

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
City of Albany:	<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 GRSLG's. - Support the development of the Outdoor Adventure Industry & GS Outdoor Centre of Excellence
Shire of Broomehill-Tambellup:	<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
	<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
	<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
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
	<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. - The further evolution and development of the partnership with the

Local Government	Key Considerations and Opportunities
	<p>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> <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
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 regional level support for clubs. This however will be dependent on the successful implementation of the program which is currently in its infancy.

SSA	Key Considerations
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. - The lack of integration with the indigenous community is due to the traditional approach and associated cost which will require changes of

SSA	Key Considerations
	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. - 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

SSA	Key Considerations
	<p>construction of new infrastructure.</p> <ul style="list-style-type: none"> - The option to utilise DoE court sites needs to be integrated with LG engagement to ensure duplication of resources is avoided.
<p>Dr Lenore Lyons (GSCORE)</p>	<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
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. o Ellen Cove Shark barrier – replace and maintain. 	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. o Regional Shooting Hub: Feasibility Study. 	M
	- Great Southern Motorsport <ul style="list-style-type: none"> o Feasibility Study including Site Investigation & Design. o Site Development & Implementation 	H (State Govt Commitment)
	- Establish the Outdoor Centre for Excellence in Albany	

	<p>as a regional priority.</p> <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. 	<p>H (Regional and State) H</p>
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. 	<p>Local Local</p>
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. 	<p>H Local Local</p>
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. 	<p>Local Local Local Local Local</p>
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. 	<p>H H</p>
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. 	<p>H</p>

	<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 style="text-align: right;">M</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">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 style="text-align: right;">H</p> <p style="text-align: right;">H</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">Local</p> <p style="text-align: right;">M</p> <p style="text-align: right;">M</p> <p style="text-align: right;">H</p> <p style="text-align: right;">M</p>

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>
Shire of	<ul style="list-style-type: none"> - Continue the development of the Woodanilling 	Local

Woodanilling:	Recreation precinct to ensure all recreation needs are met.	Local
	- Develop a Youth Bike Area.	H
	- Queerarrup Lake development to secure water in lake for recreational use.	
	- 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
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> <ul style="list-style-type: none"> - VROC as an important cross boundary group with the potential to expand 	A regional tourism strategy to be developed through the Hidden Treasures partnership may provide a catalyst for broader recreational event planning.

	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. 	<p>The gradual implementation and development of strategic planning processes to support both the strategic partnerships with the Lower Great Southern and local priorities.</p>
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. 	<p>To extend the responsibilities of VROC to incorporate community and club development support and in addition a collective approach to asset management.</p>
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. 	<p>The gradual implementation and development of the strategic partnerships with the Lower Great Southern Alliance.</p>
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. 	<p>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.</p>
Shire of Kent:	<p>The shire currently has limited involvement</p>	<p>Currently, there would be limited</p>

	with GS partnerships.	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. 	<p>The gradual implementation and development of strategic planning processes to support the strategic partnerships with the Lower Great Southern and VROC local priorities.</p>
Shire of Woodanilling:	<p>The shire is currently not aligned to any strategic partnership within the region and identifies with LG's to the north of the GSR.</p>	

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
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 region. Prioritise ongoing investment based	GSRLG's	DLGSC	S	07

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.	on agreed priorities and delivery targets. 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 those clubs/organisations which embrace the integrated club development approach.	GSRLG's	SSA's		11

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 disadvantage and the future viability of sporting clubs and infrastructure within the Great Southern.	Kidsport or similar program retained.	GSRLG's	DLGSC	S	11
2.14	GSRLG's in conjunction with SSA's and sports	Greater integration of CaLD and indigenous	GSRLG's	DLGSC, SSA's,	S	11

	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.	participants within sports clubs across the region (baseline measures to be determined by RSROP).	Noongar Support Groups	
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.	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.	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.	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.	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 GS as a mechanism to get people physically active and support growth in the tourism sector.	Review and upgrade existing trails in accordance with a planned. Implementation process aligned to existing and developing trails planning proposals. Integration of footpaths, cycleways and horse riding trails to provide effective links	GSCORE GSRLG's, Lower Great Southern Economic Alliance, DLGSC, DoT, GSDC	S-L 03

			between activity centres, sport and recreation infrastructure and other community services.	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: <ul style="list-style-type: none"> - Sporting activity (participation rates across prioritised sports). - Volunteer numbers across prioritised sports. 	Develop an economic value of sport and recreation model which can be adapted to support local clubs, organisations and associations in attracting external funding and investment for events.	GSRLG's, GSCORE (outdoor recreation)	GSDC	M-L	10	

	<ul style="list-style-type: none"> - 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>				
3.7	<p>Annually publish an economic report based on the value return on the investment in sport and recreation infrastructure.</p>	<p>Annual report published and used for benchmarking events and promoting future investment.</p>	GSDC	S-M	10
3.8	<p>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.</p>	<p>Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018.</p>	GSDC, TWA	S	08
3.9	<p>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; additional economic investment in the local market and the social value to the local community in respect of volunteering, community engagement and capacity building.</p>	<p>Note, this overlaps with 3.6 above.</p>	GSDC, TWA	S	08

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 to be used to attract state and international level events in a coordinated approach. 	Need to consider LGSEA for the "Amazing South Coast" with LGSEA as lead agency for 2017-2018.	GSRLG's	TWA, GSCORE	S	08
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	Gap analysis undertaken by RSROP in partnership with GSRFMG (referenced below).	GSRLG's, GSCORE	TWA, GSCORE	S	08

	associated service infrastructure) and develop a prioritised plan for future investment based on potential economic impacts.							
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. - Enhancement of the indoor environmental quality. - Building efficiency improvements. 	Implementation of ESD principles.	GSRLG's	DLGSC, DWER, DBCA	S-L	03		
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	GSRFMG to establish a program of master plan project review to support individual LG's.	GSRLG's	DLGSC	S-L	07		

	is valid. Where assumptions and/or circumstances have changed the master plans should be modified to reflect current priorities.						
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. - 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 	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	

	<ul style="list-style-type: none"> - 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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Executive Summary

The purpose of the Great Southern Regional Sport and Recreation Plan (the Plan) is to assist in defining a clear direction for the development of sport and recreation in the region and provide a blueprint to support this strategy. The Plan has been developed following extensive research across the 11 partner local governments. The outcome has resulted in four strategic themes being identified for future planning in the region with regard to the potential impact on sport, physical activity, health, tourism and the economy. The following recommendations should be implemented over the 20-year time horizon of the plan, subject to regular and ongoing annual monitoring and evaluation over the project time frame:

1. Structural Review:

Independent review of all sport specific structures within the GSR and establishment of hierarchy of provision.

Establish a coordinating group (task and finish) of Regional representatives of all sports with responsibility for interpreting the review recommendations.

2. Club and Volunteer Development: Alliances, Partnerships, Training and Development.

Establish a Regional Sports and Recreation Officers network/partnership for GSRLG's (Operational Focus).

3. Trails, Events, Economy and Tourism

4. Facility Development – Sustainable and Strategic Facility Development

The plan pays regard to the aspirations and objectives of each of the 11 local governments of the City of Albany and the shires of Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling. These LG's form the GSR as identified within their respective Strategic Community Plans and broader integrated planning frameworks. In addition, a series of strategic plans and regionally significant publications and partnerships underpin the direction and recommendations contained within this plan. Consistent themes include:

- A divergence across the region in relation to population growth and decline. The main regional population centres are projecting growth whilst the trend for small remote rural communities is decline.
- Asset management systems and processes vary significantly across the 11 LG areas and there is a need to support a more standardized approach, particularly for those LGs with limited resources.
- Water management and water re-use will continue to be a significant influencing factor across all LGs.
- 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.
 - 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 need to provide recreational infrastructure for an ageing community and for the youth.
- The ability to share learning and develop innovative solutions in facilitating the delivery of sport and recreation programs as well as services and facilities that would benefit those with 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.
- Volunteer support and succession planning is a critical concern across most LG areas.

- There is a strong link between 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.
- LGs 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.
- 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.

Targeted consultation with LG partners and SSA's highlighted the following as key challenges currently experienced and which this plan could assist in addressing. These include:

- **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.
- **Quality of Service:** The need to maintain and enhance the current level and quality of service provision within available resources.
- **Consistency of Provision:** Ensuring there is consistency across all sport and recreation services in the level of provision, accessibility and management of infrastructure.
- **Benchmarking and Resourcing:** Continuing to develop appropriate standards/benchmarks which are then adopted and continue to be implemented.
- **Volunteer and Club Development:** The need to support and facilitate good governance and succession planning.
- **Cross Boundary Developments:** The need to continue to foster and develop alliances and partnerships with neighbouring LG's with a view to developing:
 - o A regional events strategy.
 - o Shared project implementation strategies.
 - o A shared training and development program.
 - o Sharing of staff and knowledge.
- **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 State Sporting Association's:** SSA's not servicing regional areas effectively.
- **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 faced by sports such as Australian Rules Football with limited current intervention measures. A greater focus on the potential role clubs have in this area should be explored.
- **Grant Assistance and Ongoing Financial Support:** Concern over the loss of Royalties for Regions; ability to secure small grants for the ongoing operation and upgrading of key facilities and the over reliance on crop funding to underpin some sporting infrastructure 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:** The need address a previous lack of investment in youth services and infrastructure.
- **Competition:** The loss of clubs and competitive structure and the lack of consistency with competition aligns across sports.
- **Social isolation and Loss of an Ageing Population:** There is an ongoing requirement to provide services to keep people well-aged within the community.
- **Shared Use and Co-location:** The potential consolidation and colocation of facility development with existing infrastructure. To 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 of sporting infrastructure.

- **Integration with the Indigenous Community:** There is a lack of engagement with the indigenous community, requiring innovative approaches to the provision of services and programs and greater training of clubs in valuing diversity and increasing accessibility.

The demographic analysis highlights the 45-64 age range as being the predominant age of the resident population across all LG areas with the exception of the Shire of Kent. There are however relatively high percentages of younger children within the regional area associated with young to middle age family units. The median weekly household income for all LG areas in the GS is lower than WA, which highlights, indicatively, a potentially lower capacity 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. The Aboriginal population base is relatively low and dispersed across the region. In such circumstances, the integration of the Aboriginal community requirements will need 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.

Current trends indicate that for the Great Southern Region, the following need to be considered:

- The gradual diminishing role that organised sport is playing in remote regional areas.
- Cost effective and efficient co-location of infrastructure should underpin the rationale for future investment in infrastructure.
- Traditional venue specific sports of golf, Australian Rules Football, cricket, bowls and hockey are anticipated to continue to be the main base level of provision within the more remote rural areas.
- 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.
- The complex nature of competition structures, particularly associated with Australian Rules Football and the financial expenditure associated with delivering high performing competitive teams (by importing players) is damaging the delivery of sport at the local level. This now needs to be addressed if the long-term viability of clubs is to be secured. This will require the development of different delivery models in partnership with SSA's.
- 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.
- Due to the strong growth in female participation in traditionally male dominated sports, 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.
- 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.
- It is important to prioritise strategic investment across the region and agree how this is to be delivered, funded and sustained. Strategies and relative priorities and support for investment decisions should be developed collaboratively and agreed across all LG's.

The rationale underpinning the strategic directions together with the detailed recommendations, priority, lead organisation, partners and timeline is identified at section 7 of the report. Each recommendation is aligned to Strategic Directions 6 - Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020.

By creating this strategic plan, the Great Southern region has shown its recognition that sport and recreation is an intergral part of creating a liveable region with thriving communities. The challenge will be to keep the momentum going to ensure continuous improvement and responses to community's needs. Continual review and revision of strategic planning documents, is a vital component of the strategic planning process. Policy makers and planners need to continue the dialogue begun with community and all stakeholders, in order to ensure that their needs and concerns are being addressed. In addition, as new programs and initiatives are implemented in response to this initial planning process, new weaknesses and threats will develop. Hence the need for review and ongoing consultation.