

RECREATION STRATEGY

EDWARD RIVER COUNCIL



November 2019



Edward
River
COUNCIL



Corporate Data

ACN: 105 379 477 (MAK Planning and Design Pty Ltd)

ABN: 41892553822 (The Trustee for MAK Trust)

Trading Name: MAK Planning and Design

Contact Details:

Office Address: 14 Hickey Court, Cotswold Hills Qld 4350

Postal Address: as above

P: (07) 4529 0126

M: 0468 630 591

E: scott@makplanning.com

© 2019 MAK Planning and Design Pty Ltd

All rights reserved; these materials are copyright. No part may be reproduced or copied in any way, form or by any means without the prior written consent of MAK Planning and Design Pty Ltd.



Table of Contents

1.0 Introduction	1
2.0 Background Research	3
Council Plans and Policies.....	3
3.0 Assets.....	5
Asset Audit.....	5
4.0 Consultation	9
Edward River Council.....	9
Organisations.....	10
Benchmarking.....	15
Community Survey.....	30
5.0 Levels of Service	21
Sportsground Maintenance.....	21
6.0 Governance.....	25
Management Entities and Tenure.....	25
Fees and Charges.....	31
Tenure Instrument	34
7.0 Recommendations.....	37

Appendix 1: Asset Condition Report

Appendix 2: Detailed Organisation Findings

Appendix 3: Sportsground Detailed Levels of Service



Rotary Park



1.0 Introduction

Edward River Council engaged MAK Planning and Design to prepare the Edward River Recreation Strategy, the primary focus of which is to undertake a review of Council's service delivery to community sport and recreation. The Recreation Strategy builds on existing Council planning, including the Open Space Strategy and the Public Spaces Strategy.

The Edward River Recreation Strategy is a forward-looking plan that provides direction to the provision and management of land, assets and resources utilised by sporting clubs across the Edward River region. The key focus is on understanding current and developing new, service levels. Service provision to recreation reserves, community facilities and clubs, varies between the two former Councils. The Recreation Strategy identifies any differences in service provision and provides recommendations for new levels of service provision in the future that are suited to the financial capacity of Edward River Council.

The Project Brief identified that the Recreation Strategy was to achieve the following:

- » Review the current provision of recreation and community facilities and assess sustainability of facilities and clubs/groups to understand any opportunities for consolidation.
- » Review existing Council service levels provided across all recreation and community facilities and provide a recommended approach to achieve equity within Councils available resources.
- » Review existing recreation and community facilities and undertake building inspections to develop a prioritised list of asset maintenance and renewal requirements.

- » Develop a suite of lease/licence/user agreements for all Council recreation and community facilities that are in line with proposed service levels.
- » If required, recommendations for improved governance arrangements to ensure effective and efficient management of recreation reserves.
- » Develop a prioritised list of next steps to implement findings and provide a list of required recreation and community facility projects.

In developing the Recreation Strategy, the key tasks have been to:

- » Confirm current services and service levels by engaging with the clubs and organisations and key Council staff. Within Council this has required time meeting with Council's parks and gardens, maintenance, engineering and asset management staff to develop existing service levels, understand cost structures and confirm current service provision across all recreation services.
- » Consulted with most external groups to understand their sustainability, future plans, proposed projects, membership structure etc. The external groups were¹:
 - Basketball Stadium Managers
 - Blighty AFL Club
 - Blighty Netball Club
 - Blighty Tennis Club
 - Conargo Recreation Reserve
 - Denilquin & District Cricket Association
 - Denilquin Athletics Club

¹ Where the group has no active sport the focus of the reporting has been on asset reporting only.



- Deniliquin Boat Club
 - Deniliquin Bowling Club
 - Deniliquin Clay Target Club
 - Deniliquin Collectors' Club
 - Deniliquin Cycling Club
 - Deniliquin District Soccer Club/Wanderers
 - Deniliquin Drovers Rugby Union Football Club
 - Deniliquin Field and Game
 - Deniliquin Golf Club
 - Deniliquin Lawn Tennis Club
 - Deniliquin Motorcycle Association Inc.
 - Deniliquin Netball Association
 - Deniliquin Pastoral and Agricultural Society
 - Deniliquin Pony Club
 - Deniliquin Racecourse Trust
 - Deniliquin Racing Club
 - Deniliquin RAMS Football and Netball Club
 - Deniliquin RSL
 - Deniliquin Skate Park
 - Deniliquin Sporting Car Club
 - Deniliquin Swimming Pool Managers
 - Deniliquin Tentpegging Association
 - Pretty Pine Pistol Club
 - Pretty Pine Recreation Reserve
 - Rovers Football and Netball Club.
- » Prepared an asset maintenance report through inspection of Council-owned or controlled reserves:
 - » Benchmarking with other like Councils to understand how the Edward River service compares. This included reviewing Council's current fees and charges structure, lease agreements etc. for recreation facilities and user groups.
 - » Developed recommendations in regard to service level targets, service delivery methods, governance arrangements and fees and charges.
 - » Presented the findings to Council.



2.0 Background Research

Council Plans and Policies

The study team was provided with a number of Council documents relevant to the development of this Strategy.

There is no previous sport and recreation plan or strategy, so this document is Edward River Council's first planned review of the provision of sport and recreation in the newly amalgamated Council area.

Edward River 2030—Community Strategic Plan 2018-2030

The Community Strategic Plan was developed through extensive community, industry and government consultation. Through the consultation a shared vision underpinned by five strategic outcomes was developed:

1. A great place to live
2. A prosperous and vibrant economy
3. A valued and enhanced natural environment
4. A region with quality and sustainable infrastructure
5. A community working together to achieve its potential.

Each outcome is supported by a number of targets which, together, will be achieved over the life of Edward River 2030.

Edward River Council Delivery Program (2018 to 2021)

This plan is a combined Edward River Council Delivery Program for the years 2018 to 2021 and an Annual Operational Plan for 2018-19.

The plan aligns with our 'Edward River 2030' Community Strategic Plan and includes the same five strategic pillars and targets.

Under Outcome 1: A great place to live there are three targets. Target 1.2 is "Our community is safe, happy and healthy, both physically and mentally". An action under this target is to "Undertake a Sportsground Equity Review to realign service levels and clearly define Council's and user groups' roles. This strategy contributes to this target.

Grants Policy

This policy applies to all financial assistance granted by Edward River Council to the community with grants up to \$5,000 for not-for-profit community organisations.

Financial assistance can be in the form of cash, in-kind and the waiving of fees or charges subject to the requirements of Sec 610E of the *Local Government Act 1993*.

This policy seeks to align community grants with Council's strategic objectives and community vision. The objectives of the community grants program are to:

- » Assist and increase residents' participation in their community.
- » Provide assistance to community groups.
- » Assist in the development of innovative solutions to local issues.
- » Assist groups and volunteers to develop skills and build capacity.
- » Encourage the sustainability and better governance of community organisations.



Deniliquin Motorcycle Association Inc, Deniliquin



3.0 Assets

Asset Audit

Scope

As part of the development of the Recreation Strategy an asset audit was undertaken for the nine nominated precincts:

1. Deniliquin Skate Park
2. Deniliquin Stadium
3. Rotary Park
4. Deniliquin Swim Centre
5. Hardinge Oval
6. Memorial Park
7. Conargo Recreation Reserve
8. Pretty Pine Recreation Reserve
9. Blighty Recreation Reserve.

A full report has been provided separately to Council along with spreadsheets that allow detailed analysis. A high-level summary is presented in this section. A more detailed summary can be found in Appendix 1.

Purpose

Assets are essential for delivering many types of sport and recreation outcomes. For instance, delivering learn-to-swim outcomes invariably requires a swimming pool. It would be extremely difficult, if not impossible to deliver such programs without access to a swimming pool asset.

When a decision has been made to either acquire or create an asset then there is a contingent liability to ensure that funds and other resources are provided to maintain and refurbish that asset to a desired level of

service throughout its useful life. Through-life costs could represent some 80% of the total cost of ownership of the assets or facility.

Council's direction in regard to the asset audit was to report on:

- » the condition of the facilities including description, age, design, performance
- » current issues including access and equity (Disability Design Compliant)
- » identify any risk management issues both from a physical and a usage aspect
- » report on CPTED issues
- » report on any health and safety issues
- » develop a 5-10-year work program identifying known or potential asset issues.

The activities catered for in the precincts range from specific regional level activities through local community-based club activities, to individual skill activities (skating-boarding). While the age of the buildings in the precincts range from nearly 50 years old (e.g. built in the 1970s) through to recently completed facilities, they would generally be considered more than 20 years old on average. The construction types are covered in more detail in later sections. Whilst Council has overall responsibility as the custodian, several of the facilities have been funded, developed and managed by various bodies. This widely differing portfolio has its own unique challenges in meeting long term planning commitments.

It is also recognised that through the recent merger of previous Deniliquin and Conargo Councils, specific asset

management policies, procedures and practices are still being developed and evolving to meet the new challenges.

It is within this environment for the project that the audit:

- » Reviewed the physical condition of the assets from strategic perspective against relevant standards, and codes.
- » Identified any significant non-compliance or structural issues
- » Identified remedial backlog and rehabilitation actions required to return the asset to minimum Levels of Service and Condition
- » Established any accessibility, health and safety issues that may impact on service delivery.
- » Established buildings that could be considered for disposal or significant renovation.
- » Identified any matters that might assist in moving asset management forward.

Portfolio Performance

For detail readers are referred to Appendix 1 but as a high-level summary the audit found that, generally, given that there is a reasonable spread of age across the facilities, their overall condition is suitable.

Having said that there is still a reasonable maintenance effort that will be required to bring the portfolio up to the desired standard.

Budget

A 10-year budget plan has been developed for the assets subject covered in the audit.

The audit report has used generic naming for types of maintenance. These names are generally consistent with Council and other governments naming conventions. For clarity the specific maintenance terminology used is shown in Table 1.

The 10-year plan budget is shown in Table 2. It should be noted that budget does not include routine maintenance costs (servicing, preventive, corrective, code compliance, cleaning) except where a specific need is evident. Thus, the figures in Table 2 are over and above regular and routine maintenance.

In Table 2, it can be seen that at the time of the audit there was \$330,728 in backlog maintenance (approximately \$138,771 of that was on Memorial Park). To address backlog maintenance will require a concerted effort and no doubt a special budget allocation.

Over ten years maintenance budgets of \$4,716,639 are estimated to be needed. However, Council has received funding through the Stronger Communities Program to address some of these issues. Once that budget is applied the total for maintenance budget for the particular facilities over the next ten years is \$2,426,639.

An issue that is taken up later in this report concerns the clarity around organisations' responsibility for maintenance as well as the various organisations' capacity to fund the maintenance or their expertise to undertake the maintenance. With a number of organisations not having a formal tenure arrangement their understanding of their maintenance responsibility may well be different from what Council believes it is (or should be).

Table 1: Definitions for maintenance terms

Category	Definition
Backlog	Backlog maintenance is the work required to return or bring the facilities to a minimum standard of performance, condition and/or operation. Could result from deferment or operational issues.
Maintenance	All actions necessary for retaining as near as practicable to an appropriate service condition including regular ongoing day to day work. Includes where portions of assets fail and need immediate repair to make asset operational, or presentation needs. Terms used here include preventative, corrective and routine maintenance. Budgets provided annually and are generally completed within the year.
Renewal	Refurbishment of various elements that require cyclic work which does not increase the design capacity from its original design capacity or its useful life. Includes minor modifications to improve safety etc. Identified and budgeted for periods in excess of one year.
Replacement	Replaces various components or assets, and generally extends the life of the assets but not necessarily the overall life of the building. Generally, is provided as a class of assets from capital funds.
Enhancement, Upgrade	Generally, relates to significant changes to the building such as modifications, enhancements, refurbishment that increases the life, or changes use of the building. It is capital in nature.

Table 2: 10-year maintenance budget projections

Year	CAPEX Type				Total
	Backlog	Renewal	Replacement	Enhancement	
Backlog	\$330,274	\$0	\$0	\$0	\$330,274
2019	\$0	\$56,295	\$0	\$2,300,000	\$2,356,295
2020	\$0	\$354,995	\$20,500	\$0	\$375,495
2021	\$0	\$368,950	\$25,000	\$0	\$393,950
2022	\$0	\$97,170	\$20,625	\$0	\$117,795
2023	\$0	\$82,685	\$69,400	\$0	\$152,085
2024	\$0	\$101,425	\$5,500	\$0	\$106,925
2025	\$0	\$210,410	\$52,500	\$0	\$262,910
2026	\$0	\$45,950	\$133,100	\$0	\$179,050
2027	\$0	\$74,510	\$178,600	\$0	\$253,110
2028	\$0	\$155,750	\$33,000	\$0	\$188,750
Total	\$330,274	\$1,548,140	\$538,225	\$2,300,000	\$4,716,639



Recreation Reserve, Pretty Pine



4.0 Consultation

Edward River Council

Council officers that are involved in the provision of open space provided input to the study and the broad themes emerging from the discussions are presented below.

- » A unique aspect of sport in Edward River is that most clubs play in Victorian leagues, despite being in NSW. Problems that arise from this include:
 - development officers in Victoria cannot conduct camps in NSW while NSW Development officers do not offer the service as the clubs play in a Victorian competition
 - Clubs cannot apply for Victorian government grants and have little success with NSW grants as they are playing in Victorian competitions.
- » The new Crown Lands Act will bring with it changes to the way that Council manages Crown Land under its control (see the text box for further information).
- » MOUs need to make it clear what is permissible. As an example some clubs are reportedly charging schools for usage. New MOUs need to make it clear that school usage is to be free of charge.
- » Council's financial system does not allow for the breakout of financial information that can assist the study. Changes are being made to how information is coded but these have not been implemented yet.
- » RAMS (Murray Valley League) and Rovers (Picola League) play in different leagues (Blighty also plays in the Picola League). Clubs are paying players while Council is undertaking most of the maintenance at their grounds.
- » ERC has a water license for 5,500 megalitres. Some of this is allocated to the racecourse (50 megalitres) and golf course (200 megalitres).

Crown Land

The Crown Land Management Act 2016 (CLM Act) commenced on 1 July 2018, introducing a consolidated, modern piece of legislation to govern the management of Crown land in NSW.

The CLM Act introduces significant changes to the management of Crown land by councils. Specifically, Councils will now manage their dedicated or reserved land as if it were public land under the Local Government Act 1993 (LG Act). Most of this land is expected to be classified as "community land" under the LG Act, meaning that councils will be required to have plans of management in place for the land. The CLM Act provides a transition period of three years from commencement for councils to have these plans in place.

There will remain some marked difference for the management of Crown land and the management of 'public land' under the LG Act as a result of additional statutory requirements provided by the CLM Act, which will be reflected in guidance provided to councils. This primarily relates to the management of native title responsibilities on Crown reserves.

Source: <https://www.olg.nsw.gov.au/crownland> (March 2019)

Organisations

An attempt was made to talk, one-on-one, with the sport and recreation organisations of Edward River that are the focus of this Strategy. This was largely successful. Only two organisations did not respond. The Deniliquin RSL Club did not respond but information from a previous consultation in regard to the Edward River Open Space Strategy has been included. The Blighty Football Club, despite numerous attempts, did not provide a response.

To ensure that the information was consistently collected a set of questions was developed and used at each meeting. In some meetings it was completed during the meeting but in other cases it was also taken away so that broader input could be provided and then it was returned to the consultants.

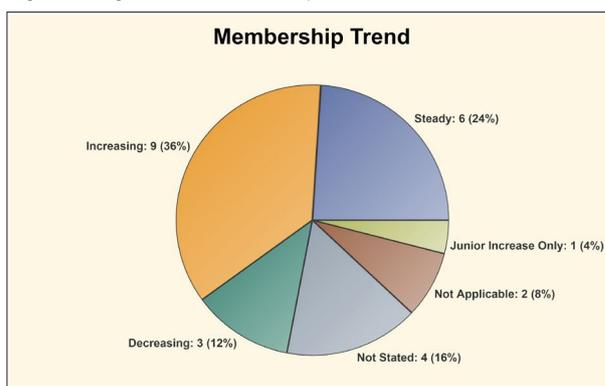
Detailed response tables can be found in Appendix 2. These tables set out the comments and information for each organisation. A consolidated summary is presented below.

Membership

Clubs were asked to provide current membership numbers for juniors, seniors and social membership and over the last three years which indicated a stable, growing or declining participant base. The results are shown in Figure 1.

For the most part, clubs have stable or increasing memberships—64% of all clubs.

Figure 1: Organisation Membership



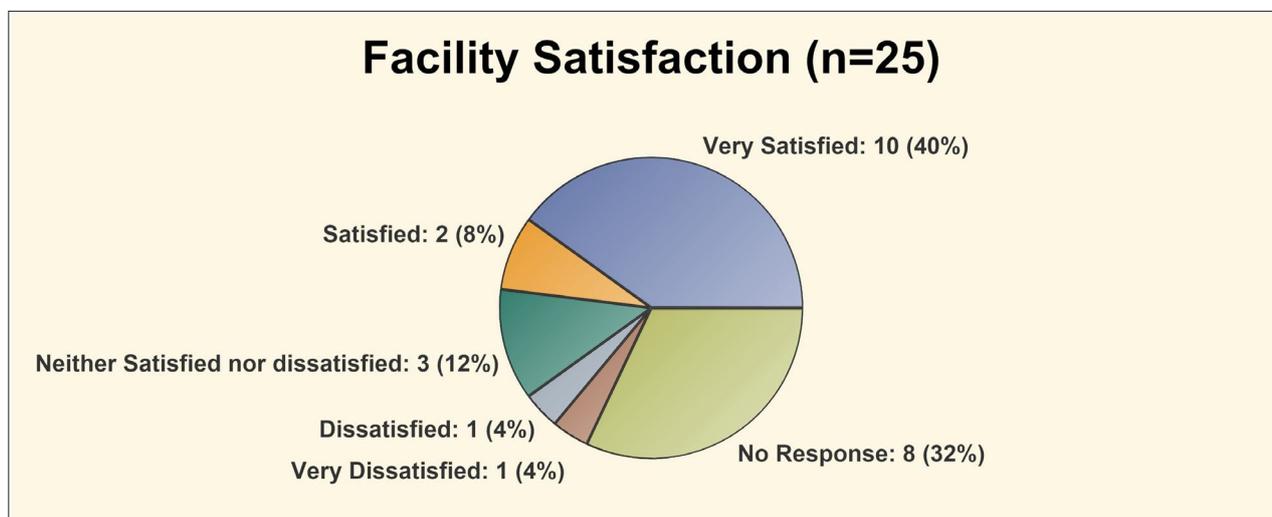
Planning

Organisations were asked if they have a club development plan and/or a risk management plan. These plans, while important in their own right, are a good surrogate indicator of the level of organisational planning that is being undertaken.

Club Development Plans can cover issues such as facility development, volunteer management and the growth and structure of the club/sport and athlete/participant development.

Of all respondents 39% had a Club Development Plan, 23% did not and 19% were planning to develop one. 19% of clubs did not respond to the question.

Figure 2: Facility Satisfaction



Organisations were asked if they had a Risk Management Plan to lead and guide the management of risk. A Risk Management Plan is essential for every organisation and can cover issues such as risks to the facility, sporting and recreation activities, cyber-theft, security, events management, financial risk and fraud.

Of all respondents only nine organisations indicated that they had a risk management plan.

Facility Satisfaction

Organisations were asked to reflect on their level of satisfaction with the facilities that they currently use and rank their facilities somewhere between Very Satisfied and Very Dissatisfied (see Figure 2).

While 32% of respondents did not answer the question, of those that did most were Very Satisfied with their facilities. Only one club was Very Dissatisfied with their facility while another was Dissatisfied.

Common reasons for dissatisfaction included:

- » Disability access to facilities
- » Toilets—general and universal access
- » Clubhouse extensions and repairs
- » Drainage and all-weather access.

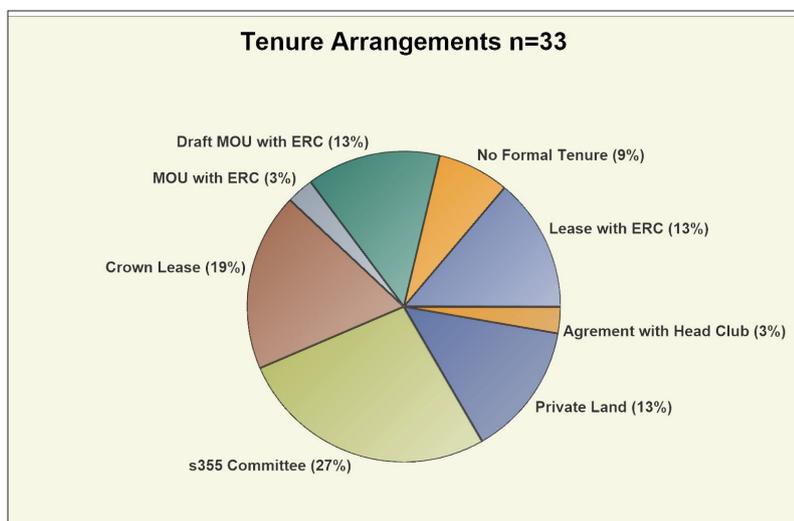
Activity Trends

- » Many clubs would like to have increased levels of participation by juniors.
- » Many clubs have or are introducing activities specifically to attract more junior participants.
- » A small number of clubs are in a redevelopment phase and are still setting up activities and events to grow their sport or recreation activity.
- » Many clubs simply want to expand on the number and type of activities they are running now to retain their current members and attract and retain new members.

Facility Issues

- » Club house age, condition, design, absence or accessibility are issues for a number of clubs.
- » A number of clubs have access issues to the grounds and facilities when wet.
- » Disability access is an issue across many club buildings and amenities/toilets.
- » At least one club is experiencing capacity issues with their playing space and facilities.

Figure 3: Tenure Arrangements



Facility Ownership and Management

The current tenure and management arrangements between Edward River Council, the NSW State Government and sport and recreation organisations varies considerably. Figure 3 indicates the diversity and complexity that occurs across the region.

About one in four clubs or organisations do not have a formal tenancy agreement with the landowner, which is most often the Edward River Council.

Thirteen percent of organisations are on private land and most often owned by the organisation.

The largest cohort though are clubs or organisations that use a multi-functional ground or facility where it is managed through a Section 355 committee under the *Local Government Act 1993*.

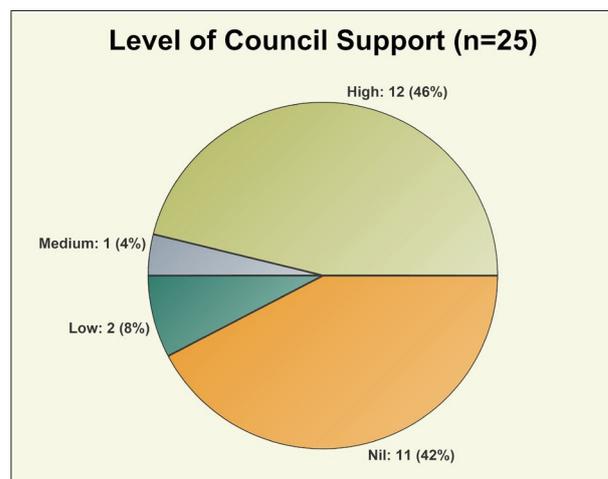
Section 355 Committees are committees of Edward River Council that have representation from the community and may have a budget provided. They are most commonly used where a number of organisations are using a single complex or facility.

Relevant Section 355 Committees in Edward River are:

1. Memorial Park Users Advisory Committee
2. Blighty Advancement Committee
3. Wanganella and District Advancement Committee
4. Mayrung Advancement Committee
5. Booroorban Social and Sporting Club
6. Pretty Pine Ground Committee
7. Conargo Memorial Hall.

Council Support

Figure 4: Levels of Council support



It is in the area of financial and in-kind assistance that Edward River Council provides to its local sport and recreation clubs that on the face of it shows the greatest disparity. What is evident however, is that clubs on Council-owned or controlled land of both previous Councils (Deniliquin and Conargo) were relatively well looked after compared to those on private or state government land with a crown lease.

All clubs or organisations on private or state-controlled land in Edward River Council are incorporated not-for-profit organisations.

The pie chart above (Figure 4) is sourced from information from Council's Manager for Operations and represents their opinion on relative levels of service. The details that were obtained from clubs does vary from this. It is speculated that the variance may be the result of the amalgamation process i.e. what happened before amalgamation and after has changed in some instances.

Key Points

The following priorities or key messages have been summarised for each organisation. The points are only a snapshot and a full review of each organisations' comments in Appendix 2 needs to be undertaken to fully understand the needs and/or plans of the organisations.

Basketball Stadium Managers

- » The car park needs to be resurfaced and the entrance road widened
- » Landscaping of Rotary Park to make it more attractive
- » Improve the walking and cycling access across Cobb Highway
- » Add a barbecue and playground

Swimming Pool Managers

- » Pool is being repaired and should have a life of 10-15 years
- » A splash park is now constructed which should have wide appeal
- » Solar water heating with pool blankets would extend the season

Blighty AFL Club

- » No response despite many attempts to arrange a discussion

Blighty Netball Club

- » New clubhouse (and this has now been completed)

Blighty Tennis Club

- » New clubhouse (and this has now been completed)

Deniliquin Athletics Club

- » More storage areas
- » A second discus area
- » A synthetic running track

Deniliquin Boat Club

- » Improved disability access
- » Clubhouse improvements

Deniliquin Bowling Club

- » Lighting of one green for night bowls
- » General maintenance

Deniliquin Clay Target Club

- » Accessible toilets
- » Road maintenance

Deniliquin Cycling Club

- » Showers in a park in Deniliquin for use after a ride

Deniliquin & District Cricket Association

- » Amenities closer to the main oval
- » Replacement of the turf wickets
- » If lighting was available would play at night

Deniliquin District Soccer Club/Wanderers

- » All-weather access road and car park (including improved drainage)
- » A new clubhouse

Deniliquin Drovers Rugby Union Football Club

- » All-weather access road and car park (including improved drainage)
- » A new clubhouse

Deniliquin Field and Game

- » Disability access to toilets
- » Establishing a field plan/ tree planting

Deniliquin Golf Club

- » Upgrade kitchen
- » A disabled toilet

Deniliquin Lawn Tennis Club

- » Synthetic surface on some courts (funding is now available)

Deniliquin Motorcycle Ass Inc

- » Toilets/canteen/dust suppression

Deniliquin Netball Association

- » Toilets and change rooms
- » Compliant courts (must have five courts)
- » Extend the club rooms
- » Landscaping and drainage

Deniliquin Pastoral and Agricultural Society

- » New public toilets at Memorial Park

Deniliquin Pony Club

- » An electricity connection (as the generator is ageing)
- » Compliant disabled toilets

Deniliquin Racing Club

- » Always upgrading amenities (ongoing)

Deniliquin RAMS Football and Netball Club

- » New viewing area to football from inside the clubhouse (funding now available)
- » Upgrade the lights on the oval
- » A playground and kitchen upgrade (funding now available)

Deniliquin Sporting Car Club

- » Track drainage

Deniliquin Tentpegging Association

- » Would need larger stables at Memorial Park to attract an event

Pretty Pine Pistol Club

- » The facility is only partially built. Priorities are electricity, water, clubhouse, ranges (fit-out)

Rovers Football and Netball Club

- » A private medical room
- » Deck to the clubhouse
- » Children's playground (funding now available)
- » Lighting upgrades

Others

The following groups basically had no major issues or needs and were content with their facilities and operations:

- » Deniliquin Collectors' Club
- » Deniliquin Racecourse Trust
- » Deniliquin RSL – tennis courts and bowls

Across all groups there were some generic issues, namely:

- » difficulty accessing grants
- » not enough coaches and officials/obtaining training for same
- » declining volunteer levels
- » the cost of maintenance.

Benchmarking

A benchmarking exercise was undertaken with six other local governments of a broadly similar size¹ in a rural environment with a main town/city and outlying villages to understand alternative approaches to sport and recreation provision. A number of these councils have undergone amalgamation in recent times. The local governments that were interviewed included:

1. Western Downs Regional Council, Qld
2. Richmond Valley Council, NSW
3. Maranoa Regional Council, Qld
4. Griffith City Council, NSW
5. Gunnedah Shire Council, NSW
6. Narrandera Shire Council, NSW

The results of the consultation can be found in Table 3.

Organisation Descriptions

For context some brief information on each organisation can be found below.

Western Downs Regional Council, Qld

Western Downs is a large region of 38,039km². It located 2.5 hours' drive west of Brisbane with a population of 34,000 people.

The region has a diverse economy, vibrant active communities and the extensive infrastructure and multi-billion-dollar energy investments. The region is located in the heart of the resource rich Surat Basin. The region has a diversified energy portfolio with five pillars of energy generation: coal, gas, ethanol, wind and solar.

Richmond Valley Council, NSW

Richmond Valley Council was formed in February 2000 as a result of the amalgamation of the former Casino Council and Richmond River Shire Council.

The Council area is approximately 3,050km² and has a total population of 22,000 and is growing at a rate of 0.4% per year (State average 1.2%).

Richmond Valley region has a low Socio-Economic Indexes for Areas (SEIFA) score and Council is acutely aware of the community's capability and capacity.

Maranoa Regional Council, Qld

The Maranoa region is located in southwest Queensland approximately 480km west of Brisbane. Covering an area of 58,830km² and home to approximately 13,000 people, the region maintains a proud and productive rural industry which in more recent years has been complemented with industrial expansion in the energy and tourism sectors.

The town of Roma, with an approximate population of 6,950 is the dominant urban centre and acts as the region's primary hub for commerce, education, health, transport, government, retail and financial services.

Also located in the region are the towns and villages of Injune, Mitchell, Surat, Wallumbilla and Yuleba which act as important community and retail centres that service the immediate needs of residents located in their close proximity.

Maranoa Regional Council was officially formed on the 15th March 2008 as part of the Queensland Local Government Reform processes introduced by the Queensland State Government. The new Council area was established through the amalgamation of Roma Town Council, Bungil Shire Council, Bendemere Shire Council, Waroo Shire Council and Booringa Shire Council.

Griffith City Council, NSW

The City of Griffith is a local government area in the Riverina region of south-western New South Wales, with a population of 25,641. The area comprises 1,640 km² and is located in the Murrumbidgee Irrigation Area.

In addition to Griffith, the area includes the towns and villages of Willbriggie, Hanwood, Beelbanger, Bilbul, Yoogali, Widgelli, Yenda, Lake Wyangan, Tharbogang and Warburn.

Gunnedah Shire Council, NSW

Gunnedah Shire Council has a population of approximately 12,826 (9,700 in the town of Gunnedah) spread over approximately 5,000km². Gunnedah Shire is situated within the Liverpool Plains, a fertile agricultural region, with 80% of the surrounding shire area devoted to farming.

Gunnedah Shire includes the town of Gunnedah and surrounding villages of Curlewis, Breeza, Carroll, Mullaley, Emerald Hill, Tambar Springs and Kelvin.

Gunnedah Shire is a commodity hub and major destination on the intersection of the Kamilaroi Highway Touring Route and Oxley Highway.

Narrandera Shire Council, NSW

Narrandera Shire is a large shire in the geographical centre of the Riverina in south-western New South Wales. The shire's population is 3,746. The Shire is located adjacent to the Sturt and Newell Highways and encompasses 4,116km².

The present Narrandera Shire was formed on 1 January 1960 by an amalgamation of the previous Narrandera Municipality and part of the Yanko Shire.

The Shire includes the town of Narrandera and the villages of Grong Grong, Binya and Barellan.

¹ Edward River Council's area is 8,881 km²

Table 3: Results of benchmarking

Element	Western Downs	Richmond Valley	Maranoa
Tenure Arrangements	<p>Council has no formal arrangements and it is different from town to town depending on what the previous (pre-amalgamation) council did.</p> <p>Council does not want to go in with a “big stick” but they will likely review these arrangements over the next 18 months and develop and implement an agreement or licence.</p> <p>Nearly all clubs and organisations use Council owned land.</p>	<p>Council only has one lease—a long term lease for the greyhound club and they pay licence fees.</p> <p>For Crown land—temporary/ short term licences for 12 months under the Crown Land Act, using the Crown’s template.</p> <p>For Council Land—Council Agreement for 12 months only .</p> <p>New paperwork is issued every 12 months. One person does this job full time—Property Officer.</p>	<p>Of the organisations with formal tenure About 90% of organisations have a user agreement and 10% a lease.</p> <p>Following a two-year push about 60% of clubs have formal tenure. This is ongoing.</p>
Council Support to Organisations	<p>For clubs on Council land Council pays all rates and maintains the fields and/or courts. Clubs have to maintain their buildings and structures.</p>	<p>For clubs on Council land it is different across properties. At the main sports park Council has service agreements with the clubs. At the Showground it is all up to the clubs though Council is looking at assistance with mowing.</p> <p>For clubs on State land Council's assistance is the same—no distinction is made.</p>	<p>For clubs on Council land Council does mowing but not building maintenance—clubs have to do their own maintenance. Council provides assistance with electricity and grant writing (council has a dedicated staff member for writing grants).</p> <p>For clubs on State or private land Council helps with grant writing, provides a reduced fee for water connections and has a not-for-profit rate waiver.</p>
Fees (typical fees for key activities)	<p>Broadly, Council does not charge any group for the grounds. In return clubs are expected to fund and maintain all facilities. Council mows the grass. There is an exception in Chinchilla where Council supplies a full-time groundsman and curator. Fees in this case for the three groups start at \$6,000—\$8,000 each.</p> <p>Hall hire charges are in the order of \$120—\$150 (a little more or less depending upon quality) per day. A discount of 50% applies to hires of 4 hours or less.</p>	<p>In the main the fees are charged on a ‘per week’ basis and by the number of fields or courts used. Typical fees are soccer/ rugby league—\$26 field/week. Cricket—\$19/week. Council mows the facilities. There are additional fees for line-marking or lights if required.</p> <p>In the case of public halls Council charges a per hour rate or per day rate. The per day rate is generally just slightly less than a three-hour hire cost.</p> <p>In the larger centres with multiple rooms it is possible just to hire the room. Rates for room hire average around the \$30/hour for community groups. The rate is less if the group is conducting “community service activities. The rate for individuals and government/commercial entities is higher. There are additional fees for extras as well as higher rates after 6pm.</p>	<p>Fees are not well defined. In fact many groups that have been using fields or courts for many years pay no fees. Users of showgrounds and associated sporting infrastructure usually pay fees.</p> <p>Many groups are on leases and their fees are set individually. In cases where Council is a trustee for Crown land and holds a lease with the tenant, Council is trying to have the tenant obtain a lease direct with the Crown on renewal. There is some resistance from groups to this as they are concerned that they may lose Council's assistance, particularly with mowing.</p> <p>Halls are broken up into Category 1 and 2 venues. A hire fee for a local organisation for a day would be \$150.60 (Cat 1) or \$273.64 (Cat 2). There are extra charges for chairs, equipment and cleaning</p>

Griffith	Gunnedah	Narrandera
<p>Council uses a booking system for fields and courts and they are freely available for use. Council maintains grounds and buildings.</p> <p>The Griffith Ex-Servicemen's Club runs the major sporting complex in Griffith that caters to a wide variety of sport codes.</p> <p>The Griffith Leagues Club also own and maintain their own rugby and soccer fields.</p>	<p>A Facility Agreement form is required and it is sent through to Council with the event requirements and relevant insurance policy.</p>	<p>Clubs mostly have a regular playing area and use an annual calendar booking system to secure the space. It is first-in, best dressed. Council sorts out any conflicts when clubs cannot sort it out themselves. It is hoped that the booking system will be on-line in the future.</p> <p>Changes to the Crown Lands Act will cause things to change (Plans of Management).</p>
<p>For clubs on Council land Council does all the maintenance</p> <p>For clubs on State land if Council is the trustee then Council does all maintenance. If Council is not the trustee then it does no maintenance.</p> <p>For clubs on private land Council provides rate relief and may provide assistance on request.</p>	<p>For clubs on Council land or State land where Council does all mowing, grounds and building maintenance (based on events and the season)</p>	<p>For clubs on Council land the Council provides line marking, cleaning (Council charge a fee but is working towards no longer providing the service), power (Barellan) and synthetic pitch maintenance.</p>
<p>Regular sports clubs are not charged a fee for the use of the grounds. Fees do apply for various services such as line-marking, garbage collection, lights etc.</p> <p>There is a complicated set of fees at the Griffith Sports Stadium and there are lease fees around the \$550-\$600 per annum for community groups at Dalton Park (racecourse).</p> <p>Hall fees are broken up according to permanent and casual booking and then again by type of entity (community, individual, commercial etc) and then again by hour or day rate.</p> <p>As an example a community group hiring the senior citizens hall for the day would pay \$120.00.</p> <p>Optional charges apply for a cleaner and equipment hire.</p>	<p>For community groups the fee is "set to enable a contribution towards the cost of providing the service. Balance of costs are met from General Fund. In setting the price, Council recognises a community need for the good/service and the fee must be set at an affordable level".</p> <p>Sporting users pay either an annual access charge or a casual hire charge. Annual fees vary from around \$300 through to \$870 with an average around \$476 (median \$291). Daily rates for fields are in the range of \$40-\$60/day.</p> <p>Service charges such as line marking and wicket preparation are at cost plus 20%.</p> <p>Council does not control the rural halls and so is not involved in setting fees.</p>	<p>Fees for sporting groups vary. The fenced facilities at Narrandera Sports ground (that allow fees to be charged) are based on a home game and are \$430 for seniors and juniors with additional charges if lights are used. For finals games and special matches fees are \$1,158 per game.</p> <p>At the unfenced Henry Mathieson Oval junior sports clubs are free.</p> <p>Halls are hired by the room or by the complex. A single room hall is less than \$100/day. A multi-room venue is closer to \$200/day for the whole complex.</p> <p>There are additional costs for equipment hire e.g. a food warmer (\$20); a chair (\$1); coolroom (\$30).</p>

Table 3: Results of benchmarking (continued)

Element	Western Downs	Richmond Valley	Maranoa
Issues facing Council or sport and recreation organisations	<ul style="list-style-type: none"> » Drought is affecting participation. » Costs—even though Council contributes extensively it is still expensive to run a club. » Rural decline is generational (e.g. its only 3.5 hours to go to the Gold Coast). Rural decline leads to a decline in membership, the ageing population are not able to keep up with the maintenance etc. 	<ul style="list-style-type: none"> » Lack of volunteers to manage clubs. » Lack of planning—clubs trying to achieve things without communicating with Council. Council is trying to get clubs to think long term and start planning. Planning is done on a case by case basis. » Lack of communication—officers are working on developing rapport with clubs: proactive communication with clubs. 	<ul style="list-style-type: none"> » Declining memberships leads to lack of volunteers which in turn effects governance. » There is a divide between those clubs with grant writing skill and capacity and those clubs without. Clubs with the skills are getting the funding. » Lack of planning—need to move to a three-year plan: a simple one-page document. » Communication needs to be two-way. Changes in committees is frustrating along with many other “lack of talk to each other” issues
Communication	Council has a dedicated Community Activation and Community Development Officers that manage all communications with the clubs.	<p>Council maintains an “email alert” database for quickly distributing messages.</p> <p>Each year a list of priority capital works is issued to clubs with the new licence agreements. Clubs are encouraged to apply for grants to achieve items on the list.</p>	Have five advisory committees for the major sports venues. Each have Councillors sitting on them. Reports are received at Council. Initially meetings are every two months but after establishment they are quarterly.
Council provided training	Workshops provided by Sport and Recreation Services (State Government) are the main form of training.	The Grants team run workshops on how to write grants in Casino and Evans Head.	<p>Workshops provided by Sport and Recreation Services (State Government) are the main form of training.</p> <p>Council does not have a training budget but it does open up Council training to the community where relevant.</p>

Common Themes

Some common themes emerged from the benchmarking:

- » Councils are managing tenure through short term arrangements and an annual booking system. Generally, councils are avoiding leases due to the workload, the time it takes, and the costs involved. This lack of long-term tenure is causing some issues with grant applications to State governments.
- » Leases are favoured only when clubs want to make a substantial investment on the site.
- » Most councils are providing full maintenance to fields and court. Some councils attempt to recover a proportion of the costs while others do not. Some councils also maintain the buildings. Many clubs have their water and electricity paid for or subsidised by the council. Only clubs on private land receive little or no in-kind or regular assistance from the council. Most councils treat clubs on Crown (State) land as if they were on Council land in terms of regular maintenance and other in-kind assistance.
- » Councils are using emails and phone calls as the main method of communication.
- » Councils are rarely providing training to club members on any topic. In Queensland, councils use the State provided training when it is offered.
- » Clubs attracting and retaining volunteers is a common issue across council areas.
- » Lack of club and organisation planning is also an issue and some councils are trying to address this.
- » The drought, an ageing population, ageing facilities

Griffith	Gunnedah	Narrandera
<ul style="list-style-type: none"> » Lack of capacity of venues to meet demand resulting in the development of a new facility, LGA growth of 14% between censuses, lack of planning and provision of infrastructure: now playing catch up. » The capital and operational cost of the new facility. Council is planning for whole-of-life costing. 	<ul style="list-style-type: none"> » Lack of committee members—a reluctance to stand for positions. » Lack of volunteers to support organisations. » Reduced sponsorship opportunities in regional areas. » Planning—a lack of planning from governing bodies in providing competition draws so clubs can book fields. » Loss of local sport—country town sporting competitions are being absorbed by regional cities. Clubs have to travel more/further. 	<ul style="list-style-type: none"> » Lack of volunteers to support sport and other organisations. » Declining participation numbers in some clubs. » Age and standard and class of facilities: buildings are old and do not meet expected standards. » Participation in sport past 15 years of age.
<p>Council has a Sports Council that meets regularly and for new developments or matters of broad interest a Community Forums process is followed.</p>	<p>Nothing in addition to the standard information that all Councils have—emails, face to face meetings, Council's web page and Council's social media.</p>	<p>Council has two groups. One group is focussed on planning and the other on operational matters at the sports grounds.</p>
<p>Nil</p>	<p>Nil</p>	<p>Nil</p>

and a lack of expertise are affecting participation in sport and recreation and committee membership.

- » Retaining young people in sport is also a common issue.

Ideas for Consideration

- » Maranoa's Community Grants Program where clubs have to provide 50% of the project cost but this can be in-kind, up to \$20,000
- » Narrandera structures its sports field/court/venue fees and charges on a levels of service classification system (high level of service through to low levels of service). These levels of service are always under review.
- » Narrandera hosts a Sports User Group that discusses strategic planning for clubs each year.
- » Richmond Valley has a dedicated officer for short term club licences.
- » Richmond Valley develops, with clubs, a shire-wide annual list of capital works for grants as a pro-active way of helping clubs prepare for grant applications. The list is developed at the same time as the annual licence agreement is issued.
- » Western Downs employs a number of Community Activation Officers who work pro-actively across all community groups including sport and recreation.
- » In Griffith the privately-owned Returned Services Club and the Griffith Leagues Club own and run the city's major sporting venues at no cost to Council.
- » The Griffith City Sports Council hold regular meeting and all major and minor clubs are members.
- » Griffith City Council hosts Community Forums whenever there is a new sport or recreation development on the horizon.



Deniliquin Pony Club, Deniliquin



5.0 Levels of Service

This section discusses the levels of service that Council provides to some sporting clubs. Clubs that are on private land receive no support from Council and this is quite normal across local governments. Clubs that are on Crown land receive less assistance from Council if they have a lease direct from the Crown. In Edward River this includes clubs focussed on shooting; car, horse and motorbike racing, and equestrian sports. This is also relatively normal practice and does not reflect the ownership of the land but the specialised nature of the activity and the fact that public access is not available when the facility is not being used for its intended purpose.

Sportsground Maintenance

An attempt has been made to capture the maintenance that Council performs across the sports portfolio.

The information is set out in the following tables. An attempt to establish the actual cost to Council of the maintenance has been made difficult by the structure of Council's financial recording system. The finance system, as it is currently set up, is not structured to collect costs by individual sports reserve or by function (e.g. mowing).

Council is aware of this deficiency and is implementing a greater number of cost codes to allow better recording and reporting of expenditure in the future. An improved cost capture system will aid Council in setting appropriate budgets and its implementation.

In the interim though Council's Director Infrastructure undertook a manual costing exercise by interviewing field staff to understand their work commitments at each sportsground and through using unit costs was able to establish an estimate of the level of service at each sports reserve. A summary is presented in Table 4 with detailed analysis of the costs shown in Appendix 3. Table 5 sets out for comparison purposes the division of responsibilities between the Council and the management entity at each sports ground.

Table 4: Estimated annual maintenance costs for sport reserves

Facility	Estimated annual cost of maintenance
Memorial Park	\$ 52,145.00
Rotary Park	\$ 24,115.20
Hardinge Street Oval	\$ 26,174.40
Blighty Recreation Reserve	\$24,000.00
Conargo Recreation Reserve	\$37,472.00
Wanganella Recreation Reserve	\$21,236.00
Pretty Pine Recreation Reserve	\$12,500.00
TOTAL	\$197,642.60

Table 5: Comparison of maintenance arrangements across sporting reserves

Function/Reserve	Pretty Pine Recreation Reserve	Wanganella Recreation Reserve	Conargo Recreation Reserve	
Management Arrangement	Section 355 Committee (see Note 1)– Pretty Pine Ground Committee	Section 355 Committee (see Note 1)– Wanganella and District Advancement Committee	Section 355 Committee (see Note 1)– Conargo Memorial Hall	
Tenure of Tenants	Pistol club tenure is not known.	No tenants	No tenants	
Mowing	Management committee undertake the mowing as per their schedule. Council maintains the mower.	A local person is paid to mow the Hall as well as some other areas in the village. The Hall is mowed 30-40 times per year. The mower is provided by council.	The reserve is mowed 30 times per year by council.	
Facility Maintenance	Council maintains the facilities (including cleaning the toilets).	Council maintains the facilities (including cleaning the toilets) and the playground. Council empties the bins once per week.	Council maintain the hall. The public toilets are maintained/cleaned 2-3 times per week.	
Tree and Turf Maintenance	By committee	By committee	By committee	
Irrigation Systems	N.a.	Council maintains the irrigation system.	Council maintains the irrigation system.	
Cost of Water	Council pays for an allocation of water	Council pays for water	Council pays for water	
Cost of Electricity	Council meets the cost	Council meets the cost	Council meets the cost	

Note 1: It is reported that these reserves are managed by Section 355 Committees established under the former Conargo Shire. However, it is also reported that the original paperwork forming the Committees cannot be located, in particular the terms of reference for each Committee.

Blighty Recreation Reserve	Memorial Park	Rotary Park	RAMS
Section 355 Committee (see Note 1)– Blighty Advancement Committee	Section 355 Committee– Memorial Park Users Advisory Committee	Council manages ground. Users have no formal tenure.	Leased
There is no formal tenure between council and the clubs	The Deniliquin Collectors' Club and the Deniliquin and District Cricket Association have MOUs. Other user groups have no formal tenure.	There is no formal tenure between council and the user groups on the sports field. Council has a management contract for the indoor recreation centre.	There is an arrangement between RAMS and the athletics club
Management committee undertake the mowing as per their schedule. Council contributed most of the cost of the mower.	Council undertakes all mowing (except the cricket pitches). The schedule varies. The main oval gets at least 36 mows per year; the smaller oval gets 20-22 mows per year with a greater frequency (weekly) during cricket season and the P&A area approximately 20 mows per year.	Council mows the grounds 26-32 times per year. Council slashes the other areas.	Council mows the grounds 32 times per year.
Council maintain and clean the hall. Council maintain the court facilities and buildings as well as the playground (including inspections). Council does not collect the rubbish bins.	Council maintains the seats around the oval and public infrastructure. The P&A buildings and other club specific buildings are maintained by the user group. The roads and other areas are graded once per year. The public toilets (near DNA) are cleaned and maintained by Council. There are 25 rubbish bins that Council empties. Council inspects the playground.	Council maintains the buildings. The road and car park are graded once per year. The toilets and barbecue are cleaned twice a week. There are 8 bins that Council empties.	The toilets are maintained/ cleaned once per week. Council grades around the field twice per year. Council empties the 26 bins once per week.
All spraying, fertilising and tree maintenance outside of the oval is undertaken by council.	All spraying, fertilising and tree maintenance is undertaken by council.	All spraying, fertilising and tree maintenance is undertaken by council.	RAMS do their own turf maintenance . Council do some minor tree maintenance
Council maintains the irrigation system.	N.a.	N.a.	N.a.
Council pays for the water	Council pays for the water	Council pays for the water	Council pays for the water
Council meets the cost	Council meets the cost in some areas.	Council meets the cost	RAMS

As can be seen the costs to Council vary significantly. While Memorial Park costs the most to maintain at \$52,145.00 the park is used year-round by a significant number of people while also supporting events such as the annual Deniliquin Show.

In comparison, the Conargo Recreation Reserve has no sport being played on it¹ but has an annual maintenance cost of approximately \$37,472.00.

Among the local reserves in Table 5—Conargo, Wanganella, Pretty Pine and Blighty—the cost to Council varies from \$12,500.00 (Pretty Pine) to \$37,472.00 at Conargo Recreation Reserve. The expenditure at Conargo Recreation Reserve is approximately 300% of that at Pretty Pine Recreation Reserve. Pretty Pine Recreation Reserve does have additional income from the rent of a house that is used by the Section 355 Committee to undertake much of the grounds maintenance which lowers the costs.

A comparison though with the reserves at Wanganella and Blighty, which is a well-used sports reserve, suggest that Conargo's expenses are still approximately 150%–170% higher.

Reviewing the detailed data in Appendix 2 suggests that the costs associated with cleaning the public toilets at Conargo is contributing to that differential and may be an area where cost savings can be sought. It is not possible to attribute a cost to mowing the oval at this point, but given that the oval is rarely used, the frequency of mowing only

needs to be sufficient to keep it tidy and weeds under control. The frequency of mowing should be reviewed to ensure that it is sufficient but not excessive.

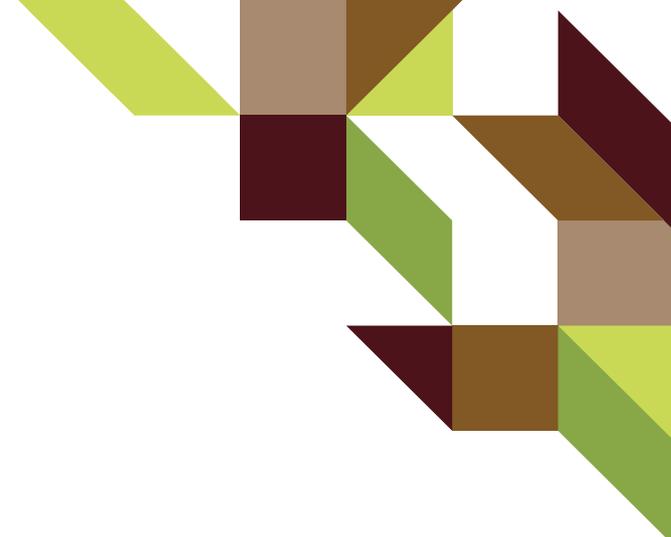
While the costs that Council is incurring for each sportsground/reserve still need some refining, and they will be as new accounting codes are introduced, it would appear that aspects of the maintenance of reserves and parks could be packaged for tender. With Council being aware of its costs it would be an easy comparison to see if the private sector can provide the same service at a more competitive price.

An alternative approach would be to allow Councillors in their annual budget discussions to determine the levels of service. The levels of service that are being provided now could be considered as high—and the sportsground/reserves reflect this. However, if Councillors are given a choice, to choose between a high level of service and a more moderate level of service at a lower cost, then they might opt for the lower level of service². Only Councillors can make the decision on the level of service that is most appropriate given the other competing projects in Council's budget.

Given the significant expenditures that Council has in maintaining its reserves it is apparent that Council needs to develop a policy to guide investment in recreation facilities. Council has a number of facilities and needs to prioritise investment to provide the best outcomes for the community from its available resources.

¹ The management of the reserve is a whole of village approach and the role of the reserve also includes use of the oval for inter-village and local cricket teams, use of facilities by the Conargo Public School, has been (until recently) used for the provision of mobile preschool for Conargo and use of facilities on the reserve used by locals and visitors. The reserve is also a gazetted emergency assembly point for the residents of the village, Billabong Estate and surrounding properties should a bushfire or other emergency occur and this includes the committee ensuring there is an emergency water supply available on site.

² A lower level of service may offer clubs and organisations the opportunity to purchase additional services if they want them e.g. extra mows over the season.



6.0 Governance

What is governance? According to the Governance Institute of Australia governance is defined as:

“Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. Ethics, risk management, compliance and administration are all elements of governance”¹.

In examining governance of the recreation assets in Edward River Council this report, in the following pages, will:

- » Discuss the management entities
- » Discuss the tenure of organisations on council-owned or controlled land
- » Review council’s main tenure instrument—the Memorandum of Understanding
- » Comment on the structure of the fees and charges.

Management Entities and Tenure

Recreation and sporting clubs in Edward River Council fall into four broad groups:

1. Organisations on land that they own and control (privative operators)
2. Organisations with tenure from the Crown
3. Organisations with tenure from ERC
4. Section 355 Committees.

There is also a large group that do not have tenure but have been historically associated with a particular ground or park for a significant period of time.

Council also uses contract managers for the swimming pool and the indoor stadium, but contract management is not relevant to the remainder of the sports portfolio.

Private Operators

Several organisations in the Council area own their own land (e.g. the Deniliquin Boat Club and the Deniliquin Lawn Tennis Association). For the organisation, this has advantages and disadvantages.

A key advantage for the organisation is that they have more freedom to do as they want. They do not have any restrictions or requirements placed upon their use of the premises by a third party. Restrictions or requirements such as hours of use or being “forced” to share with other groups are choices for the organisation to make rather than taking direction from others. The organisation also has security of tenure for the long term.

¹ <https://www.governanceinstitute.com.au/resources/what-is-governance/> <https://www.governanceinstitute.com.au/resources/what-is-governance/>

Another key advantage is that any facilities (capital items) that the organisation constructs are the property of the organisation. They do not, through being attached to the land, become the property of a third-party landowner. The organisation can sell the land and improvements when it no longer has a need for them.

There are disadvantages to private ownership as well. One of these is that the organisation may have to pay local government rates and full water charges with little or no discount.

Another, and perhaps the biggest disadvantage, is being excluded from nearly all public and private grant schemes. The logic for excluding private organisations, despite being incorporated not-for-profit entities, is the antithesis of one of the key advantages—the ownership of all capital improvements on the land and the ability to on-sell the land and improvements.

Grant agencies want any capital grant to provide an ongoing advantage to the community. They do not want to risk that the improvements could be on-sold and so become lost to the community. Grant agencies generally only consider applications for capital grants where the land is publicly owned. Being excluded from capital grants does require the organisation to be responsible for raising its own finance to improve its facilities.

Crown Tenure

Crown tenure is a direct relationship between the landowner (the Crown) and the user, in this case usually an incorporated not-for-profit organisation².

This relationship does not involve the local government. Whether the local government assists the organisation in any way varies somewhat but many do as there is little danger, unlike a private organisation, that the assets or improvements could be lost to the community.

Organisations with direct crown tenure also become eligible for grants not available to other organisations such as the Crown Reserves Improvement Fund.

Changes at state government level may increasingly push these relationships onto the local government by making the local government the trustee for the land. If that is the case then the local government becomes responsible for preparing a plan of management for the crown reserve, though plans of management can be created for classes of land, so a separate plan of management is not always necessary for each parcel of land that Council may be trustee over.

Council Tenure

For sport and recreation organisations Edward River Council operates three formal types of tenure—Section 355 Committees and through the use of Memorandums of Understanding (MOUs) and leases. Council also has an informal system of historical association but realises that this needs to be replaced with a formal instrument of tenure.

Technically a Section 355 Committee is not a form of tenure but a management arrangement. Section 355 Committees manage community facilities on behalf of the Council. Their aim should be to maximise the use of the facilities and be responsible for day-to-day management, including taking of bookings, and the organisation of maintenance and minor repairs by Council or others. Memorial Park and all of the village halls/reserves are managed by Section 355 Committees.

While a MOU is Council's preferred method of tenure there are very few actually in place. It appears that there are only two MOUs in place—the Deniliquin and District Cricket Association and the Deniliquin Collectors Club at Memorial Park.

Council has two community/sporting club leases—RAMS at Hardinge Street Oval (for the clubhouse only and not the field) and Deniliquin Little Athletics Club (for a shipping container site at Hardinge Street Oval).

Most other organisations existing on Council-owned or controlled land are actually without tenure—they exist through a historical association but if they ever did have any formal tenure it has expired long ago. Some of these clubs and organisations are quite significant such as Rovers Football and Netball Club, Deniliquin Netball Association, all the clubs on Blighty Recreation Reserve, the Rotary Park clubs and the Pretty Pine Pistol Club.

One change resulting from the introduction of the *Crown Land Management Act 2016* is that for all Crown Reserves under Council's control e.g. Memorial Park, Council must prepare a Plan of Management and within the Plan of Management, where Council is considering any form of tenure, it must "expressly" authorise the tenures within the document. To quote from the *Annexure C—Crown reserve POMs* (NSW Department of Industry, November 2018):

"As a general rule, express authorisation of leases, licences or other estates should cover:

- » *the type of arrangement authorised—i.e. council may authorise leases and/or licences and/or other estates*
- » *the land or facilities to be covered—i.e. council may allow leasing, etc. of all or some of the land and facilities*
- » *the purpose for which leasing, etc. will be granted—council may choose to allow leasing for community purposes, business purposes, or more limited purposes such as sports or childcare facilities.*

Any authorisation should be consistent with a statement

² *The Crown can also use a Trust arrangement, usually for significant facilities, but there are none operating in ERC.*

required in specific POMs about the permissible future development of the land”.

While Council is planning to move forward and put more MOUs in place, where the land is Crown Land (and this includes all the Recreation Reserves and Memorial Park), a Plan of Management first needs to be developed and approved.

Section 355 Committees

Council has recently engaged a professional to review the structure, management and operations of its Section 355 Committees.

In light of the fact that this project will review the subject area in depth only a few points in relation to Section 355 Committees are made here.

Section 355 Committees are committees of Council and need to be aware of the relevant provisions of the *Local Government Act 1993*. To quote from the *Coffs Harbour City Council Guidebook for S355 Community Committees*:

“From a legal perspective, it is important for you to be aware that your Committee is acting on behalf of Council. Your Committee should not act independently of Council, if it does act independently and outside its Terms of Reference and powers, then its members may be liable for its actions”.

As mentioned earlier the Terms of References for each of Council's Section 355 Committees cannot be located. The Terms of Reference are essential to understanding whether the Section 355 Committee is operating on behalf of Council or whether it is operating independently of Council. Finding the Terms of Reference or setting new ones is a high priority.

Another area that needs to be addressed is the taking of money. The committees are collecting fees on behalf of Council for the use of facilities e.g. hall hire. At present there is no reporting of the fees taken or auditing of financial records.

Any fees collected should be collected by Council as it has appropriate arrangements in place to collect and account for the moneys.

In some local government areas a Councillor sits on every Section 355 Committee and undertakes to report back to Council on the Committee's activities. Minutes from meetings should also be tabled as a public record.

Section 355 Committees can undertake all day-to-day maintenance of a reserve. Some Council's give a Section 355 Committee an annual budget to undertake the required maintenance. This most often occurs where the reserve is remote from Council's depot and where travelling costs are significant.

Discussion on Management and Tenure

For outdoor sporting reserves in ERC four models are appropriate:

1. Direct management by Council staff
2. Section 355 Committee
3. Memorandum of Understanding
4. Lease.

Contract management for the outdoor sporting reserves at this time does not appear as a viable option and is not discussed further.

When deciding on the most appropriate management model, it must be recognised that no one management model will suit all facilities and situations. Consequently, a unique solution must be designed to meet the specific needs of Council, the facility and its community.

When determining a unique management solution, the relative importance of a suite of factors must be considered. The factors set out in Table 6 are relevant.

For Edward River Council the main methods for managing facilities should remain as Section 355 Committees where they exist, subject to the findings of the separate study into their operations, as well as implementing MOUs in most other cases. The leases should continue as should the two management contracts.

Table 6: Factors to consider when determining the appropriate management arrangement

Factor	Issue to Consider
<p>Asset management Council must determine the importance of maintaining facilities in a safe, working condition.</p>	<p>Council and the community have invested substantial funds into the development and operation of recreation facilities. Asset management involves day-to-day (i.e. minor) maintenance; and cyclical and major maintenance. Do the proposed operators have the knowledge, skills and finance to maintain the assets?</p>
<p>Presentation Council must determine the importance of the presentation of the facility.</p>	<p>The quality and standard of maintenance and the cleanliness of a recreation facility will have a significant impact on its presentation. The community have increasing expectations regarding the level of presentation and the quality of maintenance. Is the asset a high visibility asset that will impact on perceptions of the town or locality?</p>
<p>Finance Local government must determine the budget for a facility.</p>	<p>The cost of operating recreation facilities varies substantially. The certainty of operating within a predetermined budget may be important to Council?</p>
<p>Financial contribution Council must determine the importance of a known income stream to support the operation and/or development of a facility.</p>	<p>Long term financial sustainability of recreation facilities can be enhanced through financial contributions to use the facility and for capital development and upgrades. To what extent can the operators afford to pay a fee? How much is the fee?</p>
<p>Control Council must determine the importance of retaining control over operational and/or policy matters impacting upon the facility.</p>	<p>The level of control Council wishes to retain over various facets of a recreation facility's operation, from staff selection to pricing to programming priorities, has a direct influence on the management model selected.</p>
<p>Longevity of management Council must determine the importance of stability and longevity of management and relationships.</p>	<p>A consistent approach to management is usually in the best interests of all stakeholders. It allows for relationships between owner, operator and consumers to be developed. Conversely frequent changes in management structures can have a negative influence on the operational viability.</p>
<p>Performance Council must determine the importance of meeting KPIs.</p>	<p>Recreation facilities are developed to meet the needs and wants of the community. To what extent the facility is providing for the community (e.g. number of players) needs to be considered?</p>
<p>Management capability Council must consider the capabilities of the management entity.</p>	<p>Managing a recreation facility requires specific skills at all levels. Does the entity have the skills to manage the facility to the level that Council requires?</p>
<p>Risk management Council must determine the importance of managing risk through the management model.</p>	<p>Risk management is the joint responsibility of the owner, operator and user of a recreation facility. From Council's perspective a key issue to be addressed is the level of risk, which is directly related to the management model adopted. Council cannot eliminate risk whilst retaining ownership of the recreation facility.</p>

Suggested Reserve Management and Tenure Arrangements

Principles

The following guiding principles are suggested when deciding upon the allocation of community land for sporting purposes:

- » Transparent and consistent tenure arrangements are offered to community organisations to meet the area's diverse community service, recreational and sporting needs.
- » Multi-purpose use and flexibility to share tenured facilities is encouraged to ensure the highest and best use of Council-owned or controlled community purpose land and infrastructure.
- » The community use must not adversely impact the community asset or the environment.

Recommendations on Section 355 Committee tenure arrangements have not been made in this report as the separate project reviewing the Council's management committees will be better placed to make these recommendations. Suggestions for MOUs and leases however are outlined in Table 7.

Table 7: Suggestions for tenure arrangements with individual groups

Reserve	Management Suggestions
Memorial Park	<ul style="list-style-type: none"> » Deniliquin and District Cricket Association have an MOU. This should continue until it expires. At that point arrange a new MOU using the new template (unless the Association wants to renegotiate early) » The Collectors' Club have a MOU. Renew the MOU at its conclusion » Edward River Society of Model Engineering Inc—an MOU should be negotiated » Deniliquin Netball Association—an MOU should be negotiated » Rovers Rugby League and Netball Club—an MOU should be negotiated. » Deniliquin P&A—an MOU should be negotiated » Deniliquin Sheepdog Trials group—an MOU should be negotiated
Rotary Park	<ul style="list-style-type: none"> » Soccer Groups—an MOU should be negotiated jointly » Drovers Rugby Union—an MOU should be negotiated » Council's review of management arrangement should consider whether a s355 committee is warranted.
Hardinge Street Oval	<ul style="list-style-type: none"> » Consider a lease directly between the Crown and the Club at the end of the current lease with ERC.



Deniliquin Racing Club

Fees and Charges

All user groups are charged a fee as set out in the *Edward River Council Fees and Charges 2019*. The applicable fees are set out on pages 25–29 under the Gardens, Reserves and Sports Grounds. Selected fees to illustrate this discussion can be found in Table 8. Not all fees and charges are set out, just sufficient to illustrate the discussion.

When looking at the fees and charges there are a number of questions that can be asked that do not appear to have an apparent answer, except, perhaps, that the fees and charges have evolved over many years and under two local governments and have diverged during annual updates, sometimes with input from a Section 355 Committee. Some inconsistencies that are noted include:

- » On page 28 of the Fees and Charges (Ref # 4-6 in Table 9) there are three fees for hiring the Pretty Pine Hall. One fee is for a half day and another is for a full day. There is a third higher fee which is twice the hall “full day rate” and it is labelled as “hall only”. It is not obvious what is the difference and what rate should apply in any situation. There are several examples of this in the sport and recreation fees section. Members of the public would have a lot of trouble interpreting the document.
- » The Mayrung Hall is not listed for hire. It is understood that it can be hired? Why is there no fee published?
- » The rate for hall hire is highly divergent. The rate for Booroorban Hall (\$23/day) is less than 10% of the rate for Wanganella (\$262/day) or 6% of the rate for Pretty Pine (\$367). It is acknowledged that not all halls are equal but the difference in the fees seems to be quite broad.
- » Some fees appear out of kilter in comparison to others. As an extreme example why does Blighty Netball pay \$2,096/annum compared to Deniliquin Netball Association’s \$534/annum? Deniliquin Netball Association has more courts and more players. Blighty Netball is paying almost four times as much.
- » As another example why does Blighty Tennis pay only \$1,049 for the same facilities (same courts and clubhouse) as Blighty Netball?
- » The fee for Blighty Netball (\$2,096) is almost twice the fee for Deniliquin Rovers Football and Netball Club (\$1,061). The Rovers get access to vastly superior facilities.
- » Some hall hire fees have half day rates and others do not. It is actually cheaper (by \$1) to hire the hall for two consecutive half days than for a full day. Given that most costs are fixed, why is there such a generous discount for half days, when typically, a pro rata rate would be more expensive per hour? The cost of cleaning the hall would be the same whether it was a half day or a full day hire.
- » Many of the charges are club-specific i.e. a charge for Blighty Netball or Deniliquin Soccer. Most local governments have a system that charges by facility e.g. so much per field or court.
- » The fee for equestrian sports on Memorial Park is relatively high (\$419/day) along with a \$6,079 bond. It is assumed that the bond is to repair the grounds. If so, why is the fee so high (similar to the P&A’s fee for a show day—\$439.00)? If the fee is somehow reflecting the impact of equestrian sports on Memorial Park, then this supports the removal of equestrian sports to a dedicated venue where this would not be an issue.
- » It is possible to hire all of Rotary Park for the day (\$120/day) for less than the sheep dog trials club pays (\$198/day) to use facilities that they built and maintain on Memorial Park. This appears to be out of kilter.

While more examples of inconsistency could be cited it is felt that the above points are sufficient to illustrate that the fees and charges as they have evolved are now due for revision. It is a recommendation of this report that the fees and charges for sporting groups be completely re-written, in tandem with a review of tenancy arrangements and Section 355 Committee arrangements.

The benchmarking undertaken in preparing this report found that some local governments tied their fees and charges to the levels of service that are provided. Where a higher level of service is provided then a higher fee applies versus a facility where the service level is lower.

Fees and charges only recoup a small percentage of the expenses (see Table 4) encountered at each reserve. Some reserves—Conargo and Wanganella as examples—have no tenant organisations so no fees are collected.

Reviewing the Fees and Charges

There is a case for reviewing the fees and charges as explained above. In reviewing the literature, fees and charges for community groups appear to be an area where all local governments struggle and no Council is held up as best practice in this area.

In discussing fees and charges most of the literature discusses full-cost recovery, partial-cost recovery and zero fees. It should be added that this discussion is just for the facility—land and/or buildings. Usually additional fees, often at full-cost recovery, are charged for electricity, water, line-marking, garbage bins etc.

Market pricing is not relevant in this situation as there are no other providers of public sporting open space.

Full-cost recovery should include direct and indirect costs. Indirect costs being the costs of the organisation (such as IT, HR and buildings) apportioned to all activities of Council.

Table 8: extract of fees and charges for ERC sporting reserves

Ref #*	Facility	Period or Descriptor	Generic Fee Description	Fee
1	Booororban		Hall hire fee	\$23.00
2	Wanganella		Hall hire fee	\$262.00
3	Pretty Pine		Hall including Kitchen, Cool room	\$367.00
4			Hall hire fee - Hall only	\$210.00
5			Hall hire fee - Half day	\$52.00
6			Hall hire fee - Full day	\$105.00
7			Kitchen only hire fee – Cool room, utensils, crockery, cutlery & toilets	\$157.00
8	Conargo Memorial Hall	Functions	All facilities	\$367.00
9			Hall only	\$210.00
10		Meeting Hire	Meeting Hire (half-day)	\$52.00
11			Meeting Hire - full day	\$105.00
12	Blighty Recreation Reserve	Club rents	Club rentals - Blighty Football + power at cost	\$1,572.00
13			Club rentals - Blighty Netball	\$2,096.00
14			Club rentals - Blighty Tennis	\$1,049.00
15		General Hire	Tennis rooms and courts	\$84.00
16			Tennis rooms and courts	\$32.00
17			Main Hall	\$136.00
18			Meeting Room	\$84.00
19			Main Hall and Kiosk	\$262.00
20	Rotary Park–Deniliquin Soccer Club	per annum	Use of Facilities–sport	\$894.00
21	Rotary Park–Other approved activities	per day	Use of Facilities–sport	\$120.00
22	Memorial Park–P&A Society	per annum	Use of Facilities–other	\$1,091.00
23	Memorial Park–P&A Society	per show day	Use of Facilities–other	\$439.00
24	Memorial Park–Sheep Dog Trials	per day	Use of Facilities–other	\$198.00
25	Memorial Park–Deniliquin District Cricket Association	per annum	Use of Facilities–other	\$1,061.00
26	Memorial Park–Deniliquin Rovers Football and Netball Club	per annum - ground hire	Use of Facilities–other	\$1,061.00
27	Memorial Park–Deniliquin Netball Association	per annum	Use of Facilities–other	\$534.00
28	Memorial Park–Equestrian Events	per day	Use of Facilities–other	\$419.00 with a bond of \$6,079.00

* the Reference Number is a line number to make reference to the table easier in the text. It has no other use and was not sourced from the Fees and Charges document.

Whether full-cost recovery includes or excludes indirect costs is largely irrelevant as the community sporting sector could not afford the fees and there would be no non-commercial sporting activity if they were charged.

Partial cost recovery is the system in use at present. A small portion of the cost is recovered.

In partial cost recovery less than the full cost of providing a service is recovered from the price charged for that service. The subsidy is funded from Council's rate revenue and in some cases from external sources, such as government grant funding.

This method of pricing is relevant where the service benefits the community as whole as well as the individual customer. Participating in sport is good for the community as well as the individual so the model is relevant. Fees that are set too high will discourage participation which is not a desired outcome. Finding the appropriate level is the key to a successful policy.

True partial cost pricing must always be based on the knowledge of the full cost of providing a service. Subsidies will be based on a percentage of the cost of the service, and therefore, prices will move in accordance with the changes in the cost of providing the service each year. Significant variations between years (i.e. more than the CPI) may not be viewed well by the end-user so it is probably better to approach the model over a longer period of time—say a reset very five years with only CPI adjustments in-between.

A zero-fee situation, or a full subsidy situation, are appropriate where the consumption is applicable to the community as a whole, rather than having an exclusive benefit to individual users. A service such as the provision of recreation parks meets these criteria and is why they are generally provided at no cost in Australia.

Setting Fees

In ERC, in the context of sport on open space, fees and charges are required for Rotary Park, Memorial Park and all the village reserves, including halls.

The few examples of approaches to setting fees and charges that were found in the literature reflected different situations to that which exists in ERC.

Typically, there were many sporting ovals/fields and the application of a grading system that ranked their quality made sense.

Other systems for setting fees and charges used a percentage of the assets in use to arrive at a fee. In ERC many, but not all, of the assets have been built and continue to be maintained by the tenant organisations so a fee that charged them for using what they consider to be their own facilities would not sit well.

With all the village reserves and Memorial Park being managed by Section 355 Committees there needs to be a role for these committees in setting the fees and charges—particularly if Council allows a greater role for the Committees in directing how Council spends its budget at each reserve. The Committee will then be responsible for setting fees and charges that make up any shortfall where Council's budget is insufficient or where the Committee is saving funds for projects in their plan of management.

At Rotary Park, and Memorial Park if the Section 355 Committee is discontinued, the best basis would be a field charge reflecting the space that was used. An allowance for high junior participation is usually allowed. Other systems are considered just too complex for the small number of facilities that Council is considering and the revenue that could potentially be raised.

Tenure Instrument

A comparison exercise has been undertaken between the MOU¹ that is being used by ERC against similar agreements from the following Councils:

- » Shire of Campaspe
- » Redland City Council
- » Maranoa Regional Council.

The structure of these agreements is set out in Table 9.

Description

The draft agreement with the Deniliquin Rovers Football Club (sic) was for the club's use of Memorial Park and has been used in this comparison.

The MOU is made up of:

- » An untitled page setting out the purpose of the agreement.
- » Schedule 1 covering:
 - Club
 - Club's Rights
 - Arrangement (which sets out the roles and responsibilities of both parties)
 - Period
 - Address for Service of Notices
 - Special Conditions (for detail see below)
- » Schedule 2 which sets out the details of all buildings that the club must provide insurance over.
- » Schedule 3 being an aerial photo of part of Memorial park that the MOU covers, though in this case there are no indications which parts of the image are subject to the MOU and the image has elements that would be incorporated in an MOU to the Deniliquin & District Cricket Association and the Deniliquin P&A Society.

The Special conditions section is very long: the longest section in the MOU. It broadly covers matters such as:

- » Arrangements for garbage collection
- » Insurances
- » Indemnities (four non-contiguous clauses)
- » Compliance with WH&S
- » A statement about there being no landlord/tenant relationship
- » Entry rights to the premises
- » Responsibility for maintenance (despite this being set

out in Section 3—Arrangements)

- » Conditions for the Club entering into arrangements for other parties to use the facilities
- » Use of the reserve by others
- » Responsibilities for outings
- » Responsibility to abide by laws and regulations set by other levels of government
- » Council covenant to allow quiet enjoyment of the premises with Council interference
- » Indemnities from all loss and damage caused to the buildings (this clause is in addition to the four clauses previously mentioned)
- » Matters outside the scope of the MOU and how they are to be handled
- » Process for variations to the MOU
- » Process for exercising options (three clauses) including the continuation of occupation after the expiry of the agreement if no option is exercised
- » Council's rights to enter into arrangements with other parties for events
- » Council's right to vary the agreement if the premises become uninhabitable.

Comments

The Special Conditions section needs to be broken out for clarity but more importantly many of the special conditions are not "special". They should appear in every MOU the council enters into with a community group. The Special Conditions section should be kept for any conditions that are unique to a particular MOU.

Broadly the MOU is poorly structured. The poor structure makes it difficult to find clauses that may relate to certain matters - e.g. insurances. This makes it difficult to establish if all important subject matter areas are addressed.

Any of the three agreements that have been used for comparison purposes would be a good start for a new agreement template. The Redland City Council agreement though is the most comprehensive; it is written in plain English and is succinct. A copy of the Redland City Council template has been provided to ERC separately from this document and it is recommended that Council model a new User Agreement on this.

The local councils involved are likely to give approval to Council if it wishes to replicate the agreement for its own use.

However, one thing that all agreements do not have is a reference to, or annexure of, an agreed club development

¹ Several examples were provided for this report. The example used has been the draft MOU with Deniliquin Rovers Football and Netball Club

plan². A club development plan is a document that sets out the plans of the club over a period of time—typically five to ten years and can relate to the club's operations, players/coaching and club facilities among other matters. The plan should have dates setting out when certain targets are to be achieved.

Clubs and organisations that occupy public land for a nominal sum have an obligation to spell out how the land will be used to benefit the community. The club development plan is the tool that sets this out.

The direction of the club or organisation needs to be

agreed with Council before the land is made available for an extended period of time. The club will be held to account against the document and if it repeatedly fails to achieve the targets then this may be a reason to terminate the agreement and hand the facility to another group that can achieve council's outcomes.

Another benefit of a club development plan for Council is that it can avoid disputes down the track when the club wants to do something, typically a building type project, that the council does not support. The best time to sort out these matters is ahead of the user agreement and not

² The Redland City Council user agreement makes clubs aware of master plans that it may have for the particular reserve but does not incorporate the licensee's plans

Table 9: Structure of Usage Agreements from selected local governments

Shire of Campaspe (Recreation Reserve User Agreement)	Maranoa Regional Council (Facilities User Agreement)	Redland City Council (Approval to Occupy)
» Background	» Background	» Definitions
» Council	» Operative provisions	» Term
» User group	» Definitions	» Use
» Premises	» Hire of venue and facilities	» Right of use
» Proposed use	» Condition report	» Exclusion
» Commencement date	» Responsible person	» Undertaking works:
» Conditions of use	» Signage and advertising	– Building works
» Other users	» Hirer's works	– Sports field / court lighting
» Fees	» Hirer's warranties	– Disposal of assets
» Review of fees	» Indemnities and release	– External funding
» Utility charges	» Insurance	» Maintenance and repair
» Maintenance responsibilities	» Safety, accidents and/or first aid	» Reporting
» Premises fixtures and fittings	» Miscellaneous:	» Management
» Improvements or alterations to premises	– Amendment	» Parking
» Insurance	– Assignment	» Sublet
» Risk management	– Compliance with laws	» Payment
» Communication	– Costs	» Field closures
» Dispute resolution	– Counterparts and facsimile copies	» Workplace health & safety
» Obligations of the club upon vacation of the premises	– Default	» Licensee safety
» Default and termination events	– Discretion in exercising rights	» Council inspection
» Responsibilities of the club	– Disputes	» Recovery of costs
» Responsibilities of council	– Entire agreement	» Outgoings
» General	– Governing law	» Insurance
» Declaration	– GST	» Indemnity and release
	– Make good	» Access
	– No liability for loss	» Holding over
	– No merger	» Ownership
	– No warranty by giving consent	» Representation
	– Remedies cumulative	» Waiver
	– Rights contractual	» Dispute
	– Severability	» Amendments to asset maintenance Obligations
	– Survival of rights and obligations	» Contact details
	– Waiver	» Risk management
		» Trustee land and management
	» Schedule 1: Hire details	» Environmental management
	» Schedule 2: Execution	» Current & future planning within the licence area
		» Site specific conditions
		» Execution



during the term of the agreement.

Another point that is worth making is that a User Agreement is possible with separate organisations over fields by giving time of use, day of use or season of use rights but it is harder to give over facilities unless council takes on cleaning and maintenance duties. Theoretically, it would, or should, be possible for two clubs to share a space and equally contribute to cleaning and maintenance but the practical reality of this is quite different. Even where an agreement between the two clubs might be struck in the beginning it most likely would not last as key personnel changed and/or differences of opinion emerge.

Redland City Council has a section—current & future planning within the licence area—that identifies master plans or other associated documents that influence acceptable developments or operating conditions over some or all of the MOU area. The Memorial Park Master Plan should be recognised in the MOUs for clubs and organisations on Memorial Park.



7.0 Recommendations

The Edward River Council Recreation Strategy is an opportunity for Council to maintain and build a sustainable basis for providing public sporting opportunities across the local government area.

Implementation of the recommendations outlined in this Strategy will require strong leadership, appropriate resources from Council and a commitment to making some difficult decisions.

The recommendations of this study are detailed below. Priorities are assigned for each recommendation. A high recommendation should be undertaken as soon as resources allow while medium priorities (when resources allow) are not as urgent. However, should resources become available, in most cases projects can be brought forward. Prioritisation is often about spreading the available resources rather than the actual timing of the need.

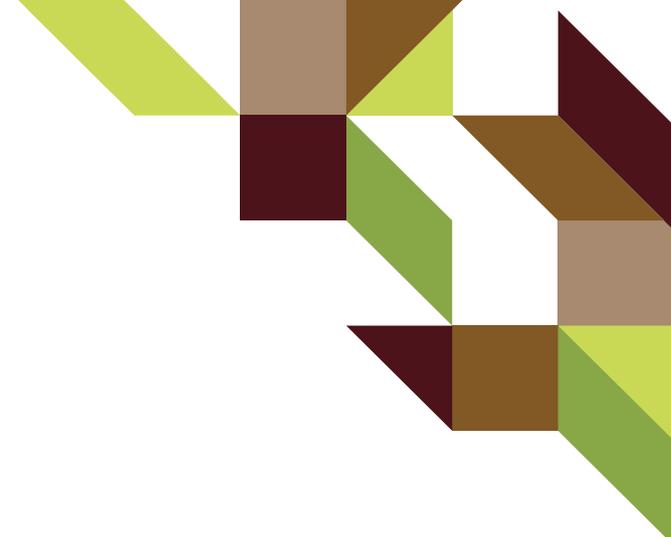
Allocating priorities is difficult as interested parties often see their project as more important than someone else's. As such Council will need to review priorities from time to time to reflect available resources and community demand.

No.	Recommendation	Priority
1	<p>Facilitate a program of education and training for sport and recreation groups focusing on identified training needs. Training and club development should initially focus on:</p> <ul style="list-style-type: none">» funding and grant applications» strategic and business planning. <p>Contact should be made with the Office of Sport (NSW Government) to explore the full range of available opportunities to provide the courses, including funding options.</p>	High and Ongoing
2	<p>Formalise an email (and postal) list to rapidly distribute information that may be of interest to sport and recreation organisations (e.g. announced funding programs or training opportunities). Council should encourage clubs to set up club email addresses rather than use the personal email addresses of club members (such as secretaries) who are likely to take the email account if they move on. Further, if Gmail, yahoo or similar accounts are established then the key members of the executive can all access the emails.</p>	High and Ongoing

No.	Recommendation	Priority
3	<p>Priority capital improvements on Council sites are:</p> <ol style="list-style-type: none"> 1. Reconfiguring the DNA netball courts on Memorial Park (budget allocated) 2. DNA clubhouse extension at Memorial Park for Deniliquin and District Cricket Club (estimated cost to be determined following detailed design) 3. Prepare a master plan for Rotary Park. Rotary Park is a key sporting asset but there are issues with the soccer/rugby union clubhouse and the adjacent car park as well as other matters. A master plan can consider the best way to address these matters as well as other user needs. The master plan scope should also include the indoor sports facilities so that an integrated sporting precinct can be created. <p>The asset condition report needs to be reviewed and budgets allocated to address all backlog maintenance. Forward budgets should allocate sufficient funds to address maintenance when and if it becomes required.</p>	High and ongoing
4	That Council develop a Policy to guide investment in recreation facilities. Council has a number of facilities and needs to prioritise investment to provide the best outcomes for the community.	High
5	Initiate one-on-one discussions with all sporting organisations on a regular basis (e.g. annual) to understand issues that may be affecting the organisation's sustainability. A vibrant sport and recreation sector is vital to a liveable community with all the flow-on benefits that provides to the economic sustainability of the local government area.	High
6	Review the Council's Section 355 Committees. There is currently a separate study specifically looking at all aspects of the Council's Section 355 Committees. Recommendations from this review need to be considered and implemented where relevant.	High
7	As an alternative to Council undertaking maintenance at each reserve managed by a Section 355 Committee consider allocating a budget that the Committee can draw upon for maintenance (i.e. the Committee chooses the quantity of any service that it wants, except for asset maintenance as any short-term saving in this area may be a long-term cost to Council. If the Committee finds savings and does not draw down the full amount then the remaining budget can, in discussions with Council, be put towards other items e.g. new capital items.	High
8	Amend the cost codes in Council's financial system so that direct costs can be captured against the various functions (e.g. mowing and maintenance) at each reserve.	High
9	<p>Two sport venues require master plans to guide their future development:</p> <ul style="list-style-type: none"> » Pretty Pine Recreation Reserve if it is to be developed as a specialised equestrian venue (see Recommendation 19). If the recommendation is adopted a master plan that lays out how the site should be developed needs to be developed early in the process. This will ensure that the main elements (e.g. main arena, yards, equestrian arenas, stables etc.) are developed in the best location to allow for shared infrastructure. The master plan would also ensure that the roads, car and truck parks and spectator facilities are properly located to maximise the enjoyment of the venue. » Rotary Park—mainly concentrating on the access and car parking arrangements. Integrate the field facilities with the indoor sport complex to create a sporting precinct. 	<p>High if the reserve is to be an equestrian venue).</p> <p>Prior to any roadworks/car parking</p>
10	Continue discussions with the relevant licensing authority to have Council's 5,400 megalitre water license recognised across the local government area and not just the former Deniliquin Shire area so that additional water can be allocated to the rural sports reserves such as Pretty Pine and Blighty.	High
11	Asset management plans for community assets should be developed for existing infrastructure and become part of new MOUs agreed with tenants. Tenants, in many cases, are not managing to maintain the existing assets under their care and control. The plans would explicitly indicate what maintenance Council will undertake and what maintenance Council expects the tenants to undertake. This delineation needs to be very clear to avoid obfuscation.	High

No.	Recommendation	Priority
12	Allocate a budget in the coming financial year to address backlog maintenance where Council considers that the asset is still required by the community, it is Council's responsibility to maintain, or that given the resources of the user-organisation, Council should address backlog maintenance before the assets become part of an MOU. The estimated cost of backlog maintenance when the inspection was undertaken in mid-2018 was \$330,728.	High
13	Develop a new MOU based upon the Redland City Council model. Some additions are required including the attachment of an organisation's agreed business plan/club development plan. A copy of the Redland City Council template has been provided to ERC separately from this document.	High
14	Insist that all groups wanting an MOU have a clear business plan/club development plan that articulates the organisation's direction and the outcomes that will be achieved from an MOU over public land and facilities. The plan is to form part of the review mechanism for subsequent MOUs. Poor achievement of the plan may lead to changes in terms for any subsequent MOU.	High
15	Review the fees and charges for use of sporting and recreation reserves and facilities. This review of fees and charges should be undertaken in tandem with a review of tenancy arrangements and Section 355 Committee arrangements.	High
16	Place all club contact and meeting details (where permission has been given) on Council's website as part of a Community Directory. Extra information that briefly describes the clubs and its competition can also be added.	Medium
17	Develop a communication package from Council to inform club office bearers of key Council contacts, responsibilities and processes.	Medium
18	Many Council's benefit from the appointment of a grants officer where they, through successful grants applications, bring into the community or Council significantly more funds than their cost of employment. Council should consider trialling such a position for a 12-month period—even a part-time position. A review at the end of the period would easily establish whether the position should be retained. A positive outcome (i.e. more new money into the region in excess of costs) would indicate a successful outcome.	Medium
19	Develop plans of management for the Crown reserves. The plans of management can be across classes of reserve so, in consultation with the Crown Lands Office, plans of management may only be required for: <ul style="list-style-type: none"> » The six Village Recreation Reserves with halls though potentially Blighty and Pretty Pine, if it becomes the centre of equestrian sports (see Recommendation 19), may be sufficiently different to require their own plan of management. » Memorial Park using the recently developed Memorial Park Master Plan as a base » Rotary Park » Hardinge Street Oval. 	Medium
20	Refocus Pretty Pine Recreation Reserve into a specialised equestrian sports venue including tentpegging, campdraft, rodeo, polocrosse, cutting, eventing and other relevant disciplines. All equestrian sports would be taken off Memorial Park except for those involved in the Deniliquin Show. Pretty Pine Recreation Reserve is close to Deniliquin, has no organised sport on the oval and has good facilities including some equestrian facilities. The reserve is underutilised but has the potential to be highly used if its focus becomes a specialised equestrian venue. If the recommendation is adopted, then involve the Section 355 Committee immediately. Over time, the Section 355 Committee might need more people, or particular people with equestrian knowledge to guide the development.	Medium

No.	Recommendation	Priority
21	<p>Consider packaging various services that Council is carrying out on sports reserves for tender: Packages for tender could include:</p> <ul style="list-style-type: none"> » all horticultural services (mowing and spraying) at Memorial Park, Rotary Park and Hardinge Street Oval. This package may also include some (or all) parks in Deniliquin for added scale. » tender similar packages for bin emptying and cleaning services. <p>The recommendation would impact on Council's employees delivering these services. To ameliorate this impact consider assisting the employees to establish their own business entity (which may include transfer of equipment on suitable terms) so that they can compete for the works.</p>	Medium
22	Review the achievement of the recommendations of this Plan annually and undertake a major review in five years.	Medium and ongoing



Appendix 1: Asset Condition Report

CONDITION AUDIT REPORT

RECREATION AND COMMUNITY FACILITY STRATEGY FOR EDWARD RIVER COUNCIL

1.0 Purpose, Scope and Limitations

1.1 Project Purpose

As part of the development of a Recreation and Community Facility Strategy for nominated facilities, and a Masterplan for Memorial Park a facilities audit was undertaken. Specifically, the requirement was to "*review existing recreation and community facilities and undertake building inspections to develop a prioritised list of asset maintenance and renewal requirements.*"

This stage of the study was to undertake a performance audit of council-owned facilities detailed by Edward River Council (ERC). The audit was to report on:

The condition of the facilities including description, age, design, performance;

Current issues including access and equity (Disability Design Compliant);

Identify any risk management issues both from a physical and a usage aspect;

Report on CPTED issues;

Any Health and Safety issues;

Develop 5-10-year work program identifying known or potential asset issues.

1.2 Project Scope

The scope of the audit covered nine precincts of:

Deniliquin Skate Park,

Indoor Stadium,

Rotary Park,

Swimming Centre,

Hardinge Oval,

Memorial Park,

Conargo Recreation Reserve,

Pretty Pine Recreation Reserve, and

Blighty Recreation Reserve.

The activities catered for in the precincts range from specific regional level activities through local community-based club activities, to individual skill activities (skating). While the age of the buildings in the precincts range from nearly 50 (1970s) through to recently completed facilities, they would generally be considered more than 20 years old on average. The construction types are covered in more detail in later sections. Whilst Council has overall responsibility as the

custodian, several of the facilities have been funded, developed and managed by various bodies. This widely differing portfolio has its own unique challenges in meeting long term planning commitments.

It is also recognised that through the recent merger of previous Deniliquin and Conargo Councils, specific asset management policies, procedures and practices are still being developed and evolving to meet the new challenges.

It is within this environment for the project we:

- Reviewed the physical condition of the assets from strategic perspective against relevant standards, and codes,
- Identified any significant non-compliance or structural issues,
- Identified remedial backlog and rehabilitation actions required to return the asset to minimum Levels of Service and Condition,
- Established any accessibility, health and safety issues that may impact on service delivery,
- Established buildings that could be considered for disposal or significant renovation,
- Identified any matters that might assist in moving asset management forward.

1.3 Project Limitations

This report is based on visual inspections only and has not relied on any diagnostic testing to verify any deficiencies. Where considered significant such as structural issues, specialist consultant's review has been recommended, and costs have been included for such a review. Note that no costs have been estimated for subsequent remedial work.

In the conduct of the inspections and subsequent analysis it should be noted that:

- Costs have been estimated from industry experience, generally accepted unit rates and through reference to Rawlinson's Cost Control Manual 2018 with sufficient accuracy to provide budget figures.
- The costs provided do not incorporate any inflationary allowance and are based on 2018 estimates.
- Statutory and hazardous material (asbestos) inspections have not been undertaken but rather where it is suspected such material exists then further assessment is needed. ERC hazardous material register was viewed in part. No sampling, laboratory testing or written certifications have been undertaken.
- Budget costings have been conservatively estimated across each building as a whole for each element and not for example on a room by room basis.
- These budget figures should be subject to review once detailed scoping of work packages are undertaken (not part of this project).
- As this Plan develops, later-year projects should be reviewed to ensure continuing validity of the work and to reassess timings and needs.

2.0 Asset Management Frameworks

2.1 Planning for Asset Management

Assets only exist to support business outcomes that are service obligations. Once a decision has been taken to either acquire or create an asset then there is a contingent liability to ensure that funds and other resources are provided to maintain and refurbish that asset to a desired level of service throughout its useful life. Through-life costs could represent some 80% of the total cost of ownership of the assets or facility.

Whilst there are many drivers for the efficient and effective management of the assets there are a number of key best practice principles that should form the basis of management by custodians. These include:

- Required standards of maintenance are set in a way that matches the service delivery obligations of the business and asset users.
- Physical asset condition is appraised periodically.
- Maintenance planning is undertaken on a strategic, long-term basis, with a high proportion of maintenance work pre-planned.
- Long-term maintenance plans and budgets include provision for known major periodic replacements, enhancements and repairs.
- Effective information systems are accessible to asset managers to provide systematic reporting on asset service, condition and maintenance performance.
- Financial reporting on assets reflects physical condition, remaining useful lives as revealed by valuations, maintenance works and inspections.
- Complete and accurate records of asset configuration and maintenance history are readily accessible and updated regularly.

These principles suggest that the key to the management of assets is through a strategic planning process that considers long and short-term requirements within the business context. The whole planning process should follow the typical process of plan, implement, monitor and report, then feedback into the next planning cycle.

Investment in facilities requires a commitment that ensures both the safe and efficient operation of all elements of the facilities, and the optimisation of future budget and expenditure needs. As a consequence, the planning, management and implementation of asset management within a strategic business framework is fundamental to the long-term retention, and the efficient, effective performance of infrastructure, facilities and assets.

It is recognised that ERC is in the process of developing policies and procedures for asset management following the merger of two Councils, and as such there are no formalised guidelines on which to base assessments. Accordingly, we have used several processes to

define ratings all of which can be readily adapted to any future asset system. It is hoped that this report will assist in future asset management framework.

3.0 Levels of Service as Performance Assessment Criteria

Each asset or facility is required to deliver an appropriate level of service commensurate with its performance criteria and will attract an individual performance standard or rating. This will depend upon the use of the asset, what functions it accommodates and compliance with wider benchmark levels of service for similar assets. Levels of service are not static attributes but may change to meet such things as market and user needs, technology growth, and the economic viability of the facility.

Levels of Service attribute specific capabilities to the assets and their ability to achieve the required service potential. The following criteria are normally used to define these supporting levels of service:

- **Condition** – the physical condition of the facility.
- **Service potential** – refers to the total available time for service delivery. This embraces the dimensions remaining useful life, utilisation, and level of backlog. The intention is to ensure maximum availability within an appropriate life cycle.
- **Presentation** – the level of presentation of the facilities, and aesthetics to reflect user expectations, and to support usage demands.
- **Compliance** – refers to compliance with relevant standards and code requirements.
- **Safety and Environment** – safety of public for access and health, impact of environment.
- **Suitability** – the facilities are suitable to achieve operational needs, that is fitness for purpose.

While each of these criteria is important in its own right, asset condition is of particular significance. Asset condition is a function of its original design/quality of construction coupled with its intensity of use, and level of effective maintenance. It also provides a measure of the significance of the return on investment. Underlying these are the effectiveness of the management regimes to achieve the above as well as the supporting long term financial framework.

These levels of service were all reviewed as part of the development of this plan and are covered in more detail below.

3.1 Asset Condition

An asset or facility condition is a function of its original design and quality of construction (level of service) coupled with its intensity of use. As an asset progressively goes through its lifecycle or is utilised to a higher degree it will basically wear out, thus a direct relationship exists between the assets level of service, level of utilisation, condition and maintenance liability.

The purpose of assessing condition is to provide sufficient information to allow informed strategic asset planning and management decisions. Condition assessment results provide a snapshot of the asset at that point in time and are used to formulate backlog, routine and replacement maintenance plans. It also provides an indication of whether the asset is supporting the required levels of service.

The following Condition Ratings are based on a five-point rating system, similar to that provided in the IPWEA, 2015, IIMM, and that system that is provided in the Conargo Asset Management Planning documents. We have however provided more detail to assist with assessment in the following table. Other systems use a 10-point system that provides more ability to discriminate between conditions, and which may be more appropriate when greater detail is required, although results will still be similar.

Table 3.1: Asset Condition Ratings

Rating	Status	Definition of Rating/Condition of Building/Asset
1	Excellent	Building or asset has no defects; condition and appearance are as new.
2	Good	Building or asset exhibits superficial wear and tear, minor defects, minor signs of deterioration to surface finishes; but does not require major maintenance, no major defects exist
3	Fair	Building or asset is in average condition; deteriorated surfaces required attention; services are functional but require attention; deferred maintenance work exists.
4	Poor	Building or asset has deteriorated badly; serious structural problems; general appearance is poor with eroded protective coatings; elements are defective, services are frequently failing; significant number of major defects exist.
5	Very Poor	Building or asset has failed; is not operational and unfit for occupancy or normal use.

3.2 Service Potential

This refers to the available time for the asset usage over its effective life. Components include Remaining Useful Life, utilisation, and backlog.

3.2.1 Remaining Useful Life

The remaining useful life of assets and facilities is important in determining replacement and in then setting appropriate budgets. This may require establishing specific strategies to effectively manage replacement programs, for example life may be extended through the application of

specific maintenance or by undertaking refurbishment programs. Similarly, asset life may be reduced through reduction of maintenance subject to minimum standards of safety being applied. Useful life of assets is related to:

- The level of applied maintenance
- The current condition of the asset
- Intensity of use of the assets
- Functionality and suitability of the assets.

Given the variables that can affect future life, our rating system (and indeed any rating system) should not be overly prescriptive. Our system provides a broad assessment against four lifecycle intervals. Such a rating system also conforms to typical planning and budgeting timeframes.

Table 3.2: Remaining Useful Life Ratings

Rating	Description	Remaining Useful Life	
		Range	Typical 30 yr. life
L4	Generally, no limitation on future availability.	>80%	> 20 Years
L3	Building/asset is in mid-life period.	35-80%	10 – 20 Years
L2	Building/asset is approaching end of life and forward planning critical.	10-35%	3 – 10 Years
L1	Building/asset is at the end of useful life, replacement planning should be well advanced.	<10%	< 3 Years

Remaining useful life provides useful strategic information for understanding the urgency for any planning and replacement strategies. As well actual condition may have declined over a period of time for various reasons but may not impact on the long-term performance of the asset. Therefore, using both the condition and remaining useful life ratings may provide valuable insight into the impacts of decisions.

3.2.2 Utilisation

Utilisation is a measure of how intensively the asset is used and therefore the detriment that may impact on it. For example, if an asset is overutilized it may shorten its effective life with associated budget implications. Similarly, if an asset is underutilised, then there may well be reduced financial impacts. Ratings may on one hand be a descriptive rating, and on the other hand numerical values can be applied. These figures can all be applied within an analytical model in more advanced analysis. This rating is not applied here in this report.

3.2.3 Backlog

Backlog maintenance is the work required to return or bring the facilities to a minimum standard of performance, condition and/or operation. Backlog can be due to several reasons such as inability to gain access to do critical maintenance, deferral of plans beyond reasonable limits, redirection of maintenance funds to other activities, or by specifically letting maintenance slip in advance of major refurbishment.

It may be evidenced by:

- failure in the performance of the element;
- possible safety problems over long periods; or
- deterioration in the element beyond a normal life expectancy.

The purpose of performing backlog maintenance is to maintain or return the facility to the desired operational condition/standard and to control risk exposure. Periodically (every two to three years) a condition audit should be undertaken to identify asset condition and to assemble a revised maintenance program and budget for the next two to three years. This audit should be used to update the original data and develop a historical model to identify trends and problem areas. This will greatly assist future maintenance planning.

Measurement of backlog can be:

- The actual cost of rectification works to reinstate without further analysis;
- The level of backlog as against replacement cost; or
- The level of backlog in relation to recurrent costs.

Whilst recognising that recurrent budgets may vary over a number of years to meet funding issues and peaks in maintenance activities, typically backlog up to twice the annual recurrent budget may well be adequate in the short term, providing steps are actively taken to remedy the situation. However, where backlog reaches multiples of the annual recurrent budgets, this may result in reduced service life and usage/availability.

3.3 Presentation

Presentation relates to the level of acceptability of the element to meet user expectations and includes aspects of cleanliness and finish in order to support the stated need of the business to attract visitors, functions and events from local, regional and national. In this project presentation is included in the condition rating and also included as commentary in the summary, with budget provision as a "maintenance" item.

3.4 Compliance

Compliance is required in all buildings and associated elements to meet various elements of building codes under the National Construction Code (NCC), various standards issued by approving authorities such as electrical standards, and other documents addressing accessibility and hazardous materials.

3.4.1 NCC Compliance

This NCC standard provides framework for the construction and management of facilities in the built environment throughout the life of buildings. Various other codes and standards have been used to provide specific detailed guidance to meet the NCC. In terms of assessing we have made comments as to compliance or otherwise, and any guidelines that demonstrate noncompliance. This assessment is not intended to be definitive.

3.4.2 Disability Assessment

Disability Access is mandated in the National Construction Code (NCC) and the *Disability (Access to Premises - Buildings) Standards 2010*. This audit considered the three frontiers of parking areas, pathways and facilities within this overall assessment of compliance. Whilst many buildings have historically made some provision for disabilities they fall short of current requirements and may thus be rated as “non-compliant”. However, the use of the term “friendly” may well be suitable as an interim measure prior to any upgrades and subject to ERC endorsement.

3.4.3 Hazardous Materials

Hazardous materials need to be managed in a proactive manner and information stored so that all parties can be confident that potential impacts are minimised. Specifically, the major materials are asbestos and to a lesser degree fibre glass, with assessment normally done by specialist companies. However, evidence must be made in registers, and field identifications adequately maintained. Comments are made in this report on evidence from inspections.

Given the broad coverage of this condition audit within the overall project, it is recommended that a separate DDA audit be undertaken to firstly determine the business needs, and secondly to establish/confirm compliance in detail for these toilets.

3.5 CPTED, Safety and Environment

Crime Prevention Through Environmental Design (CPTED) is about planning and designing places that enhance community safety and reduce opportunities for crime. The CPTED premise is that the proper design and effective use of the built environment can produce behavioural effects that will reduce the incidence and fear of crime, bring about an improved quality of life

and thus benefit all members of the community. CPTED strategies should necessarily involve the community in safety audits to assist in identifying and prioritising local crime concerns.

There are a number of generic design and management elements that apply to CPTED as outlined below:

- ensuring natural and casual surveillance opportunities and sightlines through appropriate design
- design of Public Space to create safe and stimulating places for communities to meet, and where there is less opportunity for crime to take place
- target hardening and/or removal to reduce incentives and make commission of a crime more difficult
- exterior building design
- improved lighting
- appropriate signage and way finding
- predictable routes and entrapment locations
- implementing effective maintenance programs aimed at reducing the motivation for graffiti or vandalism.

These elements are interdependent and not mutually exclusive and are embodied with the condition rating. The key aspects of CPTED that are the focus here are sightlines, lighting, signage and wayfinding, and maintenance programs. Examples in this situation would be overgrown trees and shrubs, and for older buildings the actual design (such as wing walls) that impact on sightlines. Many of these requirements are also fundamental to disability access.

3.6 Maintenance Types

Throughout this report and importantly for the costs, various maintenance types (generic) have been used. These are generally consistent with ERC and other governments naming conventions. For clarity the specific maintenance terminology used in this report is covered in the following table:

Table 3.3: Maintenance Definitions

Category	Definition
Backlog	Backlog maintenance is the work required to return or bring the facilities to a minimum standard of performance, condition and/or operation. Could result from deferment or operational issues.
Maintenance	All actions necessary for retaining as near as practicable to an appropriate service condition including regular ongoing day to day work. Includes where portions of assets fail and need immediate repair to make asset operational, or presentation needs. Terms used here include preventative, corrective and routine maintenance. Budgets provided annually and are generally completed within the year.

Renewal	Refurbishment of various elements that require cyclic work which does not increase the design capacity from its original design capacity or its useful life. Includes minor modifications to improve safety etc. Identified and budgeted for periods in excess of one year.
Replacement	Replaces various components or assets, and generally extends the life of the assets but not necessarily the overall life of the building. Generally, is provided as a class of assets from capital funds.
Enhancement, Upgrade	Generally, relates to significant changes to the building such as modifications, enhancements, refurbishment that increases the life, or changes use of the building. It is capital in nature.

Routine maintenance has not been used throughout this report other than by exception where a particular issue has been identified; it is then included as a comment or for visibility.

All the ratings and measures provided in this section have been used in various ways to provide insight into the performance of the buildings and services. We have reviewed material provided from other similar projects to validate the process and costs.

4.0 Portfolio Performance

The following provides the assessments of the portfolio viewed from a strategic perspective of firstly based on condition and remaining useful life, and secondly based on compliance and other factors. Details of performance of specific buildings is provided in the Attachments.

4.1 Portfolio Condition/Remaining Useful Life Profile

It is recognised that there is some subjectivity (hence sensitivity) in applying these two ratings. The impact of reduced condition through delays in renewal works may have little impact on remaining useful life subject to undertaking some remedial action in ensuing years. The potential impact of this can be managed/minimised through a combined rating system which provides a useful tool in comparing buildings from a strategic perspective. Both Condition and Remaining Useful Life have been used as primary ratings to ensure that the actual assessments of the assets are valid and consistent through using different measures.

As a general comment and given that there is a reasonable spread of age across the facilities, their overall condition is suitable. Having said that there is still a reasonable effort required to bring the portfolio up to a desired standard. Attachment 1 provides a detailed coverage of condition ratings and remaining useful life for the portfolio with some commentary as to the basis of the ratings.

Generally, where the assets and facilities have a condition rating at or above fair (CR3) and/or where the remaining useful life is above L2 then there is generally no issue. However further consideration needs to be given for those facilities that fall outside/below these ratings.

Attachment 1 provides full details of this assessment. Table 4.1 below provides a summary of ratings for which there is some concern on either condition or remaining useful life. It also provides recommended action to resolve the issue based on these two frontiers.

Table 4.1: Summary Condition and Remaining Useful Life Ratings

Site/Building	Key Elements	Assessed Rating	Remaining Useful Life	Risk	Drivers	Recommend Actions
Memorial Park						
DNA Courts	Court playing surface	4	L2	M/ H	Issues with surface and dimensions	Upgrade
Old Toilet Block	M/F toilets	5	L1	H	At end of life.	Demolish
Old DNA Courts	Bitumen courts, lighting, dugouts, kids play area	4	L1	H	At end of life	Include in DNA upgrade
Cricket Oval Infrastructure	Practice nets, perimeter seating	4	L2	M/H	Deteriorating condition	Renovate
Oval Infrastructure	Perimeter seating	4	L3	M/H	Poor condition	Renovate
Two level building	Change rooms, offices and function room	4	L2	M/H	General deterioration	Renovate
Food outlet	Food outlet	3	L2	M	Needs updating	Renovate
Toilet Block	M/F toilets	5	L1	H	At end of life	Demolish
Toilet block with Showers	Toilets/showers	4	L2	M/H	General deterioration	Renovate
Open Pavilions	Open steel framed sheds	4	L2	M/H	Rust treatment and roof sheeting	Renovate
Sheep Shelter	Small covered area	4	L2	M/H	Possible structural issue	Review
General site infrastructure	Roads, parking, poles, switchboards, lighting, signage	4	L3	M/H	General deterioration in these services	Renovate
Indoor Stadium						
Hiring and usage areas	Main arena floor, building frame	4	L2	M/H	Structure and floor needs major work	Upgrade
External	Carparking	4	L2	M/H	Carpark uneven	Renovate
Swimming Centre						
Pools	All pools and shade structures	4	L2	M/H	Finishes deteriorating. Movement in pool basin, earthing?	Renovate
Plant Room	Plant, building	4	L2	M/H	In poor condition	Renovate
Building	Change rooms	4	L2	M/H	Building needs updating, cracking	Renovate

Site/Building	Key Elements	Assessed Rating	Remaining Useful Life	Risk	Drivers	Recommend Actions
					in walls	
Infrastructure	Pool lighting, paving, carparking	4	L2	M/H	Limited disabled access, carparking, lighting towers need renovating	Renovate
Hardinge Oval						
Netball Courts	Court surface	4	L3	M/H	Court surfaces deteriorating	Renovate
Infrastructure	Roads and parking, oval fencing	4	L3	M/H	Grade roads, parking. Oval fencing, seating repair	Renovate
Rotary Park						
Amenities Building	Building as a whole	4	L2	M/H	Structural issues, construct incomplete. Certificate of occupancy?	Review, Renovate
Conargo Recreation Reserve						
Toilet block	M/F under current renovation.	4	L2	M/H	Temporarily closed	Review
Blighty Recreation Reserve						
Old court	Bitumen courts with lighting	4	L2	M/H	Poor condition	Review
Netball buildings	Club rooms.	4	L1	H	At end of life	Upgrade

Terms used in Recommend/Actions in Table 4.1 are:

- **Renovate.** Where the asset has not deteriorated to an extent that the life of the facility is compromised, and that the desired conditions can be met over a reasonable timeframe.
- **Review.** Indicates there is a possible structural issue, or that there is a significant level of detriment that may cause decisions to be taken to either demolish or rebuild.
- **Demolish.** As the term implies there appears to be no useful life in the facility, it has reached its design utility, and is no longer serviceable. Again, comments from users have also been taken into account on usage.
- **Upgrade.** Capital plans are in place to replace the facility, or consideration is in hand to remedy through the Stronger Communities Program.

A level of risk associated with each of these ratings is shown in the following Table 4.2. In this regard risk is the potential impact on ERC of the facilities not meeting their service demand, with attendant financial impacts and consequences.

Table 4.2: Risk Rating Matrix

Risk Rating	Defined as
Low	Condition Rating/Remaining Useful Life Rating at low requires minimal intervention. Typically, this would be Condition Rating 2 and Life L2 or better.
Medium	Condition Rating 3 and Life L2. Some risks in management for long term. Suggest increased funding and more intensive management. Monitor.
High	Condition Rating 4/5, Life L1. Needs to develop targeted management and disposal/ re-lifing plans

Table 4.3 below provides the application of the above risk matrix. This table provides some insight into the state of each facility, and has been included in the Table 4.1 and Attachment 1

Table 4.3: Risk Factors for Portfolio

Condition	Remaining Life	Risk Rating
1	L4	Low
2	L4	Low
2	L3	Low
2	L2	Medium
3	L4	Medium
3	L3	Medium
3	L2	Medium
4	L3	Medium/high
4	L2	Medium/High
4	L1	High
5	L1	High

Overall this analysis in this section suggests that:

- Over half the portfolio has a Condition Rating that is Fair to Very Good suggesting that the level of maintenance applied is sufficient for long term service delivery. Additionally, nearly 90% of the portfolio is in a condition that, with application of targeted renewal funding, can continue to meet minimum conditions and expected demands.
- In some instances, it should be noted that these ratings may improve once early renewal plans are completed. Below these threshold ratings there are serious concerns that need to be addressed.
- This distribution provides for good long-term planning for progressive demolition, renewal and enhancement/development strategies.

- In comparison with other property portfolios elsewhere the distribution of these ratings against similar types of facilities is consistent with these portfolios.

4.2 Portfolio Presentation, Compliance, CEPTED and Safety

The Table 4.4 below provides an assessment of these assets and facilities against the nominated criteria. Note that the notes to the table provide guidance of the criteria and ratings. Those items highlighted in red show aspects where there are some concerns. The impact of these issues may be addressed through funding for renewal, or more often in how they are managed through facility management on monthly/annual basis. as a facility management exercise.

These comments are provided to assist where necessary in moving to proactive strategic and operational asset management as is the intention of ERC. Limited review has been undertaken at staff level to validate these issues.

Across the portfolio presentation and compliance is generally satisfactory. However, the following strategic comments are provided, and have been made separately to this report to management (copy of correspondence is Attachment 2):

- In several instances there appears to be structural issues that may need to be confirmed by qualified structural engineers.
- Electrical services appear to need attention specifically relating to Residual Current Device provisioning, compliance testing and recording, circuit diagrams/markings, security of access to boards, and test and tag programs.
- Electrical earthing of structures within 1.5m of pools needs to be confirmed.
- It is questionable if the use of Type 413 power points is an acceptable practice.
- Registering of hazardous material appears not to be well practiced including updating registers and field identification.
- In many instances accessibility to comply with the DDA legislation is minimal. This should be reviewed as a matter of urgency across all facilities with action taken to be identified, costed and programmed. New works should include relevant provisions.
- It is noted that there is a proactive inspection program in place to identify safety and risks through WH&S.
- One specific concern and worth noting here is the Rotary Park amenities building. It would appear that the remedial work to be undertaken, and physical conditions suggest, that the building work is not complete yet occupation has been in place for several years. Further investigation of this may be appropriate.
- Where buildings are no longer serviceable it is recommended they be secured to prevent and risks to the public.

Table 4.4: Assessment of Presentation, Compliance, CEPTED and Safety

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
Skate Park	Ramps	C		F	Minor damage and earth fill behind walls.	NA		N	
	Other infrastructure	C		F	Repainting, seating rectification	C		N	
Memorial Park	DNA Clubhouse	C		G		C	Limited parking and access	N	
	DNA Courts	NC	Court dimensions?	G		C		Y	Surface starting to break up
	Old Toilet Block	GC	Ageing facility	P	Deteriorating, used infrequently	PC	Limited access	Y	Structure is old and generally unfit for use
	Old DNA Courts	NC	Court dimensions?	P	Poor surface and drainage lines, weed infestation	NC	Not accessible to courts and dugouts	Y	Surface starting to break up, drainage lines are safety hazards
	Cricket Shed	GC		F		PC	Limited access	N	
	Cricket Oval Infrastructure	GC		F		NA		N	
	Rovers Netball Courts	C		G		C		N	
	Rovers Netball/AFL Change	C		G		C	Limited access from parking	N	
	Rovers Club Rooms	C		G		C	Limited access from	N	

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
							parking		
	Oval Infrastructure	C		F		NA		N	
	Rovers Change room	GC		P	Deteriorating	NC	No DDA compliant facilities	Y	Damaged brickwork exposed
	AG Office (above Rovers Change room)	GC		F		NC	No DDA compliant access	Y	Trip hazards on access stairs and balcony
	Show Jumping	C		G		NC	No DDA compliant access	N	
	Collectors' pavilion	C		G		C		N	
	Food outlet	GC		F		NC	No DDA compliant access and serving points. No DDA compliant fit out	Y	Floor covering needs proper treatments, switchboard needs upgrade
	Toilet Block	GC		P	End of life	NC	No DDA compliant access and fit out	Y	Poor fit out and access
	Toilet block with Showers	GC		F		NC	No DDA compliant access and fit out	Y	Slip hazards and cleanliness of area
	Open Pavilions	GC		F		C		Y	Timber wall barriers are broken, power points from ceiling need fixing
	Other Sheds	C		G		PC	Limited DDA compliant access	N	
	Sheep Shelter	GC	Structural damage	P	Deteriorated and damaged frame	PC	Limited DDA compliant access	Y	Leaking taps and rainwater collection is issue

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
	Cricket nets (new)	WIP		G		C		N	
	General site infrastructure	GC		F		NA		N	
Indoor Stadium	Hiring and usage areas	GC	Court dimensions?	F		PC	No DDA access to viewing seats	N	
	Support Areas	C		G		PC	Two DDA compliant toilets but one used as store	N	
	External areas	C		F		C		Y	Pavement on carpark is breaking down and is trip hazard
Swimming Centre	Pools	GC	Movement in base, earthing of structures	F		NC	No DDA access to pools	Y	Pint and tiling on pools is failing, concrete concourse has significant cracking issues
	Plant Room	GC		P	Deteriorating and plant is rusting	NC	No DDA access	Y	Needs safety dump showers and chemical storage areas
	Hydro Pool	GC		G		C		N	
	Building	GC	Wall cracking	F		NC	No DA compliant facilities other than hydro pool area	Y	Major cracking in walls, and trip hazards throughout
	Infrastructure	GC		F		NC	Limited DDA access around area	Y	Front parking creates hazard

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
Hardinge Park	RAMS Clubhouse	GC	Access to top level restricted to able px	G		PC	No DDA compliant toilets and access to upper viewing area	N	
	Other buildings	C		G		C		N	
	Netball Courts	C		G		C		N	
	Infrastructure	C		F		NA		N	
Rotary Park	Amenities Building	NC	Incomplete, CofO required, structural issue	P	Incomplete and needing renovation	PC	Limited DDA facilities provided	Y	Showers need flooring sealed, storage areas cluttered
	BBQ Structure	C		G		C		N	
	Infrastructure	C		F		NA		N	
Pretty Pine Recreation Reserve	Community Hall	C		G		C		N	
	Kitchen	C		G		PC	DDA sinks, tapware and cooking equipment	N	
	Residence	C		G		NA		N	
	Pistol Range	C		G		C		N	
	Service sheds	GC		F		PC	Limited DDA access	N	
	Horse compound	C		G		PC	Limited DDA access	N	
	General infrastructure	GC		F		NA		N	
Conargo Recreation Reserve	Museum	C		G		C		N	
	Community Hall	GC		G		C		N	
	Kitchen, BBQ Structure	C		G		C		N	

Precinct	Site/Building	Compliance (1)	Comments	Presentation (2)	Comments	Accessibility (3)	Comments	CPTED, Safety (4)	Comments
	Play Grounds	GC		G		PC	Limited DDA access	Y	Splintering timbers on surrounding walls
	Storage shed	C		G		C		N	
	Toilet block	GC		P	Poor condition, temporarily closed	NC	No DDA facilities	Y	Temporarily closed
	Infrastructure	C		F		NA		N	
Blighty Recreation Reserve	Entry structure	C		G		C		N	
	Clubhouse	C		G		C		N	
	Netball courts	C		G		C		N	
	Old court	GC		P	Light towers need refurb. Court top is dilapidated	C		Y	Uneven surface, trip hazards
	Netball buildings	NC	To be replaced	F		NC	No DDA facilities. To be replaced	Y	To be replaced
	Play structure	GC		F		PC	Limited DDA access	Y	Splintering timbers on surrounding walls
	Infrastructure	C		F		NA		N	

Notes to Table 4.4:

- 1 Assessment of code compliance against NCC, sport codes or other relevant standards are (note maintenance is covered under condition):
 - a. **C.** Compliant where there are no issues evident.
 - b. **GC.** Generally compliant where there are some minor departures evident.
 - c. **NC.** Non-compliant where major issues are evident.

- 2 Assessment of presentation as follows (reflected also in condition rating):
 - a. **Good.** All aspects are good quality and appearance.
 - b. **Fair.** Deteriorating condition that requires a level of funding to improve.
 - c. **Poor.** Does not present to a suitable standard.

3. Accessibility relates to compliance with Disability Discrimination Act (DDA) and other accessibility requirements. Covers facility, parking and pathways:
 - a. **C.** Compliant
 - b. **PC.** Partially compliant
 - c. **NC.** Non-compliant with major deficiencies evident
 - d. **NA.** Not applicable

4. Safety relates to general safety for both public, hirers and contractors. More detail is provided in the report. Rating is Yes (Y) or No (N). Generally, no CPTED issues identified.

4.3 Maintenance Budget and Financial Matters

A budget plan has been developed over a 10-year time frame consistent with the findings of the physical audit. The framework for these estimates is:

- Unless otherwise indicated routine maintenance costs (servicing, preventive, corrective, code compliance, cleaning) have not been developed for each year except where a specific need is evident.
- Costs have been estimated based on Rawlinson's Cost Control Manual, or other local costs where these are more accurate/relevant.
- No provision has been made for inflation/building price index, with estimates based on 2018 costs. A 15% location factor has been applied to the rates to reflect regional costs in Deniliquin.
- These costs reflect an assessment of the work required for each element. Costs will need to be refined as detailed scoping of the work progresses. No attempt has been made to combine several elements into work packages; this potentially could reduce costs.
- Frequencies for undertaking work or expected life of equipment is based on experience of the inspector. These may be adjusted as more accurate information is available.
- No attempt has been made to fine tune the budget spread to make more efficient use of resources (moving works around to meet budget constraints and manpower).
- As the program evolves through later years the actual program might change. Individual activities may move out further or indeed be undertaken earlier. It is important that this testing is undertaken to ensure efficiency in planning to meet service demands

The maintenance and renewal planning budgets recognise the new Stronger Communities Program (SCP) funded as a special grant to meet the introduction of the ERC. The program does address several renewal/capital aspects of this project and has been included in the figures. A separate budget has been included excluding these SCP funds as they tend to distort the early years of the plan.

Note that it only covers 10 years. As many asset lives are beyond the 10-year period, the average annual costs are likely to be higher than indicated. It is also recognised that this plan is strategic in nature and detailed inventory needs to be prepared with full costs identified. It is believed that this may be included as part of the development and introduction of an asset management system.

Table 4.5 below provides a breakdown of these costs by CAPEX type. Note that the second table excludes the impact of the Stronger Communities Program. Attachments 3 – 8 provide further details of these plans with appropriate graphical presentation.

Table 4.5: Proposed 10-Year Budget

Expenditure Summary by CAPEX Type												
		Year	1	2	3	4	5	6	7	8	9	10
CAPEX Type	Total	Backlog	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Backlog	\$330,274	\$330,274	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal	\$1,548,140	\$0	\$56,295	\$354,995	\$368,950	\$97,170	\$82,685	\$101,425	\$210,410	\$45,950	\$74,510	\$155,750
Replacement	\$538,225	\$0	\$0	\$20,500	\$25,000	\$20,625	\$69,400	\$5,500	\$52,500	\$133,100	\$178,600	\$33,000
Enhancement	\$2,300,000	\$0	\$2,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grand Total	\$4,716,639	\$330,274	\$2,356,295	\$375,495	\$393,950	\$117,795	\$152,085	\$106,925	\$262,910	\$179,050	\$253,110	\$188,750

Expenditure Summary by CAPEX Type (Less Stronger Communities Program)												
		Year	1	2	3	4	5	6	7	8	9	10
CAPEX Type	Total	Backlog	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Backlog	\$330,274	\$330,274	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal	\$1,548,140	\$0	\$56,295	\$354,995	\$368,950	\$97,170	\$82,685	\$101,425	\$210,410	\$45,950	\$74,510	\$155,750
Replacement	\$538,225	\$0	\$0	\$20,500	\$25,000	\$20,625	\$69,400	\$5,500	\$52,500	\$133,100	\$178,600	\$33,000
Enhancement	\$10,000	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grand Total	\$2,426,639	\$330,274	\$66,295	\$375,495	\$393,950	\$117,795	\$152,085	\$106,925	\$262,910	\$179,050	\$253,110	\$188,750

It can be seen that over the 10 years there is a high level of fluctuation that could be reduced by further analysis. Such variations are due to the expected life cycles of various elements. These life cycles can be managed as each element approaches its useful life. Further analysis is provided in Table 4.7 taking into account benchmark estimates across various sectors.

As a major component of this project relates to master planning for Memorial Park, budget estimates have been provided by sub precinct in Table 4.6.

4.4 Comparative Benchmarking of Budget Estimates

Table 4.7 provides an analysis of broad costs for managing assets using industry figures. Notes to the table outline how these figures are derived. The purpose of this analysis is to test the adequacy of proposed budgets. The basis for these include:

- Backlog maintenance less than 200% on annual maintenance is manageable. Anything beyond that figure suggests a major issue for short and long-term management of service delivery.
- Annual routine maintenance is likely to be in the order of 0.5 to 1% of replacement value depending upon the level of technology embedded in the facilities.
- Renewal/replacement budgets should be 1-1.5% of replacement values of facilities. This again will depend on the level of technology within the facilities. For example, hospitals will require a much higher figure (maybe even 4%) whereas basic facilities may be at the lower end.

From the analysis critical issues are:

- Percentages comparison between actual and benchmark costs to replacement costs are reasonable, although there is some distortion in the early years as some catch-up work is undertaken.
- Backlog to maintenance costs shows major issues with several sites. Skate Park can be disregarded at this time as it is working on a low cost base. On the other hand, Memorial Park and Rotary Park show high levels of backlog suggesting that specific management decisions need to be taken. With regards the swimming centre it is showing a lower level of backlog that does not reflect its true needs. Some costs such as renovation of the pools basins has not been shown as backlog as it has been delayed till 2020 to ensure the renovations proposed are well planned within a window of opportunity of pool closure to undertake the works.

Table 4.6: Memorial Park by Sub Precinct (Less Stronger Communities Program)

Venue	Type	Backlog	1	2	3	4	5	6	7	8	9	10	Total	Annualised
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028		
Cricket Oval	Backlog	\$17,700											\$17,700	\$1,770
Cricket Oval	Renewal			\$5,400	\$2,000	\$0	\$0	\$1,000	\$3,900	\$0	\$0	\$2,000	\$14,300	\$1,430
Cricket Oval	Replacement												\$0	\$0
Cricket Oval	Enhancement												\$0	\$0
Cricket Oval	Sub	\$17,700	\$0	\$5,400	\$2,000	\$0	\$0	\$1,000	\$3,900	\$0	\$0	\$2,000	\$32,000	\$3,200
DNA	Backlog	\$23,650											\$23,650	\$2,365
DNA	Renewal		\$4,425	\$41,760	\$0	\$5,600	\$1,500	\$9,350	\$800	\$1,950	\$9,720	\$1,500	\$76,605	\$7,661
DNA	Replacement		\$0	\$10,000	\$0	\$0	\$10,400	\$0	\$0	\$1,500	\$0	\$0	\$21,900	\$2,190
DNA	Enhancement		\$10,000										\$10,000	\$1,000
DNA	Sub	\$23,650	\$14,425	\$51,760	\$0	\$5,600	\$11,900	\$9,350	\$800	\$3,450	\$9,720	\$1,500	\$132,155	\$13,216
Rovers	Backlog	\$13,930											\$13,930	\$1,393
Rovers	Renewal			\$9,060	\$0	\$10,400	\$4,250	\$13,700	\$140,090	\$5,000	\$10,400	\$0	\$192,900	\$19,290
Rovers	Replacement									\$40,500	\$54,300		\$94,800	\$9,480
Rovers	Enhancement												\$0	\$0
Rovers	Sub	\$13,930	\$0	\$9,060	\$0	\$10,400	\$4,250	\$13,700	\$140,090	\$45,500	\$64,700	\$0	\$301,630	\$30,163
Showgrounds	Backlog	\$55,990											\$55,990	\$5,599
Showgrounds	Renewal		\$4,850	\$10,350	\$7,950	\$5,175	\$6,000	\$5,975	\$0	\$750	\$2,040	\$0	\$43,090	\$4,309
Showgrounds	Replacement							\$2,500	\$14,000	\$11,500	\$3,500	\$0	\$31,500	\$3,150
Showgrounds	Enhancement												\$0	\$0
Showgrounds	Sub	\$55,990	\$4,850	\$10,350	\$7,950	\$5,175	\$6,000	\$8,475	\$14,000	\$12,250	\$5,540	\$0	\$130,580	\$13,058
Grounds General	Backlog	\$27,501											\$27,501	\$2,750
Grounds General	Renewal			\$23,000	\$1,000	\$1,280	\$0	\$15,000	\$0	\$1,000	\$0	\$0	\$41,280	\$4,128
Grounds General	Replacement												\$0	\$0
Grounds General	Enhancement												\$0	\$0
Grounds General	Sub	\$27,501	\$0	\$23,000	\$1,000	\$1,280	\$0	\$15,000	\$0	\$1,000	\$0	\$0	\$68,781	\$6,878
Total		\$138,771	\$19,275	\$99,570	\$10,950	\$22,455	\$22,150	\$47,525	\$158,790	\$62,200	\$79,960	\$3,500	\$665,146	\$66,515

Table 4.7: Maintenance Efficiency Analysis

#	Precinct	Annualised (1)	Replacement Value (2)	Annualised to Replacement (3)	Ratio Backlog to Replacement (4)	Desired Annual to Replacement (5)	Maintenance Costs (6)	Backlog (7)	Backlog to Maintenance (8)
	a	b	c	d	e	f	g	h	i
1	Skate Park	\$1,340	\$157,647	0.9%	2.8%	0.4%	\$631	\$4,450	705.7%
2	Indoor Stadium	\$43,600	\$4,291,487	1.0%	0.8%	1%	\$42,915	\$35,765	83.37%
3	Memorial Park	\$66,515	\$7,142,399	0.9%	1.9%	0.5%	\$35,712	\$138,771	388.6%
4	Swimming Centre	\$41,130	\$4,288,110	1.0%	1.3%	1%	\$42,881	\$53,903	125.7%
5	Rotary Park	\$8,697	\$1,662,635	0.5%	2.3%	0.5%	\$8,313	\$37,450	450.5%
6	Hardinge Oval	\$27,297	\$3,321,894	0.8%	0.3%	0.8%	\$26,575	\$9,300	35.0%
7	Conargo RR	\$8,803	\$1,980,755	0.4%	1.0%	0.6%	\$11,885	\$18,995	159.8%
8	Blighty RR	\$33,614	\$3,318,926	1.0%	0.6%	0.8%	\$26,551	\$20,240	76.2%
9	Pretty Pine RR	\$11,369	\$1,756,718	0.6%	0.6%	0.8%	\$14,054	\$11,400	81.1%
10	Total/Average	\$242,664	\$27,920,571	0.8%	1.3%		\$209,517	\$330,274	234.0%

Notes:

1. Annualised costs for renewal/replacement from the data sheets attached.
2. Replacement value derived from 2015 and 2018 valuation reports for ERC.
3. This is the ratio of costs derived in columns (b) and (c) as a percentage.
4. This is the ratio of costs from columns (h) and (c) as a percentage.
5. This percentage is based on a normal annual maintenance costs of say 1% of replacement costs as a benchmark. This percentage has been adjusted to suit differing levels of technical requirement for each building.
6. Maintenance costs are based on the replacement costs (2) adjusted by the percentage (5).
7. Backlog is provided from the data sheets.
8. This figure is the ratio of backlog (7) to maintenance costs (6) as a percentage.

5.0 Summary and Conclusions

The portfolio is characterised by the following issues and needs:

- Generally, the portfolio is reasonably maintained although some of the older buildings are showing signs of end of life. This range of condition of the portfolio is consistent with other similar large building groups elsewhere. The level of backlog generally is also indicative of the maintenance services and the level of usage.
- The audit also showed that there is a good spread of ratings across the portfolio which supports future through life management, subsequent disposal and the capacity to bring on new contemporary buildings over time.
- The rating of the buildings requiring specific attention/review is shown in Tables 4.1 and 4.4. Specific recommendations have been provided for future management
- Accessibility has been rated across most venues is inconsistent with code requirements, with deficiencies noted in various areas of this report. In most cases there is upgrades required for each building, and budgets for this have not been indicated at this stage. It is recommended that a detailed DDA audit is conducted to identify, prioritise and cost compliance issues.
- There are no major CPTED issues identified.
- ERC has prepared several plans for development and upgrade of facilities, namely as part of the Stronger Communities Program. These costs have, where appropriate, been recognised in the cost plan.
- A number of buildings have been recommended for demolition/disposal with another couple needing review to determine the best action to take in future management.
- It is noted that there is a lack of visibility of asbestos management across the whole portfolio and consequent lack in field identification of material.
- There is a need to upgrade signage both as part of building signs and as part of way finding within precincts. Provision has been made in part with the cost structure, although a detailed signage strategy/plan is recommended.
- With the expertise of the writer in swimming pool operation and management the following specific suggestions are made for the swimming centre
 - Separate plant for toddler's pool to minimise risks relating to cryptosporidium and similar health issues.
 - Provide stainless steel nozzles on the return lines into the pools to assist circulation and minimise "dead water".

- Undertake planning for renovation of pool basins (including investigation of pool movement) to ensure at least another 20 years can be gained on useful life.
- Install a second circulating pump to provide reserve capacity and ensure adequate turnover.
- Renovate and upgrade the pool plant rooms to address operation and management of pool water.
- Provide disabled access such as ramps or lifts into each pool, above other specific requirements for DDA compliance needs.

Finally, a major concern exists with the adequacy of the Rotary Park Amenities building which has been mentioned various times through this report.

Attachments

1. Detailed Condition Audit/Remaining Useful Life
2. Summary of comments (previously advised)
3. Cost by Asset Group
4. Cost by Precinct
5. Cost by Classification
6. Cost by Asset Group (less Stronger Communities Program)
7. Cost by Precinct (less Stronger Communities Program)
8. Cost by Classification (less Stronger Communities Program)

Detailed Condition Assessment/Remaining Useful Life

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
Skate Park	Ramps	Ramp structures and immediate surrounds	4	L3	Backfill behind jumps to contain undermining, remove raised black pipe, cut back sharp edges on steelwork
	Other infrastructure	Shade structure (3), paving (3), seating (3)	3	L3	Replace seat backs
Memorial Park	DNA Clubhouse	Brick building with brick storage shed adjacent	2	L3	Good condition for age, well maintained
	DNA Courts	5 courts, fencing, lighting*, dugouts, covered spectator seating	4	L2	Surface and subsurface water damage to courts. Court dimensions not compliant.
	Old Toilet Block	M/F toilets, storage area and canteen. Painted block	5	L1	Major renovation required on all elements. Usage is minimal.
	Old DNA Courts	2 bitumen courts (4), lighting* (4), dugouts (5), fencing (3), adjacent kids play area (4)	4	L1	Perimeter drainage inadequate, court surface poor, lighting minimal. Kids play area very old but still used. Courts are not compliant
	Cricket Shed	Enclosed metal shed, aluminium seating	3	L3	Fix roof plumbing, some general rust evident
	Cricket Oval Infrastructure	Oval fence (3), practice nets (4), perimeter seating (4), sight screens (3)	4	L2	Timber slats on seats deteriorating, bad shade structure on E side, practice nets and cages in poor condition
	Rovers Netball Courts	2 bitumen courts (2), fencing (3), spectator seating in sheds (2), lighting* (3)	2	L3	Generally good condition
	Rovers Netball/AFL	M/F/D toilets and changerooms (3), new club	3	L3	Generally, in suitable condition. Play area needs some renovation. Roof drainage needs to be replumbed

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
	Change	room with changeroom (2), kids play equipment (3)			
Memorial Park	Rovers Club Rooms	Timber with metal roof includes function area, kitchen, toilets, offices, disabled access ramp	3	L3	Generally, in good condition with recent additions/renovations suitable. Good disabled access to building although adjacent parking is not provided.
	Oval Infrastructure	Oval fence (3), goal posts (3), scoreboard (2), perimeter seating (5), lighting* (3)	4	L3	Perimeter seating in poor condition.
	Rovers Change room	Ground floor with change rooms, training, and team prep areas	4	L2	Building exterior is deteriorating. Change rooms and toilets need renovation.
	AG Office (above Rovers Change room)	Top floor of previous with toilets, function room kitchen, offices and broadcast room, deck access.	3	L2	Building exterior is deteriorating. Timber decks and stairs need renovation. Internally it is in reasonable condition for age.
	Show Jumping	Transportable building for admin of show jumping	1	L4	Two years old, limited use.
	Collectors' pavilion	Closed metal shed, access paths and transportable disabled toilet at rear	2	L3	Well maintained.
	Food outlet	Metal shed for food preparation, serving, and adjacent structure	3	L2	Due for renovation.
	Toilet Block	M/F toilets	5	L1	Building is severely deteriorated and would need major renovation. Scope is limited due to ageing.
	Toilet block with Showers	Brick with metal roof. M/F toilets, adjacent shower	4	L2	Plumbing service is recurrent issue. Work needed on renovation to address presentation.

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
		structure/shelter			
	Open Pavilions	Three open steel framed sheds with a fourth shed at rear boundary of area	4	L2	Basic steel framework needs rust treatment. Several roofing sheets need replacement. Internal fit out needs similar renovation with replacement of timber panels.
	Other Sheds	Metal sheds for displays	3	L3	Enclosed metal in reasonable condition. Underside of wall sheets is buried and rusting evident.
	Sheep Shelter	Small covered area with extension	4	L2	As per the open pavilion needs renovation on rust areas, replacement of fascia, downpipes. Problem with structural adequacy of small attached section.
	Cricket nets (new)	3 new wicket practice nets	1	L4	Work in progress.
Memorial Park	General site infrastructure	Roads and parking (4), external perimeter fencing (3), entry gate (3), poles (4), switchboards (4), loading ramp (2), metal yards (3), lighting* (4), signage (4)	4	L3	General gravel roads need regular levelling. Limited designated carparking. Many internal timber poles need replacing. Most switchboards need upgrading. Area lighting appears inadequate and direction signage is limited.
Indoor Stadium	Hiring and usage areas	Main arena floor, seating, gymnastics area, building exterior, lighting *, ballet room	4	L2	External/internal steel structure needs treating. Floor and lines need refurbishing. Sub floor needs major work evidenced by floor levels and movement. It is understood that the floor will be replaced as part of the pending capital project.
	Support Areas	Offices, foyer, amenities, kitchen, toilets	3	L3	All areas are in suitable condition, with some minor damage. One disabled toilet used as store.
	External areas	Carparking (4), fencing (3)	4	L2	Carpark is deteriorating, uneven and is unlit. External fence is reasonable although some minor repairs required. External area drainage is minimal.
Swimming Centre	Pools	50m, 20m and toddlers' pool, shade structures over pools	4	L2	All pools are empty and need substantial work on finishes (painting, tiling, etc). Concern at movement in main pool basin.

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
					Adjacent paving requires work to reduce trip hazards. Earthing of shade structures and pool handrails is unknown. No disabled entry provided.
	Plant Room	Plant (4), building (4), local secure fencing (3)	4	L2	Building is in poor condition. Plant needs substantial work to upgrade. Review bunding capacity for chemicals.
	Hydro Pool	Newer indoor pool with change rooms, plant room and office	3	L3	Hydro pool in reasonable condition. Some minor cracking of finishes.
	Building	Change rooms, club rooms, entry foyer, office and store, entry and canteen	4	L2	Change rooms need upgrade. Building as a whole is dated and in need of upgrade with some cracking in walls.
	Infrastructure	Pool lighting* (4), paving (4), shelters (3), fencing (3), carparking (4)	4	L2	No disabled pool access or change rooms. Street carparking is deteriorating, lighting towers and steel pool shelters need painting.
Hardinge Park	RAMS Clubhouse	Metal roof and walls. Includes everything within building envelope	3	L3	Internally the building is in reasonable condition with newer areas recently renovated. Change rooms have been upgraded. Gymnasium area is basic. Externally substantial work required to treat rust in framing and fixing roof drainage.
	Other buildings	Toilets (3), storage shed (3), spectator shed (4), entry booth (3), gate storage (3), umpires box (4)	3	L3	These facilities are in reasonable condition although timber fascia on spectator shed needs replacing.
	Netball Courts	2 Courts (4), lighting* (3), dugouts (3), immediate fencing (3)	4	L3	Netball court surfaces are deteriorating (understood funding is available to upgrade).
	Infrastructure	Entry Structure (3), roads and parking (4), field lighting* (3), oval fencing (4), external	4	L3	Roads, parking need grading. Oval fencing and seating due for refurbishing.

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
		fencing (3), scoreboard (2), spectator seating (3)			
Rotary Park	Amenities Building	Masonry with metal roof. Amenities include change rooms, function, kitchen, toilets, storage	4	L2	This building has several structural issues and appears to be incomplete e.g. unpainted walls/ceiling, not vermin proof.
	BBQ Structure	Metal roof (3), timber frame (2), BBQ plates (2) and seating (3)	3	L3	Generally, in sound condition.
	Infrastructure	Perimeter fencing (3), roads (3), log barriers (3), entry gateway (3), field lighting* (3), goals (2)	3	L3	Generally, in sound condition although roads need more compacted fill to reduce waterlogging. Fields become water logged so consider releveling.
Pretty Pine Recreation Reserve	Community Hall	Metal walls and roof. Function area, kitchen, toilets, change rooms, Council meeting suite	2	L3	Building is in good condition throughout given its age.
	Kitchen	Metal camp kitchen	2	L3	Good condition.
	Residence	Timber with metal roof prefab structure	3	L3	Access could not be gained for internal inspection. Caretaker was happy with general condition.
	Pistol Range	Pistol firing building (new), mounds, fences	2	L3	New work, good condition.
	Service sheds	Metal, open and lock up	3	L3	Serviceable
Pretty Pine Recreation Reserve	Horse compound	Exercise yards, control shed (metal), fencing	3	L3	Serviceable
	General infrastructure	Entry (3), external fencing (3), roads (3), tennis courts with fence and lights (4)	3	L3	Generally, in reasonable condition. Tennis courts need substantial work and appear not to be used.
Conargo	Museum	Timber with metal roof.	2	L3	Good condition and suitable standards maintained.

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
Recreation Reserve		Central display glazed atrium, toilets for M/F/Dis at either end			
	Community Hall	Metal walls and roof. Main function area, kitchen, toilets and external storage area with central plant system	3	L3	Rusting of support columns with two bases hidden in garden edging. Other areas in condition consistent with age and require some periodic/cyclic work.
	Kitchen, BBQ Structure	Timber post with metal roof. BBQ benches, tables, chairs	3	L3	Satisfactory condition
	Play Grounds	Two play grounds with good contemporary play equipment, shade cloth structure fencing	3	L3	Play equipment in good condition. Bases of support structure are covered in several instances. Platforms on edging need refurbishing.
	Storage shed	New metal structure	2	L4	New condition
	Toilet block	Masonry with metal roof. M/F under current renovation.	4	L2	Temporarily closed down
	Infrastructure	Paving blocks, bollards, roads, fencing (timber and mesh)	3	L3	Generally, in suitable condition
Blighty Recreation Reserve	Entry structure	Metal building providing covered gate keeping	2	L3	Basic structure is suitable condition.
	Clubhouse	Brick with metal roof. Includes toilets, team facilities, function room, kitchen and meeting room.	3	L3	In reasonable condition with usage. Change facilities require substantial work, and main floor appears to require refurbishing.
	Netball courts	2 new courts with lighting*, fencing, spectator seating (covered)	1	L4	New courts, good condition

Location	Site/Building	Description/Coverage (Ratings for individual assets in brackets)	Assessed Rating	Remaining Useful Life	Summary Comments
Blighty Recreation Reserve	Old court	Bitumen courts with lighting* and fencing	4	L2	Poor condition. Programmed for replacement.
	Netball buildings	Brick with metal roof. Includes central area, toilets, canteen.	4	L1	At end of life, with significant level of work required. Programmed for replacement.
	Play structure	Covered structure with contemporary play structures. Bark fill and timber edging	3	L3	Play equipment is in good condition. Timber edging needs fixing where splintering in several areas. Fencing is sound.
	Infrastructure	Oval fencing, scoreboard, field lighting*, external perimeter fencing, dugouts	3	L3	Generally, in good condition.

Notes:

1. **Lighting*** indicates presence of lighting system and any visible signs of maintenance issues. Light testing was not undertaken to determine levels/coverage to the relevant sporting standards. However visual inspection of sports field lighting suggest that level and distribution of lighting is uneven. Netball lighting for all courts appears to be adequate. Sports field, carpark and general external building lighting should be tested for compliance.
2. More detail on Remaining Useful Life is provided in the body of the report, in particular where L2 and L1 ratings have been applied.

**EDWARD RIVER COUNCIL (ERC) RECREATION STRATEGY
SUMMARY OF KEY ISSUES FROM CONDITION AUDIT**

Below is a summary of significant/immediate issues identified in the inspection program as part of the development of the recreation strategy. These issues relate to such elements as structural and risk management that need to be brought to the attention of ERC management in advance of the completion of the study.

Whilst some of these comments are not directly related to the scope of the audit, they none the less have been identified as matters of some concern based on the overall experience and expertise of the inspector. Whilst mitigating risk options have been proposed this is properly a matter for ERC to determine based on corporate imperatives and current works. Addressing these points may well be part of the asset management policies and practices.

Location	Building	Description of Issue/Risk	Mitigating Risk Options
General	General	Many switchboards do not have Residual Current Devices for power/lighting to protect for earth leakage as required by codes. This should include testing/logging by competent authorities	Initiate program to install/test/log Residual Current Device as necessary, and provide switched points (not 413s)
	General	List of electrical circuits and diagrams should be displayed at each switchboard	Update Boards, and circuits at each field location
	Leads	Power leads and appliance leads need to be test and tagged to codes	Update as necessary
	Access Risks	Few sites have diagrams showing emergency evacuation, and fire equipment locations	Provide relevant signage
	Several sites (Conargo and Blighty)	Support columns for roof/play covers are rusting and/or cannot be inspected (base plates/rag bolts are covered or embedded into gardens). In many cases are properly installed and open for inspection	Relocate garden edges to inside support structures. Treat rusted components
	Play areas	Splintering of platform seating edge timbers	Repair/replace
Memorial Park	Netball old toilet	Cracking over door headers, and at NW corner	Monitor
	The Chalmers Family Sheep Shelter	Structural stability of framework of newer extension	Report

Location	Building	Description of Issue/Risk	Mitigating Risk Options
	Open sheds	Fix electrical conduit in roof space, and adequately support pendant lights/power points	Review and modify as necessary
	Toilet block Rovers FC change block	Cracking throughout walls in several places	Monitor
Rotary Park	Amenities Block	Block joints opening up (severely in some instances) likely through settlement, with some vertical cracking through blocks. NW corner shows major break in support. Internal ceilings appear to have moved.	Structural inspection and rectification. Confirm Certificate of Occupancy as building seems to be unfinished
Swimming Centre	Main Pool	Movement along construction joint at deep end	Full survey to monitor
	Structures adjacent to pools	Earthing of shade cloth structures of children's and second pool not evident. Handrails into all pools need to be earthed	Need to confirm
Deni Skate Park	Ramps	Erosion of fill material exposing slab fill/support	Backfill and compact
	Pipe	Exposed black pipe safety hazard	Cover and protect as necessary



Deniliquin Field and Game



Appendix 2: Detailed Organisation Findings

Tables with details provided by the interviewed sport and recreation clubs can be found in this section.

Deniliquin RSL Club

The Deniliquin RSL Club was not available for discussions when this study was being prepared. However, detail from an earlier discussion when the open space strategy was being prepared is reproduced here.

The Deniliquin RSL Club provide various sporting facilities and a park with playgrounds near the licensed club. The Club has recently installed a Liberty Swing in the park. The park is mowed by Council.

The RSL Bowls Club is looking for financial assistance (grants) to put in artificial greens and provide shade cover to make the facility more viable.

The Club is considering long term options for the tennis courts as the tennis club closed some ten years ago. There are no firm proposals at this stage.

The Club does not have plans for how these facilities will be developed but rather reacts to requests and ideas when it has some spare money.

Organisation Details

Organisation Name	Park or Reserve	Membership Senior 2018	Membership Junior 2018	Expected Membership Trends
Blighty AFL Club	Blighty Recreation Reserve			Not known
Blighty Netball Club	Blighty Recreation Reserve	40	41	Stable
Blighty Tennis Club	Blighty Recreation Reserve	32	40	Juniors increasing, seniors decreasing
Deniliquin & District Cricket Association	Memorial Park	52	74	Increase
Deniliquin Athletics Club	Hardinge Street Oval		106 (Little Athletics only)	Increase
Deniliquin Boat Club	Private Land	TBA	TBA	Increase
Deniliquin Bowling Club	Private Land	145 (bowlers) 750 (social)	1	Bowler numbers are decreasing but social membership is increasing
Deniliquin Clay Target Club	Racecourse Reserve	16	3	Decline
Deniliquin Collectors Club	Memorial Park			Not stated
Deniliquin Cycling Club	Nil (road cycling)	50 (approximately)	Nil	Unknown
Deniliquin District Soccer Club	Rotary Park	30	250	Stable
Deniliquin Drivers Rugby Union Football Club	Rotary Park	50	Nil	Increase
Deniliquin Field and Game	Racecourse Reserve	100	20	Decline
Deniliquin Golf Club	Deniliquin Golf Course	580 (golf) 200 (social)	Not stated	Decline
Deniliquin Lawn Tennis Club	Deniliquin Lawn Tennis Club	100	100	Increasing including croquet (due to lights)
Deniliquin Motorcycle Association	Association Track	60	50	Increase
Deniliquin Netball Association	Memorial Park	16	161	Steady
Deniliquin Pastoral and Agricultural Society	Memorial Park			Not stated
Deniliquin Pony Club	Crown Land	12 adults 18 social	45	Increase
Deniliquin Racecourse Trust	Racecourse Reserve	9 Trustees	Nil	n.a.
Deniliquin Racing Club	Racecourse Reserve	187	Nil	Increase
Deniliquin RAMS Football and Netball Club	Hardinge St Oval	TBA	TBA	Increase
Deniliquin RSL Bowls Club	RSL			Unknown
Deniliquin Sporting Car Club	Association Track	35 to 45	5 to 10	Stable
Deniliquin Tentpegging Association	Memorial Park	8 - 12 attend events		Stable
Deniliquin Wanderers Soccer Club (Seniors)	Rotary Park	8	Nil	Increase
Gum Creek Polocrosse Club	Pretty Pine Recreation Reserve	4	Nil	Increase
Pretty Pine Pistol Club	Pretty Pine Recreation Reserve	35	Nil	Stable
Rovers Football and Netball Club	Memorial Park	455	110	Increase

Facility Issues and Needs

Organisation Name	Issues with Facilities	New Facility Needs	Activity Needs
Blighty Netball Club	Nil	Need new club house (soon to be constructed by Council)	Nil
Blighty Tennis Club	Nil		Nil
Deniliquin & District Cricket Association	Amenities building issues—location, disabled access and size. Ovals—wickets need to be replaced, outfields quite slow.	Club Rooms (high priority); Change rooms (high priority); Cricket Wickets need to be upgraded to keep up with recommended standard (medium priority)	Increase Junior Competitions to increase participation across more age groups.
Deniliquin Athletics Club	The long jump, discuss and shot-put area are too close together. Athletes are capable of throwing outside of the space. There is limited storage.	New storage (high priority); New discuss area (medium priority) and a synthetic track (low priority).	Cross Country Course
Deniliquin Boat Club	River heights in flood.	Disability access is a high need. The clubhouse is small and getting old and will be a long-term need.	Would like to do more events e.g. wake-boarding, barefoot, slalom skiing, concerts and social events (e.g. festivals)
Deniliquin Bowling Club	Nil	Painting the outside of the clubhouse, Lighting one of the greens, potholes in car park, car parking line-marking	Nil
Deniliquin Clay Target Club	Nil	Toilets to be made accessible (high priority) and maintenance of internal road (high priority)	Nil
Deniliquin Collectors Club	Nil	Nil (at present)	Nil
Deniliquin Cycling Club	Access to shower facilities in a Council Park for use after rides	Nil	Nil
Deniliquin District Soccer Club	Drainage, car parking and access road (wet and boggy); clubrooms are falling apart; turf maintenance. The road and car park are significant safety issues.	High priorities are the road and car park The club house needs significant repair or replacement.	Off-season social soccer for high school students to maintain their interest in the sport.
Deniliquin Drovers Rugby Union Football Club			Summer 7's competition; playground for under 6 visitors to the park. Junior Rugby competition.
Deniliquin Field and Game	Nil	Toilets to be made accessible (high priority); field plan and layout (high priority) and tree planting (high priority).	Nil
Deniliquin Golf Club	Nil	Need to upgrade the kitchen, Need to have a disabled toilet and upgrade club house access. Need to remove old boiler room.	Junior program and Adult program to attract new members.
Deniliquin Lawn Tennis Club	Underutilised tennis courts	All-weather synthetic turf courts (medium priority); fencing and irrigation replacement are a low priority.	Night tennis, winter competition, modified tennis and cardio-tennis.

Organisation Name	Issues with Facilities	New Facility Needs	Activity Needs
Deniliquin Motorcycle Association Inc	Toilets, canteen and dust suppression are not at expected levels	Dust suppression for safety and member experience (high priority); Need toilets and a canteen (medium priority)	Still in start-up/re-establishment phase.
Deniliquin Netball Association	Courts need repair and resurfacing to be made compliant. Public toilets need replacing. The playground does not meet Australian Standards	Public toilet replacement (high priority) and complete court resurfacing (high priority)	Nil
Deniliquin Pastoral and Agricultural Society	Toilets, Barbecue (food building), lighting, Disability access to P&A rooms.	Priorities are: 1. New toilets (replacing P&A toilets) 2. Upgrade the Barbecue Area (the canteen building) 3. Disability access to P&A offices 4. Lighting	
Deniliquin Pony Club	Power, accessibility and rabbit control	» Electricity connection (currently have a generator but it is getting old)—High priority » Disabled toilets (medium priority—club hosts Riding for the Disabled) » Rabbit control under the building (low priority)	Clinics on show-jumping and dressage. Need to find new instructors as local instructors have moved away.
Deniliquin Racecourse Trust	N.A.	N.A.	N.A.
Deniliquin Racing Club	Always trying to upgrade amenities	A racecourse on which to race thoroughbred horses (low priority)	Nil
Deniliquin RAMS Football and Netball Club	Nil	» A new viewing area to watch football from inside the clubhouse (high priority) » Upgrade lights on oval (high priority) » Children's playground (medium priority) » Kitchen upgrade (medium priority)	AFL Youth Girls Team for the girls now playing in the Women's AFL or Netball
Deniliquin Sporting Car Club	Drainage (road reserve and car club site)	Drainage across the site. The site needs a drainage plan and then its development (high priority). Signage for course is a medium priority.	Run motorkhana, drive education (would require a facility upgrade)
Deniliquin Tentpegging Association	Day stalls are satisfactory for club days but too small for events.	New stables would be needed for national and international events.	Could get a major 2-day event every four years or so with about 100 competitors.

Organisation Name	Issues with Facilities	New Facility Needs	Activity Needs
Deniliquin Wanderers Soccer Club (Seniors)	Drainage for car parks and access road. Clubrooms are in a poor state (demolish the building or undertake substantial renovation), security, safety and signage	Upgrading roads, car parking and clubrooms are a high priority. Install a playground is medium priority.	Adventure play needed for the large amount of kids running around before, during and after games. Play ground could go next to the club house.
Gum Creek Polocrosse Club	Pretty Pine Recreation Reserve is "satisfactory" for polocrosse functions.	Biosecurity upgrades are needed to meet legislative standards.	Nil
Pretty Pine Pistol Club	No electricity or water to venue; need to finish ranges and increase the number of disciplines that can be shot. There is no clubhouse.	Range and target development; electricity and water and a clubhouse are all high priorities.	Cannot hold events at the venue until it is properly developed.
Rovers Football and Netball Club	A new deck area at the rear of the clubrooms facing the Edward River. There is no dedicated medical room in the change-rooms.	High priorities are the deck and medical rooms along with a revamped children's playground. A medium priority is the grading and turfing of the area between change rooms and the oval.	Additional football grade—under 11s

Land and Tenure Details

Organisation or Venue Name	Land Ownership	Occupancy Arrangement
Basketball Stadium	Council	Contract
Blighty AFL Club	Council	Blighty Hall & Advancement Committee
Blighty Netball Club	Council	Blighty Hall & Advancement Committee
Blighty Tennis Club	Council	Blighty Hall & Advancement Committee
Deniliquin & District Cricket Association	Council	Section 355 Committee– Memorial Park Users Advancement Committee (MOU in place)
Deniliquin Athletics Club	Council	Year-to-year arrangement with RAMS
Deniliquin Boat Club	Private	Not applicable
Deniliquin Bowling Club	Private	Not applicable
Deniliquin Clay Target Club	Crown (Direct)	Arrangement with Crown
Deniliquin Collectors' Club	Council	MOU
Deniliquin Cycling Club	n/a	Not applicable
Deniliquin District Soccer Club	Council	Nil - book fields
Deniliquin Drovers Rugby Union Football Club	Council	Nil - book fields
Deniliquin Field and Game	Crown (Direct)	Arrangement with Crown
Deniliquin Golf Club	Private land (except for a small practice fairway which is Crown Land)	Arrangement with Crown for practice fairway
Deniliquin Lawn Tennis Club	Private land	Owned freehold
Deniliquin Motorcycle Association Inc	Crown (Direct)	Arrangement with Crown
Deniliquin Netball Association	Council	Section 355 Committee– Memorial Park Users Advancement Committee
Deniliquin Pastoral and Agricultural Society	Council	Section 355 Committee– Memorial Park Users Advancement Committee
Deniliquin Pony Club	Crown (Direct)	Arrangement with Crown
Deniliquin Racecourse Trust	Crown (Direct)	Arrangement with Crown
Deniliquin Racing Club	Crown (Direct)	Arrangement with Crown
Deniliquin RAMS Football and Netball Club	Council	20-year lease to 2028
Deniliquin RSL – Tennis courts and Bowls	Private	Freehold
Deniliquin Sporting Car Club	Crown (Direct)	Arrangement with Crown
Deniliquin Swimming Pool including hydrotherapy	Council	Contract
Deniliquin Tentpegging Association	Council	Hire park from ERC and private arrangement with Deniliquin Golf Club
Deniliquin Wanderers Soccer Club (Seniors)	Council	Nil - book fields
Gum Creek Polocrosse Club	Council (activity takes place on Crown Land)	Permit obtained from LLC
Pretty Pine Ground Committee	Council	Pretty Pine Hall & Advancement Committee
Pretty Pine Pistol Club	Council	Pretty Pine Hall & Advancement Committee
Rovers Football and Netball Club	Council	Section 355 Committee– Memorial Park Users Advancement Committee

Council Assistance

A number of organisations in the next table were not interviewed as they are not a sporting club but their assistance from Council is recorded for information purposes.

Organisation or Venue Name	Council Assistance as Advised by the Organisation	Council Assistance as advised by Council Officer
Basketball Stadium	Any assistance to the contract manager is set out in the contract	No other assistance is provided by Council.
Blighty Advancement Committee	\$60,000 maintenance budget to Advancement Committee / Hall plus grants	Committee looks after inside the fence (mowing / veg) Council looks after the outside of the fence. Council maintains the Hall and inspects the playground. The \$57,000 annual payment to the Committee has stopped. Council maintains the lights on the oval and courts, the irrigation system. The Blighty Advancement Committee has a water licence.
Blighty AFL Club		
Blighty Netball Club		
Blighty Tennis Club		
Booroorban Social and Sporting Club	Not interviewed	Council looks after the hall, playground and toilet. There is a bore for water.
Conargo Memorial Hall	Not interviewed	Conargo Village - one maintenance person who does 12 hours in summer and 4 hours per week in winter. They do the mowing and irrigation. The hall is cleaned by a contractor.
Deniliquin & District Cricket Association	Council prepares outfields (mowing, etc)	The public toilets (except the P&A Society) at Memorial Park are looked after by Council. The Rovers pay a fee and Council does all the maintenance on the turf, Rovers do all the maintenance on their buildings. The P&A Society maintain their own buildings and clean their own toilets.
Deniliquin Athletics Club (at RAMS)	Mowing and rubbish collection.	Club pays a peppercorn rent, Council clears the rubbish, cleans the toilets, mows the oval (26-32 times per year) RAMS paid for the buildings and irrigation.
Deniliquin Boat Club	No direct assistance but have received grant funding.	Nil
Deniliquin Bowling Club	Council tops up the lagoon that the Club irrigates from when the level falls. Have received a grant from Council for disabled toilets.	Club gets water allocation from Council if they run out.
Deniliquin Clay Target Club	Nil	Nil
Deniliquin Collectors' Club	Nil	Nil
Deniliquin Cycling Club	Nil (possible assistance for events on request)	Nil
Deniliquin District Soccer Club	Mowing, rubbish removal, clean outside toilet and inside on request, road maintenance on request, grading of road on request, irrigation maintenance on request.	Council mows fields (24-26 times per year), clears rubbish, maintains irrigation, clean public toilets. Club looks after canteen and change rooms.
Deniliquin Drovers Rugby Union Football Club		
Deniliquin Field and Game	Nil	Nil
Deniliquin Golf Club	Nil	Nil
Deniliquin Lawn Tennis Club	Nil	Nil
Deniliquin Motorcycle Association Inc	Nil	Nil

Organisation or Venue Name	Council Assistance as Advised by the Organisation	Council Assistance as advised by Council Officer
Deniliquin Netball Association	Rubbish collection	The public toilets (except the P&A Society) at Memorial Park are looked after by Council. The Rovers pay a fee and Council does all the maintenance on the turf, Rovers do all the maintenance on their buildings. The P&A Society maintain their own buildings and clean their own toilets.
Deniliquin Pastoral and Agricultural Society		
Deniliquin Pony Club	Council help with small requests (e.g. providing a bit of soil or sand) and are very good to the club. Council close the road for the cross-country (about three times/year) and they grade the road on request.	Council provides the occasional truck load of dirt, does some tree management and assists with road closures for events.
Deniliquin Racecourse Trust ¹	Annual allocation of irrigation water no charge.	No maintenance
Deniliquin Racing Club		
Deniliquin RAMS Football and Netball Club	Mowing, road grading, rubbish collection, perimeter fence repairs, cleaning outside toilets, top dressing and scarifying oval. Provide grants.	Club pays a peppercorn rent, Council clears the rubbish, cleans the toilets, mows the oval (26-32 times per year) RAMS paid for the buildings and irrigation,
Deniliquin RSL – Tennis courts and bowls club	Nil	Nil
Deniliquin Sporting Car Club	Occasional rubbish bin collections	No maintenance
Deniliquin Swimming Pool including hydrotherapy	Any assistance to the contract manager is set out in the contract	No other assistance is provided by Council.
Deniliquin Tentpegging Association	Use Memorial Park for Club days but have no base anywhere.	Nil
Deniliquin Wanderers Soccer Club (Seniors)	Mowing and rubbish removal	Council mows fields (24-26 times per year), clears rubbish, maintains irrigation, clean public toilets. Club looks after canteen and change rooms.
Gum Creek Polocrosse Club	Nil	Nil
Mayrung Advancement Committee	Not interviewed	Council does everything though no mowing is required. Council inspects the playground.
Pretty Pine Ground Committee	Not interviewed	The committee does the mowing, The caretaker's house is maintained by Council. Council does provide a budget.
Pretty Pine Pistol Club	Nil	
Rovers Football and Netball Club	Mowing, watering, rubbish collection, odd maintenance jobs.	The public toilets (except the P&A Society) at Memorial Park are looked after by Council. The Rovers pay a fee and Council does all the maintenance on the turf, Rovers do all the maintenance on their buildings. The P&A Society maintain their own buildings and clean their own toilets.
Wanganella & District Advancement Committee		Council looks after the Hall and some mowing and irrigation. A local person currently looks after the gardens and the memorial.

¹ Would like to see DA fees for clubs abolished

Issues Affecting the Organisations

Organisation or Venue Name	Issues Having Greatest Impact	Training Needs	Other Matters
Blighty Netball Club	Cost of participating / difficulty in accessing grants	Need training quite broadly. Not aware of local training opportunities.	
Blighty Tennis Club	Lack of training for coaches / officials/ lack of qualified coaches / insurance costs / cost of participating	Training in funding/strategic planning/ governance/ courses and clinics/ player development.	
Deniliquin & District Cricket Association	Cost of playing / governing body changes / declining number of volunteers / difficulty in accessing grants / technology	Not aware but would like to know more about business planning, risk management, marketing and player development.	
Deniliquin Athletics Club	Falling membership / lack of access to training for volunteers / declining no of volunteers / poor parent support / technological advancements / changes to committee; other = shared facility	Aware of training opportunities but have not accessed.	Volunteers are usually busy parents juggling work and kids. All training requires additional time and effort.
Deniliquin Boat Club	Lack of qualified coaches and officials; insurance costs; governing body rule changes; disability access; changes to committee.	Need training quite broadly. Not aware of local training opportunities.	
Deniliquin Bowling Club	Less youth participating; lack of access to training for volunteers; declining number of volunteers.	Nil	
Deniliquin Clay Target Club	Less youth participation and disability access.	Not interested	
Deniliquin Cycling Club	Nil	Nil	Young people are more engaged in mountain biking. The club has "room" to expand.
Deniliquin District Soccer Club	Lack of qualified coaches; governing body changes; declining number of volunteers; poor parent support; disability access and changes in committee.	Strategic planning; club governance; coach & official accreditation; player development as a minimum. Club is not aware of opportunities.	Not affiliated with NSW or Vic Football therefore resources and assistance is limited. Club does not believe that affiliation would result in much support would be forthcoming.

Organisation or Venue Name	Issues Having Greatest Impact	Training Needs	Other Matters
Deniliquin Drivers Rugby Union Football Club	Most issues listed are affecting the Drivers RUFC except falling membership, access to school facilities and the cost of insurance.	Would like to attend training in ways to attract more funding including grant writing; strategic and business planning; club governance and volunteer management.	DRUFC have proposed a Rotary Park User Group to ERC and are yet to receive a formal response. At the moment there is a vacuum of coordination and control and the club is not sure who to speak to.
Deniliquin Field and Game	Cost of participating.	Not interested in training courses except (maybe) grant writing training.	
Deniliquin Golf Club	Cost of maintenance; cost of playing; disability access; being able to access grants where the club is located on private land.	Nil	Eighty volunteers run the club, only the field staff are paid.
Deniliquin Lawn Tennis Club	Concerned about the possibility of falling membership along with less youth participation. Otherwise impacts include a lack of training for coaches; the costs of insurance and participation; declining numbers of volunteers.	Nil	
Deniliquin Motorcycle Association Inc	Lack of qualified coaches; lack of training for coaches etc; cost of participating; governing body changes; declining number of volunteers; technology advances and risk management.	Would like the opportunity to attend varied types of training to support the club's operations.	
Deniliquin Netball Association	Lack of access to training for volunteers; the cost of maintaining the venue; a lack of qualified coaches; lack of training for coaches; insurance costs; cost of participating; changes in technology; risk management and constant committee changes.	Would like more training opportunities in aspects of club management and the training of coaches and support staff.	It is essential for our association that we keep 5 courts for operation of our competition and tournaments. Timely response from ERC to manage project repair and resurface 5 courts and prevent further deterioration would be appreciated.
Deniliquin Pony Club	Lack of access to training for volunteers; lack of qualified coaches; cost of participating; declining number of volunteers; poor parent support; technology changes; risk management and changes on the committee.	Nil	The site is also used by Riding for the Disabled
Deniliquin Racecourse Trust	N.a.	Club governance.	

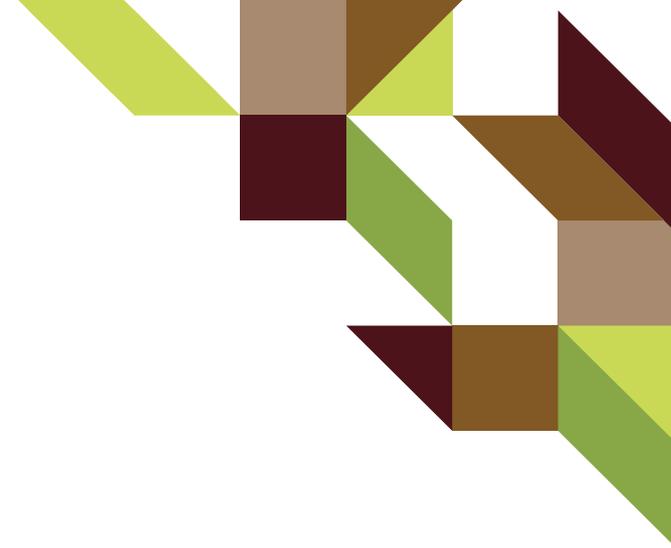
Organisation or Venue Name	Issues Having Greatest Impact	Training Needs	Other Matters
Deniliquin Racing Club	Risk management.	Aware of and have attended a broad range of training programs.	WHS reports are provided before and after each race meeting to Racing NSW.
Deniliquin RAMS Football and Netball Club	Cost of maintenance; lack of qualified coaches; insurance costs; governing body changes; poor parent support; disability access; risk management .	Aware of some but not attended, have attended some including funding and grant writing, marketing, coaching accreditation and player clinics	
Deniliquin Sporting Car Club	Falling membership (not all members turn up to drive all the time); Less participation; a lack of qualified coaches and a lack of training for coaches; the cost of participating; governing body changes; declining number of volunteers; accessing grants and technological advancements.	Broadly interested in all training to assist the club and participants.	CAMS training is in Sydney or Melbourne which makes it difficult to access.
Deniliquin Wanderers Soccer Club (Seniors)	Falling membership; lack of qualified coaches; lack of training for coaches; cost of playing; poor parent support.	Would like more training opportunities in aspects of club management and the training of coaches and support staff.	Adventure play space could become a destination playground. A gold coin donation would allow it to pay for its own upkeep and upgrades. There are already public toilets and a barbecue area on the park.
Gum Creek Polocrosse Club	Cost of maintaining the venue; governing body changes in facility requirements; difficulty in access grant funding; risk management; constant changes in the committee.	Would like to know more about training in club governance and committee management; risk management; volunteer management; advertising and marketing	
Pretty Pine Pistol Club		Coach and official accreditation required. Club is aware of opportunities but has not accessed yet.	
Rovers Football and Netball Club	Lack of access to training for volunteers; cost of maintaining venue; governing body changes; declining number of volunteers; disability access and access to grants.	Broadly interested in all training to assist the club and participants.	



SPECIAL EVI NTS 054 439 111

Enjoy
Coca-Cola
Coke

Deniliquin Motorcycle Association Inc



Appendix 3: Sportsground Detailed Levels of Service

Memorial Park

Annual Works Activities Performed By Council	Frequency (time/year)	Time (hours)	Plant Cost	Labour Cost	Materials Expense	Estimated Cost
Grass Cutting large oval	36	2.5	\$ 40.00	\$ 60.00		\$ 9,000.00
Grass cutting small oval	22	1.5	\$ 40.00	\$ 60.00		\$ 3,300.00
Grass cutting area outside ovals	20	2.5	\$ 40.00	\$ 60.00		\$ 5,000.00
Bin collection - 25 bins weekly	52	25			\$ 2.20	\$ 2,860.00
Arborist report and tree maintenance	1					\$ 2,000.00
Grading once per year	1	7				\$ 3,500.00
Toilet cleaning	52	2	\$ 40.00	\$ 60.00		\$ 10,400.00
General maintenance seats etc	7	7	\$ 40.00	\$ 60.00		\$ 4,900.00
General weed spraying	1	7	\$ 40.00	\$ 60.00		\$ 700.00
Oval weed spraying	2	7	\$ 40.00	\$ 60.00		\$ 1,400.00
Fertilise	1	3.5	\$ 50.00	\$ 60.00		\$ 385.00
Other costs (Lime)						\$ 2,500.00
General maintenance						\$ 5,000.00
Playground inspections	12	1	\$ 40.00	\$ 60.00		\$ 1,200.00
Total approximate cost						\$ 52,145.00

Other Activities and Costs

- » Building maintenance is managed by the clubs
- » Building cleaning is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid by the clubs
- » Insurances are covered by Council Insurance. Clubs have own insurances for buildings and activities
- » Clubs supported:
 - Deniliquin Rovers Football and Netball
 - Deniliquin P&A Society
 - Deniliquin and District Cricket Association
 - Deniliquin Netball Association
 - Edward River Society of Model Engineering Inc
 - Deniliquin Collectors' Club

Rotary Park

Annual Works Activities Performed By Council	Frequency (time/year)	Time (hours)	Plant Cost	Labour Cost	Materials Expense	Estimated Cost
Grass cutting	32	2	\$ 40.00	\$ 60.00		\$ 6,400.00
Slashing and general tidy up	32	1	\$ 40.00	\$ 60.00		\$ 3,200.00
Bin collection - 8 bins weekly	52	8			\$2.20	\$ 915.20
Grading once per year	1	7				\$ 3,500.00
Toilet cleaning	52	1	\$ 40.00	\$ 60.00		\$ 5,200.00
General maintenance building	7	7	\$ 40.00	\$ 60.00		\$ 4,900.00
Total approximate cost						\$ 24,115.20

Other Activities and Costs

- » Building maintenance is managed by the clubs
- » Building cleaning is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid by the clubs
- » Insurances are covered by Council Insurance. Clubs have own insurances for buildings and activities
- » Clubs supported:
 - Deniliquin District Soccer Club
 - Wanderers Football Club
 - Drovers Rugby Club

Hardinge Street Oval

Annual Works Activities Performed By Council	Frequency (time/year)	Time (hours)	Plant Cost	Labour Cost	Materials Expense	Estimated Cost
Grass cutting oval	32	1.5	\$ 40.00	\$ 60.00		\$ 4,800.00
Grass cutting outside ovals	26	1	\$ 40.00	\$ 60.00		\$ 2,600.00
Bin collection - 26 bins weekly	52	26			\$ 2.20	\$ 2,974.40
Arborist report and tree maintenance	1					\$ 1,000.00
Grading twice per year	2	7				\$ 7,000.00
Toilet cleaning	52	1	\$ 40.00	\$ 60.00		\$ 5,200.00
General maintenance seats etc	2	7	\$ 40.00	\$ 60.00		\$ 1,400.00
Playground inspections	12	1	\$ 40.00	\$ 60.00		\$ 1,400.00
Total approximate cost						\$ 26,174.40

Other Activities and Costs

- » Building maintenance is managed by the clubs
- » Building cleaning is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid by the clubs
- » Insurances are covered by Council Insurance. Clubs have own insurances for buildings and activities
- » Clubs supported:
 - Rams Football and Netball Club
 - Deniliquin Little Athletics Club
 - Auskick

Blighty Recreation Reserve

Annual Works Activities Performed By Council	Description	Estimated Cost
External ground maintenance and spraying	Council spray the perimeter of the oval and carry out maintenance to open area	\$2,000.00
Irrigation maintenance	Council maintain the irrigation system and the water storage dam	\$1,000.00
Bin collection and hire	Council provide for bins and bin collection	\$2,000.00
Building maintenance	Council carry out building maintenance as requested.	\$10,000.00
Playground inspections	1 inspection per month in line with requirements	\$2,500.00
Grade	1 grade per year	\$3,500.00
Building cleaner	Council employ	\$3,000.00
Total approximate cost		\$24,000.00

Other Activities and Costs

- » Oval cutting is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid by the clubs
- » Insurances are covered by Council Insurance. Clubs have own insurances for buildings and activities
- » Clubs supported:
 - Blighty Football and Netball Club
 - Blighty Tennis Club
- » Income from hire fees is collected by the Section 355 Committee and used to pay electricity charges.

Conargo Recreation Reserve

Annual Works Activities Performed By Council	Description	Estimated Cost
Council employee a casual part-time employee to complete the following tasks within the community.	<ul style="list-style-type: none"> » Oval mowing and maintenance » Bin collection and emptying » Mowing of other reserves » Maintenance of irrigation systems <p>50% of the costs associated with the provision of this employee has been costed to the recreation reserve for this exercise—16 hours per week. This rate includes for provision of plant and on-cost.</p>	\$17,472.00
Building maintenance	Council carry out building maintenance as requested.	\$10,000.00
Building and toilet cleaner	Council employ a cleaner for the building and toilets	\$7,500.00
Playground inspections	1 inspection per month in line with requirements	\$2,500.00
Total approximate cost		\$37,472.00

Other Activities and Costs

- » Oval cutting is managed by the clubs
- » Water charges are paid by Council
- » Electricity is paid for by the Council
- » Insurances are covered by Council Insurance.
- » Income from hire fees is collected by the Section 355 Committee.

Note: the \$10,000 expended on building maintenance did include replacing gutters which is not a regular maintenance item.

Wanganella Recreation Reserv

Annual Works Activities Performed By Council	Description	Estimated Cost
Council employee a casual part-time employee to complete the following tasks within the community.	<ul style="list-style-type: none"> » Oval mowing and maintenance » Bin collection and emptying » Mowing of other reserves » Maintenance of irrigation systems » Toilet cleaning <p>100% of the costs associated with the provision of this employee has been costed to the recreation reserve for this exercise—4 hours per week. This rate includes for provision of plant and on-cost.</p>	\$8,736.00
Building maintenance	Council carry out building maintenance as requested.	\$10,000.00
Playground inspections	1 inspection per month in line with requirements	\$2,500.00
Total approximate cost		\$21,236.00

Other Activities and Costs

- » Building cleaning is provided by the Section 355 Committee
- » Water charges are paid by Council
- » Electricity is paid for by the Council
- » Insurances are covered by Council Insurance.
- » Income from hire fees is collected by the Section 355 Committee.

Pretty Pine Recreation Reserve

Annual Works Activities Performed By Council	Description	Estimated Cost
Building maintenance including house	Council carry out building maintenance as requested.	\$10,000.00
Playground inspections	1 inspection per month in line with requirements	\$2,500.00
Total approximate cost		\$12,500.00

Other Activities and Costs

- » Building cleaning is provided by the Section 355 Committee
- » Water charges are paid by Council
- » Electricity is paid for by the Council
- » Insurances are covered by Council Insurance.
- » Income from hire fees is collected by the Section 355 Committee. The Pretty Pine Community Committee use the income generated from the rent of the house and other sources to maintain the oval and facility.