The Sub Committee shall notify the non - compliant party or parties of the breach in writing.

12.2 The non-compliant party shall be given reasonable time to respond and if found to be non - compliant, to rectify the issue associated with the breach.

12.3 If the non – compliant party does not rectify the breach, then temporary suspension of their operational rights under the Management Agreement will occur until the issue is rectified.

12.4 In the event of an ongoing dispute, the issue shall be referred to an independent Panel comprising three members from each of the following:

- The Chair of the Sport and Recreation Executive (or nominee),
- One other member of the Sport and Recreation Executive (not affiliated with any party involved in the dispute and
- A representative of the Licensee

The decisions of this Panel can include the suspension or removal of the party from the Management Agreement and the decisions of this Panel and their rulings shall be binding.

In an event involving a complaint where the Subcommittee is deemed non-compliant, the matter would be referred to the Community Board. The Board's recommendation would be referred to the licensee for any final ruling.

Signed

Far North Football League

Roxby Districts Cricket Association

Roxby Council

OPERATIONAL PROCEDURES

PRE SEASON PREPARATION:

Responsible persons need to be nominated by the designated clubs and ensure those nominated complete applications to become 'Badged Responsible Persons' prior to Clubs operating the sale of liquor. Note: This process can take up to 6 weeks so must be done in well advance.

THE OVAL BAR CASH PROCEDURE

1. Determine the float quantity required and the denomination breakdown. This will vary from sport to sport depending on the attendance numbers. Refer to attachment 1 for the previous float breakdowns for Cricket and Football.
2. Decide if the club will be selling all alcohol, food, drinks etc through 1 register or keep the alcohol separate.
3. Decide how the miscellaneous payments will be made for items such as umpire payments, ice, other occasional items. Refer to attachment 2 for a recommendation.
4. Organise an account with Roxby Downs Tavern for alcohol and ice purchases and determine the account terms e.g. COD, 7 days, 30 days
5. Organise an account with set supplier for soft drink, chips and confectionary purchases and determine the account terms e.g. COD, 7 days, 30 days
6. Arrange to have purchase order books for any cost of goods purchases so that everything can be clearly tracked if audited.
7. Cash register is purchased to use at the Oval Bar – it must have the ability to do a "till off summary" to compare to your cash taken for the day
8. Purchase a safe to store cash float and takings as required.
9. Review the liquor license and ensure the operational procedures of the Club remain compliant i.e. that the club's activities are within the scope and intended purpose of the license.

ONCE THE SEASON BEGINS BAR TASKS (WEEKLY TASKS)

1. Float is prepared by the treasurer or designated nominee. After the first week of running the bar this will tie into Step 1 of Cash banking
2. Alcohol, drinks, lollies etc levels checked and stock purchased prior to the game.
3. On the day of the event the float is signed out to a club representative each week. Refer to attachment 4 for a template sign out sheet
4. Float is used at the event using the register to keep a detailed record of the sales.
5. At the end of the event bag up all of the money from the register into a calico cash bag (no need to separate the float from the takings, this can be done later)
6. Do a "till off summary" from the cash register and add it to the cash takings and float.
7. Money is taken to the safe pending counting.

CASH BANKING

1. Count out all the cash takings. Once counted remove the float and put it aside for the next round in the safe (you may need to obtain change to keep the float accurate which can happen at the bank). Refer to attachment 5 for a sample cash up sheet.
2. Check the physical takings with the “till off summary” – if there is a variance you may need to investigate. The club should decide on a limit amount for this purpose ie a variance greater than \$30 should be investigated etc.
3. Write up and deposit the takings for the week at the bank.

RESPONSIBLE PERSON DUTIES

1. Must be on the grounds for the entire time
2. Can be a player
3. They must ensure that all conditions of the license are adhered to at all times e.g. No BYO alcohol brought onto premises, no intoxicated patrons.

END OF SEASON RECONCILIATION HAND OVER

1. Financial Report –Income Expenditure (stock on hand)
2. Condition Report of Facilities at handover
3. Incident Reports, if any (WHS; License related matters; Suggestions for Operational Improvement)

PETTY CASH SYSTEM

1. Have a small cash tin with a designated petty cash amount. \$200 should be suitable.
2. UMPIRE PAYMENTS: Take the money out of petty cash tin and make record of it in a petty cash receipt book or spreadsheet, have it pre prepared in envelopes to distribute following the match.
3. MISCELLANEOUS PAYMENTS: Take money from petty cash to purchase what is needed e.g. ice and put the receipt back into the tin.
4. WEEKLY BALANCE: Each week the cash tin is balanced and the cash taken from the weekend will get reimbursed from money taken from the event takings.
5. See below example of petty cash receipt (in real life situations a store receipt would be stapled to this) and the balancing spreadsheet. The balancing spreadsheet can have a separate tab per round for reconciling

FLOAT SIGN OUT SHEET

Date Collected	Name	Signature	Contact Number	Date Returned	Signature

CASH UP FORM

BAR Takings For: _____ / _____ /201-

Notes		Coins	
\$100.00	=	\$2.00	=
\$50.00	=	\$1.00	=
\$20.00	=	\$0.50	=
\$10.00	=	\$0.20	=
\$5.00	=	\$0.10	=
Subtotal:	=	\$0.05	=
TOTAL:	=	Subtotal:	=

\$ _____ Total Cash:

\$ _____ Less (Float etc.)

TOTAL BANKED: _____

Date _____ Signed _____

Register print off reading _____

Variance _____

FLOAT BREAKDOWNS BY SPORT

CRICKET BAR FLOAT		
<u>Denomination</u>	<u>Quantity</u>	<u>Amount</u>
\$ 20.00	15	\$ 300.00
\$ 10.00	15	\$ 150.00
\$ 5.00	30	\$ 150.00
\$ 2.00	50	\$ 100.00
\$ 1.00	60	\$ 60.00
\$ 0.50	40	\$ 20.00
\$ 0.20	50	\$ 10.00
\$ 0.10	100	\$ 10.00
	Grand Total	\$ 800.00

FOOTBALL BAR FLOAT		
<u>Denomination</u>	<u>Quantity</u>	<u>Amount</u>
\$ 20.00	15	\$ 300.00
\$ 10.00	20	\$ 200.00
\$ 5.00	80	\$ 400.00
\$ 2.00	100	\$ 200.00
\$ 1.00	100	\$ 100.00
	Grand Total	\$ 1,200.00

ANNUAL REPORT TEMPLATE

Executive Summary

Financial Report (develop proforma in XLS)

Income Expenditure GST Liability Profit

Weekly Bank Receipts

Initial Stock on hand

Final Stock on hand

Other comments:

**Appendix 3 Social Survey Consulting Group (CCSG)
Community Sport and Recreation
Groups Survey**



Roxby Downs Sports Clubs Survey

2014/15

A Survey Research Report

To

Roxby Downs Municipal Council

July 2015

CONTENTS

	Page	
1	Background	2
2	Survey Methodology	2
3	Response to the Survey	3
4	Results	3
	4.1 Section A: Club Details	4
	4.2 Section B: Club Priorities In Addressing Current Issues In The Running Of Your Club & Development of Your Sport	11
	4.3 Section C: Level Of Satisfaction With Current Issues In The Running Of Your Club / Organisation & Development Of Your Sport	17
	4.4 Section D: Level Of Club Support Or Interest In Activities & Options	19
	4.5 Section E: Attitudes Toward Future Provision Of Sport & Recreation In Roxby Downs	24
5	Summary	27

1. BACKGROUND

In early 2014, Roxby Council established a Project Team to oversee a review of the sport and recreational needs in the township. The Project Team in turn sought membership for, and established, a Steering Committee to jointly instigate a strategic planning process to investigate the future sport and recreational requirements of the township. As a consequence, this would provide a clear idea of how the town's sport and recreational options could and should "look" in the future, as a basis to achieving the joint vision for the State Government, BHPB and Roxby Council of a world class mining township.

The review's plan to achieve this vision included:

- the setting of long term budget strategies;
- the evolution of appropriate management and governance structures;
- identifying and managing risks to the future viability of the operations of our clubs and organisations as a whole;
- the processes for understanding what Roxby Down's residents need and want from their respective clubs;
- what fee and cost structures they are prepared to accept to satisfy these needs.

In the early sessions, the Project Team and the Steering Committee worked together with individual clubs and groups through a number of issues that were collectively felt to be important in framing this future vision. These included:

- New liquor licence arrangements and impacts
- Fragmentation and lack of coordination in events and in funding applications
- Governance and financial solvency of clubs
- Future facilities funding priorities and transparency
- User charges and sporting club capacities
- Skill sets and time constraints of volunteers
- Appreciation and upkeep of facilities
- Junior sport and development

The Project Team and Steering Committee concluded that they would need extensive feedback from members before they could finalise their recommendations. Consequently, the recommendation was for the Project Team to carry out a questionnaire survey involving the management of each club or group, to identify the issues and opportunities that impact on the current status of sport and its development in Roxby Downs. It also sought to document up-to-date data from clubs on membership, key financial aspects, expected assistance and sources of funding, as well as club priorities for various issues which affect them.

The Project Team and Steering Committee spent a considerable amount of time researching the range of questions to be included in the survey questionnaire. (Note: Whereas the initial questionnaire survey limited each club to one questionnaire, a survey of the broader membership of these clubs / groups is to be considered at a later date).

In October 2014 the Project Team and Steering Committee commissioned Social Survey Consulting Group (SSCG), an independent South Australian research agency, to design the questionnaire and oversee its distribution to Roxby Downs recreation and sporting clubs and groups. Furthermore, SSCG would analyse the data from returned questionnaires and prepare a written report.

2. SURVEY METHODOLOGY

A self-completion survey questionnaire was subsequently designed by SSCG in conjunction with the Project Team and Steering Committee, inviting all Roxby Downs recreation and sporting clubs and organisations to have their say. A total of 35 clubs and organisations were identified for inclusion in the survey.

In all, 3 drafts of the questionnaire were presented before receiving Steering Committee approval.

All questionnaires were emailed to clubs' representatives in mid-December 2014 with an initial deadline date for return of completed questionnaires being Monday, 26 January 2015. This was eventually extended to 17 April 2015. The club representatives to whom the questionnaires were initially emailed were requested to present them to their respective committees for discussion and response. Each club was restricted to only one questionnaire for the purposes of the survey.

All completed questionnaires were required to be emailed or posted directly back to SSCG so that strict confidentiality would be adhered to.

3. RESPONSE TO THE SURVEY

A total of 29 clubs or organisations completed and returned their questionnaires by the revised deadline date, representing an **overall response rate to the survey of 83%**.

4. RESULTS

The following sporting / recreational clubs & organisations responded to the survey by returning completed questionnaires.

Respondent Clubs & Organisations
East Roxby Football Club
East Roxby Netball Club
Far North Football League
Hornridge Football Club
Hornridge Netball Club
Roxby Downs Moto X Club
Olympic Dam Cricket Club
Olympic Dam Football and Netball Club
Roxby Academy of Dance
Roxby Districts Cricket Association
Roxby Districts Sporting Club (MINERS)
Roxby Districts Squash Club
Roxby Downs Outdoor Soccer Club
Roxby Downs Golf Club
Roxby Downs Horse Racing Club
Roxby Downs Junior Basketball Association
Roxby Downs Junior Football Association
Roxby Downs Lawn Bowls
Roxby Downs Little Athletics Centre (Development stage)
Roxby Downs Netball Association
Roxby Downs Riding Club
Roxby Downs Scout Group
Roxby Downs Senior Basketball Association
Roxby Downs Shotokan Karate Club
Roxby Downs Sporting Car Club
Roxby Downs Swimming Club
Roxby Downs Tennis Club
Roxby Rogues Cricket Club
Roxbylink Soccer Club

The questionnaire was divided into 5 main sections:

- Section A:** Club Details (Financials, Membership make-up etc)
- Section B:** Club Priorities In Addressing Current Issues In The Running Of The Club & Development of Your Sport
- Section C:** Level Of Satisfaction With Current Issues In The Running Of Your Club / Organisation & Development Of Your Sport
- Section D:** Level Of Club Support Or Interest In Activities & Options
- Section E:** Attitudes Toward Future Provision Of Sport & Recreation In Roxby Downs

4.1 Section A: Club Details

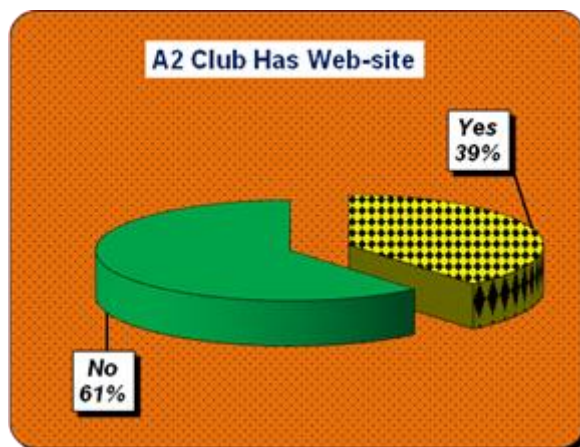
Section A of the questionnaire sought demographic and financial details from the 29 respondent clubs / organisations. The table below summarises responses to question A1 which asked which sports / recreational activities each club or organisation participated in. Clubs were able to specify more than one sport or activity.

Activity	N	%
Athletics (track & field) – includes Little Athletics	1	3.4
Australian Rules Football	6	20.7
Basketball	4	13.8
Cricket (outdoor)	4	13.8
Dance Education	1	3.4
Equestrian (excluding Horse racing)	1	3.4
Golf	1	3.4
Gymnastics / Calisthenics	1	3.4
Horse Racing	1	3.4
Lawn Bowls	1	3.4
Martial Arts (Karate, Judo, Taekwondo)	1	3.4
Motor Sports – Go Karts, Dirt Circuit Racing	1	3.4
Motor Sports - Motocross	1	3.4
Netball	6	20.7
Scouts	1	3.4
Soccer (indoor)	2	6.9
Soccer (outdoor)	2	6.9
Squash	1	3.4
Swimming	1	3.4
Tennis	1	3.4
Total	38	131.0%

*Percentages add to >100% due to multiple responses

The most popular sports were **Australian Rules football** and **netball** (both with 6 clubs participating), followed by **basketball** and **outdoor cricket** (both with 4).

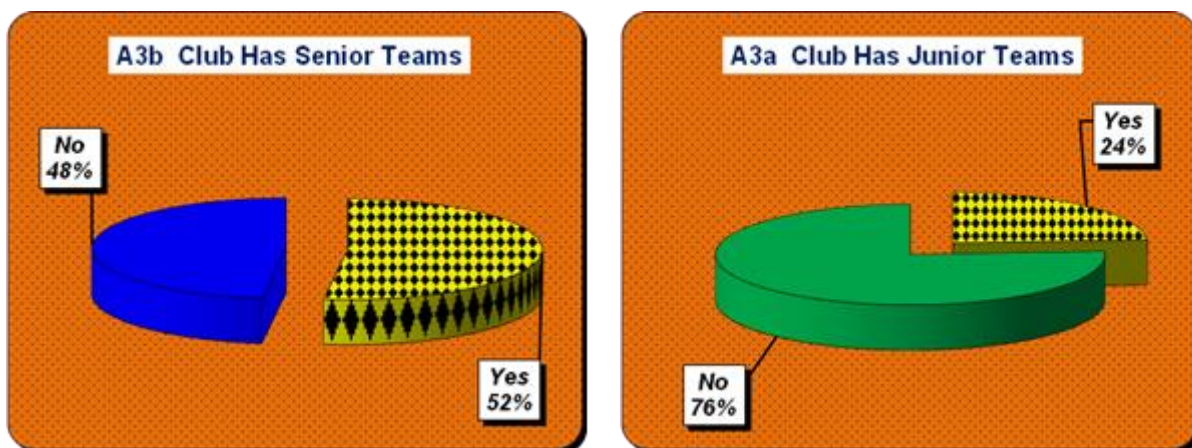
In response to question A2, only 11 (39%) respondent clubs reported having a web-site. Six of the 11 gave details of their web-site address, while the other 5 indicated they were linked to a web-site via **Sporting Pulse**. Four of those clubs reporting not having a web-site used **Facebook** to communicate with members and the public.



The following table presents verbatim qualifying comments to A2 by 16 clubs.

Yes	www.sa.scouts.com.au
Yes	www.roxbydownsracingclub.com.au
Yes	www.shotokankarate.com.au
Yes	www.Roxbybowlingclub.com.au
Yes	www.roxbydownsswimmingclub.com.au
Yes	www.salaa.com.au
Yes	<i>We will have an active web-site from 01.03.2015.</i>
Yes	<i>We are linked through Sporting Pulse.</i>
Yes	<i>Information is on Sporting Pulse.</i>
Yes	<i>Sporting Pulse.</i>
Yes	<i>It is on Sporting Pulse, although it does need work.</i>
No	<i>In the process.</i>
No	<i>We have a Facebook page with over 700 likes www.facebook.com/roxbyacademyofdance.com</i>
No	<i>We use Facebook page.</i>
No	<i>However, we do have a Facebook page that we use to communicate with our members.</i>
No	www.facebook.com/odcc

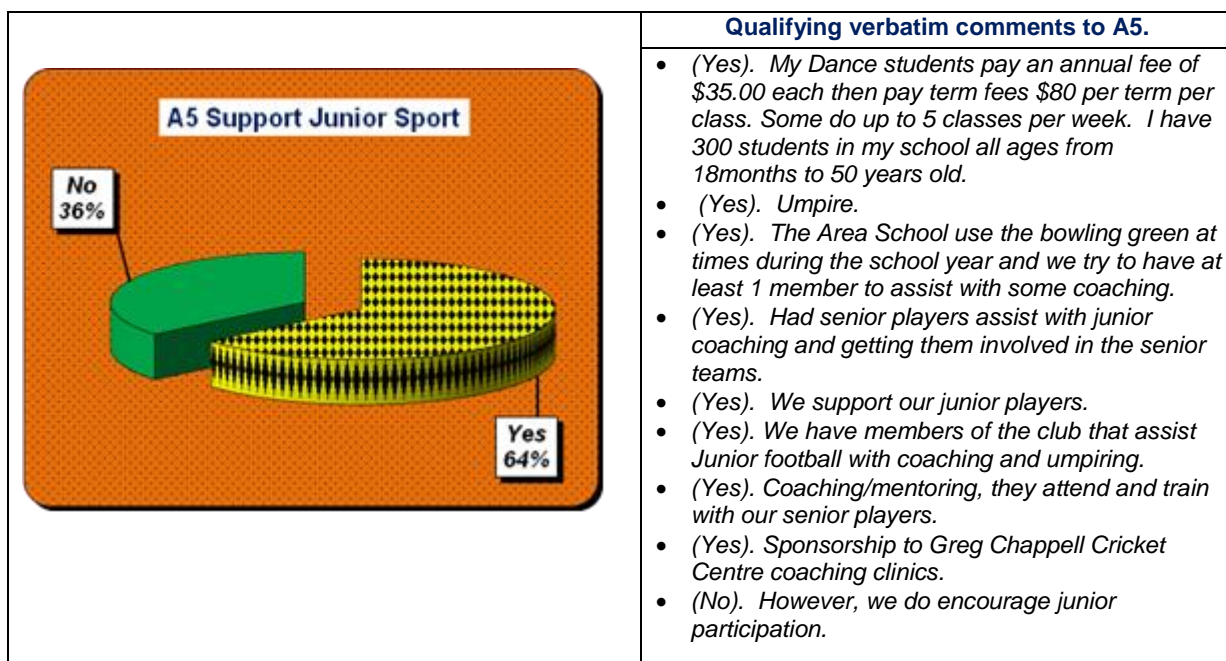
A total of 11 of the 29 responding clubs reported not having any teams, either junior (< 18 years) or senior (18 years+). Three-quarters (76%) of the 29 responding reported not having a junior team, whereas just over half (N=15; 52%) claimed they fielded one or more senior sides.



The following table presents the average (Mean) number of teams (for clubs fielding them).

	Junior	Senior	Total
Average (Mean) number of teams	11	5	9

Of those clubs not having junior teams, the majority (nearly two-thirds) reported in their response to question A5 that their club provided support or assistance to junior sport.



Clubs were asked (in question A6) to provide a breakdown of their 2013 /14 financial year's income derived from:

- Membership Fees / Subscriptions
- Sponsorship
- Bar / canteen sales
- Fundraising
- Government Grants / Subsidies

Eighteen clubs responded by giving at least a total income figure.

These clubs were then asked in the following question what other fundraising activities (besides the sources above) they had conducted during 2013 /14. Sixteen clubs responded to question A7 which allowed for multiple responses.

A7. Apart from the income sources in A6, what other fundraising activities did your club / organisation conduct during 2013/14?	N	% of cases
Advertising	1	5.6
Club competition fees	3	16.7
BBQs / Sausage sizzles	6	33.3
Raffles, Bingo, Lucky draws, Gaming etc	12	66.7
Social events, Quiz nights etc	3	16.7
Donations	5	27.8
Club facilities / Services for hire eg room hire, catering	4	22.2
Chocolate / Lolly drives	3	16.7
Agriculture activities		
Other	3	16.7
Total	40	222.2

*Percentages add to >100% due to multiple responses

It is apparent from the A7 response distribution above that the most popular fundraising activity other than the main revenue streams presented in A6 was **Raffles, Bingo, Lucky draws, Gaming (67%)**, followed by **BBQs / Sausage sizzles (33%)**.

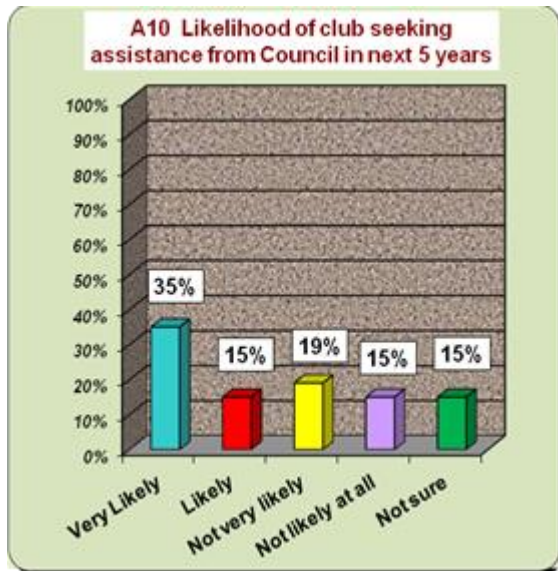
In response to question A8 which asked clubs to estimate what income level were required for their clubs to be viable (or remain viable) in both 2015 and 2016 years, 19 clubs provided an income figure for 2015, and 17 for 2016.

[Note: One club indicated \$0 for both years which was excluded from the calculations below].

Year	N	Range of Income required		Mean
		Lowest	Highest	
2015	19	\$2,000	\$184,000	\$30,921
2016	17	\$2,000	\$202,600	\$31,447

The income required ranged from a low of \$2,000 for the 2 years to \$184,000 in 2015 (Mean = \$31K) and an increase to just over \$200,000 for 2016 (Mean=\$31K).

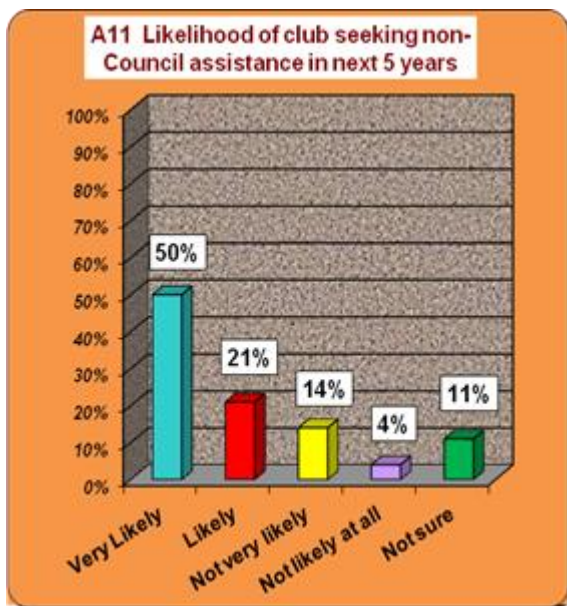
When asked in question A10 about the likelihood of their club seeking assistance (financial or non-financial) from Roxby Downs Council within the next 5 years, just half (**50%**) the clubs thought it at least likely (**35% very likely**). The types of Council assistance described by clubs is presented verbatim in the right-hand column of the following table.



Types of Council assistance sought if Very Likely or Likely:

- Assistance with facilitating construction of a Scout hall.
- Mains power.
- Boundary fences repaired.
- Infrastructure development (for other clubs using grounds).
- Assistance with finding a suitable training facility;
- Assistance with grant application – tournament matting
- Walls repaired, lights fixed, floors sanded & resealed.
- In partnership with Council at the moment.
- To continue to subsidise the cost of facility hire
- Allocation of an Oval, assistance/allowance for set-up of facilities such as track marking, long jump, shotput. Assistance with securing a storage facility.
- Land to build clubroom to assist running costs.
- To build clubrooms.
- Upkeep of oval and clubroom / lights / facilities if these weren't continued to be undertaken by council.
- Fledgling club – will require assistance with all.
- Fence erection.

In comparison, a higher percentage of clubs (71%) revealed in response to question A11, that it was at least likely that they would seek assistance (financial or non-financial) from sources other than Council within the next 5 years. Only 18% considered it to be **unlikely**.



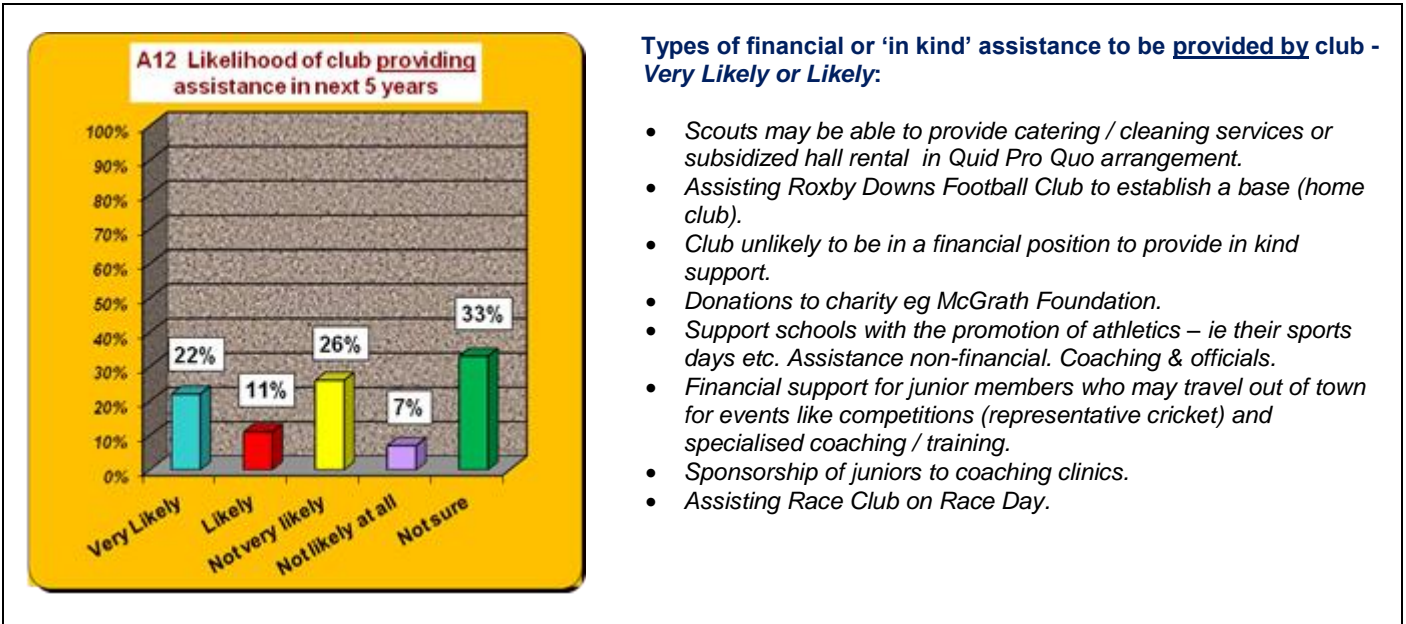
Types of non-Council assistance sought if Very Likely or Likely:

- Funding for construction of Scout hall.
- Sporting club funding / grants.
- BHPB grants to upgrade facility.
- TRSA (RacingSA) – capital development grant.
- BHP Community Grants.
- Sponsor / Sponsorship (N=4); Sponsorships, fundraising; Sponsorship of club – major sponsor; Seeking sponsorship / uniforms for competitors to partake in National competition – uniforms and travel assistance; On-going sponsorship from businesses that operate in the town and at the minesite; RDSCC survives / relies upon sponsorships and in-kind assistance.
- Facilities around the pool area.
- Assistance with track marking. Construction of facilities such as long jump pit, shot put circle. Assistance with equipment storage area.
- To build clubrooms.
- Grants from Government bodies for sporting equipment and clubroom facilities.
- Already seeking assistance from companies to cover costs to attend Country Championships.
- Fence erection.

Question A12 asked:

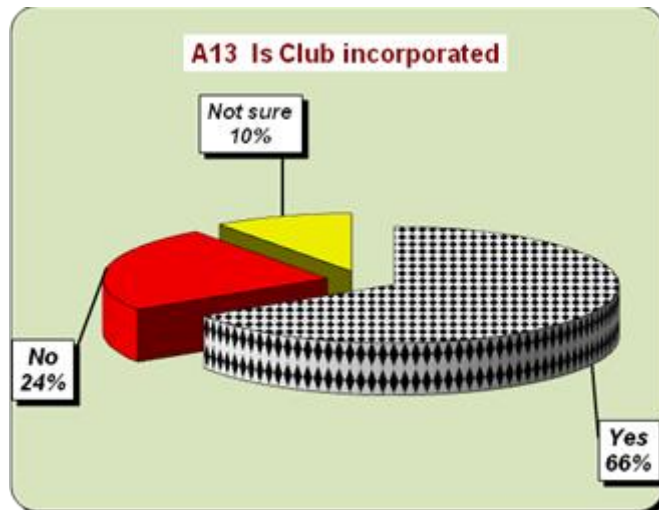
“What is the likelihood of your club / organisation providing financial or ‘in kind’ support in the next 5 years?”

Clubs were evenly divided between **Likely (33%)** and **Unlikely (33%)**, with the remainder (33%) being **Unsure**.

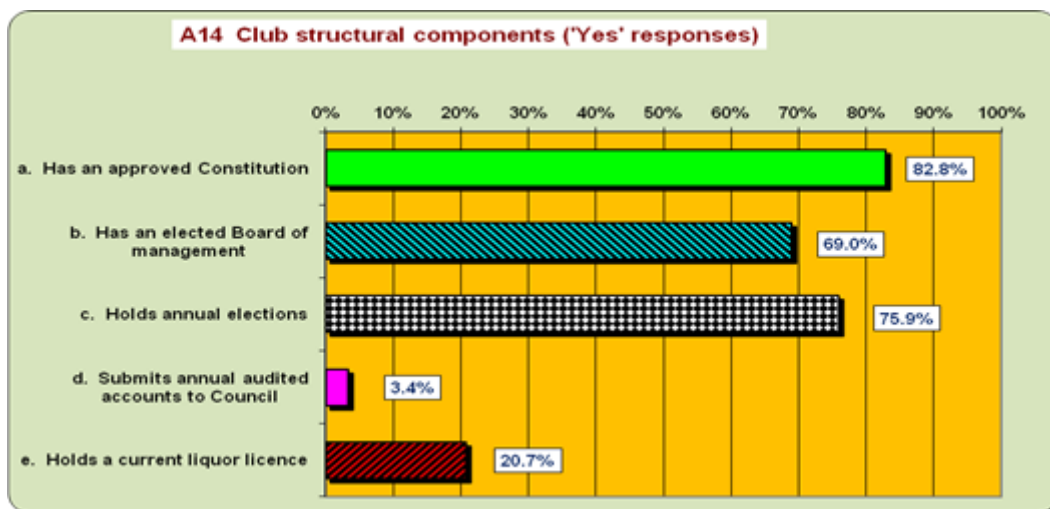


Questions A13 to A15 sought to determine the structural make-up of Roxby Downs recreational and sporting clubs.

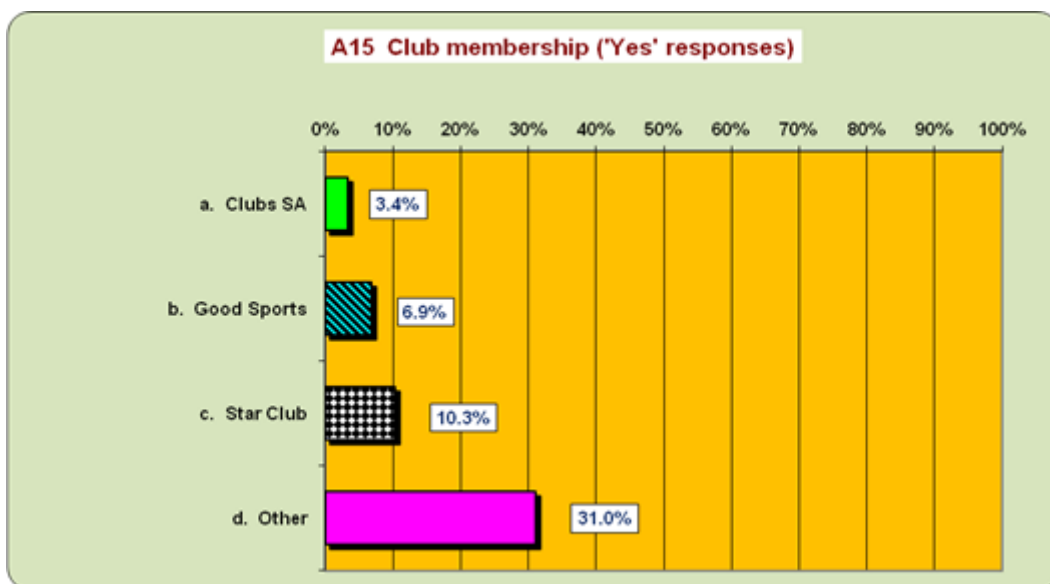
Two-thirds (66%) of those responding on behalf of their clubs indicated their club was an incorporated body, with 10% not sure – responses to question A13.



The majority (83%) of clubs were reported to have an **approved Constitution** with three-quarters (76%) holding annual elections. It is interesting that only one club indicated they submitted **annual audited accounts to Council**. One out of five clubs / organisations **held a current liquor licence**.



Clubs were also asked (in Question A15) whether they were members of specific organisations. Three out of 10 (31%) reported being members of State or National Associations, with only a minority being members of StarClub, Good Sports or ClubsSA (combined total of 21%).



Other responses to A15

- TRSA.
- Squash SA.
- Bowls SA.
- Tennis Australia / TennisSA and Hotshots(part of).
- Swim SA.
- SA Community Football League.
- SACA – South Australia Cricket Association.
- FFSA.

4.2 Section B: Club Priorities In Addressing Current Issues In The Running Of Your Club & Development of Your Sport

Section B of the survey questionnaire focused on priorities in addressing current issues in the running of clubs and the development of their sport.

Question B1 asked clubs to rate on a scale of 1 – 10 (where 1 = Lowest priority and 10 = Top priority), their priority in addressing 28 issues in terms of maintaining or improving their viability and their sport's development. These issues were allocated to 3 main groups:

1. Participation
2. Cost components
3. Management & Administration

Mean (or average) scores out of 10 were calculated for each issue (excluding 'not sure' and 'not applicable' responses). These scores are presented in a series of tables and charts below. Figures in the **N** column in each table represent the number of clubs out of the total of 29 that gave a 1-10 score for that issue.

B1.1 Participation:

In this group containing 7 issues, the highest priority reflected by a Mean score of **7.9 (out of 10)** was afforded **Increasing the participation rate of seniors (18+) ie increasing playing numbers**, closely followed by **Increasing the participation rate of juniors (<18) ie increasing playing numbers (7.8)**. Lowest priority with a Mean score of **3.8** was placed on **Improving FIFO involvement in their club**.

	N	Mean
B1.1b Increasing the participation rate of seniors (18+) ie increasing playing numbers	24	7.9
B1.1a Increasing the participation rate of juniors (<18) ie increasing playing numbers	25	7.8
B1.1d Increased co-operation of other sports clubs with events eg scheduling	24	6.5
B1.1c Increased co-operation of schools	23	5.7
B1.1f Instituting better health & safety policies eg climate focused	25	4.8
B1.1e Increased co-operation of employers eg work shifts	23	4.1
B1.1g Improving FIFO involvement in club	20	3.8

B1.2 Cost Components:

In the Cost Component group of 11 issues the highest priority was given to **B1.2f Cost of lease or hire of facilities & grounds** with a score of **7.7 out of 10**, and the lowest being **B1.2k Cost of transport** with **5.0**.

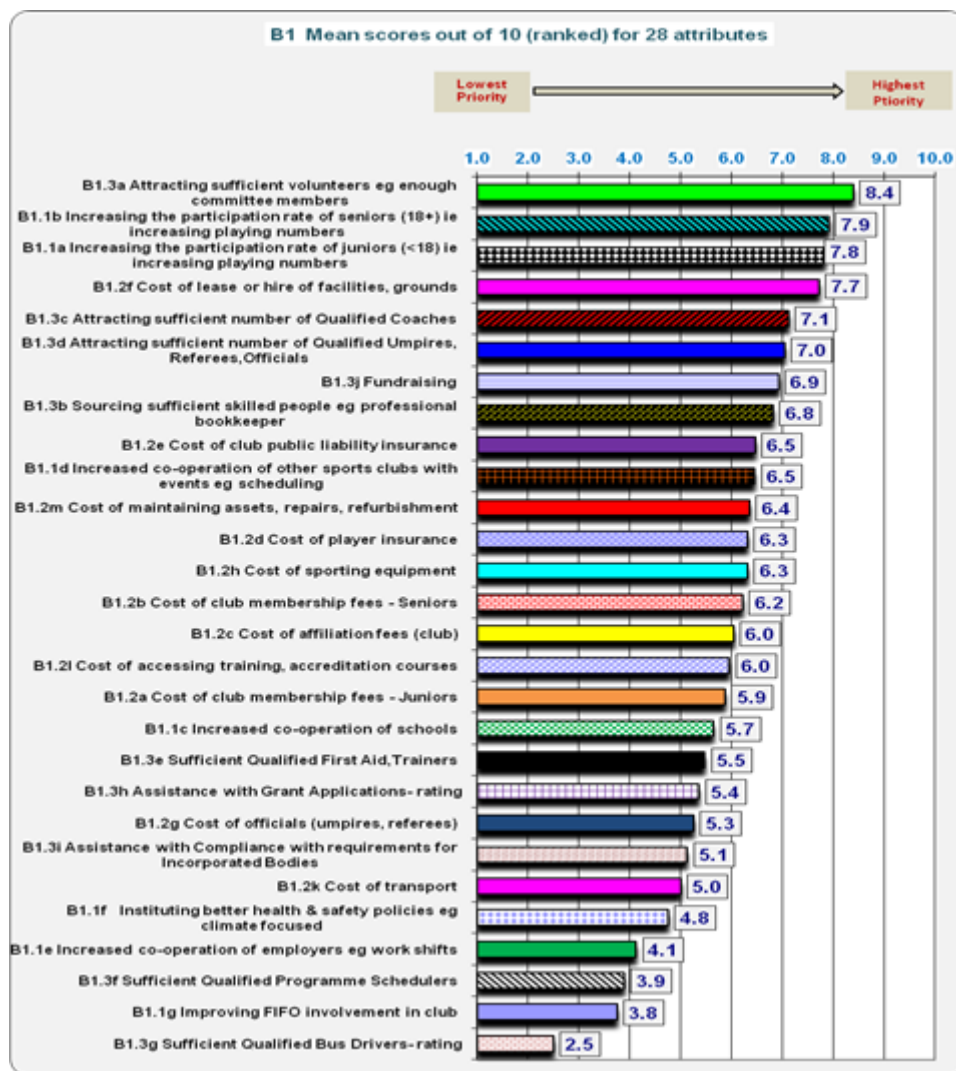
	N	Mean
B1.2f Cost of lease or hire of facilities, grounds	25	7.7
B1.2e Cost of club public liability insurance	28	6.5
B1.2m Cost of maintaining assets, repairs, refurbishment	25	6.4
B1.2d Cost of player insurance	25	6.3
B1.2h Cost of sporting equipment	25	6.3
B1.2b Cost of club membership fees - Seniors	23	6.2
B1.2c Cost of affiliation fees (club)	23	6.0
B1.2l Cost of accessing training, accreditation courses	24	6.0
B1.2a Cost of club membership fees - Juniors	24	5.9
B1.2g Cost of officials (umpires, referees)	23	5.3
B1.2k Cost of transport	21	5.0

B1.3 Management & Administration:

Ten issues comprise the Management & Administration group, where the highest priority is given to **Attracting sufficient volunteers particularly committee members** (8.4). Conversely, lowest priority with a score of 2.5 is given to **Sufficient Qualified Bus Drivers**.

	N	Mean
B1.3a Attracting sufficient volunteers eg enough committee members	28	8.4
B1.3c Attracting sufficient number of Qualified Coaches	23	7.1
B1.3d Attracting sufficient number of Qualified Umpires, Referees, Officials	21	7.0
B1.3j Fundraising	27	6.9
B1.3b Sourcing sufficient skilled people eg professional bookkeeper to support treasurer	27	6.8
B1.3e Sufficient Qualified First Aid, Trainers	25	5.5
B1.3h Assistance with Grant Applications	25	5.4
B1.3i Assistance with Compliance with requirements for Incorporated Bodies under the Corporations Act	23	5.1
B1.3f Sufficient Qualified Programme Schedulers	18	3.9
B1.3g Sufficient Qualified Bus Drivers	16	2.5

All 28 B1 issues are ranked in descending order of priority scores in the following chart.



We can arbitrarily segment these issues in terms of priority by applying the following rule of thumb.

7.5 +: High priority
 6.0 - 7.4: Medium priority
 < 6: Low priority

Level of Priority	Current Issues In Running Of Club & Development of Sport	Priority Mean Score
High priority	B1.3a Attracting sufficient volunteers eg enough committee members	8.4
	B1.1b Increasing the participation rate of seniors (18+) ie increasing playing numbers	7.9
	B1.1a Increasing the participation rate of juniors (<18) ie increasing playing numbers	7.8
	B1.2f Cost of lease or hire of facilities, grounds	7.7
Medium priority	B1.3c Attracting sufficient number of Qualified Coaches	7.1
	B1.3d Attracting sufficient number of Qualified Umpires, Referees, Officials	7.0
	B1.3j Fundraising	6.9
	B1.3b Sourcing sufficient skilled people eg professional bookkeeper	6.8
	B1.2e Cost of club public liability insurance	6.5
	B1.1d Increased co-operation of other sports clubs with events eg scheduling	6.5
	B1.2m Cost of maintaining assets, repairs, refurbishment	6.4
	B1.2d Cost of player insurance	6.3
	B1.2h Cost of sporting equipment	6.3
	B1.2b Cost of club membership fees - Seniors	6.2
	B1.2c Cost of affiliation fees (club)	6.0
	B1.2l Cost of accessing training, accreditation courses	6.0
Low Priority	B1.2a Cost of club membership fees - Juniors	5.9
	B1.1c Increased co-operation of schools	5.7
	B1.3e Sufficient Qualified First Aid, Trainers	5.5
	B1.3h Assistance with Grant Applications- rating	5.4
	B1.2g Cost of officials (umpires, referees)	5.3
	B1.3i Assistance with Compliance with requirements for Incorporated Bodies	5.1
	B1.2k Cost of transport	5.0
	B1.1f Instituting better health & safety policies eg climate focused	4.8
	B1.1e Increased co-operation of employers eg work shifts	4.1
	B1.3f Sufficient Qualified Programme Schedulers	3.9
	B1.1g Improving FIFO involvement in club	3.8
	B1.3g Sufficient Qualified Bus Drivers- rating	2.5

It is apparent from the table above that, on the basis of Mean scores, the top priority areas for Roxby Downs sport and recreation clubs / organisations relate to:

- **Attracting volunteers;**
- **Increasing participation rates (seniors & juniors);**
- **Cost of lease or hire of facilities & grounds.**

Apart from using Mean scores as a determinant of priority or importance, Question B2 sought to determine which of the 28 issues clubs considered to be the 1st, 2nd and 3rd most important. A total of 27 of the 29 clubs answered this question.

ISSUE	Most Important (1 st)		Top 3 combined (1 st , 2 nd , 3 rd)	
	Single response		Multiple responses	
	N	% of responses	N	% of cases
1. PARTICIPATION:				
a Increasing the participation rate of <u>juniors</u> (<18) ie increasing playing numbers	9	33%	12	44%
b Increasing the participation rate of <u>seniors</u> (18+) ie increasing playing numbers	3	11%	7	26%
c Increased co-operation of schools			3	11%
d Increased co-operation of other sports clubs with events eg scheduling	1	4%	3	11%
e Increased co-operation of employers eg work shifts				
f Instituting better health & safety policies eg climate focused			1	4%
g Improving FIFO involvement in club				
2. COST COMPONENTS:				
a Cost of club membership fees – Juniors	1	4%	4	15%
b Cost of club membership fees – Seniors	1	4%	1	4%
c Cost of affiliation fees (club)			2	7%
d Cost of player insurance				
e Cost of club public liability insurance			1	4%
f Cost of lease or hire of facilities / grounds	4	14%	7	26%
g Cost of officials (umpires, referees)			1	4%
h Cost of sporting equipment			1	4%
k Cost of transport			2	7%
l Cost of accessing training / accreditation courses				
m Cost of maintaining assets, repairs, refurbishment			3	11%
3. MANAGEMENT & ADMINISTRATION:				
a Attracting sufficient volunteers eg enough committee members	3	11%	11	41%
b Sourcing sufficient skilled people eg professional bookkeeper to support treasurer	2	7%	3	11%
c Attracting sufficient number of Qualified Coaches			1	4%
d Attracting sufficient number of Qualified Umpires / Referees / Officials	1	4%	3	11%
e Sufficient Qualified First Aid / Trainers			2	7%
f Sufficient Qualified Programme Schedulers				
g Sufficient Qualified Bus Drivers				
h Assistance with Grant Applications			1	4%
i Assistance with Compliance with requirements for Incorporated Bodies under the Corporations Act e.g. help with Constitution; Annual Reports; Audited Financial Statements etc			1	4%
j Fundraising	1	4%	7	26%
k Other - need	1	4%	1	4%
Total	27	100.0%	78	285%

The B2 response distributions for the most important issue (single response) and for the 3 most important issues combined, bear a close resemblance to the distribution of Mean scores derived from responses to scalar question B1.

That is, the most important issues are:

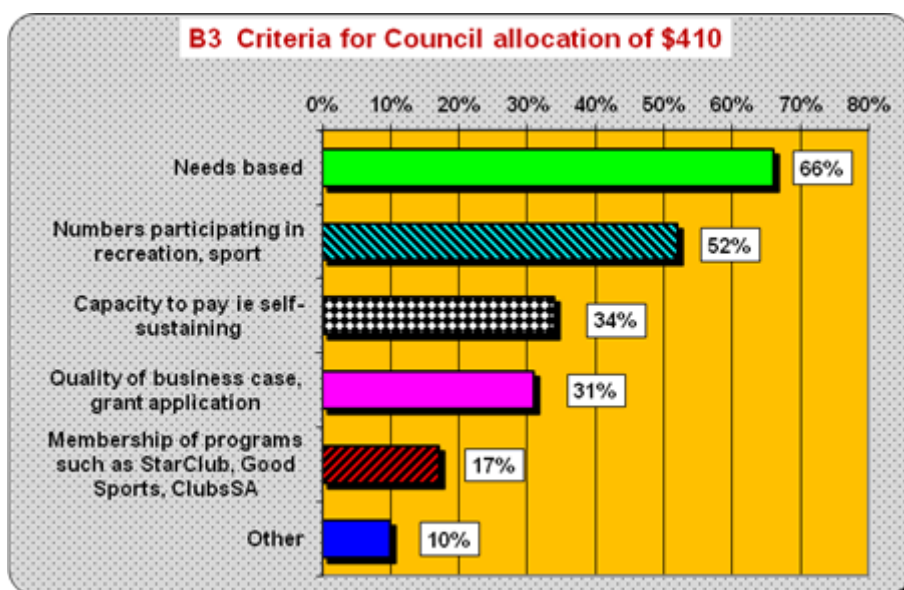
- **Increasing participation rates (juniors & seniors);**
- **Attracting volunteers;**
- **Cost of lease or hire of facilities & grounds.**

Roxby Downs Council currently provides a subsidy of \$410 per resident of the township for the purposes of sport & recreation. Question B3 sought to determine clubs' / organisations' views regarding what should be the criteria for Council's allocation of funding to them.

B3. Criteria for allocation of \$410 by Council	N	% of cases
Numbers participating in recreation / sport	15	52%
Capacity to pay ie self-sustaining	10	34%
Quality of business case / grant applicatio	9	31%
Membership of programs such as StarClub, Good Sports, ClubsSA etc	5	17%
Needs based	19	66%
Other	3	10%
Total	61	210%

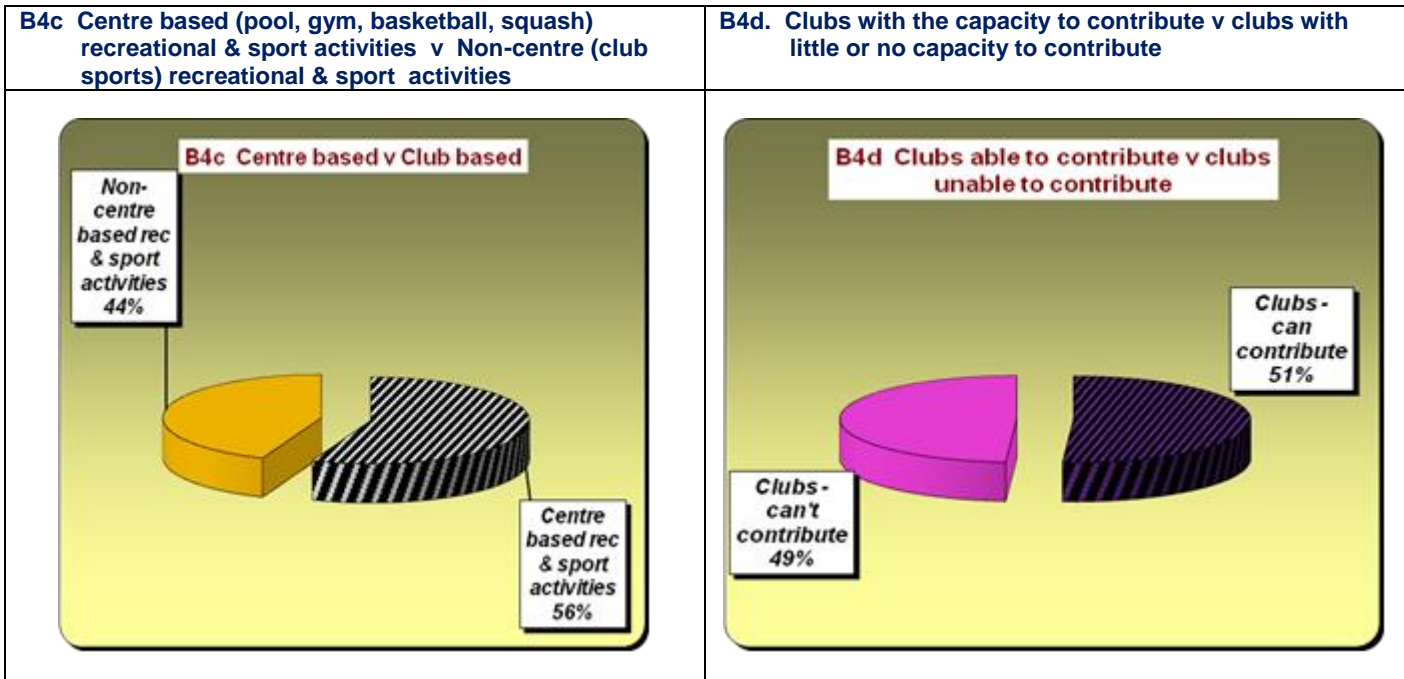
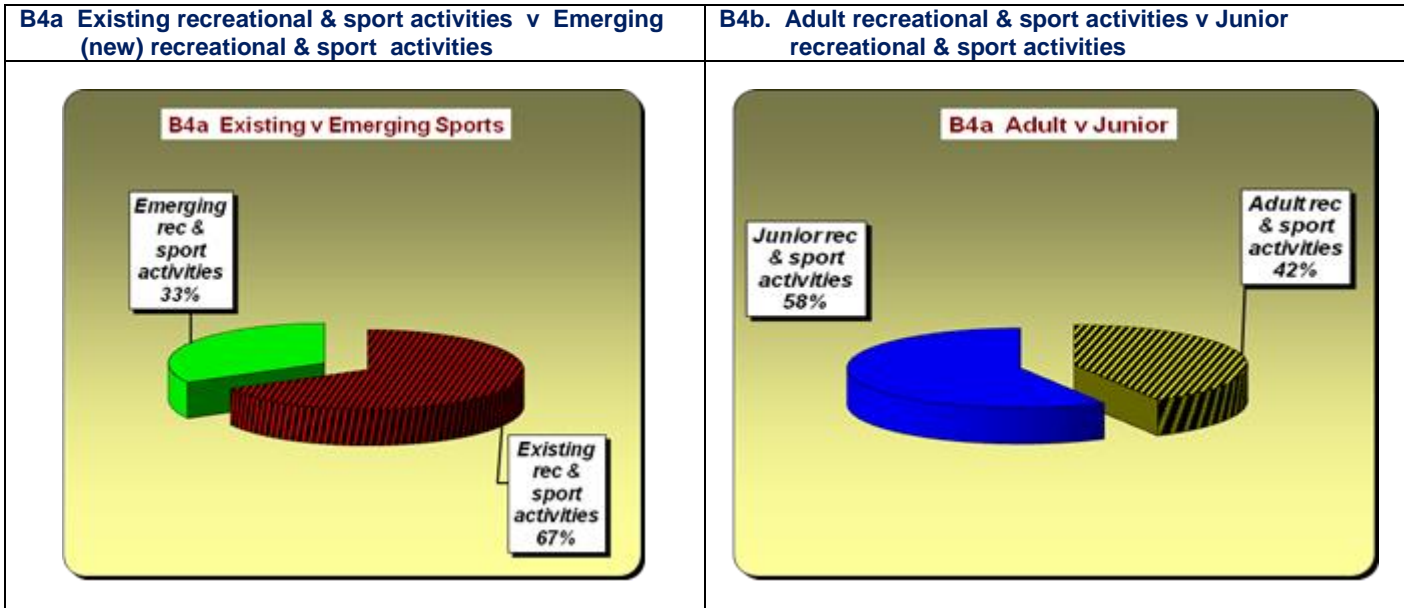
*Percentages add to >100% due to multiple responses

When ranked in order it is evident that the main criterion according to clubs is **Needs based** (two-thirds of clubs nominating), followed by **Numbers participating** (52%).



Question B4 asked clubs how they thought Council funds should be allocated to sporting and recreational clubs. Four "trade-off" scenarios were presented to clubs with the responses displayed in the tables overpage.

Average (Mean) percentages were derived from proportionate responses given by 28 clubs to B4. The results are presented in the series of charts below.



4.3 Section C: Level of Satisfaction With Current Issues In The Running Of Your Club / Organisation & Development Of Your Sport

In Section C of the survey questionnaire, clubs were asked to rate (on a scale of 1 – 10, where **1 = Not satisfied at all** and **10 = Extremely satisfied**), their level of satisfaction with 13 attributes / services allocated across 4 categories including:

1. Training & Development Related Issues
2. Sport & Recreation Relationship Issues
3. Sport & Recreation Participation Issues
4. Facilities Related Issues

As in Section B, Mean (or average) scores out of 10 were calculated for each attribute, excluding 'not sure' and 'not applicable' responses. These scores are presented in a series of tables and charts below. Again, figures in the **N** column in the following table represent the number of clubs out of the total of 29 that gave a 1-10 score for that issue.

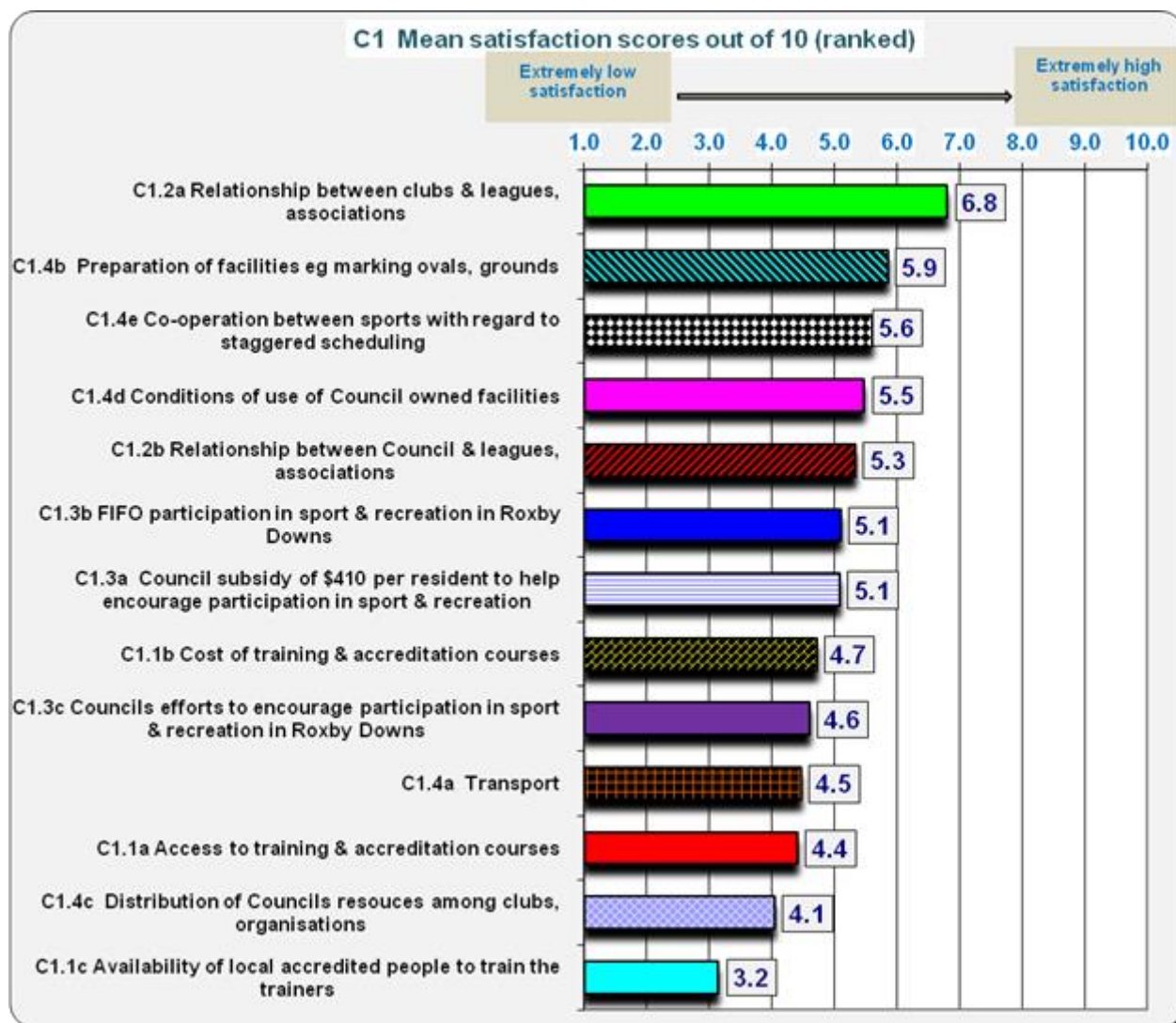
	N	Mean
1. Training & Development Related Issues:		
C1.1a Access to training & accreditation courses	22	4.4
C1.1b Cost of training & accreditation courses	21	4.7
C1.1c Availability of local accredited people to train the trainers	20	3.2
2. Sport & Recreation Relationship Issues:		
C1.2a Relationship between clubs & leagues, associations	26	6.8
C1.2b Relationship between Council & leagues, associations	24	5.3
3. Sport & Recreation Participation Issues:		
C1.3a Council subsidy of \$410 per resident to help encourage participation in sport & recreation in Roxby Downs	23	5.1
C1.3b FIFO participation in sport & recreation in Roxby Downs	20	5.1
C1.3c Councils efforts to encourage participation in sport & recreation in Roxby Downs	25	4.6
Facilities Related Issues:		
C1.4a Transport	15	4.5
C1.4b Preparation of facilities eg marking ovals, grounds	20	5.9
C1.4c Distribution of Councils resources among clubs, organisations	20	4.1
C1.4d Conditions of use of Council owned facilities	21	5.5
C1.4e Co-operation between sports with regard to staggered scheduling	23	5.6

The arbitrary rule of thumb in this survey for qualifying Mean scores (out of 10) for satisfaction with the attributes presented to clubs is:

9.0 +:	Extremely high satisfaction level
8.0 - 8.9:	Very high satisfaction level
7.0 - 7.9:	Moderately high satisfaction level
6.0 - 6.9:	Satisfactory / Acceptable
5.0 - 5.9:	Average / Fair
4.0 - 4.9:	Below Average satisfaction level
3.0 - 3.9:	Very low satisfaction level
< 3.0:	Extremely low satisfaction level

Overall, Mean satisfaction ratings by the clubs for the 13 attributes are disappointing, with only one attribute (the relationship between clubs & leagues / associations) being rated in the **Satisfactory** category, and none higher.

These satisfaction scores are put in perspective when ranked in descending order in the following chart.

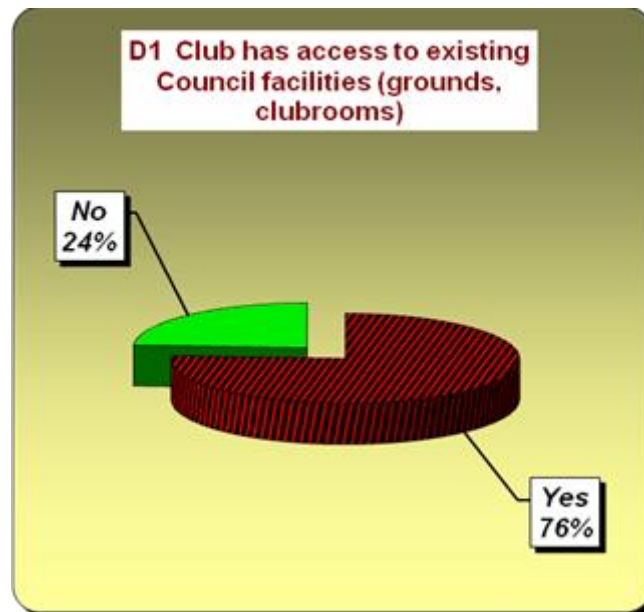


All but 2 attributes fall into the **Average – Below average** range, with one receiving a score in the **Very low** category viz **C1.1c Availability of local accredited people to train the trainers (Mean = 3.2)**

The only one that scored creditably on the satisfaction rating scale is **C1.2a Relationship between clubs & leagues, associations (Mean – 6.8)**. Not one attribute rated above **Satisfactory**.

4.4 Section D: Level Of Club Support Or Interest In Activities & Options

To question D1, three-quarters (22 of the 29 clubs) reported having access to existing Roxby Downs Council owned facilities such as grounds, clubrooms etc.



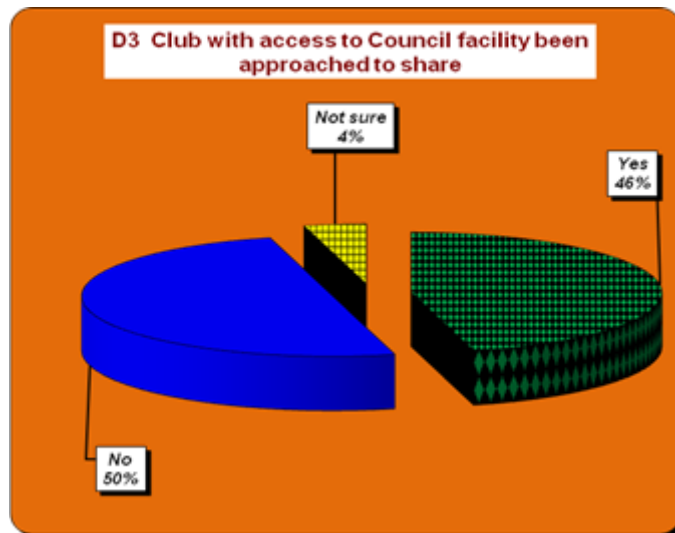
<p>In question D2, the 22 clubs <u>with access</u> were asked to rate (on a scale of 1 – 10, where 1 = Not support at all to 10 = Very strongly support), their level of support, or interest in, sharing their current facility.</p>	<p>In question D6, the 7 clubs <u>without access</u> were asked to rate (on a scale of 1 – 10, where 1 = Not support at all to 10 = Very strongly support), their level of support, or interest in, sharing another group's current facility.</p>												
<p>Clubs with access</p>	<p>Clubs without access</p>												
<p>Mean support score = 7.6 out of 10</p>	<p>Mean support score = 7.8 out of 10</p>												
<p>The Mean score recorded for the two types of club (those with, and those without, access to Council facilities) were very similar – 7.6 and 7.8 respectively. Using the following rule of thumb in this survey for qualifying Mean scores (out of 10) for level of support</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>9.0 +:</td> <td>Very strong support</td> </tr> <tr> <td>7.5 - 8.9:</td> <td>Strong support</td> </tr> <tr> <td>6.0 - 7.4:</td> <td>Moderate support</td> </tr> <tr> <td>4.0 – 5.9:</td> <td>Little support</td> </tr> <tr> <td>2.0 – 3.9</td> <td>Very little support</td> </tr> <tr> <td>< 2.0:</td> <td>No support at all</td> </tr> </table> <p>..... this indicates strong support generally amongst Roxby Downs clubs for sharing of facilities.</p>		9.0 +:	Very strong support	7.5 - 8.9:	Strong support	6.0 - 7.4:	Moderate support	4.0 – 5.9:	Little support	2.0 – 3.9	Very little support	< 2.0:	No support at all
9.0 +:	Very strong support												
7.5 - 8.9:	Strong support												
6.0 - 7.4:	Moderate support												
4.0 – 5.9:	Little support												
2.0 – 3.9	Very little support												
< 2.0:	No support at all												

Clubs <u>with</u> access willing to share their facility (Verbatim responses to questions D2a to D2d)	Clubs <u>without</u> access willing to share another club's facility (Verbatim responses to questions D6a to D6d)
<p>D2a. Areas club would be willing to share.</p> <ul style="list-style-type: none"> • Clubroom & amenities. • Clubrooms & general area of facility. • Almost all space. • Auditorium and Green Room (my office). • Already share with the Darts League. • Indoor stadium; Outdoor soccer field. • Basketball courts. • Oval and associated infrastructure including bar and liquor licence. • Oval and associated facilities. • Courts – basketball, tennis & netball could use more courts & share facilities. • Inside courts are already shared with various line markings. • Ground, Bar, Canteen, Toilets. • Already share all facilities 	<p>D6a. Areas club would be willing to compensate the other group in order to share.</p> <ul style="list-style-type: none"> • Pay for access / rent • Prefer to utilize a Council space and willing to negotiate any appropriate time so we have 2 x 2 hrs per week for an appropriate rent. • Willingness to share oval facility i.e. A soccer ground can fit within a 400m track. Shared storage facility with school may lead to sharing of resources. • We would just like storage. • Working Bees facilities.
<p>D2b. Benefits expected from sharing.</p> <ul style="list-style-type: none"> • Improved facilities, stronger business case for power connection to complex. • More members. • Sponsorship opportunities. • Dev. Of facility. • Community spirit; Critical mass of potential vols. • Everyone's a winner. • Attract new members to the Golf Club; • Give support to other Leagues. • Better utilization of council facilities • Sharing the bar and licence with the football association will reduce running costs and establish a simple model for distributing profits (as presented to the Sports and Rec forum recently). • Goodwill from recipient body. • More facilities for training & games, plus able to host carnivals. • Better Facilities. 	<p>D6b. Compensation club / group prepared to offer the other group in order to share their facility.</p> <ul style="list-style-type: none"> • Assist in upkeep and maintenance, volunteer assistance. • Karate requires no floor marking or set-up. It does not require a full court. • Shared storage facility with school may lead to sharing of resources. • None, we are not for profit. • Working Bees.
<p>D2c. Areas that would be exempt from sharing.</p> <ul style="list-style-type: none"> • Motor sport specific areas. • Race track. • New office. • Nil. • Clubrooms. • Storage space. • Equipment storage areas – need some form of adequate separation to safeguard own equipment. 	<p>D6c. Areas that would be exempt from your club / group sharing with the other group.</p> <ul style="list-style-type: none"> • No Alcohol policy as stipulated by Scouts Australia. • Need a commitment to a time table in advance. • LA requires access to facilities at a regular time through the summer season. Facilities (track marking / long jump etc) not tampered with. • N/A.

Clubs <u>with</u> access willing to share their facility (Verbatim responses to questions D2a to D2d)	Clubs <u>without</u> access willing to share another club's facility (Verbatim responses to questions D6a to D6d)
<p>D2d. Circumstances club would consider sharing bar & catering assets?</p> <ul style="list-style-type: none"> • Not interested. (N=2) • Depend upon terms. • We are happy to share facility, but need to be assured lease remains that of RDMXC. • Probably none. Nil. (N=2) • Sharing the bar and licence with the football association will reduce running costs and establish a simple model for distributing profits (as presented to the Sports and Rec forum recently). • Timing only – not during our scheduled events. • We already share the bar. • Shared responsibility – not one club doing all work. 	<p>D6d. Conditions club / group would propose in return for sharing bar & catering sales?</p> <ul style="list-style-type: none"> • Assist in upkeep and maintenance, volunteer assistance. • Not applicable. Karate club does not partake in catering / bar sales. • LA may run a BBQ, soft drink stand or similar for fund raising. • N/A.

4.4.1 Clubs with access to existing Council facilities:

Of those clubs indicating they had access to an existing Roxby Downs Council facility(s), almost half (46%) reported having been approached by another club / organisation to enter a facility sharing relationship – see responses to D3 below.



Question D4 asked these clubs ...

“Based on your knowledge of Roxby Downs which facilities are suited to a shared tenancy & which clubs / organisations should share them?”

Verbatim responses to D4 are presented over page.

D4 Verbatim responses	
Facility suited to sharing	Most suitable tenants (clubs / organisations)
<i>Clubrooms</i>	
1. <i>Horserace club</i> 2. <i>Roxby Dirt Circuit Club</i> 3. <i>Roxby MX Club</i>	<i>Hornridge Sporting Club</i> <i>Roxby Miners Sporting Club</i> <i>Roxby Roos Football Club</i>
1. <i>Track inner area</i> 2. <i>Outside of track (sth)</i>	<i>Netball, Football, Cricket training</i> <i>Scouts etc.</i>
1. <i>Auditorium</i> 2. <i>Basketball stadiums</i>	<i>Library and Nippy Gym</i> <i>Junior basketball</i>
<i>Golf Club</i>	<i>Darts League.</i>
1. <i>Outdoor soccer field</i> 2. <i>Indoor stadium</i>	<i>Outdoor ball sports</i> <i>Current users + indoor soccer</i>
1. <i>Toilets / showers</i>	<i>Youth centre, swim club, tennis, soccer, athletics</i>
1. <i>Racecourse</i> 2. <i>Motor sport area</i>	<i>Raceclub, scouts, football clubs.</i> <i>The three current clubs could potentially share consolidate and rationalize resources</i>
1. <i>Recreation centre</i>	<i>Swim club, basketball, netball.</i>
1. <i>Racecourse</i> 2. <i>Bowls Club</i> 3. <i>Golf Club</i>	<i>Sporting Club</i> <i>Presentations & Functions</i> <i>Presentations & Functions</i>
<i>The sporting clubs that are willing to share in Roxby are either doing so or don't want to.</i>	
<i>Ovals</i>	<i>Any club or sport.</i>
1. <i>Currently Racecourse</i> 2. <i>Hard court</i>	<i>Hornridge Sporting Club & Race Club.</i> <i>Netball & tennis.</i>
1. <i>Roxby Race Club</i> 2. <i>Dirt Circuit</i>	<i>Football / Scouts / Netball.</i> <i>Football / Scouts / Netball.</i>
1. <i>Clubrooms</i> 2. <i>Bar/Canteen/Toilets</i>	<i>Everyone</i> <i>Everyone</i>
<i>Small oval</i>	<i>Junior football / Touch football</i>

Of the 22 clubs with access to a Council facility, 18 responded to question D5 which asked

“Which body(s) should be responsible for deciding if a shared tenancy between clubs / organisations is appropriate?”

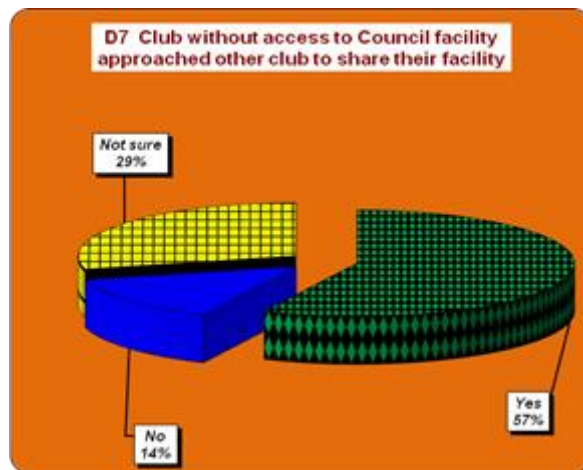
Verbatim responses to D5 are presented over page.

D5 Verbatim responses

- *Clubs should be free to forge suitable terms / agreements with one another, with support from Council.*
- *Ultimately it should be up to the current tenant – shared is good but rules need to be followed.*
- *Roxbylink management.*
- *The club owner.*
- *Leisure centre management.*
- *The owner of the facility should make the ultimate decision.*
- *The participating clubs must agree.*
- *All parties involved.*
- *Nobody, should be by mutual agreement of sharing organisations and council to ratify arrangements.*
- *Between the 2 clubs' committees.*
- *The two clubs and a third body.*
- *Decision between the clubs & Council.*
- *Club executives, Council reps & facility reps.*
- *This should be up to the clubs who are looking to share.*
- *Agreement between two parties*
- *Roxby Council in consultation with interested parties.*
- *Roxbylink / Roxby Council.*

4.4.2 Clubs without access to existing Council facilities:

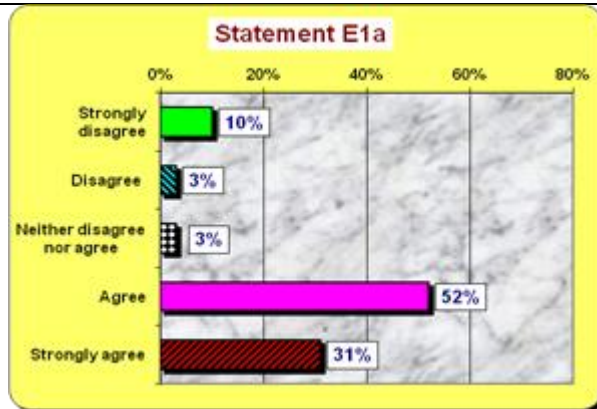
Of the 7 clubs indicating they did not have access to an existing Roxby Downs Council facility(s), 4 reported approaching another club / organisation to explore a facility sharing relationship – see responses to D7 below.



4.5 Section E: Attitudes Toward Future Provision Of Sport & Recreation In Roxby Downs

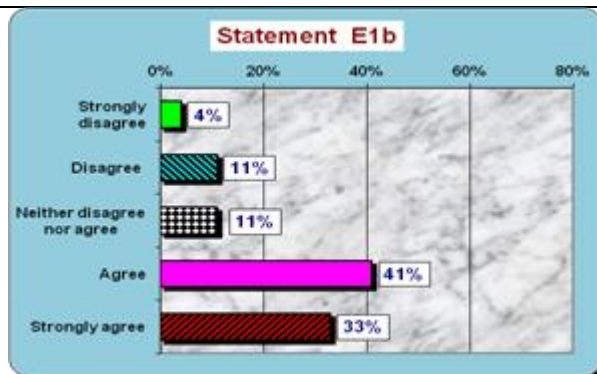
All clubs were asked to indicate the extent to which they disagreed or agreed with each of 3 statements presented to them in question E1, featuring proposals regarding the future provision of sport and recreation in Roxby Downs.

1. **E1a. Council should support the development of a Sport and Recreation Forum under the Roxby Downs Community Board to determine priorities for sport & recreation facilities development & expenditure.**



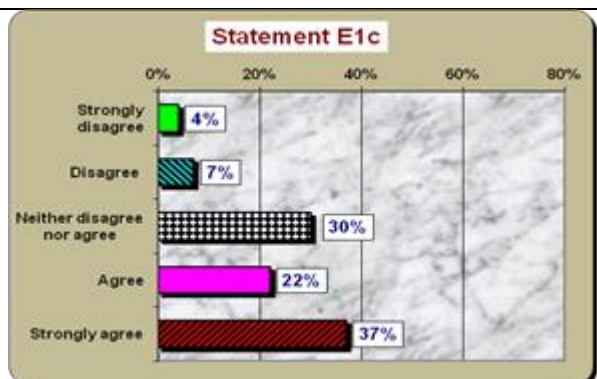
The large majority of clubs responding to the survey supported the development of a Sport & Recreation Forum as described in statement E1a (83% agreeing), with only 13% not in favour of the proposal.

2. **E1b. Clubs should support the development of a Junior Sport & Recreation Fund to support junior sport & recreation development.**



Three-quarters (74%) of clubs agreed with proposal E1b viz. that a Junior Sport & Recreation Fund be developed to provide support for junior sport in Roxby Downs – one-third (33% of clubs) strongly in favour.

3. **E1c. Council should give priority support to the development of junior sport & recreation.**



Clubs were less inclined to support statement E1c (proposing that priority should be given to junior sport and recreation) compared with the other 2 statements above – only 59% agreeing with the notion.

While only 11% disagreed, 3 out of 10 sat on the fence for this proposal.

Additional written comments to E2 by club representatives are reprinted anonymously and verbatim below, with comments by individual clubs / club representatives separated by solid lines.

Only 13 of the 29 clubs (45%) provided additional comments to E2.

E2 Verbatim responses (Other Comments)
<p><i>E1b – Clubs that get no assistance from the Council should not be burdened with a cost to support a separate club or fund which may have no benefit to them;</i> <i>Roxby Downs Scout Group has been active at Roxby Downs for many years, much of that time without a club room that burnt down years ago. At this time the Scouts receive limited support of any kind from the council.</i> <i>The Scouts look forward to a stronger relationship with the council and appreciate their support to get a Scouts facility built.</i></p>
<p><i>Lack of mains power is a major obstacle to those groups operating in the motorsport complex. Diesel generators push up operating costs, erode the viability of increasing utilization of clubrooms both internally, and for revenue generation for the likes of functions, creates major difficulties for cold goods storage and compliance with simple things like “life / exit” signs. Power is a key obstacle to the complex further developing, and utilization increasing.</i></p>
<p><i>The Roxby Downs Karate Club has one of the largest numbers of junior members in Roxby Downs. It is also one of the largest Karate clubs in Australia. We receive no support from Council. Rental of an appropriate space is one of our major costs and we look to sharing a facility and Council support / leadership to assist make this happen.</i></p> <p><i>Other major outlays for us are:</i></p> <ol style="list-style-type: none"> <i>1. Support with costs associated with appropriate Dan graded instructor being brought to Roxby Downs for grading and training classes.</i> <i>2. Support to send athletes to National Karate championships.</i> <i>3. Support to get internationally recognized Karate masters to Roxby Downs for training sessions</i>
<p><i>Dance is a very big recreational sport in Roxby Downs, running classes everyday including weekends, having over 300 students come through the doors each week. It would be great to have more support with a facility better suited to dance here in Roxby. In saying that we are very happy with our affiliation with Roxbylink and the Roxby Council. Thank you.</i></p>
<p><i>The ability of our club to increase junior participation / training, is severely hampered by a lack of volunteers in our club/community;</i> <i>Just the running of the club struggles with a lack of commitment from members within the club;</i> <i>Participation rates of volunteers amongst all clubs seems to be a very common problem and perhaps the steering committee has some suggestions for the clubs to attract more help in running their sport;</i> <i>We don't agree that there should be a central fund for junior development as it seems to us that the larger clubs will take the lions share of these funds.</i></p>
<p><i>There is a definite need for dormitory style accommodation to accommodate visiting sporting teams;</i> <i>As you would be aware the Cricket Association has proposed to join with football and obtain the liquor licence over the oval and this has the support of local police. The benefits have been presented at a meeting of the Sport and Rec forum and the move was supported at that meeting.</i></p>
<p><i>It would be good to have the pool open for longer periods to increase the opportunity to improve the skills of swimming in Roxby. Other clubs we compete against swim all year round;</i> <i>It would also be good for the council to subsidise or buy a bus for clubs to access, to counteract the cost for clubs to travel to other areas for carnivals and competitions.</i></p>
<p><i>Roxby Downs Little Athletics Club is yet to start up. There has been great support from SA Little Athletics and the Council. Key to the short term success will be securing the strong support of parents to take an active role and agreement with RD Council for the use of an oval. This agreement is to include the seasonal marking of a track (100m, 200, & 400m) along with long jump and shot put facilities;</i> <i>Roxby Downs Little Athletics Club aims to work closely with local schools with the common goal of promoting junior athletics.</i></p>

E2 Verbatim responses (Other Comments) contd.

Important for shared facilities to be regularly upgraded. The FNFL would like to work with the Council to facilitate upgrades to the Oval facilities over the next 5 years.

From our Association perspective we require more than 2 outdoor netball courts. We need storage for our junior competition equipment and Association records.

Netball is one of Roxby's most popular sports for seniors, juniors, men & women. Any funding, facility upgrade and positive development would be appreciated. Couple of ideas:

- *Court surface / safety between fence, tennis pole, holes;*
- *Shelter for coaches, scorers, timers etc (Admin area – shelter for desk);*
- *Drink taps;*
- *Recognised Senior & Junior Association trophy cabinet;*
- *Supporting juniors to transition to seniors;*
- *Public toilets.*

*Development and support for facilities (including management of them i.e. regular cleaning of toilets);
Increased transparency of allocation of funds and opportunities for input into larger funding decisions*

Oval, changerooms, canteen & bar facilities need a major upgrade.

5. SUMMARY

The methodology adopted for the survey was to email an electronic version of the questionnaire to identified contacts of each club / organisation, requesting that they table the questionnaire at a committee meeting, then complete the questionnaire on behalf of the club after question items had been discussed. This meant that there would be only one questionnaire completed per club. Completed questionnaires could then be returned via email (or post) to the independent researcher for analysis.

The wide-ranging questionnaire was divided into 5 main sections:

- **Section A:** Club Details (Financials, Membership make-up etc)
- **Section B:** Club Priorities In Addressing Current Issues In The Running Of Your Club & Development of Your Sport
- **Section C:** Level Of Satisfaction With Current Issues In The Running Of Your Club / Organisation & Development Of Your Sport
- **Section D:** Level Of Club Support Or Interest In Activities & Options
- **Section E:** Attitudes Toward Future Provision Of Sport & Recreation In Roxby Downs

The response to the questionnaire survey was very good with 29 clubs responding from 35 invited to participate, representing an **overall response rate of 83%**. Nevertheless, it is somewhat disappointing that 6 clubs did not avail themselves of the opportunity to respond, particularly given the importance of the project, and one where a 100% response could have been reasonably expected.

The responses to a small number of questions included in the survey questionnaire have not been presented in the results section of the report because of variability in clubs' reporting and providing incomplete data – these include questions A4, A6, and A9. Any future data collection from clubs by Council should ensure completeness of reporting.

In summary, the main highlights revealed in the survey responses were:

1. The most popular sports were netball, followed by Australian Rules Football, basketball and outdoor cricket.
2. Only 11 respondent clubs reported having a web-site, including 5 that indicated they were linked to a web-site via **Sporting Pulse**. Four of the 17 clubs reporting not having a web-site used **Facebook** to communicate with members and the public.
3. A total of 11 of the 29 responding clubs reported not having any teams. Eight out of 10 of the 29 reported not having a junior team, while over half (N=15) claimed they fielded one or more senior sides.
4. Of those clubs not having junior teams, nearly two-thirds reported that their club provided support or assistance to junior sport.
5. The most popular fundraising activities other than from the main revenue streams (e.g. Membership Fees / Subscriptions, Sponsorship, Bar / Canteen sales, Government Grants / Subsidies), was **Raffles, Bingo, Lucky Draws, Gaming (75%)**, followed by **BBQs / Sausage sizzles (31%)**.
6. Half the clubs thought it at least likely (35% very likely) that their club would be seeking assistance (financial or non-financial) from Roxby Downs Council within the next 5 years. Types of Council assistance sought ranged from assistance with upgrading infrastructure to help with grant applications.
7. Seven out of 10 clubs (71%) indicated that it was at least likely that they would seek assistance (financial or non-financial) from sources other than Council within the next 5 years. Only 18% considered it to be **unlikely**. Again this assistance was mainly for facilities upgrades.
8. Clubs were evenly divided in their response to whether they were likely to provide financial or 'in kind' support themselves in the next 5 years – **likely, unlikely, and unsure (all 33%)**.

9. Not all (17%) clubs reported having an **approved Constitution**, while only one submitted **annual audited accounts to Council**.
10. One out of five clubs / organisations reported holding **a current liquor licence**.
11. Less than-third (31%) of clubs are members of State or National associations, with only a small minority being members of either **Star Club, Good Sports or ClubsSA (combined total of 21%)**.
12. With regard to club priorities in addressing the issue of **Participation** in their running and the development of their sport, top priority was given to **Increasing the participation rate of seniors (18+) ie increasing playing numbers** (Mean priority score = **7.9 out of 10**), with **Increasing the participation rate of juniors (U18) only marginally lower with 7.8**. Lowest priority was placed on **Improving FIFO involvement in their club** - Mean score of **3.8**.
13. With regard to club priorities in addressing the issue of **Costs** in their running and the development of their sport, the top priority was for **Cost of lease or hire of facilities & grounds - 7.7 out of 10**. Lowest priority was given to **Cost of transport** – Mean score of **5.0**.
14. In terms of club priorities when addressing the issue of **Management & Administration** in their running and the development of their sport, the top priority was for **Attracting sufficient volunteers particularly committee members (Mean = 8.4)**. The lowest priority was for **Sufficient Qualified Bus Drivers (2.5)**.
15. Overall, the top 3 priority areas based on Mean scores for Roxby Downs sport and recreation clubs / organisations relate to:
 - **Attracting volunteers;**
 - **Increasing participation rates;**
 - **Cost of lease or hire of facilities & grounds.**
16. The main criterion for Roxby Downs Council allocating the current subsidy of \$410 per resident of the township for the purposes of sport & recreation should be **Needs based**, according to two-thirds of clubs. The second criterion nominated was **Numbers participating**.
17. Mean satisfaction ratings by the clubs for 13 attributes presented to them are very disappointing, with only one attribute (**relationship between clubs & leagues / associations**) rated in the **Satisfactory** range, and none higher. All but 2 attributes fall into the **Average – Below average** range, with one receiving a score in the **Poor** category - **Availability of local accredited people to train-the-trainers (Mean = 3.2)**
18. Three-quarters (22 of the 29 clubs) reported having access to existing Roxby Downs Council owned facilities such as grounds, clubrooms etc. There was **strong support** generally expressed by Roxby Downs clubs / organisations for sharing of facilities where appropriate; this included both those with, and those without, current access to Council facilities.
19. 4. The large majority (83%) of the 29 clubs supported the development of a **Sport & Recreation Forum under the Roxby Downs Community Board to determine priorities for sport & recreation facilities development & expenditure**. Only 13% were not in favour of the proposal.
20. Three-quarters (74%) of clubs agreed that a **Junior Sport & Recreation Fund be developed to provide support for junior sport in Roxby Downs (33% strongly in favour)**.
21. Six out of 10 clubs agreed that **priority should be given to junior sport and recreation in Roxby**, with an additional 31% **neither agreeing nor disagreeing**. Eleven percent disagreed.

An important outcome of this survey is that Roxby Downs Municipal Council now has a blueprint for an appropriate data collection vehicle (questionnaire / recording schedule) for quantitatively determining levels of club satisfaction and support for proposed initiatives. It is now in a position to be able to monitor over time the outcome of future actions implemented to improve sport and recreation services and facilities in the Roxby Downs region. Comparison of, for example, satisfaction (or level of support) Mean scores over time for specific programs or initiatives can provide Council with an excellent 'club driven' tool for evaluating and prioritising future actions and subsequent resource allocation.

This might involve Council developing a standardised, user-friendly software package for all clubs to use to maintain up-to-date membership and financial records as well as providing feedback on satisfaction levels, changing club priorities etc. Clubs would then be able to upload the data to Council on eg an annual basis.

However, an important lesson learnt through the conduct of this survey is that, if Council considers instituting a policy of a formal reporting mechanism by clubs (such as annual audited accounts), or a system to maintain up-to-date club data, it should stipulate and enforce 100% compliance. It is no good if a number of clubs do not comply as reflected in the non-response of 17% to the survey.

Appendix 4 Roxby Downs Sport and Recreation Master Plan

Due to the size of the Master Plan document Appendix 4 can be best accessed via the below link:

<http://www.roxbydowns.com/Council/Consultation>