



Great Southern Regional Sport and Recreation Plan

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Acronyms

| | |
|---------------|---|
| ALAC | Albany Leisure and Aquatic Centre |
| CoA | City of Albany |
| CSRFF | Community Sporting and Recreation Facilities Fund |
| CDO | Club Development Officer |
| DACCI | Denmark Aquatic Centre Community Inc |
| DAIP | Disability Access and Inclusion Plan |
| DDA | Disabilities Discrimination Act |
| DLGSC | Department of Local Government, Sport and Cultural Industries |
| DoE | Department of Education |
| DBCA | Department of Biodiversity Conservation and Attractions |
| DoP | Department of Planning, Lands and Heritage |
| DWER | Department of Water and Environmental Regulation |
| DoT | Department of Transport |
| ESD | Environmentally Sustainable Design |
| GSCORE | Great Southern Centre for Outdoor Recreation Excellence |
| GSDC | Great Southern Development Commission |
| GSRFMG | Great Southern Regional Facilities Management Group |
| GSR | Great Southern Region |
| GSRCB | Great Southern Regional Cricket Board |
| GSRLG | Great Southern Regional Local Governments |
| HWA | Hockey WA |
| KLC | Katanning Leisure Centre |
| LG | Local Government |
| LGSEA | Lower Great Southern Economic Alliance |
| RSROP | Regional Sports and Recreation Officers network/partnership |
| SLSWA | Surf Life Saving Western Australia |
| SoBT | Shire of Broomehill-Tambellup |
| SoG | Shire of Gnowangerup |
| SoJ | Shire of Jerramungup |
| SKo | Shire of Kojonup |
| SD | Shire of Denmark |
| SoCr | Shire of Cranbrook |
| SKa | Shire of Katanning |
| SoP | Shire of Plantagenet |
| SoK | Shire of Kent |
| SoW | Shire of Woodanilling |
| SSA | State Sporting Association |
| TWA | Tourism Western Australia |
| TW | Tennis West |
| VROC | Southern Link Voluntary Regional Organisation of Councils |

| | |
|-------------|--|
| WAFC | Western Australian Football Commission |
| WACA | Western Australian Cricket Association |

1. The Great Southern Regional Sport and Recreation Plan

The Great Southern Region (GSR) consists of 11 local governments (LG's), comprising of the City of Albany and the shires of Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling. It covers an area of 39,007 square kilometres (1.5% of WA's land area and a population estimated at 54,000. The City of Albany is the regions administrative centre providing a range of medical, educational, communications and commercial services with a population estimated in 2016 at 37,399.

Each local government has developed a variety of facility plans related to sport and recreation infrastructure development. Many of these plans were developed prior to the development of the Department of Regional Development strategic planning processes, but all influence each local government's integrated planning and reporting framework for establishing local priorities.

The GSR Regional Sport and Recreation Facilities Plan has been developed to consolidate priorities for resourcing and investing in sport and recreation infrastructure and to provide a high-level planning tool for each of the partnering local governments.

Figure 1: Great Southern Regional Area (Source: GSDC)



This plan has been developed having regard to emerging needs and trends and relative priorities for each local government and the region as a whole.

As a strategic document the recommendations contain a number of areas where further research will be required and a series of recommendations which challenge the traditional way of providing services to meet the needs of the resident population of the GSR. The plan identifies future sport and recreation requirements

through to 2036 in respect of both regional level infrastructure and services and the priorities for the development of localised infrastructure which supports the development of sport and recreation at the regional level. This process also highlights the issues associated with future viability and potential implications related to the co-location of infrastructure and potential land acquisition issues.

2. Strategic Influences

2.1 State Level Planning

The plan should not be seen in isolation but as a fundamental planning tool which underpins a variety of strategic planning outcomes undertaken at a state, regional and local government level. Some of the key influences are referenced below:

The Great Southern Regional Investment Blueprint (Great Southern Development Commission October 2015)

A framework for growing the Great Southern. The plan identifies the following which will be delivered by 2040:

- A workforce of 60,000 highly skilled contractors and employees.
- Timely, effective and efficient infrastructure and services that are meeting the needs of the region's residents.
- The physical resources and social infrastructure to support a population of 100,000 that is continuing to grow.
- A mix of world class public and private sector options in health care, housing, recreation, sporting and cultural activities.

Success will be measured by:

- Sport and recreation infrastructure that meets Australian standards for core sporting codes.
- Hosting more than 12 national and/or international sporting events per year.
- Physical activity rates will be comparable with those for Western Australia as a whole.
- Over 30 per cent of the population will be engaged as volunteers in activities that benefit the community.

Arts and recreation services as an industry is growing and there is a need to develop the skills base. Tracks and trails are also identified as economic drivers which will support the regional growth and an extension to these or alternative provision is likely to be supported.

Great Southern Regional Planning and Infrastructure Framework (WAPC December 2015)

The framework highlights the importance of providing adequate social infrastructure (including sport and recreation facilities) to retain a growing population in place. The choice of infrastructure is critical to ensure the continued economic growth of the region.

Lower Great Southern Strategy 2016

It incorporates the City of Albany and the Shires of Denmark, Plantagenet and Cranbrook. The following identifies the key implications of the strategy:

- The provision of sport and recreation infrastructure is identified as critical to the economic future of the region.
- High-quality, well-planned and sustainable recreational facilities are considered to be paramount to the health of a region.
- Regional recreational trails, such as the Bibbulmun Track, Denmark-Nornalup Rail Trail and the Munda Biddi trail to Albany, are referenced as needing to be identified in local planning strategies and protected.
- The strategy states that the sub-region has sufficient sporting and recreation facilities but an additional facility may be required in the long term.

- Opportunities for efficient provision of facilities are advised to be explored in initial planning stages, in accordance with Sport and Recreation, a division of the Department of Local Government, Sport and Cultural Industries joint provision and shared use guidelines. This emphasises the importance of engagement with schools and the Department of Education (DoE) in respect of joint provision.

Strategic Directions for the WA Sport and Recreation Industry 2016-2020 (SD6)

The strategy produced on behalf of the industry identifies the following which are important considerations in developing sport and recreation infrastructure in the Great Southern:

- Community-based sport and recreation organisations are increasingly reliant on public investment for their survival.
- The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances.
- Improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses - A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially beneficial outcomes.

2.2 Partner Local Government Strategic Community Plans

Each of the 11 local governments have an adopted Strategic Community Plan, a plan in draft or are in the process of review. Common themes within the Strategic Community Plans include:

- A clear vision and strategic direction for the relevant local government area to service the needs of the community. This has been informed by extensive community consultation.
- An approach to developing and providing services to a diverse range of people with a diverse range of interests.
- Increasing recreational and sporting options including community led sporting infrastructure improvements and the development of strong sporting/community clubs/groups.
- Mechanisms for promoting and supporting community security, health and wellbeing.
- Maintain and renew assets in a sustainable manner by committing to develop a 10-year financial plan to effectively manage assets.
- References to ensuring the community feel welcome and connected/strengthening community spirit.
- Providing facilities for youth.
- Promoting the development of trails which need to be developed in partnership with neighbouring local governments.
- Focusing on annual events – both for residents and to attract external visitors.
- Investment in passive and non-sporting recreation infrastructure – a clear focus for a number of communities where there is an ageing demographic.
- The commitment to tracks and trails

In addition to the above there are a number of key themes which have emerged from the various strategic planning processes undertaken by state, regional and local government in the Great Southern:

- Population figures on which a number of planning documents have been based have been downgraded following the recent 2016 census data publication. The demand therefore and ability to resource new investment is likely to be modified and reviewed.
- Asset management systems and processes vary significantly across the 11 local government areas with the City of Albany being most advanced and some local governments having limited knowledge

- of likely resourcing impacts of asset maintenance, upgrade and replacement. This is a significantly high risk in areas where the population base is low and continuing to decrease.
- Water management and water re-use will continue to be a significant influencing factor across all local governments in the continued provision of sport and recreation facilities, particularly in the provision of oval and public open space. The intensification of use and alternative management of limited water resources will need to be planned for.
 - There is a strong commitment across the region for a number of cross boundary projects. These include:
 - o The Great Southern Centre for Outdoor Recreation Excellence.
 - o Development of Centennial Park in Albany.
 - o The regional motocross venue at Cranbrook.
 - o An integrated tracks and trails network. These underpin significant alliances which have been developed to facilitate the growth in tourism and provide significant economic benefit.
 - o A consistent approach to the development of a coordinated events plan to underpin tourism and economic development initiatives.
 - o The development of equine infrastructure. There is however the potential to integrate development more effectively between the City of Albany and Shires of Plantagenet, Katanning, Kojonup and Denmark where the majority of regional equine infrastructure and activity is based.
 - The link between providing recreational infrastructure for an ageing community and for the youth is evident across a number of LG planning documents.
 - A number of rural LG's are resource poor with limited additional capacity (both in terms of people and financial resourcing) and would benefit substantially from partnerships/alliances with the more progressive LG's. The ability to share learning and develop innovative solutions in facilitating the delivery of sport and recreation programs, services and facilities would benefit those which have limited available resources.
 - Co-location and the sharing of resources (particularly with schools) should be a key focus for future investment in sport and recreation assets. Invariably the level of infrastructure available to local communities is good, but due to age and historic planning decisions lacks the flexibility to meet modern needs. This can only be addressed gradually through the replacement of infrastructure in accordance with a series of design principles.
 - The ageing population and potential implication on volunteer support and succession planning is a critical concern across most LG areas. It is important for this aspect to be addressed in partnership to encourage the sharing of innovative solutions and available resources. This also needs to incorporate a greater commitment from SSA.
 - The importance of investing in maintaining and improving sporting and recreational facilities is highlighted as being of significant benefit to the mental and physical health and wellbeing of the regional population.
 - Having access to limited budgets, most LG's within the region recognise the potential cost saving benefits of co-location and rationalisation of infrastructure.
 - There is a need to develop innovative policies, practices and partnerships to deliver outcomes for the greater good of the regional area.

- LG's value the role that strategic alliances play within the region as a mechanism to effectively share resources and provide a stronger voice in promoting the region and providing regional advocacy to attract funding. These include:
 - o Southern Link Voluntary Regional Organisation of Councils (VROC)
 - o Regional Tourism Alliances (including Hidden Treasures)
 - o Lower Great Southern Economic Alliance

2.3 State Sporting Facility Plans

There are a number of state sporting facility plans which have been developed over the past decade. Many of these plans have focused principally on Metropolitan Perth. There are however a number of key themes which emerge from these plans which are relevant to the development of the GSR Sport and Recreation Facilities Plan. Of these it is to be noted:

- The role of LG is critical to the implementation of the majority of recommendations in respect of facility development and there is no commitment to funding.
- Strategies have been developed in isolation with little regard to ground sharing, co-location and compatible uses.
- The DoE is highlighted as being a significant partner in delivering the facility development outcomes identified in the majority of strategic facility plans.
- The majority of the strategies are linked to funding available through CSRFF.

Those strategic facility plans which have regional implications include the Aquatic Strategic Facilities Plan; Western Australian Football Commission Strategic Facilities Plan; Netball Strategic Facilities Plan and the Basketball Strategic Facilities Plan. The following identifies the main considerations for the Great Southern:

- The Aquatic Strategic Facilities Plan does not identify sites for development outside of a hierarchy model which is focused on development at the top end of the aquatic industry (i.e. not community focused). In addition, no financial commitment is given to the delivery of the Facility Plan.
- Western Australian Football Commission Strategic Facilities Plan advocates a classification system within a football hierarchy, based on the sustainability of individual clubs that will serve as a basis to plan for future infrastructure provision and upgrades.
- Albany Leisure and Aquatic Centre (ALAC) plays a critical role in the attraction and promotion of International netball and basketball with a strong alignment to tourism and economic development objectives.
- The importance of maintaining and replacing existing court assets for both basketball and netball is highlighted as being of critical importance for the future development of the sport in the region.
- The Great Southern region is recognised as a significant mountain biking hotspot and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development. The connectivity across areas and establishment of accessible trails is important.
- Kojonup netball courts are identified for investment which is consistent with the shires recommendations.
- Katanning Leisure Centre (KLC) requires ongoing review to determine the need of additional/enhanced court infrastructure.

2.4 Key Strategic Alignments

The key planning documentation identifies a number of key themes which are consistent across LG boundaries. Whilst there are differences with respect to facilities and services provided within a LG, this is mainly due to the extent of resources on hand and the impact of the current resident population.

Sport and recreation infrastructure has a key role to play on a number of fronts:

- The most critical are in relation to the diversification opportunities in the service economy and the growth of tourism.
- The level of sport and recreation provision has a direct correlation to retaining and growing the resident population within the Great Southern.
- Access to high quality social infrastructure is consistently highlighted as an area which exiting residents and future migrants actively seek out when deciding to reside in an area.
- Within the more remote and relatively low populated areas, the role sport and recreation facilities perform is as a social conduit where the community can meet and socialise.
- Within the larger populated areas, in addition to the social integration role, they also provide opportunities for competition and developmental pathways for athletes wishing to perform at the highest level.

An ongoing consideration which is required to be addressed is the level of funding which needs to be set aside to manage, maintain and upgrade/replace existing facilities and develop new infrastructure which meets the emerging needs of the resident population. This has to be managed within decreasing budget margins by smaller LG's as a result of a gradually decreasing population base. In growth areas, sport and recreation infrastructure competes with other statutory services and must make the case for continued investment. The future management and investment of the infrastructure lies within the capacity and capability of the local population and volunteer network to invest time and financial resources into the sport and recreation infrastructure. This will also require a greater strategic investment from SSA's who have traditionally focused on Metropolitan Perth.

3. Demographic Influences

Current and Projected Population Factors

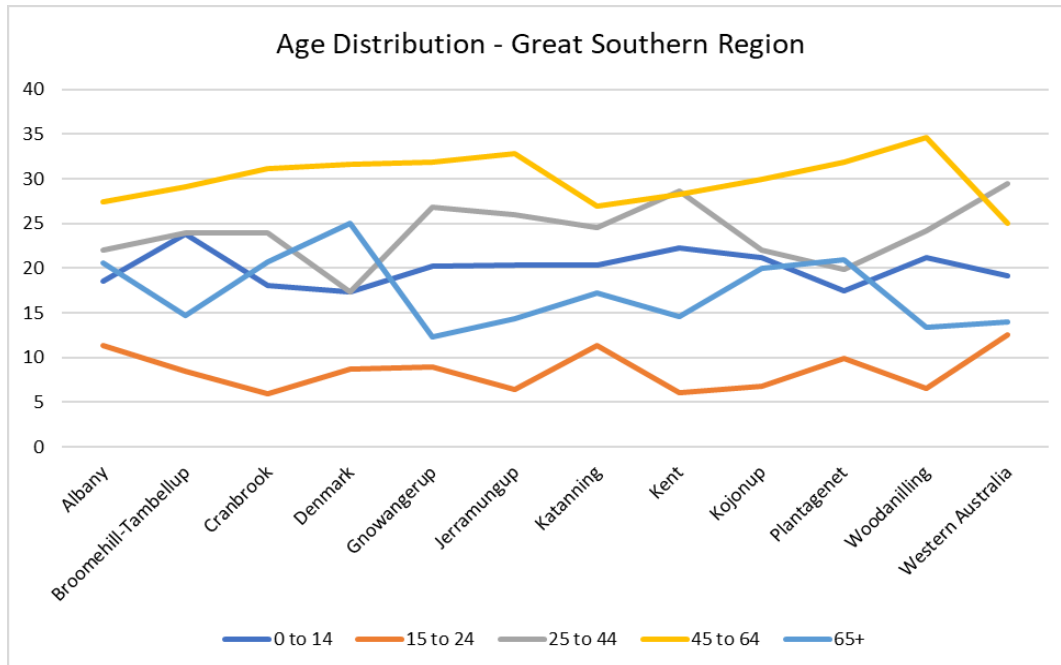
The 2016 population of the GSR according to ABS data is 60,319. This represents an increase of 3,079 persons since the 2011 Census. The largest LGA in the region is the City of Albany, with a population of 37,407 or 62% of the total regional population.

Projected population growth indicates that Jerramungup will experience significant growth, with its population more than doubling by 2026. Small growth is also expected in Denmark (+15.9%), Katanning (+14.1%) and Albany (+10.3%). The Shires of Kent (-18.9%), Cranbrook (-17.5%), Broomehill-Tambellup (-15.5%), Gnowangerup (-13.4%) and Kojonup (-11.1%) will experience declines.

Demographic Considerations

The age distribution: This highlights the 45-64 age range as being the predominant age of the resident population across all LG areas within the GSR with the exception of the Shire of Kent. As they are of core working age, they are likely to be employed locally within the core industries of agriculture, tourism and retail. The relatively low percentage of 15 to 24-year old's resident within the Great Southern highlights the drift of school age and university/TAFE age youths having to leave the regional area (with the exception of the City of Albany) to seek appropriate educational services.

Figure 2: Age Distribution across GSRLG's



There are however relatively high percentages of younger children within the regional area associated with young to middle age family units. These are generally comparable to or just above the WA average. It is also to be noted that the region as a whole contains a high percentage of over 65's which in most cases is above the state average. The City of Albany is the closest in number to the regional average, mainly because of the level of services that are provided within the City which are comparable to those services provided in most regional administrative centres.

Income: The median weekly household income for all LG areas in the Great Southern is lower than WA as a whole. Those areas with the lowest weekly household income include the Shires of Plantagenet, Denmark

and Cranbrook which are approximately 2/3rds of the average household income for WA. In all LG areas the average income is approximately \$200-\$300 lower per week than the WA average. The GS has a significantly higher proportion of low income households than WA as a whole. This highlights, indicatively, a potentially low ability to pay for discretionary services.

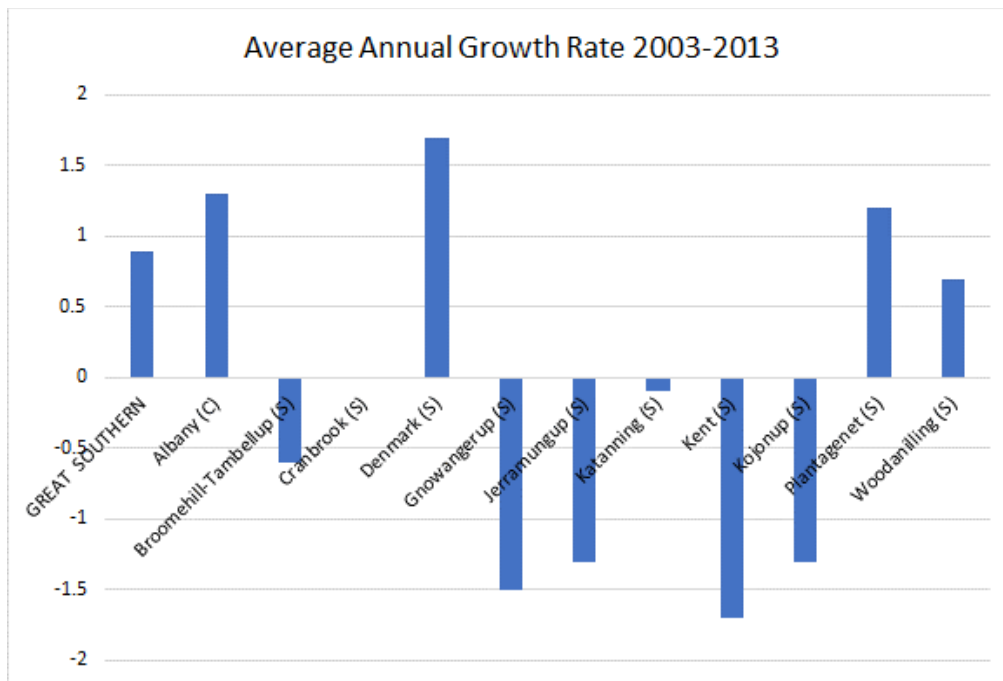
Conversely, however, the GSR has a higher proportion of high income households than WA as a whole indicating that there is a strong discrepancy between those who have potentially high levels of disposable incomes and those that do not. This is particularly relevant when considering an individuals or families ability to pay for discretionary services such as those associated with sport, leisure and recreation.

Family Composition: In all areas (apart from the Shire of Kent) the region has a lower percentage than the state average for couples with children and a higher number as a percentage of couples without children. This further emphasises the ageing demographic and potentially the ability to retain older children within the local areas.

Cultural Background: Broomehill-Tambellup has a significant proportion of Aboriginal and Torres Strait Islander population (11.5%), followed by Gnowangerup (8.4%) and Katanning (7.6%). This compares with an ATSI population for the whole of WA of 3.1%.

The majority (72.8%) of people in the GSR were born in Australia, compared with 60.3% for Western Australia as a whole. Of those born outside Australia, England (6.9%) was the most common birthplace, followed by New Zealand (2.2%), the Philippines (1.2%) and South Africa (1.0%).

Figure 2: Average Annual Growth Rate (Source: Great Southern Region in Profile 2014)



Population Dynamics Influencing Future Sport and Recreation Provision

- The disparity across all LG's in respect to population growth and population decline, is marked with figures attributed to the period 2003 to 2013 and identifies the City of Albany being the main population growth centre with respect to resident numbers, whilst the Shire of Denmark experienced a high level of growth as a percentage of its current population. The general trend is for people to migrate from the more remote rural locations, where jobs are more scarce, and re-locate within the larger urban areas where employment and services are easier to access.

- Notwithstanding the above, if the gradual decline in the rural population is to be addressed, a minimum level of social infrastructure will be required in the main townships. From a sport and recreation perspective this has traditionally been:
 - o An oval (or ovals)
 - o Clubhouse with shaded spectator infrastructure and function area
 - o Bowling club
 - o Golf club
 - o Tennis courts/netball courts (combined)
 - o Indoor court hall (one or two basketball courts)

As a minimum, this level of infrastructure will need to be continually provided in the main administrative towns in rural areas. Additional infrastructure in or immediately adjacent to the larger population centres may include:

- o A swimming pool
- o 24-hour gym access
- o Additional oval space for a wider variety of seasonal sporting activities
- o Dedicated group fitness/multi-functional group activity facilities
- o Synthetic turf hockey pitch
- o Consolidated equine infrastructure
- o Provision for ballistic sports (preferably co-located)
- o Provision for motorsports (preferably co-located)
- o Tracks and trails which connect population centres and facilities (including mountain bike, dual use paths and off-road trails for equine use)
- o Informal bike tracks; the emergence of pump tracks and skate parks which can be adapted to a variety of skill levels

It is unlikely that given the population growth and changes in sporting provision that this minimum level of provision will dramatically change in the foreseeable future. The critical aspect is to ensure flexibility of space and the design of buildings to enable a range of sport, recreation and social activities and services to continue to operate from the infrastructure.

- The cost of providing sport and recreation infrastructure within regional WA is higher than would be expected within Metropolitan Perth due to the higher costs associated with local trades and specific capability locally. This is compounded by the availability of trades locally to undertake ongoing maintenance of buildings and oval/pitch surfaces. This is compounded further by the level of usage and ability for the local population to pay. Given that the average weekly income is lower than the Metropolitan Perth average and that of the state, the amount of local disposable income residents are able to expend on sport and recreation infrastructure will be low. The onus will therefore continually be on LG's investing in maintaining current infrastructure, managing the asset and the gradual enhancement, modernisation and replacement in due course.
- The relatively low percentage of 15 to 24 year old's which reside within the Great Southern is an indication that in areas other than the City of Albany, competitive sporting infrastructure is likely to be less in demand and a stronger focus is required on social recreation in those areas.
- The number and distribution of the Aboriginal community highlights a relative difficulty in providing dedicated services, programs and infrastructure across the Great Southern. In such circumstances the integration of the indigenous community requirements needs to be incorporated within the

existing infrastructure and will require ongoing assimilation and training of club volunteers/members in valuing diversity and equity of access.

- Future growth in the area is likely to be associated with tourism and in particular regional heritage, flora, fauna and accessibility to tracks and trails. Agriculture as an employer will still dominate but employment within the sector is likely to diminish based on current trends. A focus will therefore be on a growing service industry which as a general rule is low paid and requires access to affordable accommodation and social infrastructure. The opportunity to generate significant income to the GSR through this sector will be through visitors which will assist in underpinning the level of social infrastructure required.

4. Industry Trends and Benchmarking

4.1 National and State Participation Trends

The Australian Institute of Sport in December 2016 published the latest participation data for sport and recreational pursuits in Australia (AUSplay). This was subsequently supported by specific participation data related to Western Australia. The following highlights the key trends associated with sporting provision, participation rates and club development generally:

- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men.
- Men are more motivated by fun/enjoyment and social reasons than women.
- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Sport clubs are the primary avenue for children to be active (except for children aged 0–4, who are more likely to be active through other organisations).
- Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over.
- The top ten club based (venue/organisation) activities for adults across Australia identifies golf as the main sport which is generally due to its membership based profile and the broad age range within which it is traditionally played.
- Football (soccer) is the 2nd club based (venue/organisation) participatory sport with tennis, cricket and netball all demonstrating similar participation rates amongst adults.
- When children are included in these figures participation in football (soccer) is highest for club based (venue/organisation) activities with golf, Australian Rules Football, netball and tennis experiencing similar participation rates. All club based sports with the exception of netball indicate a higher male participation rate.
- Boys and Girls out of school hours' (OSH) activity is dominated by swimming.
- The 2nd most popular OSH activity for boys is football (soccer) followed by Australian Football and cricket.
- The second most popular sport OSH activity for girls is Netball, closely followed by dancing and gymnastics.
- The most popular recreational activities by participation include walking (recreational) and fitness/gym where the gender balance indicates greater participation by females. 3rd is athletics (including jogging and running which indicates greater participation by males, whilst 4th is swimming and 5th is cycling.
- Organised participation by activity highlights swimming as the main sport which has both high male and female participation. Football (soccer) and Australian Football are identified as 2nd and 3rd under organised participation and are dominated by male participation whilst recreational dancing is 4th, gymnastics 6th and netball 8th and dominated by female participation.

In respect of Western Australian (WA) participation, the data indicates similar trends to the national data. Of particular note however is:

- For organisation/venue based sports in WA, with the exception of fitness/gym (27.1%) and swimming (7.4%) the majority of club based sports have a population participation rate of between 2.1% and

- 4.2% (golf, football (soccer), netball, Australian Rules Football, tennis, basketball, cricket and athletics).
- Sports with the highest level of venue requirements include golf, Australian Rules Football, football (soccer) and tennis. The primary focus is traditionally on club based activity for those sports, as it is for netball, basketball, cricket, hockey, bowls, athletics, touch football and volleyball.
- Cycling, swimming, jogging and running, fitness/gym and recreational walking are the highest activity participation rates with participation numbers significantly higher than club based activities for adults.
- Children's participation rates highlight the potential for significant growth in swimming, football (soccer), Australian Rules Football and recreational dancing. Basketball, gymnastics, cricket, netball and tennis have similar participation rates with projected upward increase to meet the future anticipated needs of the projected age profile.

4.2 Additional Participatory and Selected Sports Trends

During the SSA consultation process a variety of participation data was provided by the relevant bodies. There was a lack of consistency across all sports with respect to how the information was collated and therefore the key themes are referenced below for selected sports. Relevant information from the SSA's relating to facility infrastructure in the Great Southern is provided below.

Westcycle

Westcycle have recently developed the Western Australian Strategic Cycling Facilities Review to establish a high-level understanding of current provision and need for road, track and BMX facilities. Demographic data for Westcycle WA (road and track) and BMX Sports WA, including member numbers from 2011 to 2015 highlighted a number of key dynamics. Data collated by Westcycle in respect of 2015 member participation indicated a significant shift in demographic profiling between disciplines with:

- BMX being dominated by the 5-15 age range.
- Bicycle membership/participation peaks from 45 through to 79 years of age.
- The male female split is 80% male and 20% female.

Westcycle advocate the importance of ensuring connectivity and the provision of active transport modes (walking, cycling) to encourage all users to travel within and to towns by bike.

Westcycle in their strategic plan for the future of cycling within the state, advocate the need to increase the number of cycling facilities in regional areas. The Great Southern is identified as a hotspot for mountain biking and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development.

Tennis West

Tennis Australia has published a range of strategic and facility plans over the past 5 years focused on two key foundations of facilities and facility management. The sport advocates for quality venues as being vital to the continued growth of the sport. The guiding principles include professional management with community oversight and strong levels of governance, commercial and community responsibility. Tennis West is currently undertaking its facility strategy for WA and strongly advocates the provision of consolidation of infrastructure and development of hard courts in preference to grass court infrastructure (to minimise maintenance expenditure and maximise capacity for use). Facilities within the City of Albany and surrounding area have been identified as having the potential to be rationalised and co-located at one centralised venue.

Western Australian Football Commission

The WAFC are seeking to develop a number of initiatives aimed at expanding the developmental base in the sport. The initiatives are intended to drive up participation and build the foundation for increased senior level game development. They are however focused principally on the growth of the sport in Metropolitan Perth.

The WAFC have identified the level and quality of active football club facilities within the Great Southern. The ratings are only to be used as a guide to identify a potential facility review or development.

It is to be noted that the facilities identified as being in need of further investment (i.e. falling below the 100% hierarchy assessment based on a set of performance criteria) are:

- Collingwood Park (which is identified as a priority for future investment by the City of Albany).
- Railways Oval (which is part of the Centennial Park redevelopment program).
- Jerramungup Town Oval (which has been identified by the Shire of Jerramungup for future investment).
- Boxwood Hill Oval (which has been identified by the Shire of Jerramungup for future investment).

Golf Western Australia

The concern with golf clubs within the Great Southern and broader regional area relates to accessibility and the relative strength of the volunteer management. They generally operate independently of LG and are self-sustaining, relying on the membership base to manage and maintain the course and greens.

The most notable fact associated with golfing infrastructure is the strength of membership within the main population centres of the City of Albany and the Shire of Denmark. All other golf courses have a membership of less than 100, with the majority of small rural area golf courses surviving with membership levels of less than 40.

Basketball Western Australia

Basketball membership growth across the state has seen substantial increase from 2012 to 2016 with junior participation over the period highlighting a 24% growth and senior participation a 9% growth

4.3 Sport and Recreation Facility Development Trends

The following table highlights those trends and the implication on provision within the Great Southern:

| Trend | Detailed Consideration | Implication for the Great Southern |
|---|---|--|
| Financial Viability | <p>There is now a more acute focus on financial viability of all sport and recreation infrastructure.</p> <p>The importance of fully costing out asset management plans is becoming more critical.</p> <p>The cost of building new facilities to replace ageing infrastructure.</p> | <p>This re-enforces the requirements to establish effective asset management systems and processes across the Great Southern.</p> <p>With the increasing cost of replacing existing ageing infrastructure a planned and phased asset replacement process needs to be put in place to align with potential grant funding opportunities.</p> |
| The Design and Range of Facility Provision | <p>New and emerging design guidelines for sport and recreation facilities highlight the need to accommodate the capacity for the growth in women's sport, address</p> | <p>The redevelopment/rationalisation/ replacement of infrastructure should accord with minimum design standards/principles focused on multi-</p> |

| | | |
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| | <p>equality of access and provide greater flexibility of use.</p> <p>The consolidation of storage, change, clubroom, public toilet and social meeting facilities in one multi-functional building maximises use and minimises ongoing operational costs.</p> | <p>functional use and minimising ongoing service costs.</p> |
| Sporting Hubs, Co-location and Shared Use | <p>The elimination of single, stand-alone club and group facilities and integration/ co-location and sharing brings a range of different uses and users together.</p> <p>The opportunity to realise good partnerships through school use of proposed sports facilities, and community use of existing school facilities is emphasised as being an important focus for LG's.</p> | <p>The co-location of sport and recreation infrastructure should wherever possible be encouraged and facilitated through a planned process across the GSRLG's. This approach will need to be communicated to clubs/user groups to ensure club aspirations are effectively managed and controlled.</p> |
| Demographic Considerations | <p>The ageing demographic is necessitating greater consideration of non-contact sport and recreational activities with a higher level of casual social interaction.</p> <p>Where there is a high propensity of the population on low incomes it is important to provide sport and recreation facilities at an affordable price with equitable access to the community.</p> <p>Provision for youth needs to focus on providing a broader service which meets more diverse needs to break the norms of sport participation and needs to reflect technology as an integral part of young people's lives.</p> | <p>There is a need to provide a range of flexible infrastructure which caters for a broad demography, many of which have limited access to transport and limited discretionary expenditure.</p> <p>Infrastructure will need to cater for both the ageing community, families and youth and need therefore to be adaptable and flexible in their capability/use.</p> <p>A greater focus in future will need to be paid to Information Technology as a mechanism for engaging the community at all levels to maximise the use of infrastructure.</p> |
| Environmental Consideration and Sustainability | <p>Alternative water options are now being considered and need to be incorporated within any developmental solution.</p> <p>Facilities are now being designed and built to maximise access, safety and environmental sustainability.</p> | <p>Water management and environmental sustainability will continue to be a key focus for facility development and should be considered as a key development principle to be considered in all new or upgraded facility developments.</p> |
| General Participatory Trends | <p>There is a trend to move away from formalised club based sports in adulthood.</p> <p>The decrease in volunteering and associated succession planning compromises the ability to attract and</p> | <p>The role of sport and recreation infrastructure in more remote regional areas is changing to become the main focus for social activity where the sporting use is, at times, incidental. Investment in such infrastructure needs therefore to be</p> |

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| | retain members to sustain and develop clubs. | seen in a broader community development context. |
| Social and Economic Benefit | <p>Within regional areas, facilities provide opportunities to build volunteer capacity and to train and develop individuals in leadership and management capabilities.</p> <p>In some regional areas clubs and facilities have become a focus for addressing physical and mental health issues and in particular as a mechanism to educate and provide mentoring support for members of the community who have/are experiencing issues relating to drug and alcohol abuse.</p> | <p>The value to the local economy both from a training and development perspective and as a mechanism to address health issues (both physical and mental) should not be underestimated.</p> <p>In the GS, greater emphasis should be placed on the multi-functional opportunities such infrastructure provides in developing and sustaining a community in place.</p> |

4.4 Implications of Current Trends on the Great Southern

The concluding implications of current trends associated with sport and recreation infrastructure provision for the Great Southern can be summarised as:

- The gradual diminishing role that organised sport is playing in remote regional areas, particularly in the Great Southern, is evidenced through the loss of clubs and competition structures. The role of clubs is now of critical importance as a catalyst for social interaction, skills development, health and wellbeing. The future expansion of club facilities and activities in small townships is likely to achieve a greater return on investment if it is aligned to a broader community service offer.
- The traditional approach of developing infrastructure has now changed. Cost effective and efficient co-location of infrastructure should underpin the rationale for future investment in infrastructure. Whilst a number of facilities within the GS have been developed on one site, there are still ad hoc developments with limited, ageing or inadequate supporting infrastructure which would benefit from being co-located with other activities. The gradual rationalisation and amalgamation of these sites would be beneficial.
- The traditional venue specific sports of golf, Australian Rules Football, cricket, bowls and hockey will continue to dominate provision within the more remote rural areas. In the larger and established population centres in the south (the City of Albany) and north (Shire of Katanning), they will likely experience a greater demand for broader sporting infrastructure associated with football (soccer), netball, basketball, athletics and volleyball where the competition structure is also likely to be sustained. In all circumstances, and wherever possible, the co-location of sports aligned to one service centre/multi-functional building should be sought.
- The role of traditional clubs in regional areas within the main population centres of the City of Albany and Shire of Katanning are likely to provide the main competition bases and therefore the focus will be on providing accessibility to the more remote rural communities for major events. The Shires of Plantagenet, Kojonup and Denmark as secondary regional administrative centres, are likely to continue to provide the secondary competition venues to be used as feeders for the two main centres.
- At present the complex nature of competition structures and financial expenditure associated with delivering high performing competitive teams, particularly for Australian Rules Football (by importing players), is damaging the delivery of sport at the local level. This will necessitate ongoing discussion with WAFC and clubs in developing a more effective hierarchical approach across the sport and the acceptance of this hierarchical structure which should be the feeder ground for local player development.

- Having regard to the above, it is recognised that SSA's are still working along traditional lines of provision. This has failed to achieve a growth in the sport in areas where population growth is diminishing. A significant change in delivery mechanisms and competition structure is required if this is to change. Growth has generally occurred state wide (or more particularly in Metropolitan areas) where the population has grown through net migration. This does not serve the needs of the GS, where sustainable intervention measures will be required to sustain clubs and club based developmental and competitive activity.
- Other infrastructure (referenced as non-traditional sports clubs) which are associated with unique locational characteristics and economic drivers, such as ballistics, equine and motorsport use, will be venue specific and are required to service a broader regional population. In these circumstances, a considered approach needs to be taken across all LG partners to determine the most effective and efficient regional and satellite feeder sites.
- The growth in women's sport has resulted in a different approach to the design and development of traditional sporting infrastructure. It is now important for all LG's within the GS to ensure wherever possible that flexibility underpins the design and potential use of sporting hubs. Any newly developed facility infrastructure will be required to provide flexible unisex changing and ablution infrastructure to a higher standard which inevitably has significant cost and ongoing asset management implications.
- There will be a continued need in all areas to provide access to opportunities for cycling, swimming, jogging and running, fitness/gym and recreational walking. In order to achieve an effective return on investment this infrastructure should be linked to broader economic development/tourism initiatives. The current plans and proposals for tracks and trails across the GS would assist in meeting these requirements.
- With respect to cycling specifically, it is recognised that the GS is a hotspot for mountain biking and there is an immediate need for master planning to be undertaken in order to guide future mountain bike development. This needs to be undertaken in partnership with Westcycle and across jurisdictions to ensure effective connectivity.
- Whilst the shared use of school infrastructure has achieved mixed results in the GS, the use of school infrastructure should continue to be pursued as a mechanism for offsetting ongoing operational costs and to avoid unnecessary duplication of provision.
- Financial management and viability concerns have been raised consistently as an issue which is facing all sporting infrastructure within the GS. It is important to prioritise strategic investment across the region and agree how this is to be delivered, funded and sustained. It is highly unlikely that a cost sharing model could be achieved. Nevertheless, relative priorities and support for investment decisions should be agreed across all LG's.
- Environmental sustainability underpins the majority of planning processes associated with Strategic Community Plans within the GS. This should be re-enforced with a consistent policy across all LG's.

5. Key Delivery Implications

5.1 Great Southern Region Local Government Considerations

The tables below highlight the key considerations and opportunities highlighted by GRSLG's.

| Local Government | Key Considerations and Opportunities |
|--|--|
| <p>City of Albany:</p> | <p>Club Development</p> <ul style="list-style-type: none"> - Support Club Governance & Volunteer Management. - Increased Memberships & Participation (engagement through Active Albany). - Development of sustainable asset management practices <p>Improved Life Participation:</p> <ul style="list-style-type: none"> - The continued promotion of Active Albany programs. - Improved utilisation of the Albany Leisure & Aquatic Facility as a community hub. - City of Albany Public Health Plan priorities implementation. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Review the City of Albany Sport and Recreation Strategic Plan. - Implementation of the Albany Trail's Hub Strategy. <p>Facility Management and Delivery</p> <ul style="list-style-type: none"> - Maintain a consistent equitable approach to the level of provision and management of infrastructure. - Rationalisation and shared infrastructure development approach. - Ongoing development of sustainable approaches to asset maintenance program. <p>Improved Pathways for Junior to Senior Participation</p> <ul style="list-style-type: none"> - Family Friendly Clubs and Programs. - Integration of juniors into senior clubs. <p>Event & Tourism Delivery</p> <ul style="list-style-type: none"> - Programming of the new regional Centennial Park Sporting Precinct. - Development of an integrated regional events strategy in partnership with the GSRLG's. - Support the development of the Outdoor Adventure Industry & GS Outdoor Centre of Excellence |
| <p>Shire of Broomehill-Tambellup:</p> | <p>Club Development</p> <ul style="list-style-type: none"> - The need to resource or gain access to a club development officer. - Focus support on managing recent investment in sporting club and bowls facility. - Good quality infrastructure is required to address the decline in numbers. - The value of investing in volunteer support and effective governance models is critical. - The loss of AFL is problematic and is likely to impact on the ability for residents to gain access to sporting competition. |

| Local Government | Key Considerations and Opportunities |
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| | <p>Strategic Planning</p> <ul style="list-style-type: none"> - The shire has found value in VROC which could be extended further to incorporate community and club development support and in addition a collective approach to asset management. <p>State Sporting Associations</p> <ul style="list-style-type: none"> - Concerns with SSA's servicing regional areas. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of a developed asset management process will place the shire at risk given the extent of infrastructure currently provided across the two towns. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - The role that sport plays in the community is for both social engagement and mental/physical health and wellbeing. |
| Shire of Cranbrook: | <p>Club Development</p> <ul style="list-style-type: none"> - The shire value the input and involvement of the shared club development officer which offsets the lack of resources available. - Volunteering is a key challenge. More effective coordination between sports and recreational groups is required. <p>Sports Development</p> <ul style="list-style-type: none"> - There is a need to continue the investment (and potential expansion) of Kidsport which has provided a significant contribution to enable low income families to access sporting opportunities. <p>Strategic Planning</p> <ul style="list-style-type: none"> - VROC is considered to be an important cross boundary group with the potential to expand beyond its current role. <p>Tourism</p> <ul style="list-style-type: none"> - The value of the close proximity of the Stirling Ranges; presence of unique wildflowers and proximity of wineries provides the opportunity to attract people to Cranbrook. - As part of Hidden Treasures and nature based promotions there may be opportunities to also link these more effectively with the use of club based infrastructure to increase viability. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - Drugs, mental health and general wellbeing has been identified as a critical issue which clubs have sought to address. - There is now a need for clubs to reconsider their current structure and embrace their role more effectively as a social hub for the wider shire community with sport and recreation being used as the vehicle to support and retain residents locally. |
| Shire of Denmark: | <p>Club Development</p> <ul style="list-style-type: none"> - A program to train and develop volunteer capability shared across GSRLG's could provide an effective utilisation of limited resources. - A consistent approach to integrating seniors and junior club development activities should be pursued across all GSRLG's. |

| Local Government | Key Considerations and Opportunities |
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| | <p>Facility Development</p> <ul style="list-style-type: none"> - Previous lack of investment in youth needs to be addressed. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The environment, sport, recreation and culture is consistently identified as high investment priorities for the shire. - Trails and cycleways (including mountain biking) have strong tourism potential and investment will need to be set aside to implement a strategic trails plan in conjunction with regional partners. - The alliance with the Shire of Plantagenet and City of Albany is the most important. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The current tourism focus should ultimately be expanded and diversified to incorporate shared learning and understanding of facility provision, asset management, events, performance management and project implementation. - There is potential to develop a regional tourism and events service, focused on the horse industry. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management systems and processes puts the shire in a high-risk category. |
| <p>Shire of Gnowangerup:</p> | <p>Club Development</p> <ul style="list-style-type: none"> - Facilitating the improvement to governance structures and long-term viability of clubs. Volunteer management needs to be addressed. - The loss of clubs and consistent competitive infrastructure. <p>Facility Development</p> <ul style="list-style-type: none"> - Consideration of facility rationalisation, multi-functional use and increased capability of infrastructure to service more broader community needs. - Attract adequately qualified and committed personnel to manage and operate facilities. - Extension of aquatic infrastructure use (potentially a swimming club), diversity of sporting use on the synthetic turf and greater social activities focused on the sporting precinct site. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Sharing of resources and increased commitments to alliances and partnerships with neighbouring LG's needs to be explored further. - Investment in passive recreational opportunities including trails within and servicing town sites. - Keeping people in the area through non-sport and recreation initiatives linked to housing, tourism and economic development opportunities. <p>Asset Management</p> <ul style="list-style-type: none"> - Asset management and the risk associated with maintaining the level of current infrastructure serving a relatively small population base. - Alternative sources of funding need to be identified to that of the cropping program. |

| Local Government Key Considerations and Opportunities | |
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| Shire of Jerramungup: | <p>Club Development</p> <ul style="list-style-type: none"> - Volunteer management support and facilitation will be needed as an ongoing requirement to sustain viable club infrastructure. <p>Facility Development</p> <ul style="list-style-type: none"> - Imminent decision is likely to be taken by DoE to decommission the swimming pool facility which the shire will seek to maintain. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management systems and processes is a high risk for the shire. - A need to establish a sound process and investment program. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The opportunity to share resources across LG's has potential benefits to offset limited local resourcing and maximise tourism potential. - The evolution of the Tourism Alliance. - The importance of benchmarking to assist with future investment planning. |
| Shire of Katanning: | <p>Club Development</p> <ul style="list-style-type: none"> - More effective engagement with indigenous community groups and associations. - Issues with volunteering appear to be more acute than in other LG areas. - The benefit of KidSport and the potential to expand the program in low socio-economic areas is critical. <p>State Sporting Associations</p> <ul style="list-style-type: none"> - Concerns with SSA's servicing regional areas. SSA programs/events should be undertaken in partnership with GSRLG's to ensure the outcomes provide a sustainable benefit to the region. <p>Facility Management</p> <ul style="list-style-type: none"> - The long term management of the aquatic facility needs to be assessed against strategic community plan targets. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The need for a coordinated events program is evidenced. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - There is a need to develop consistent senior's programs to ensure resourcing is effectively utilised. Seniors could provide a wealth of volunteer capacity to support club development. - The importance of using sport as a vehicle to address drug use, mental health and wellbeing should be further developed as a shared resource. |
| Shire of Kent: | <p>Facility Development</p> <ul style="list-style-type: none"> - It is important that investment is maintained at current levels and that each site is continued to be promoted as a community centre. <p>Strategic Planning</p> <ul style="list-style-type: none"> - Due to the unique set of circumstances, the shire has limited requirements to work across LG boundaries. |

| Local Government Key Considerations and Opportunities | |
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| | <p>Health and wellbeing</p> <ul style="list-style-type: none"> - An ongoing requirement will be to provide services to keep people well-aged within the community. Investment in broader fitness and passive recreational pursuits will be important and will link to trail/path access and social infrastructure. <p>Asset Management</p> <ul style="list-style-type: none"> - Asset management processes are well developed and the shire is relatively strong financially. |
| Shire of Kojonup: | <p>Club Development</p> <ul style="list-style-type: none"> - The shire needs to build capacity in the community and will have to play a critical facilitation role to support the volunteer base and ensure effective club governance is implemented. <p>Facility Development</p> <ul style="list-style-type: none"> - Further engagement with the DoE is required to explore alternative ways of delivering sport and recreational opportunities which could reduce costs of servicing and provide a greater localised benefit. <p>Events and Tourism</p> <ul style="list-style-type: none"> - Undertake a Cycle Plan for the townsite to connect to heritage/cultural and sporting/recreation infrastructure. - Opportunities should be explored to align horse, cycle and walking trails. - The old stock route from Kojonup to Denmark should be a consideration for future development but can only be achieved in partnership with neighbouring LG's. - There is potential to look at a regional eventing festival with the Shire of Plantagenet. <p>Health and Wellbeing</p> <ul style="list-style-type: none"> - The importance of using sport as a vehicle to address drug use, mental health and wellbeing. |
| Shire of Plantagenet: | <p>Club Development</p> <ul style="list-style-type: none"> - Volunteer management and club development support will continue to be an issue. <p>Strategic Planning</p> <ul style="list-style-type: none"> - The alliance between Denmark, Albany and Plantagenet whilst currently focused on a regional tourism component has the potential to contribute further and explore resource sharing. - Consideration should be given to the expansion of current VROC activities. <p>Asset Management</p> <ul style="list-style-type: none"> - Whilst improving, the limited asset management system and associated investment process is a high risk for the shire. <p>Facility Investment</p> <ul style="list-style-type: none"> - There will be a need to establish a sound process and investment program. |

| Local Government Key Considerations and Opportunities | |
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| | <ul style="list-style-type: none"> - The further evolution and development of the partnership with the school/DoE will need to be reviewed annually to offset ongoing operational costs and could be expanded to provide access to the oval space should demand at Sounness Park (east and west) increase. <p>Events and Tourism</p> <ul style="list-style-type: none"> - The development of a bike plan for the Townsite will potentially be able to identify links with broader trail opportunities. - Potential alignment with the implementation of long distance trails. |
| Shire of Woodanilling: | <p>Club Development</p> <ul style="list-style-type: none"> - A lack of succession planning and thereby creating a long-term viable sporting and club entity. <p>Strategic Planning</p> <ul style="list-style-type: none"> - As part of the Hidden Treasures initiative there is the potential to extend this partnership with partner organisations in the GS. - The sharing of resources (currently surveyors cost, part time staff and loan of equipment) could be expanded and formalised under an MOU. <p>Asset Management</p> <ul style="list-style-type: none"> - The lack of asset management planning needs to be addressed and could be undertaken in partnership with neighbouring LG's. <p>Events and Tourism</p> <ul style="list-style-type: none"> - There are a number of areas for potential trail development which are likely to link with developments outside of the Great Southern due to being the north-western most LG. |

5.2 Selected State Sporting Association Considerations

Selected SSA's were consulted following the engagement with LG representatives. They were identified based on the current level of infrastructure associated with townships across the Great Southern (i.e. aquatic infrastructure, golf, netball, tennis, bowls, Australian Rules Football, equestrian and basketball). The implications for the development of the GSR Sport and Recreation Plan are identified below.

| SSA | Key Considerations |
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| Swimming WA | <ul style="list-style-type: none"> - Aquatic infrastructure is always required to support the growth in club based swimming. - Viability of the infrastructure is critical and Swimming WA advocate the important role clubs play in attracting users to infrastructure. - The sport recognises the burn-out with volunteers and is seeking to put in place structures to adapt to regional level meets and competitions. The intention is to diversify and decentralise the sport which should make it easier in regional areas to evolve and develop. - There is however an issue with affordability with swimming clubs unlikely to generate significant income for the lane space used. - The movement of Swimming WA in the Learn to Swim space may provide resources in the long term to invest more heavily in sustaining |

| SSA | Key Considerations |
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| | <p>regional level support for clubs. This however will be dependent on the successful implementation of the program which is currently in its infancy.</p> |
| Bowls WA | <ul style="list-style-type: none"> - Smaller youth populations in regional areas participating in bowls means there is now little in the way of elite level provision. - Clubs can no longer rely on membership as a means of survival and need to diversify. The bowls clubhouse therefore becomes an increasingly important facility for social activity to sustain the sport in regional areas. The role they play in keeping the elderly active and providing opportunities for social interaction is important in contributing to keeping residents in place. - The lack of investment and setting aside of sinking funds to replace surfaces is likely to impact the ongoing viability of infrastructure in the Great Southern. Rationalisation of current infrastructure and alignments with other sports will be essential. |
| WAFC | <ul style="list-style-type: none"> - Development pathways are not connecting up that well between Juniors and Seniors and this has resulted in the evolution of a new governance model for football. The draft process has further damaged the viability of the sport and measures need to be put in place to address this. - As with other sports, the youth drop-out rate is high and this impacts on team generation. This is replicated at the 11-12 age range. - The number of teams folding in smaller regional townships is a major concern and little has been implemented to halt this occurrence. - Whilst the expenditure related to players being brought in to service regional teams is considered to be a positive, it is not sustainable and does not encourage the development of local talent. - The growth in female competition is also a positive and a different approach will be required if the structure is to be sustainable. - It is a concern that as one of the main participatory sports for the indigenous community, they are not well engaged. The lack of transition to a senior club from indigenous programs indicates there is a fundamental flaw in the club development system and effective integration of all players irrespective of culture and background. - As referenced by a number of LG's the value of KidSport is high, but the monies available are insufficient to address the real issues associated with low socio-economic families, access to transport and effective communication. |
| Tennis West | <ul style="list-style-type: none"> - Albany is considered vital for pathway programs which is the natural draw for participants. - The re-alignment of the three clubs in Albany to one centralised hub is identified as a high priority. The movement from grass to hard courts is also considered to be a high priority to enable infrastructure to be effectively sustained. - There is clearly an abundance of tennis infrastructure in the GS, however the issue relates to access and viability of both the clubs from both a volunteers and players perspective. Similar to bowls, tennis has become a community gathering point and would benefit from a strong alignment with bowls activities. |

| SSA | Key Considerations |
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| | <ul style="list-style-type: none"> - The lack of integration with the indigenous community is due to the traditional approach and associated cost which will require changes of game time - these will be generational changes rather than immediate. |
| Equestrian | <ul style="list-style-type: none"> - The high level of female participation is a strong asset of the sport as is the relatively good level of provision in regional areas which provide significant health and wellbeing benefits. - It is evident that the cost of maintaining a horse is challenging and potentially cost prohibitive. In addition, the travel associated with competitions renders the sport inaccessible to a number of residents within the GS. - The need to participate at Brigadoon similarly creates barriers which are not easy to overcome. The SSA provides support through financial assistance and training clinics, mainly centred on the state equestrian centre. However, there will be a need to review this and consider a decentralised approach if the sport is become more accessible to all. |
| Netball WA | <ul style="list-style-type: none"> - Albany/Katanning/Kojonup are the main priorities for Netball WA based on current infrastructure although Denmark, Gnowangerup and Jerramungup have a significant role to play for the development of the sport in the GS. - The alignment of netball with AFL is a critical concern due to the strong link between both club's competition and developmental structures. - Volunteer management and numbers is a real concern which replicates the issues raised across a number of LG's. - The provision of Katanning in the north and Albany in the south provides a good split to ensure complimentary competitions can be run which service the region. - Indigenous engagement, anecdotally appears to be effective although no figures are captured in respect to engagement and/or use of facilities. - A significant issue which needs to be resolved is more proactive engagement from Netball WA to LG's. |
| Golf WA | <ul style="list-style-type: none"> - Golf is provided for an ageing demographic and reliant on strong volunteer support. - The lack of junior participation is a concern as this potentially impacts on succession planning. - The integration of the Indigenous community with golf provision in Tambellup is encouraging and dispels the impression that it is an elitist sport with limited access (whilst it is also noted that indigenous programs have proved difficult). There is clearly however, a need to review and refine rules and regulations associated with the sport if golf facilities are to be retained and provide a viable sporting business. - As with other sports the SSA recognise that their engagement with LG's is poor. |
| Basketball WA | <ul style="list-style-type: none"> - Basketball is recognised as a strong participatory sport and engages positively with the Indigenous community. It is however limited by access to court time and volunteer capacity. |

| SSA | Key Considerations |
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| | <ul style="list-style-type: none"> - The impact on senior sport is generally at the expense of junior participation. This will need to be addressed, potentially through greater flexibility related to game time and off-peak court use rather than the construction of new infrastructure. - The option to utilise DoE court sites needs to be integrated with LG engagement to ensure duplication of resources is avoided. |
| Dr Lenore Lyons (GSCORE) | <ul style="list-style-type: none"> - The project is in its infancy but already has the potential for strong alignments with Active Albany. This should be explored further, particularly the alignment to bushwalking and access to the Stirling Ranges and associated walking/hiking/riding/climbing areas. - The outdoor recreation strategy should be integrated with this broader sport and recreation facilities plan. - Further investigation of the potential to invest in securing an appropriate training and education base at Camp Quararup is required. This could be the catalyst to engage more effectively with commercial operators and secure commitment to the growth in outdoor adventure in the GS. - The development of consistent and accredited training programs will assist in the growth of the industry and attract greater investment from both state and federal government. |

5.3 Summary of Key Challenges

The outcome of the engagement process identified the following as the key challenges which need to be overcome:

- **Asset Management:** The need to ensure all LG's follow a considered and adaptable asset management process which enables future budget planning to be managed effectively. Continue to enhance and improve asset management practices and particularly train and develop clubs understanding of their obligations.
- **Quality of Service:** The need to maintain and enhance the current level and quality of service provision within a constrained resource base and with increasing demands on those limited resources.
- **Consistency of Provision:** Ensuring there is consistency across all sport and recreation services in the level of provision, accessibility and management of infrastructure. This will necessitate more effective benchmarking and performance management processes.
- **Benchmarking and Resourcing:** Continuing to develop appropriate standards/benchmarks which are then adopted and continue to be implemented. It would assist all LG partners if this could be consistently applied across the region. Consider the provision of a regional 'one-stop-shop' to assist and promote the development of good business systems and processes across GSRLG's.
- **Volunteer and Club Development:** The need to support and facilitate good governance and succession planning. In addition, continue to educate and alter the mindset of clubs which operate separate junior/senior provision to provide an integrated service delivery model to develop sustainable clubs. The development of a senior's program whereby they are trained and encouraged to volunteer into retirement.
- **Cross Boundary Developments:** The need to continue to foster and develop alliances and partnerships with neighbouring LG's. This will necessitate building upon existing alliances (VROC, Lower Great Southern Alliance and Hidden Treasures partnership) and potentially expanding the focus to incorporate asset management, benchmarking and shared resourcing. The City of Albany

as the main population centre within the Great Southern has the potential to lead and support other LG's across tourism, economic development, business and operational practices. Cross boundary opportunities include:

- **A regional events strategy:** Development of an integrated regional events strategy in partnership with other GSRLG's.
- **Shared project implementation:** Development of regional tracks and trails to ensure connectivity between regional areas.
- **A shared training and development program:** To provide advice and support in a coordinated way to partner LG's on all aspects of sport and recreation facility provision. To facilitate and provide a coordinated program for club support across the Great Southern.
- **Asset Management by Clubs:** Support will be needed to ensure that effective governance and appropriate sinking funds are committed to sustaining the facility.
- **The Role of SSA's:** SSA's are not stepping up to the mark in servicing regional areas.
- **KidSport:** There is a need to continue the investment (and potential expansion) of Kidsport.
- **General Health and Wellbeing:** Drugs, alcohol abuse, mental health and general wellbeing has been identified as a critical issue which clubs have sought to address.
- **Grant Assistance and Ongoing Financial Support:** The loss of Royalties for Regions and ability to secure small grants for the ongoing operation and upgrading of key facilities (i.e. reducing CSRFF and loss of the pools grant). In addition, in some areas, the over reliance on crop funding which may not provide a secure long-term solution.
- **Equine Development:** A considered approach will need to be undertaken for the development of equine infrastructure across the region.
- **Development of Youth Facilities and Activities:** LG's are experiencing similar problems in having to provide for an ageing population whilst addressing the previous lack of investment in youth.
- **Competition:** The loss of clubs and competitive structure and the lack of consistency with competition alignments across sports.
- **Social isolation and Loss of an Ageing Population:** Sporting infrastructure are principally social meeting places and perform a much broader role than that of sporting uses. There is an ongoing requirement to provide services to keep people well-aged within the community. Investment in broader fitness and passive recreational pursuits such as tracks and trails will be important.
- **Shared Use and Co-location:** This needs to be considered in conjunction with rationalising infrastructure within all towns and potential consolidation on one site ultimately. Engagement with the DoE is required to explore alternative ways of delivering sport and recreational opportunities which could reduce costs of servicing and provide a greater localised benefit.
- **Affordability:** Ensuring that a balance is struck between people's ability to pay and the level of subsidy desired to maintain the service.
- **Growth in Female Sport and Competition:** This is necessitating a different approach to facility design and functionality.
- **Integration with the Indigenous Community:** There is a lack of engagement with the indigenous community. This will require innovative approaches to the provision of services and programs and greater training of clubs in valuing diversity and increasing accessibility.

6. GSR Strategic Issues and Opportunities

6.1 Facility Development Priorities

The following table identifies the critical facility development considerations raised by GS LG partners through the published documentation and the consultation process. The table identifies the main projects and the relative importance from a regional perspective of investing in identified infrastructure. The projects are referenced with respect to a regional priority and those projects which are local in nature, which need to be referenced but do not form part of the broader strategic regional prioritisation (referenced as Local). The assessment has been based on the potential for each project to impact on partner LG's beyond their current jurisdiction:

| Local Government | Key Facility Investment Commitments | Relative Regional Priority |
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| City of Albany: | - Centennial Park Sporting Precinct - Implementation Stage 2. | H |
| | - Albany Leisure and Aquatic Centre: Netball/ Basketball/Volleyball/Table Tennis: Upgrade indoor court lighting to 500lux. | M |
| | - Hockey: Turf Replacement; additional turf & supporting facilities: Feasibility Study and upgrade of outdoor lighting to 500lux. | H |
| | - Middleton Beach Precinct <ul style="list-style-type: none"> o Improvements of the Albany Surf Life Saving. Club Triathlon/Volleyball/Surf Lifesaving: Install outdoor lighting (200 lux). o Artificial Surf Reef - Detailed Design, Wave Modelling & Implementation. | M |
| | - Developing Facilities <ul style="list-style-type: none"> o Albany Water Sports: Master Plan (Kalgan Progress Association, Albany Rowing Club and Albany Water-ski Club). o Regional Tennis: Needs & Feasibility Study (Co-location and rationalisation of existing Albany tennis clubs). o Aquatics: 50m Pool Feasibility Study. o Collingwood Park Sporting Precinct: Needs & Feasibility Study. o Regional Shooting Hub: Feasibility Study. | M |
| | - Great Southern Motorsport and Water Sport Parks <ul style="list-style-type: none"> o Feasibility Study including Site Investigation & Design. o Implementation of master planning for the Albany Water Sports Clubs and potential co-location of Kalgan Progress Association, Albany Rowing Club and Albany Waterski Club. | H (State Govt Commitment) |
| | - Establish the Outdoor Centre for Excellence in Albany as a regional priority. | H (Regional and State) |

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| | <ul style="list-style-type: none"> - Albany Trails Hub: <ul style="list-style-type: none"> o Albany Heritage Park Master Plan & Trail Network Implementation. o Progress the Albany Trails Hub Strategy Key Projects. | H |
| Shire of Broomehill-Tambellup: | <ul style="list-style-type: none"> - The requirement to secure the ongoing viability of the Tambellup Sporting Pavilion. - Expanded skate park facilities for the youth at Broomehill. | Local Local |
| Shire of Cranbrook: | <ul style="list-style-type: none"> - Motocross is the main strategic project – a centre for the Great Southern. Development and expansion of the motocross club. - The Frankland River Country Club is ageing and in need of investment. In order to fulfil the requirements of the Shire’s strategic plan, a master plan for the site should be developed. - Redevelopment of Frankland River Country Club. - Tenterden stage 2 facility development. | H Local Local |
| Shire of Denmark: | <ul style="list-style-type: none"> - Development of green space at McLean Park as the main sporting hub. - The development of a subsidiary green field centrally located to offset the demand at McLean Oval for football (soccer) and junior cricket. - Further extensions to Denmark Recreation Centre to enhance gym and storage infrastructure. - The Equestrian Centre requires considered implementation having regard to equine activities being provided in Mount Barker, Albany and Kojonup - Trails Hub Master Plan. | Local Local Local Local Local |
| Shire of Gnowangerup: | <ul style="list-style-type: none"> - The upgrade to the swimming pool facility has been completed and there is a need now to ensure the use of the asset is maximised. - Similarly, the synthetic surface project has delivered an asset which now needs to be used effectively and income derived from the facility set aside to replace the surface in due course. | H H |
| Shire of Jerramungup: | <ul style="list-style-type: none"> - The importance of investing in the pool at the education site as a mechanism for providing a valuable community service. | H M |

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| | <ul style="list-style-type: none"> - The development of the motocross facility on the boundary with Gnowangerup which ideally should be a satellite feeder for the facility being developed as a regional priority at Cranbrook. - Jerramungup Bowling Green - Carpet Replacement - Jerramungup Sports Club. - Bremer Bay – Oval Reticulation - Bremer Bay Sports Club. - Water Supply Upgrade including new dam - Boxwood Hill Combined Sports Club. - Improve Ventilation to Entertainment Centre - Jerramungup Sports Club. - Install kitchen and ablutions at tennis courts, refurbish fittings at clubhouse - Bremer Bay Sports Club. - Boxwood Hill Hall Improvements - Boxwood Hill Combined Sports Club (current CSRFF bid). - Synthetic Hockey Pitch Installation - Jerramungup Sports Club. | <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>M</p> |
| Shire of Katanning: | <ul style="list-style-type: none"> - Bowling Club to relocate to the Country Club. - Pursue additional recreational activities and facilities at Lake Ewlyamartup. - Continual service improvements to the critical sporting hub at KLC, including upgrades to Quartermaine Oval - Identify a suitable site for a motorplex. - Prosser Park to be developed into an informal recreation space. - Amalgamation of ballistics sports. Pistol/Rifle Club amalgamation and lighting investment to be re-engaged. - O'Callaghan Park. - Kupara Park to potentially provide informal recreational opportunities and football (soccer) provision. - Re-purpose of the Forrest Hill Golf Club. - Welcome Precinct – destination play precinct, Piesse Lake recreational area and botanical garden developed into regionally significant recreational areas. - The croquet clubhouse development and irrigation. - Development of new skate park/youth precinct. | <p>H</p> <p>H</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>Local</p> <p>M</p> <p>M</p> <p>H</p> <p>M</p> |

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| Shire of Kent: | <ul style="list-style-type: none"> - The need to plan for youth infrastructure in addition to the aged community (to ensure they have the ability to age in place). | Local |
| Shire of Kojonup: | <ul style="list-style-type: none"> - Additional shade and life of pool tank at the Kevin O'Halloran Memorial Swimming Pool to increase community use. - Re-alignment and rationalisation of the Kojonup recreational precinct (including lighting). - Re-alignment of Agricultural Showground and potential co-location with sporting infrastructure. - Re-alignment of skate park. - Integration with regional trails development. - Oval drainage. - Resurfacing and covering of netball courts. - The current master plan should be reviewed: <ul style="list-style-type: none"> o Redesign of current clubhouse building adjacent to the pool and ensure compliance. o Cover the netball courts for multi-functional sporting and occasional market use. o Re-align the skate park to align more effectively with the sporting complex and adjacent school. o Investment in the swimming pool including shade and increasing the life of the pool tank. | <p>H</p> <p>H</p> <p>Local</p> <p>Local</p> <p>H</p> <p>Local</p> <p>Local</p> |
| Shire of Plantagenet: | <ul style="list-style-type: none"> - The renewal of the parts of the Mount Barker swimming pool infrastructure, maintenance, servicing and renewal of the asset. - Continue to support and facilitate the development of Sounness Park as the primary ball sports facility in the District. - Promote the development of Frost Park as a major equine centre in the GSR. . Frost Park as the focal point for all equestrian activities will require ongoing review and investment in master planning and business case development. - Encourage the development of trails in line with the Trails Master Plan. - Investment will be required in the swimming pool to maintain the current level of provision. | <p>H</p> <p>H</p> <p>H</p> <p>H</p> |

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| Shire of Woodanilling: | - Continue the development of the Woodanilling Recreation precinct to ensure all recreation needs are met. | Local |
| | - Develop a Youth Bike Area. | Local |
| | - Queerarrup Lake development to secure water in lake for recreational use. | H |
| | - Complete oval lighting. | Local |
| | - Implement bike/walking path network to connect the town to Whispering Winds and Caravan Park. | Local |
| | - Gym equipment within the town park and recreation centre. | Local |
| | - Storage to the recreation centre and lighting to the back shed and resurfacing. | Local |

6.2 Strategic Partnership Opportunities

The following table identifies the critical strategic planning processes identified by LG's and current alliances with GS partners. Eight of the GS partners are involved in the Hidden Treasures initiative which has the potential to be expanded to incorporate outdoor recreation and trails activities.

| Local Government | Strategies and/or Partnerships | Recommended Position |
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| City of Albany: | <p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Recreation Strategic Planning. - Trails Hub Strategy & Projects. - Kite Boarding Facilities Planning. - Regional Tennis Feasibility Study. - Surf Reef Feasibility. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. | The gradual implementation and development of strategic planning processes to support both the strategic partnerships with the Lower Great Southern and local priorities. |
| Shire of Broomehill-Tambellup: | <p>The key partnerships include:</p> <ul style="list-style-type: none"> - VROC for the sharing of Building and Environmental Officers. Development of standardised community perceptions survey across partners. | To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management. |
| Shire of Cranbrook: | <p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Regional Tourism Strategy. <p>Key partnerships aimed at delivering specific plans include:</p> | A regional tourism strategy to be developed through the Hidden Treasures partnership may provide a catalyst for broader recreational event planning. |

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| | <ul style="list-style-type: none"> - VROC as an important cross boundary group with the potential to expand beyond its current role. | |
| Shire of Denmark: | <p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Tourism Development Strategy. - Regional Economic Development Strategy. - Land Development Strategy. - Water Efficiency Action Plan. - Paths & Trails Network Plan. - Asset Management Strategy and Plans. - Sport and Recreational Infrastructure Strategy. - Trails Hub Master Plan. - Public Open Space Strategy. - Events Strategy. - Public Health Plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance for Economic Development and Tourism. | The gradual implementation and development of strategic planning processes to support both the strategic partnerships with the Lower Great Southern and local priorities. |
| Shire of Gnowangerup: | <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - VROC which is not considered to be operating as effectively as it could for the shire. | To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management. |
| Shire of Jerramungup: | <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. | The gradual implementation and development of the strategic partnerships with the Lower Great Southern Alliance. |
| Shire of Katanning: | <p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - The development of a cycle plan. - Regional Tourism Strategy - Regional Trails Strategy <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Katanning Regional Business Association - Economic Development. | The shire, whilst integrated within the Hidden Treasures initiative is currently focused at the local level for economic development. It would be beneficial to extend that reach to VROC partners or in partnership with the Shire of Kojonup. |

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| Shire of Kent: | The shire currently has limited involvement with GS partnerships. | Currently, there would be limited benefit in engaging with other regional partners. |
| Shire of Kojonup: | <p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Development of a Cycle Plan. - Integration of regional trails plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - VROC is the only formal alliance at present. | <p>To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management.</p> <p>Consideration needs to be given to the broader economic development opportunities and a potential alignment with Katanning.</p> |
| Shire of Plantagenet: | <p>Key Strategies to be developed include:</p> <ul style="list-style-type: none"> - Development of a cycle plan. - Integration of regional trails plan. <p>Key partnerships aimed at delivering specific plans include:</p> <ul style="list-style-type: none"> - Lower Great Southern Alliance - Economic Development and Tourism. - VROC. | The gradual implementation and development of strategic planning processes to support the strategic partnerships with the Lower Great Southern and VROC local priorities. |
| Shire of Woodanilling: | The shire is currently not aligned to any strategic partnership within the region and identifies with LG's to the north of the GSR. | |

7. Strategic Themes and Action Plan

The table below identifies the key strategic intervention areas and associated issues. These are split into 4 key strategic themes underneath which there are a number of key actions and responsibilities which seeks to address the identified challenges. The key themes are:

1. Structural Review
2. Club and Volunteer Development: Alliances, Partnerships, Training and Development
3. Trails, Events, Economy and Tourism
4. Facility Development – Sustainable and Strategic Facility Development

Under each strategic theme, there are a series of recommendations which are to be planned for a short (S) 1-5 year period; Medium (M) 5-10 year period and Long (10-years+). It is not practical, due to resourcing constraints that all recommendations will be undertaken immediately and many will be ongoing, requiring the steerage of a representative body of the Great Southern (potentially through an existing alliance or dedicated sport and recreation GSR Group). Each recommendation and actions are assessed against its link to 'Strategic Directions 6' - Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020:

1. Governance - Developing governance models that are collaborative and provide strategically aligned partnerships.
2. Integrity and Values - Proactively develop responses to safeguard the integrity and wholesome values which make sport and recreation a fundamental part of Australian culture.
3. Public Open Space & Urban Form - Be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces.
4. Adventure and Outdoor Recreation - A destination point for numerous adventure and outdoor recreation pursuits.
5. Commercialisation - Sport and recreation is supported by robust commercially-oriented business models.
6. Diversity in Leadership and Management - Be proactive to increase the contribution that currently underrepresented groups within the community, particularly women, are able to make to the industry.
7. Financial [Un]Certainty - Optimise the value derived from public and private funding in tight fiscal circumstances.
8. Leveraging Facilities Investment - Securing high profile events and increasing visitor and local participation.
9. Life Course and Life Stage Participation - Improved participation rates in sport and recreation and more broadly active lifestyles.
10. Monitoring, Evidence and Research - Research and evidence-based decision making.

11. Participation, Culture and Affordability - Opportunities should be affordable and provide equitable access to encourage participation of people from diverse social, cultural and economic backgrounds.
12. Technology - Progress the industry through new and emerging technologies.
13. Vital Volunteers - Recruit, support and retain the vital volunteer base which facilitates the delivery of sport and recreation activities.

| No. | Strategy | Target/Outcome | Responsibility (Lead) | Partners | Timeline | SD6 Alignment |
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| 1. Structural Review | | | | | | |
| 1.1 | Establish a coordinating group (task and finish) to undertake an independent review of all sport specific structures (including league/competitions) within the GSR. | Rationalise the current alignment of the competitive structure of each sport and put in a uniform process which coordinates sports development activity across the Region. | DLGSC | GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's | S | 11 |
| 1.2 | Establish a hierarchy of facility provision for competition and developmental opportunity for the sporting community of the GS. | Facility hierarchy established. Minimum standard of provision and an agreed set of design and development principles to underpin the future investment in facility development. | DLGSC | GSRLG's, Lower Great Southern Economic Alliance, VROC | S | 11 |
| 1.3 | Undertake a review of the services provided by SSA's and identify those which provide a valuable return and those which do not. | Re-prioritise based on an agreed and sustainable developmental program in partnership with GSRLG'S and SSA's. | DLGSC | GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's | S | 11 |
| 1.4 | Develop a program of intervention measures in conjunction with SSA's aimed at building capacity and capability within current club structures. | Establish governance, financial compliance, asset management and volunteer development as a minimum. | GSRLG's | DLGSC, Lower Great Southern Economic Alliance, VROC, SSA's | S | 13 |
| 1.5 | Prioritise future resourcing of clubs/organisations based on a commitment to support the strategic intervention measures by SSA's. | Resources aligned to agreed coordinated sports development activity across the | GSRLG's | DLGSC | S | 07 |

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| | | region. Prioritise ongoing investment based on agreed priorities and delivery targets. | | | | |
| 1.6 | Assess and analyse the potential to encourage new club development to be established on school facilities where dual use agreements may be negotiated and provide long-term security of access. | Agree a set of principles across the GSRLG's for dual/shared use provision. | GSRLG's | DLGSC | S-M | 07 |
| 2. Club and Volunteer Development: Alliances, Partnerships, Training and Development | | | | | | |
| 2.1 | Explore the potential to expand existing partnerships/alliances to facilitate support for the delivery of sport and recreation infrastructure, programs and services across the GSR. | Existing partnership(s) expanded to incorporate strategic sport and recreation planning as a component of broader delivery objectives. | DLGSC | GSRLG's, Lower Great Southern Economic Alliance, VROC | S | 01 |
| 2.2 | Establish a Regional Sports and Recreation Officers network/partnership (RSROP) for GSRLG's to share knowledge, disseminate information and coordinate development programs more effectively. | RSROP established with agreed terms of reference. | DLGSC | GSRLG's, Lower Great Southern Economic Alliance, VROC | S | 07 |
| 2.3 | Develop an ongoing funding program to secure additional long-term sponsorship and investment to underpin community sport and recreational activity across GSRLG's. | Existing partnership(s) provide direction for the RSROP to manage the funding program on behalf of GSRLG's. | GSRLG's | Lower Great Southern Economic Alliance, VROC, DLGSC | S-M | 05 |
| 2.4 | In conjunction with the Regional Sports and Recreation Officers network/partnership, establish a facilitation process for developing a critical mass of coaches, volunteers, officials and players within the GSR. | RSROP establish a coordinated facilitation process across all priority sports aligned to the funding program. | GSRLG's | DLGSC, SSA's | S-M | 13 |
| 2.5 | Liaise with the SSA's to establish region wide benchmarking for clubs (funded through a targeted shared funding program). | RSROP co-ordinate the benchmarking program and resources. | GSRLG's | SSA's | S-M | 07 |
| 2.6 | Work towards a consistent club development program of support for integration of juniors, seniors and genders. | RSROP establish minimum equality and diversity standards and prioritise support to | GSRLG's | SSA's | | 11 |

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| | | those clubs/organisations which embrace the integrated club development approach. | | | | |
| 2.7 | Ascertain the relative sustainability and value with regard to key performance measures (i.e. volunteering, retention, effective governance and financial management). | RSROP establish sustainability performance measures against which sporting clubs can be managed. | DLGSC | GSRLG's, Lower Great Southern Economic Alliance, VROC, SSA's | S-M | 10 |
| 2.8 | Annually review the performance of SSA's and identification of key priorities across the GSR for the subsequent year. | RSROP annually review performance of SSA's and prioritise future funding based on performance. | GSRLG's | SSA's | Ongoing Annually | 10 |
| 2.9 | Ensure DLGSC grant funding programs for SSA's are aligned to GSR strategic priorities. | DLGSC to review funding programs that align to Regional Sports and Recreation Officers network/partnership to foster regional priorities for investment. | DLGSC | GSRLG's | S | 07 |
| 2.10 | GSRLG'S are to establish basic principles for the design and development of sport and recreation infrastructure. | RSROP establish minimum design criteria. Integration and co-location of a range of community services and social engagement opportunities on new/redeveloped sites. | GSRLG's | DLGSC | S-M | 11 |
| 2.11 | The GSRLG's in conjunction with state/regional health partners and SSA's to establish a consistent education, training, supporting and mentoring program aimed at sporting clubs and organisations. | RSROP advocate SSA's to undertake education and mentoring programs to address drugs, alcohol and mental health issues at sports clubs in remote rural communities. | GSRLG's | DLGSC | S | 02 |
| 2.12 | The GSRLG'S are to jointly develop an approach to ensure the future co-location opportunities of community, family health and social services are delivered from sporting club infrastructure. | RSROP to incorporate within the facility design guidelines, the desire to incorporate various outreach opportunities such as health services, children's and family support, aged care respite services, disability services and employment and training services. | GSRLG's | DLGSC | S-M | 07 |
| 2.13 | GSRLG's are to advocate for the retention and extension of Kidsports as being a vital resource addressing issues associated with socio-economic | Kidsport or similar program retained. | GSRLG's | DLGSC | S | 11 |

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| | disadvantage and the future viability of sporting clubs and infrastructure within the Great Southern. | | | | | |
| 2.14 | GSRLG's in conjunction with SSA's and sports clubs/organisations and recreational groups are to facilitate the Introduction of programs and initiatives aimed at integrating CaLD and the indigenous community within the core fabric of the sport and recreation infrastructure. | Greater integration of CaLD and indigenous participants within sports clubs across the region (baseline measures to be determined by RSROP). | GSRLG's | DLGSC, SSA's, Noongar Support Groups | S | 11 |
| 2.15 | Establish a mechanism for the consistent review and implementation of gradual upgrading/modernisation of sport and recreation facilities which are not DDA compliant. This should comply with the outcomes desired across all LG DAIP's. | Increased % of DDA compliant sport and recreation facilities across the GSR. | GSRLG's | DLGSC, SSA's, Disability Access Groups | S-M | 10 |
| 2.16 | Establish a strategic support infrastructure to provide a suite of resources for volunteers, coaches and officials to deliver effective club development and competition opportunities. Effective and efficient resource to support all LG's. | Investment in the CDO resources across LG's reviewed and re-aligned to support the RSROP program which facilitates support for SSA's and clubs across LG areas. | GSRLG's | DLGSC | S-M | 13 |
| 2.17 | Communicate basic operational and design principles to all sports clubs and recreational groups within the GSR. | RSROP facilitate the development of a training program and community information sessions annually to ensure sport and recreation facility users have a full understanding of their obligations and those of LG in the management and delivery of sport and recreation infrastructure. | GSRLG's | DLGSC | S | 07 |
| 2.18 | Establish an agreed regional policy statement with respect to facility development, co-location and shared use as being a key objective of future investment in sport and recreation infrastructure. | RSROP develop a policy statement for endorsement across all GSRLG's. | GSRLG's | DLGSC | S | 01 |
| 3. Trails, Events, Economy and Tourism | | | | | | |
| 3.1 | Facilitate the coordinated development of long distance and historic tracks and trails across the | Review and upgrade existing trails in accordance with a planned. Implementation | GSCORE GSRLG's, Lower Great | DLGSC, DoT, GSDC | S-L | 03 |

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| | GS as a mechanism to get people physically active and support growth in the tourism sector. | process aligned to existing and developing trails planning proposals. Integration of footpaths, cycleways and horse riding trails to provide effective links between activity centres, sport and recreation infrastructure and other community services. | Southern Economic Alliance, VROC | | | |
| 3.2 | Utilise existing alliances to review and re-evaluate the business cases for trail infrastructure development which meet the needs of the current population, its tourism potential and likely future anticipated growth. | Current trails master plans and business cases to be reviewed on an ongoing basis with a view to developing an integrated regional plan with the endorsement of the GSDC. | GSRLG's, Lower Great Southern Economic Alliance, VROC | DLGSC, DoT, GSDC, GSCORE | S-M | 10 |
| 3.3 | Establish joint funding agreements with partner LG's to progress the phased development of tracks and trails which cross GSRLG jurisdictions. | Joint funding agreements established and funding allocated within each GSRLG's long term financial plan where appropriate. | GSRLG's, Lower Great Southern Economic Alliance, VROC | DLGSC, DoT, GSDC | S | 07 |
| 3.4 | Undertake a coordinated marketing and promotional program highlighting the value of the regions natural resources which is managed and delivered by GSR strategic alliances and/or the GSDC. | Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018. | GSRLG's, Lower Great Southern Economic Alliance, VROC | GSDC | S | 08 |
| 3.5 | Ensure that the principles of connectivity are pursued by integrating tracks and trails with footpaths and cycleways (and in rural areas horse riding trails) to provide effective links between activity centres, sport and recreation infrastructure, other community services and natural outdoor activity resources. | Adopt a series of guiding principles to support the implementation and delivery of the regional trails plans. This should include a cross boundary commitment from all GSRLG's and agreement on the principles of connectivity which are to be pursued. | GSRLG's, Lower Great Southern Economic Alliance, VROC | DLGSC, GSDC, GSCORE | S | 03 |
| 3.6 | Based on best practice develop a regional model to demonstrate the economic value of sport and recreation by capturing baseline information on: | Develop an economic value of sport and recreation model which can be adapted to support local clubs, organisations and | GSRLG's | GSDC | M-L | 10 |

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| | <ul style="list-style-type: none"> - Sporting activity (participation rates across prioritised sports). - Volunteer numbers across prioritised sports. - Employment positions within the regional sport and recreation industry. - Retail expenditure on sport and recreational pursuits. - An assessment of the reduced healthcare costs from improved health (both physical and mental). - Improved educational attainment of those that participate in sport. - The contribution sport and recreation can make in reducing crime. - The net impact on the environment by encouraging more walking and cycling (i.e. linked to GSCORE Outdoor Adventure and Active Albany). <p>It is recognised that this will be an iterative process over a number of years to develop a consistent data capture and assessment process.</p> | associations in attracting external funding and investment for events. | GSCORE (outdoor recreation) | | | |
| 3.7 | Annually publish an economic report based on the value return on the investment in sport and recreation infrastructure. | Annual report published and used for benchmarking events and promoting future investment. | GSRLG's | GSDC | S-M | 10 |
| 3.8 | The GSR alliances in partnership are to agree on a coordinated events strategy. This should integrate regional, state, national and international sport and recreation events with broader regional cultural events. | Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018. | GSRLG's | GSDC, TWA | S | 08 |
| 3.9 | The GSR alliances should undertake the development of and adopt a consistent economic assessment model to ascertain the value of all events to the region. This should take into account the contribution to overnight visitor stays; | <i>Note, this overlaps with 3.6 above.</i> | GSRLG's | GSDC, TWA | S | 08 |

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| | additional economic investment in the local market and the social value to the local community in respect of volunteering, community engagement and capacity building. | | | | | |
| 3.10 | The GSRLG's are to embrace and integrate the emerging outdoor recreation strategy with the broader development work with SSA's in supporting the sustainable development of sports clubs, recreation groups and associated infrastructure. | Outdoor Recreation Strategy agreed and key principles adopted to underpin future work with SSA's. | GSRLG's | GSCORE | S | 04 |
| 3.11 | The GSRLG's in partnership with the GSDC should work towards developing a sport and recreation workforce development plan to integrate the commercial sport and recreation offering with the not-for-profit sports sector and training providers. | Establishment of a workforce development plan for the GSR. | GSRLG's | GSDC, GSCORE | M | 06 |
| 3.12 | The Active Albany brand should be reviewed on an ongoing basis with a view to expanding the opportunities and objectives across the GSR. This initially should be promoted through the Lower Great Southern Economic Alliance and subsequently integrated across the GSR. | Review of the success of Active Albany and identification of its gradual expansion into neighbouring GSRLG areas. | GSRLG's | GSCORE, Lower Great Southern Economic Alliance | S | 11 |
| 3.13 | <ul style="list-style-type: none"> - The GSR alliances in partnership are to agree on a uniform marketing strategy for the GSR which builds upon the Hidden Treasures brand but with a greater focus on regional outdoor adventure activities and sport and recreation based events. - The GSR alliances should work in partnership with TWA to develop a more effective marketing tool aligned to opportunities provided by regional level sport and recreation infrastructure for incorporating within promotional material and | Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018. | GSRLG's | TWA, GSCORE | S | 08 |

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| | to be used to attract state and international level events in a coordinated approach. | | | | | |
| 3.14 | The GSR alliances should identify key destination attractor gaps within the Great Southern (i.e. for nature play, regional level family play areas and associated service infrastructure) and develop a prioritised plan for future investment based on potential economic impacts. | Gap analysis undertaken by RSROP in partnership with GSRFMG (referenced below). | GSRLG's, GSCORE | TWA, GSCORE | S | 08 |
| 4. Facility Development – Sustainable and Strategic Facility Development | | | | | | |
| 4.1 | Establish a GSR Facilities Management Group (GSRFMG) with key responsibilities to disseminate facility information, share best practice and develop more effective processes for maintaining, managing and developing community sport and recreation assets. | GSRFMG established under agreed terms of reference. | GSRLG's | DLGSC | S | 07 |
| 4.2 | GSRLG's are to provide a public open space and recreational precinct network which is environmentally sustainable and conserves and manages water consumption effectively. | GSRFMG to establish a review process to assist partner LG's. | GSRLG's | DLGSC, DBCA | S-L | 03 |
| 4.3 | GSRLG's are to establish key ESD principles which are to be used as a consistent reference point for addressing the impact of future sport and recreation facility developments and to establish standards to work towards in their regeneration, upgrade or replacement where cost permits. | GSRFMG to develop a set of ESD principles as a baseline for all partner local governments. | GSRLG's | DLGSC | S | 03 |
| 4.4 | The ESD principles are to be considered as part of any new development proposal. Such principles should incorporate the following: <ul style="list-style-type: none"> - Energy conservation. - Water conservation. - Improve alternative transport opportunities. - Waste minimisation. | Implementation of ESD principles. | GSRLG's | DLGSC, DWER, DBCA | S-L | 03 |

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| | <ul style="list-style-type: none"> - Enhancement of the indoor environmental quality. - Building efficiency improvements. | | | | | |
| 4.5 | Each partner GSR should commit to review current master planning projects every five years to ensure the basis for the initial decision making is valid. Where assumptions and/or circumstances have changed the master plans should be modified to reflect current priorities. | GSRFMG to establish a program of master plan project review to support individual LG's. | GSRLG's | DLGSC | S-L | 07 |
| 4.6 | DoE to endorse the development of sport and recreation infrastructure on High School sites and adjacent sport and public open space land in accordance with the principles. | GSRFMG to develop a set of principles for shared use on educational land. | GSRLG's | DoE | M | 01 |
| 4.7 | Establish a funding protocol for the development of school sports facilities which recognises a balance between community access and school use. | GSRFMG to develop a set of funding principles for shared use on educational land. | GSRLG's | DoE | M | 07 |
| 4.8 | Establish a consistent baseline for the management of the regions sport and recreation assets across all GSRLG's and implement a consistent asset management regime. | GSRFMG develop and endorse core principles and expectations of clubs in setting aside annually the true value of managing, maintaining and replacing sport and recreation assets within their direct control. | GSRLG's | DLGSC | M | 10 |
| 4.9 | All new facilities are to include the provision of a "sinking fund" to ensure appropriate finance is available to replace plant, machinery and other infrastructure at the end of their natural life cycle. | GSRFMG establish and endorse policy. | GSRLG's | DLGSC | S-M | 07 |
| 4.10 | Ensure appropriate asset management systems and processes are adopted across the GSRLG's in order that they can report consistently across comparable performance metrics. | GSRFMG to reach consensus on consistent data collation and asset assessment audit processes to enable effective benchmarking to be undertaken. | GSRLG's | DLGSC | S-M | 07 |
| 4.11 | Consistent policies, procedures and standards will be developed across GSRLG's. This will include: <ul style="list-style-type: none"> - Approval processes for confirming regional priorities and GSRLG's support. | GSRFMG review current practices to ensure policies and procedures are effectively aligned to asset management, maintenance and desired governance structures. | GSRLG's | DLGSC | S-M | 07 |

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| | <ul style="list-style-type: none"> - Risk management. - Building maintenance obligations of LG's and those of clubs/organisations. - Ongoing auditing processes related to investment in sport and recreation infrastructure and reporting against key outcomes. - Financial and legislative compliance requirements of user groups/sports clubs/organisations. - Fee charging, booking and management agreements and the expectation and obligations of clubs/organisations in reporting against those agreements. - Standard levels of provision serving remote rural communities and expectations in respect of co-located shared provision. | | | | | |
| 4.12 | Develop, implement and communicate all essential policies and procedures to sport and recreation clubs/groups/organisations to ensure they have a full understanding of the obligations in respect of club governance, facility management and maintenance. | GSRFMG to establish a program to support clubs and educate key proponents in managing and maintaining club infrastructure. | GSRLG's | DLGSC | S-L | 01 |
| 4.13 | Ensure that planning control policies across the GSR is supportive of the provision of tracks and trails and actively promotes recreational pursuits aligned to natural resources as being of strategic significance for the Great Southern. | GSRFMG review planning control policies to ensure support for the integration and connectivity of trails across LG boundaries. | GSRLG's | DLGSC | S | 02 |
| 4.14 | Ensure that planning control policy is supportive of commercial equine activity in rural areas and actively promote the industry as being of strategic significance for the Great Southern. | GSRFMG review planning control policies to ensure support for equine development and growth. | GSRLG's | DLGSC | S | 02 |

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| Schedule of Submissions – Great Southern Regional Sport and Recreation Plan | | | |
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| No. | Name | Verbatim Submission | Officers Report |
| 1 | Denmark Aquatic Centre Committee Inc. | <p>The Great Southern Regional Sport and Recreation Plan [GSRSRP] is ambitious in scope and thorough in its execution. Perhaps inevitably, it lacks the coherence essential to any planning exercise and would be better described as a compendium.</p> <p>As such it is useful in documenting the aspirations, challenges and opportunities of the regional LGAs – but its outputs amount to no more than a call for yet more planning rather than inspiring the reader with definite actions.</p> <p>As Chair of a community group that has pressed Council for an aquatic centre for thirty-six years it is frustrating to read that on the regional stage a Denmark pool does not rate a mention in the decision makers’ “Key Facility Investment Commitments”</p> <p>(see GSR Strategic Issues and Opportunities; §6.1 Facility Development Priorities, p33). This is in stark contrast to the imaginative list of actions proposed by the city of Albany, one of which is a commitment to a ‘50m Pool Feasibility Study’ listed as a Regional Priority.</p> <p>As pointed out by the CEO of Swimming WA (p155) there is always a need for more lane space at existing aquatic centres and this can provide powerful leverage for expansion. However, since Denmark users are responsible for a significant share of ALAC’s lane pressure it would surely be wise to consider lending regional support for Denmark’s proposed aquatic centre rather than assuming a 50m pool will solve the problem. Sadly, the Shire of Denmark has failed to grasp the opportunity to make a case ... for it lists no Regional Priorities whatsoever, in effect declaring by omission that it has no priorities having a regional impact. This lack of vision may well prove costly when future funding opportunities arise, particularly in the context of the sport of swimming – for a year-round indoor heated multifunctional aquatic facility in Denmark clearly <i>would</i> have regional significance.</p> <p>The community group referred to above is listed in the GSRSRP’s table of acronyms (p6) as DACCI – the Denmark Aquatic Centre <i>Community</i> Inc. - surely an interesting Freudian slip – for the acronym actually refers to the Denmark Aquatic Centre <i>Committee</i> Inc. However, ‘Community’ is actually a more representative word than</p> | <p>The indoor aquatic facility is indicatively listed as medium term priority in the Draft Shire of Denmark Sport and Recreation Master Plan.</p> <p>The Officer also notes the opportunity to revisit the feasibility study with regard to modern pool technologies which may reduce the operational ongoing cost to the community.</p> |

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| | <p>'Committee' under DACCI's new constitution - and that 'Community' is actually a 'Virtual Club' with 1016 family memberships, each of which has made a written commitment to pay an annual membership of \$139 for ten years without having access to local indoor swimming facilities. (The numbers refer to the 2013 ratepayer referendum and a promised build date of 2022. A further 1429 ratepayers failed to exercise a vote and 1396 declined the offer ... either because the proposition was too unattractive or they were simply not interested. Of the former, bearing in mind that 25% of Denmark's population is aged 65 or more, the prospect of a ten year wait would clearly be daunting!</p> <p>The importance of aquatics to community health and well-being is recognised in many places in the GRSRP and several LGAs refer to pool maintenance and upgrades in their commitments. It is demoralising to find that the Shire of Denmark, the fastest growing LGA across the entire Great Southern Region, although fully aware of the massive community effort over 36 years, countless volunteer hours and considerable expenditure, should do no more than declare the proposed aquatic centre as being merely 'on the radar'.</p> <p>So too is the Grim Reaper!</p> | |
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