SHIRE OF PLANTAGENET – SOUNNESS PARK AND FROST PARK MASTER PLANS

FINAL REPORT



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OTIUM
SPORT + LEISURE + COMMUNITIES

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Otium Planning Group acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for Indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.

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Executive summary

There is a need to provide a long-term plan for sport and recreation infrastructure at both Sounness Park and Frost Park. Both facilities incorporate significant sport and recreation assets of varying age and functionality. They provide opportunities for the community to participate in a range of sport and recreation pursuits, while also supporting social connectivity and delivering health and wellbeing benefits.

The Master Planning process supports the long-term evolution and growth of the Town from both an economic perspective—by improving operational efficiencies and reducing the ongoing financial burden associated with an ageing asset base—and by ensuring an appropriate level of *fit-for-purpose* facilities and services can be provided to meet the ongoing needs of residents and visitors.

The Shire and partner organisations have undertaken a range of strategic planning processes to develop a long-term vision. Critical to this is current planning which:

- Highlights the importance of maintaining a diverse range of sport and recreation opportunities to service Shire residents across all ages.
- Identifies the future uncertainty surrounding the long-term security of treated effluent water, which is critical to the future of Sounness Park. If not resolved, this will adversely affect the quality and availability of playing surfaces and future capability.
- References the limited capacity and capability of the current volunteer structure, and the need to avoid onerous requirements on key personnel while balancing the ongoing requirement to reduce operational subsidy.
- Confirms the changing obligations associated with meeting contemporary design and development requirements to support each individual sport and activity.
- References the demographic profile of the Shire, which highlights a high median age, relatively low individual and household weekly income levels, a comparatively higher level of socio-economic disadvantage relative to similar areas, and a limited catchment population servicing both sites.

An assessment of existing assets identifies a range of current challenges and future development options for both Sounness Park and Frost Park. These were further explored through consultation with key user groups, which identified key themes and critical considerations informing the evolution of the Master Plans. These included:

- There is significant support within the community regarding investment in upgrades and/or additional sport and recreation facilities and infrastructure at both Sounness Park and Frost Park.
- The most valued facilities at Sounness Park identified by the community and clubs include the clubrooms, kitchen/bar space, and changerooms. The eastern oval is also valued as a well-functioning event space. In contrast, the western oval faces several challenges, including the quality of the playing surface, limited playing capability due to the lack of floodlighting, and insufficient supporting infrastructure.
- At Frost Park, the most valued elements include the flexibility of the site to accommodate multiple activities, public toilet facilities, and the campdraft arena and associated cattle yards. The most significant challenge is the range of community buildings that are reaching the end of their useful life and require either demolition and complete removal (Sheep Pavilion/Shed) or replacement (Exhibition Hall and Skinner Pavilion). The value-for-money return from major investment to support horse racing (turf club) is limited. Community feedback indicates that upgrades should prioritise areas inside the track and general ground maintenance, with a focus on other equine users and broader community groups.
- Clubs consistently cited the need for adequate storage, improved spectator viewing with shade, and enhanced site functionality.

- At Sounness Park, facility upgrades with the strongest community support include enhanced public toilets, increased levels of passive security, and improved site surveillance.
- At Frost Park, facility upgrades with the greatest community support include ablution facilities inside the race track, enhancements to the grounds between the campdraft arena and the inside boundary of the race track (including drainage and service provision), consolidation of public toilet facilities adjacent to the main buildings, and improved water access to service activities inside the track.
- The most important consideration raised through consultation and the community survey was the provision of accessible and affordable facilities. Adequate parking and both built and natural shade were also identified as high priorities for future development at both sites.

Some negative comments were received regarding previous investment in Sounness Park, with feedback highlighting the need to ensure existing assets are appropriately maintained. Overall, however, feedback relating to investment across both sites was positive across a range of infrastructure options.

Benchmarking of infrastructure has highlighted a broader local government trend toward rationalising, co-locating, and improving the financial viability of community sport and recreation facilities. A range of management arrangements have been explored, indicating that no single solution is appropriate in all circumstances. The most critical considerations relate to agreements with user groups and management bodies. From the outset, it is important to establish a monitoring and evaluation framework against which management bodies (community groups and associations) report, ensuring Council is informed of how equitable sport and recreation provision is managed and how social return on investment is measured.

The Plantagenet Sporting Club has been established to ensure no single user group dominates or controls access, and it is considered the most appropriate management vehicle for the future of Sounness Park. In a number of Western Australian regional and remote local governments, where demand for facility access is high and financial resources are limited, councils have adopted agreed maintenance standards that they are committed to delivering and over which they retain financial control. It is recommended that the Shire of Plantagenet review its current agreement with the Plantagenet Sporting Club and develop a more robust monitoring and evaluation reporting process, along with an agreed ongoing maintenance regime.

In developing the draft Master Plans for both sites, a series of scenarios were presented, covering immediate requirements as well as short-term (0–2 years), medium-term (3–9 years), and long-term (10+ years) development options. These were then prioritised as high (H), medium (M), and low (L). Immediate development options focussed on minor investment and ongoing asset maintenance and upgrades. Short-term options represented achievable investments that should be incorporated within the Shire's annual budget planning process. Medium and long-term options required more substantial investment and detailed planning. Each recommended enhancement was to be implemented independently as funding becomes available.

The combined order of probable costs for the final Master Plan was estimated at **$14,794,727 for Sounness Park** and **$26,376,821 for Frost Park**.

It was on the basis of the draft Master Plans and the above costs that the community was consulted to check and challenge whether we had 'got it right?' and where changes were recommended by additional community feedback to be made, that these had a realistic chance of being implemented. It is to be noted that the following changes were subsequently made to the Master Plans and costs to accommodate the additional community feedback:

- Sounness Park:
    - Concern was raised over the car parking on site with the potential to extend over the existing storm water drainage zone to the north of both the east and west oval being identified as the preferred option. This however would require additional work to be undertaken on the land capability (stormwater capture and potential diversion) and potential cost implications. This however has been shown and costed on the revised

Master Plan. All car parks are to be long-term development options subject to funding becoming available.

- An additional car parking strip to be placed adjacent to the informal access road off the main access position to the western oval.
- Representation of the recently added tanks adjacent to and to the west of the hockey turf (and bitumen car parking around the tanks).
- The removal of the player/coach's area from the east of the hockey turf and relocation to a consolidated clubhouse building to the west of the turf. This would enable a potential future option to consolidate all club-based infrastructure into one centralised clubhouse.
- Relocation of a proposed Playground initially shown to the east of the hockey synthetic turf, to the south of the turf adjacent to the external pavilion viewing areas.
- Recognition of the gate keepers adjacent to the East Oval (northeast) and potential replacement.
- Relocation of the proposed home and away dug outs from the east to the west of the west oval.
- Relocation of the dog park further south to enable the current land identified to provide an alternative location for the long-term development of a two courts sports hall.
- Recognition of the Viv Skinner Park (to the south of Sounness Park) as a potential overflow parking area at times when the site is at capacity.

- Frost Park:
  - A centralised toilet block serving all equine and camping activities was clarified as being 'essential' by all user groups, for the continued use of the site. Further consultation with Racing WA confirmed that, contrary to previous advice, the installation of a toilet block centrally would not adversely impact on television requirements, and they had no objection to an appropriately designed and centrally placed ablution block.
  - It was important to ensure that the temporary access across the track on the home straight is identified as only in use until a central ablution block is developed.
  - The external public toilet adjacent to the Frost Pavilion is to be retained until the central ablution block is developed. At the time when the central ablution block is functional, the toilet facility will be demolished and access from the central area across the racetrack home straight will cease.
  - Relocation of the proposed storage and indoor sporting facility from the southeast corner of Frost Park to the area where the Sheep Pavilion is to be demolished. This will ensure that the main access across the race track to the central equine area remains uninhibited.

Based on these changes the cost plan was revised. The resulting changes identified the combined order of probable costs for the updated Master Plan estimated at **$14,794,727** for Sounness Park and **$26,376,821** for Frost Park.

A proposed investment plan accompanies this report. It should be noted that the Community Sport and Recreation Facilities Fund (CSRFF)—the key State Government funding program for community sport and recreation infrastructure—has been placed on hold and is subject to review. The future of this program is likely to change, and the likelihood of accessing funding will require further assessment.

1. Background

The development of Precinct Master Plans for Sounness Park and Frost Park provides an evidence-based approach to guiding future development and prioritised investment in the two most significant sporting precincts within the Shire of Plantagenet. Future development is intended to be undertaken on a phased basis, aligned with identified needs and available resources. To maximise available funding opportunities, the evidence base demonstrates strong alignment with potential State and Federal Government funding programs.

1.1 Sounness Park and Frost Park

Sounness Park and Frost Park are located within Mount Barker on the northern part of the townsite. Sounness Park lies to the south of McDonald Avenue, with three access points off that road and a further supplementary (one way) access to the east off Lowood Road between the Mount Barker Bowling Club and Community Resource Centre sites. It is immediately accessible from the Town Centre of Mount Barker. The Sounness Park complex stage one development, which included the clubhouse, terracing, grass hill and refurbished football/soccer oval was opened on 9th May 2015. The site provides football/soccer oval, cricket/soccer oval and synthetic hockey field. Sounness Park has previously hosted a pre-season AFL match in 2016 between the Fremantle Dockers and Adelaide Crows. Figure 1 refers.

Frost Park is located to the north of McDonald Avenue and bordered to its north by the Muir Highway and to the east by an extensive woodland area. The southern part of the woodland area is within the Master Plan boundary but is low lying and subject to flood. To the west of the site is a training track which runs around the three stormwater bodies. This is outside of the scope of works for the Master Plan. Figure 2 refers.

The table below identifies the infrastructure on each site:

Sounness Park	Frost Park
1. Western Oval (soccer and cricket) 2. Synthetic hockey pitch and associated clubhouse infrastructure, including gravel car park and permanent storage tanks. 3. Plantagenet Sporting Club Pavilion including function space (200m^2), kitchen, administration offices, toilets and storage. 4. Cricket nets 5. Changing facilities, public toilet and storage. 6. Stepped viewing platform and grass banks with children's play area adjacent. 7. Eastern Oval (Football and soccer, including floodlights) 8. Tennis clubhouse and six floodlit hard courts. 9. Access points	1. Exhibition Hall providing a detached storage space for a range of community groups. 2. Toilet (adj Frost Park Pavilion). 3. Frost Park Pavilion providing an indoor function space, public toilets, kitchen, furniture and kitchen storage, bar and servery. 4. Taylor Dennis Pavilion proving an under-cover outdoor function space, public toilets, TAB, storage, kitchen/bar area. 5. Skinner Pavilion used for Jockey's, Officials and media. 6. Stalls 7. Sheep Pavilion, previously used as a basketball court but now indoor storage, archery and toilets/changing room. 8. Inner Field used for campdraft, pony club arena, camping and presentation area. Also includes an unused cricket wicket and floodlighting towers. 9. Stormwater lake.



Figure 1: Sounness Park Aerial



Figure 2: Frost Park Aerial with adjacent trotting track (outside of the scope of the Master Plan)

1.2 Methodology

The Master Planning of both sites was undertaken through a phased approach, which can be seen in Figure 3 below. The final plan represents completion of all eleven stages of the methodology.

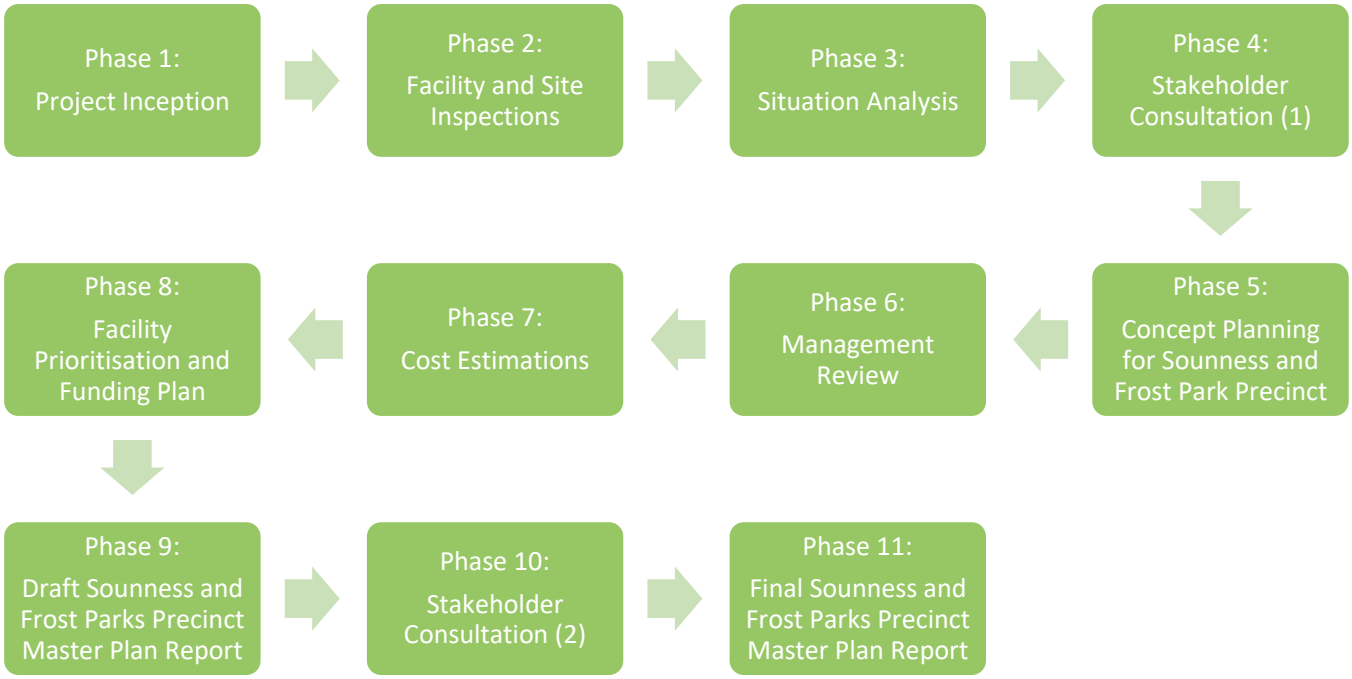


Figure 3: Project Methodology: Sounness Park and Frost Park Master Plan

The detailed approach includes the following:

- Phase 1: Project inception: To gain an understanding of the vision, purpose and objectives of the Master Plans for both sites.
- Phase 2: Facility and site inspections: To assess current functionality (fit-for-purpose), infrastructure quality, and facility condition, and to identify potential constraints within each facility component and how these may be addressed or overcome.
- Phase 3: Situation analysis: To undertake technical research from a range of internal and external sources to confirm and determine future needs and the rationale for potential investment. This includes benchmarking, analysis of demographic implications, and trend assessment.
- Phase 4: Stakeholder Consultation: To identify current and future gaps in provision and assess the ability of facilities to meet predicted community demand through broad community and stakeholder engagement. This phase also assessed existing constraints and future development opportunities to support growth in participation across a range of user groups.
- Phase 5: Concept Planning (x2) for Sounness and Frost Parks Precinct: Following the development of a needs analysis report incorporating findings from the preceding phases, two concept plans—based on an agreed design brief—were developed. These considered opportunities to address identified gaps in provision, integrate new infrastructure with existing assets, and incorporate environmentally sensitive design and energy-efficient initiatives within both precincts.
- Phase 6: Management Review: To provide recommendations for future management and potential rationalisation of infrastructure based on predicted usage and identification of optimal management solutions, informed by industry benchmarking.

- Phase 7: Cost estimations: To develop an Order of Probable Cost (OPC) for the full development scope, broken down into discrete options.
- Phase 8: Facility Prioritisation and Funding Plan: The development of a facility prioritisation matrix and associated funding plan to guide implementation of agreed facility developments and upgrades.
- Phase 9: Draft Sounness and Frost Parks Precinct Master Plan Report: Preparation of the draft Master Plan report incorporating all outcomes from the preceding phases.
- Phase 10: Stakeholder and Community Consultation: To present the draft outcomes to the community and stakeholders for review, including the Concept Designs and Draft Master Plan.
- Phase 11: Final Sounness and Frost Parks Precinct Master Plan Report: Completion of the final Master Plan report following consideration of feedback received during the second round of consultation.

1.3 Vision

The vision for both Sounness Park and Frost Park is to develop a long-term plan that delivers affordable, phased development of both sites to meet current and future community needs. Both sites are to be developed with the objective of securing their long-term viability and sustainability.

1.4 Purpose

The purposes of the two Master Plans are to:

- Develop a consolidated approach to the future development of the two sites that considers co-location of services, shared facilities, and the rationalisation of existing infrastructure.
- Confirm the extent of capital works required to inform future staged budget planning for the Shire.
- Review and provide direction for the future management of the two sites by identifying an optimal governance structure that progressively reduces the Shire's ongoing operational subsidy.

1.5 Guiding Principles

The guiding principles underpinning the Master Planning process include:

- **Evidence-based planning**: The provision of a robust evidence base to identify community sport and recreation facility needs, with consideration given to the provision of appropriate localised services.
- **Community engagement**: An extensive consultation process undertaken to understand community needs and demand for sport and recreation facilities.
- **Equity**: Ensuring equitable access to facilities for all residents and visitors to the Shire of Plantagenet.
- **Optimisation of facility and land use**: Wherever practical, the Shire will seek to co-locate services and rationalise infrastructure to minimise costs and maximise the effective sharing of limited resources.
- **Contemporary design**: Ensuring that any new or upgraded facility infrastructure meets contemporary design standards, provides flexibility to respond to changing demographic needs, and enables efficient and effective asset management.
- **Diversity of services**: Ensuring a broad range of sport, recreation, and community services can be accommodated at both Sounness Park and Frost Park to meet community needs and support residents of all ages.

- **Complementary services**: Ensuring that facilities proposed for refurbishment, redevelopment, or replacement complement existing services and the broader network of community infrastructure provided across the Shire.

1.6 How the Master Plans for Sounness and Frost Parks will be used

The Master Plan is an integral component of the Shire's Integrated Planning and Reporting Framework, as referenced in Section 2. More specifically, the Master Plans will be used to:

- Confirm, through Council, the relative priorities for future planning and subsequent investment in sport and recreation facilities at Sounness Park and Frost Park to meet the needs of Shire residents and visitors.
- Inform the ongoing development and periodic review of the Shire's budget program, and its integration with the Strategic Community Plan and Corporate Business Plan.
- Inform future staff resource planning requirements.
- Provide the Shire community with clarity regarding relative priorities and indicative timeframes for future investment at Sounness Park and Frost Park.

2. Setting the Context for the Master Plans

This section summarises the key documents that have influenced the development of the Master Plans for Sounness Park and Frost Park. A detailed overview is provided in Appendix 1, with summary implications identified below.

2.1 Shire of Plantagenet Strategies and Informing Documents

The most critical documentation underpinning how local governments set their future direction is the Integrated Planning and Reporting (IP&R) Framework, which, in the Shire of Plantagenet, consists of the following:

- Shire of Plantagenet Strategic Community Plan (SCP) 2025–2035 and Corporate Business Plan 2026–2030: These are the key long-term planning documents that set the direction for ongoing development and investment in the Shire on behalf of local residents and visitors. The key focus areas of these plans relevant to the future development of sport, recreation and public open space include:
    - Community: To foster community pride, safety, wellbeing and involvement through the provision of services; provide and promote appropriate and safe spaces and activities that support people of all abilities; encourage youth participation and support an ageing community; improve residents' health and wellbeing; and support festivals, events and activities that strengthen community identity while celebrating Shire history and heritage. A key consideration is the encouragement, retention and attraction of volunteers, and supporting volunteer organisations to develop and maintain a clear strategic vision.
    - Environment: To provide and maintain contemporary infrastructure that supports high-quality service delivery while protecting and caring for the Shire's unique natural environment, recognising its value as a recreation and tourism asset. This includes the provision of flexible public open spaces for all community members, and a high standard of community facilities that cater for diverse needs.
    - Economy: To develop and maintain a strong and diverse local economy that generates employment opportunities and delivers a broad range of services, particularly in tourism, arts and culture.
    - Leadership: To maintain an open, accountable and professional organisation that provides leadership for a thriving and unique community.

The Strategic Community Plan, together with the Corporate Business Plan, identifies critical considerations for the Shire in attracting and retaining key workers, managing limited resources efficiently and effectively, and improving the environmental sustainability of Shire-owned and managed infrastructure.

Sounness Park and Frost Park represent one component of a broader range of Shire financial commitments and compete with other service priorities. While both sites are important community assets, future investment must be appropriately justified through an informed and transparent engagement process. A key consideration will be the allocation of responsibility for ongoing asset management, alongside the level of controlled subsidy and investment provided by the Shire.

The table overleaf identifies the other key informing documents relevant to the Sounness Park and Frost Park Master Plan.

Table 1: Relevant Shire Publications and Considerations for the Master Plan Development

Publication	Overview and Considerations
Disability Access and Inclusion Plan 2024 – 2029	At the forefront of any facility redevelopment, upgrade or new development is the need to maximise accessibility for all Shire residents. Given the Shire's ageing population, it is likely that physical accessibility challenges will increase over time. While Australian Standards set minimum compliance requirements, the Disability Access and Inclusion Plan (DAIP) expresses an intent to deliver an enhanced level of accessibility across all Shire facilities. It should also be noted that any major change to existing buildings will trigger the requirement to comply with the most current Building Code of Australia standards. This is likely to have a direct impact on the cost of upgrades and redevelopment.
Age Friendly Charter – Lower Great Southern 2019 – 2024	The Age-Friendly Charter aligns with the World Health Organization's (WHO) framework for active ageing, which encourages policies and programs that support older adults in maintaining their health and wellbeing and enable ongoing contribution to family and community life. The framework emphasises the importance of enabling older residents to live healthy, fulfilling lives and participate fully in society.
Mount Barket Public Realm Strategy (March 2025)	The plan recommends supporting the sporting hub through infrastructure upgrades and the inclusion of public art that celebrates local history, fostering community pride, identity and a sense of belonging.
Water Strategic Document February 2020	The plan identifies treated effluent water supplied by the Water Corporation as a critical and currently unresolved issue. Without secure access to treated effluent water, the Shire will be unable to effectively irrigate the Sounness Park sporting precinct. This concern is compounded by climatic change within the region, which is resulting in reduced rainfall and increasing challenges in maintaining oval surfaces to an acceptable community standard.
Strategic Asset Management Plan 2017/18 – 2026/27	The current liability of the Shire in relation to asset renewal is estimated at $310 million. While only approximately 3 per cent of this renewal estimate is attributed to parks and reserves, this still represents an estimated replacement value of approximately $10 million (based on 2017/18 figures). In addition, 22 per cent of the renewal estimate is allocated to specialised buildings, which includes infrastructure at both Frost Park and Sounness Park. This ongoing asset management and renewal commitment is likely to exceed the funding available to the Shire, based on the current rate base and the significant commitment to road infrastructure, which accounts for approximately 63 per cent of the total renewal estimate.
Great Southern Regional Sport and Recreation Plan (2018)	The regional plan identified several key aspirations across the eleven partner local governments. Many of these recommendations remain relevant and align with the approach adopted in the Shire's Strategic Community Plan, particularly in relation to shared use, efficient design and functionality, volunteer support, and the implementation of improved accessibility standards. However, the economic value of investing in sport from a regional perspective has not been further developed due to resource constraints. The Great Southern Regional Sport and Recreation Plan remains the published whole-of-region strategic sport and recreation plan. No subsequent region-wide replacement has been identified. However, given the age of the Plan, its recommendations should be considered alongside more recent local government strategic plans, facility plans and contemporary State and regional planning documents.

2.2 Current Club Strategic Planning

As part of the consultation process, clubs were invited to provide their current strategic plans for review. These documents offer a clear overview of existing constraints and challenges associated with the delivery of their sporting activities and related services.

Table 2: Relevant Sporting Club Strategic Planning Documents

Publication	Challenges and Considerations
Mount Barker Football Club Strategic Overview 2022 – 2026	The critical considerations for football are primarily related to volunteer capacity and the availability of suitably qualified coaches and officials. The main facility development challenge is the ongoing requirement to maintain the facility to an AFL-compliant standard.
Mount Barker Hockey Club Strategic Plan 2025 – 2029	The challenges for hockey are similar to those identified for football, particularly in relation to volunteer support and access to qualified coaches and officials. The primary facility-related challenges relate to access to changerooms and toilet facilities, and the provision of safe, comfortable and accessible spaces for participants and spectators.
Mount Barker Tennis Club Strategic Plan 2024 – 2027	For tennis, key challenges relate to maximising use of the tennis club facilities by both members and the broader community, while supporting the growth of the sport for all age groups and abilities. This includes expanding the volunteer base to facilitate increased participation and program delivery.
Plantagenet Sporting Club Facility Management Plan 2017 - 2020	The challenges for the Plantagenet Sporting Club focus on ensuring the long-term sustainability of the facility and its effective utilisation. This includes raising the profile of the site as a broader community hub capable of supporting activities and services beyond sport and recreation alone, thereby improving utilisation rates and enhancing financial viability.
Bullets Netball Club 2024 – 2027	The Bullets Netball Club has identified the importance of securing an agreement that ensures reliable access to court infrastructure at required times. The primary facility challenges relate to the provision of appropriate storage and the ability of existing infrastructure to meet future growth demands, particularly in conjunction with basketball use.

2.3 Regional and Other Peak Body Informing Documents

There are a range of documents which provide guidance at a state, regional and national level for the development of sport and recreation infrastructure. The most relevant are summarised below. It is to be noted that many of the guidelines include the desired facility standards of peak sporting bodies. These are summarised below:

- State Planning Strategy 2050: The Strategy provides a framework to support the long-term viability and resilience of regional centres. Within the Shire of Plantagenet, this includes creating an environment that attracts and retains key workers and their families. The provision of a diverse range of community, sport and recreation infrastructure, as well as facilities capable of supporting events, is critical to achieving this outcome. This approach underpins the aspirations outlined in the Shire's Strategic Community Plan and supporting document.
- Strategic Priorities for Western Australian Sport (SportWest 2020): This document emphasises the importance of collecting and analysing participation and facility usage data. In the development of the Sounness Park and Frost Park Master Plans, it is essential that facility managers and user groups contribute to an ongoing monitoring and evaluation framework.

The Shire of Plantagenet lies within the Great Southern Region for the majority of State Sporting Associations. Relevant peak body facility strategies and guidelines include:

- AFL Preferred Community Facility Guidelines 2024: Used as a benchmarking tool to ensure any future facility development aligns with current AFL community standards.
- Western Australian Football Commission Strategic Facilities Plan 2020 – 2030 (2020): Highlights the broader social and economic benefits of investment in football infrastructure. A key consideration for the sustainability and growth of AFL participation in the Great Southern region is the provision of gender-inclusive pavilion and changeroom infrastructure to support the continued growth of the girls' and women's game.
- Cricket Australia Design Guidelines: Community Cricket Facility Guidelines (2023): These guidelines provide broad standards for facility provision and are used as a reference point when assessing existing cricket infrastructure.
- Western Australian Cricket Infrastructure Strategy (CIS) 2019-2028: Emphasises the importance of gender-inclusive pavilion and changeroom infrastructure to support growth in female participation across the State.
- Tennis West Strategic Facilities Plan (2018): Identifies increasing the capacity of hard courts as a key objective to optimise facility use. The replacement of halogen lighting with more energy-efficient and environmentally sustainable LED lighting is also recommended.
- Netball Strategic Facilities Plan for WA (2023-2034) and draft Basketball WA Strategic Plan (2023): These plans do not identify the Shire as a designated growth area and therefore do not justify additional court provision. However, this must be balanced against existing health and safety considerations associated with the current facilities, including heat, airflow and surface condition issues.
- Football West Facility Development Guidelines (2022): Used as a reference point when assessing existing football infrastructure and are generally consistent with facility standards applied by local governments.
- Hockey WA Strategic Facilities Plan 2009 to 2025 (2009) and HWA sustainability model (2023): Identify financial sustainability as a key challenge associated with synthetic turf infrastructure. Adequate contingency funding must be set aside for turf replacement every 8–12 years, and shock pad and base replacement approximately every 16–24 years.
- Hockey Clubhouse Guide (Hockey Australia – April 2025): This guide outlines key design principles with a strong focus on sustainability, crime prevention through environmental design (CPTED), and maximising functional outcomes for users. In the case of Sounness Park, it is evident that the hockey club has had to compromise on some outcomes due to the need to share facilities with multiple stakeholders.

2.4 Summary of Key Development Considerations

Based on the review of influencing strategies, plans and guidelines, the following critical considerations need to inform future investment at both Sounness Park and Frost Park:

- The Shire's asset portfolio is extensive and subject to a range of competing priorities, highlighting the need to reduce the ongoing operational and asset management burden.
- Current strategic plans emphasise the importance of maintaining a diverse range of sport and recreation opportunities to service Shire residents. Families, children, young people and seniors require a variety of services that can be delivered within a multi-functional hub model, with new development complementing existing provision.
- Water management at Sounness Park is a critical consideration which, if not resolved, will adversely affect the quality and long-term sustainability of playing surfaces.

- The future management of facilities at Sounness Park and Frost Park will require careful consideration to support the existing volunteer structure and avoid onerous requirements, while balancing the need to progressively reduce ongoing operational subsidy. It will be essential to ensure participation data from all user groups and sporting clubs is captured to support future funding applications.
- Across all sport and recreation users, relevant guidelines identify the following essential contemporary facility components:
    - Access to appropriate, gender-neutral changeroom infrastructure for both participants and officials.
    - Safe and secure access that encourages optimal levels of use.
    - Increased playing capacity delivered through more efficient use of existing facilities and services.
    - A stronger focus on enhancing clubhouses and associated buildings through environmentally sustainable design, including more efficient use of water and energy.
    - Appropriate spectator facilities, including shaded viewing areas, adjacent to core activity spaces.
    - Sufficient and well-located storage to meet the needs of all user groups.

3. Demographic Implications

The following provides an overview of the current population, projected growth and demographic implications. A detailed analysis is contained in Appendix 2. Data has been sourced from Forecast.id™, WA Tomorrow, and the Australian Bureau of Statistics (ABS):

- In 2021, the Shire of Plantagenet had 5,338 residents living in 2,672 dwellings, with an average household size of 2.32 people. The median age was 48 years. This relatively high median age suggests the population is likely to be ageing in place, and demand for high-contact, organised sporting club participation may diminish over time.
- The Shire's resident population experiences relatively low individual and household weekly income levels. Household income is a key determinant of the capacity of residents to pay for services and discretionary membership costs. It is therefore critical that cost and affordability are not barriers to joining clubs or accessing services.
- There is also likely to be a high proportion of residents receiving the Age Pension or living as self-funded retirees. This presents challenges for sporting organisations seeking to deliver high-quality services to a population with limited discretionary spending capacity.
- Employment benchmarks indicate that the most common occupations within the Shire are unlikely to change significantly over time. It is assumed that comparatively lower wages will continue to constrain affordability for individuals and households.
- When considered alongside clubs' ability to manage and maintain infrastructure, this indicates that membership income and competition fees are unlikely to generate significant funds for reinvestment in asset upkeep. In this context, the ability to generate supplementary income through sponsorship and venue hire becomes increasingly important.
- Household types predominantly comprise one- and two-person households. The most common household structures are couples without children and lone-person households. This profile—combined with comparatively low numbers of children, an ageing population and smaller household sizes—will continue to challenge the Shire's ability to deliver a range of sustainable services through a limited volunteer club network.
- The Index of Relative Socio-Economic Disadvantage further highlights challenges for the Shire, with both Mount Barker and the broader Shire of Plantagenet local government area ranking significantly below the Regional WA average. This has a number of implications the Shire will need to consider, including, on average:
    - Lower disposable income levels
    - Higher levels of health and wellbeing disadvantage
    - More limited access to public transport and private transport options, which may exacerbate accessibility barriers for services
    - Increased risk of social isolation and reduced access to social activities and gatherings
- Population projections for the Shire indicate an increasing senior demographic, likely continuing through to 2036. Growth in the population aged 60+ will increase demand for services for older residents. Sport and recreation infrastructure will therefore need to be designed with a high level of flexibility to accommodate diverse users, with accessibility embedded as a core requirement. As a result, the emphasis is likely to be on consolidation, rationalisation, contemporary upgrades and efficiency improvements rather than major new development.

- The catchment population for both Sounness Park and Frost Park is relatively limited. In addition, some residents are likely to participate in facilities located in Albany and Kojonup, which may further reduce local demand.

4. Existing Asset Audit and Implications

A visual review of the sport and recreation assets at Sounness Park and Frost Park was undertaken, supplemented by the review of relevant documentation outlined above, including sport facility design guidelines and available plans. A detailed assessment is provided in Appendix 3.

The table below summarises the outcomes of the visual assessment and identifies potential implications in relation to current investment priorities and future use of the facilities:

Table 3: Facility Audit Outputs and Implications

Facility	Commentary: Main Considerations
FROST PARK	
Frost Park – Inner Field	Access to the internal area of the track is provided via a small bridge located centrally along the main straight, adjacent to the main campdraft arena. Additional access to the internal area is available on the bend in the south-east corner of the track. The internal area includes: • Camping grounds for Campdraft and other equine uses. • The main arena area with associated fencing, animal pens and runs. • A presentation area, elevated above the surrounding ground with poles for shade sails. • A competition and training arena used by the Pony Club, Horse Show and carriage drivers (located on an existing cricket ground with central synthetic wicket – currently unused). • A temporary mobile power unit was located centrally, which is understood to be powered via extension cables (mobile unit has been upgraded with an outlet provided following the recent receipt of a grant). • Two floodlighting pylons are located to the south of the main arena and to the east of the unused cricket oval. • A stormwater sump which has been recently extended with adjacent water tank. The site is low-lying and subject to periodic water inundation, which renders large portions of the northern internal area unusable during events. Dirt access tracks are provided throughout the site to service all activity areas. ***Consideration:*** *The importation of fill material to the central area could be considered as an option to address ongoing issues associated with water inundation across the campgrounds and arena. There is a need to improve the surface conditions to support a range of equine activities throughout the year. Electrical infrastructure should also be enhanced to adequately service user*

Facility	Commentary: Main Considerations
	groups, with the potential introduction of three-phase power in the long term to support use of the area as a consolidated event space. *Opportunities to provide permanent access across the race track to the central area are currently limited due to television broadcast requirements and Racing and Gaming restrictions. However, a formalised access point on the southern bend of the track should be considered as an interim solution, pending clarification on the long-term future of the race track.* *The existing cricket oval within the central area, along with its associated floodlighting, should be removed. There is potential to introduce new energy-efficient LED floodlighting specifically designed to support equine and campdraft activities.*
Skinner Pavilion – Jockey, Officials and media use	The Skinner Pavilion, constructed in 1979, is approaching the end of its viable asset life, based on an assumed 50-year lifespan. The building is subdivided into a number of areas that do not meet contemporary design standards and lack adequate levels of privacy. The pavilion incorporates a central administration/reception area that provides access to the main body of the building. This space currently accommodates combined male and female waiting areas for jockeys, limited storage, partition walls to divide functional areas, and curtaining used to create temporary and inadequate spaces for changing, medical treatment, relaxation/social use, and marshalling. The shower facilities lack appropriate privacy screens and enclosed dry changing areas, and the toilet pan and associated vanity fittings are dated and no longer meet contemporary expectations. Externally, a tower structure is located adjacent to the Skinner Pavilion and is understood to be used by outside broadcasting services. The tower is constructed on a concrete plinth with stair access and appears fit for its current operational purpose. ***Consideration:*** *Addressing the deficiencies of the Skinner Pavilion would require a complete redevelopment or comprehensive modernisation. The internal layout is functionally poor, inflexible, and has effectively reached the end of its useful life. Any future redevelopment should consider incorporating the following elements:* • *A dedicated social area with kitchen facilities for jockeys and officials.* • *A waiting room located adjacent to the drug testing area.* • *A secure medical, weighing and drug testing area, including sink and appropriate waste disposal.* • *Separate male and female toilet, shower and enclosed dry changing facilities.* • *An administration area with a defined foyer and reception space.* • *Replacement of existing windows with frosted or obscure glazing to improve privacy.* • *Provision of additional and appropriately located storage.*

Facility	Commentary: Main Considerations
Frost Park Stalls	The stalls appear to be in sound condition, with surrounding fencing and a large grassed area available for horse parading. ***Consideration:*** *The ongoing consideration for the Turf Club will be to ensure the asset is regularly inspected and progressively replaced or upgraded as required to maintain compliance with animal welfare standards, consistent with current practice.*
Frost Park Toilet (adj Pavilion)	The facility is ageing, has reached the end of its useful life, and provides a poor level of amenity. The building offers limited value on the site, as the services provided largely duplicate other existing infrastructure. ***Consideration:*** *The building would benefit from rationalisation and replacement, as it is at the end of its serviceable life and is poorly maintained. The building houses the main power meter, which would need to be relocated should the facility be demolished.*
Taylor Dennis Pavilion	The building provides a good open facing space with glazing along 2.5m of the track side viewing area overlooking the grassed banking in front of the home straight. The officials' tower offers excellent sightlines across the entire race track and central area. The TAB (tote) area, however, is ageing and would benefit from rationalisation, with a range of outdated furniture, service openings and fixed benching currently present. Relatively contemporary public toilet facilities, including a unisex accessible toilet (UAT), have been installed adjacent to the TAB area. These facilities are generally of good quality, although evidence of pest infestation was observed. The undercover open area adjoining the TAB provides a suitable space for corporate hospitality on race days, albeit with a basic concrete plinth and simple serving areas. ***Consideration:*** *Rationalisation of the tote area and enhancement of storage should be considered as a long-term option. While the infrastructure is not currently failing, it remains a valuable asset for functions and provides access to shaded grassed viewing areas during racing events.*
Exhibition Hall	The Exhibition Hall is the only facility on the site that is used by multiple user groups and organisations. The building is a basic corrugated iron/Colorbond shed that has been extended over time. As a result, the structure is rudimentary in design and exhibits significant corrosion and damage to its external fabric, much of which has been subject to ad hoc repair throughout its life. The northern elevation is particularly compromised, having been damaged above a more recently attached corrugated iron extension and remaining open to the elements. Access to the building is generally good, as it is located in an isolated position on the site, to the north of the Frost Pavilion and west of the main finishing straight. Ample space is available for car parking and vehicle manoeuvring on all sides of the building.

Facility	Commentary: Main Considerations
	Consideration: *Given the age of the structure, its exposure to the elements, and the compromised condition of the building fabric, replacement of the Exhibition Hall would provide a more appropriate outcome to service current users and accommodate potential expansion of community and event-based activities.*
Frost Park Pavilion	The Frost Pavilion was constructed in 1983 and is therefore approximately 43 years old. It was last formally inspected in 2022, at which time its remaining useful life was estimated at seven years, based on an assumed total asset life of 50 years. The internal function space provides good viewing opportunities over the race track, supported by a large elevated grassed viewing area to the front of the building. The pavilion includes male toilet facilities (urinals and two pans with sink), female toilet facilities (three pans with sink), a unisex accessible toilet (UAT), and a furniture store accessed from the function space. While these areas are dated, they remain functional. The kitchen includes extensive food preparation areas and incorporates both commercial and domestic kitchen components, supporting event and function use. ***Consideration:*** *The overall condition and appearance of the building are sound, and, despite the projected remaining asset life, the pavilion is unlikely to require replacement in the short term. However, the facility would benefit from sustainability upgrades, including the installation of solar panels and the replacement of existing lighting with energy-efficient LED fittings.*
Sheep Pavilion/Shed	The Sheep Pavilion/Shed is of corrugated iron/Colorbond construction with some brick wall finishes. The structure comprises a steel frame built on a concrete slab, with attached male and female toilet and changing facilities constructed of brick. The building is in poor condition, having sustained damage in several areas—particularly externally—where roofing elements and pipework are loose and corroded. The facility is currently used for storage of the race track starting gates and for archery activities. ***Consideration:*** *Over time, it will be necessary to replace the building, as it has reached the end of its useful life. While replacement is not considered a high priority at present, any future redevelopment should incorporate appropriate facilities for archery, provide separate and secure storage for the electrical starting gates, and allow for accommodation of other compatible activities.*
Sounness Park	
Sounness Park Eastern Oval and Site Entry	Land surrounding Sounness Park is constrained to the north by a fenced drainage channel, stormwater overflow areas, and extensive bushland and tree planting, which limit opportunities for expansion in that direction. Site access in and out of the precinct has the potential to restrict flexible use of the site and introduces possible conflicts with pedestrian movements. Ideally, vehicle access points should be minimised and through-traffic speed within the site reduced to enhance safety and functionality.

Facility	Commentary: Main Considerations
	The Eastern Oval is the primary oval within the precinct and incorporates the main elevated spectator viewing area in front of the changeroom and clubhouse/pavilion. The oval benefits from high-quality floodlighting and reticulation, with a preferred east-facing viewing orientation for spectators. It also offers a high level of natural shade and is the principal focus for football club use, including access to the elevated coaches' box overlooking the field of play. ***Consideration:*** *Any future development should seek to enhance the functionality of the Eastern Oval as the primary playing field and the focal point for events and activities. There is opportunity to optimise the external hire of the facility for a range of events, including festivals, corporate functions, social gatherings and informal community use. The site also incorporates the main family viewing area, with a children's playground located in close proximity to the terraced seating and viewing areas.*
Sounness Park Pavilion and changerooms	The pavilion is centrally located within the site, with the central foyer accessed from the west. This provides access to the site administration and community meeting room (including kitchenette and storage), male and female toilets, a unisex accessible toilet (UAT), and the function room located immediately adjacent. The function room is supported by a dedicated store and a kitchen servery. The adjoining commercial kitchen is well maintained and equipped with a range of commercial-grade appliances, including a cool room, and is capable of supporting catering services operating from the facility. The quality and level of infrastructure are high, with extensive oven and hob capacity, generous food preparation areas, and adequate storage. A verandah wraps around all sides of the building, and building signage is clear, providing effective wayfinding to entries, changerooms and toilet facilities, as well as reinforcing the site's no-smoking requirements. Overall presentation of the building is good, with only minor fit-out upgrades required to improve contemporary appeal. While the pavilion services the Eastern Oval effectively as the primary spectator area, internal viewing to the east is compromised by the extent of the kitchen footprint. To the west, access to external spaces is indirect and could be improved to encourage greater use, particularly for junior development programs. Viewing connections to the north, over the hockey facility, are limited due to the presence of a retaining wall and alignment behind one goal. While not ideal, this configuration is necessary to accommodate three playing surfaces within the precinct. A detached changeroom and storage building is located to the south-east of the pavilion and is connected via clearly marked, landscaped pedestrian pathways. The building is elevated above the car park and ovals and incorporates four storage rooms and four changeroom spaces with access to toilets and showers. The layout allows the changerooms to function either as four independent spaces or to be reconfigured into two larger home and away changerooms. All changeroom areas are well maintained, with cantilevered benches supporting ease of cleaning. Lighting throughout the facility would benefit from

Facility	Commentary: Main Considerations
	progressive replacement with LED fittings. Two dedicated umpire rooms are provided, each comprising a toilet pan, urinal, shower and enclosed dry changing space. A verandah surrounds the building, providing a high level of shade for users. The elevated position of the pavilion above the Eastern Oval provides excellent viewing opportunities, complemented by limestone terracing and synthetic turf. There is also potential to introduce additional shaded structures across the terraced area. However, the grassed area immediately in front of the terracing shows signs of significant wear and damage, indicating a need to improve drainage and manage access. Overall, the building profile is strong but lacks several contemporary design elements to fully support all-gender use. These deficiencies should be progressively addressed to ensure the facility remains inclusive, supports growth in women's participation (particularly across football, soccer and cricket), and remains functional for the broadest user base. ***Consideration:*** *The most significant future consideration for the clubroom relates to the relationship between the function space and its ability to effectively service the Eastern and Western Ovals and the hockey turf. Enhancing internal viewing and improving external shaded spectator areas to both the east and west should be considered a priority to address current functional constraints. This will likely require reconfiguration of the kitchen layout to achieve improved eastern viewing outcomes.* *In addition, opportunities should be explored to enhance shaded spectator provision adjacent to the hockey turf sidelines, including potential realignment of dug-out areas to improve functionality. Minor internal modifications are also recommended throughout the changeroom facilities to fully comply with contemporary all-gender design principles. These upgrades should be complemented by enhanced shaded spectator infrastructure to maximise the value of the existing built assets.*
Sounness Park - Hockey	The floodlit synthetic hockey pitch is located to the north of the function room, with an elevated spectator viewing area positioned behind the southern goal and retaining wall. To the west of the pitch is a centrally located game control and storage building. Recessed team and coach areas of Colorbond construction are located to the north and south of this building, with small mobile spectator stands provided at each location. While the limited shade is adequate for team use, it does not provide coverage to two of the four mobile spectator units. Emergency and maintenance vehicle access to the turf is available via the north-east corner of the facility. Adjacent to the hockey facility, a concrete footpath runs along the western boundary of the pitch. Further west is a large gravel area used for player and spectator parking; however, the loose surface generates dust, which is transferred onto the synthetic turf. Water tanks are located centrally within the car parking area, along with a storage shed.

Facility	Commentary: Main Considerations
	The remaining life expectancy of the synthetic turf surface is unknown; however, it is recognised that turf replacement is typically required every 8 to 12 years, with full replacement of turf and shock pad generally required every 16 to 24 years. In addition, future asset renewal costs will need to account for upgrades to floodlighting and eventual replacement of perimeter fencing. *Consideration: Further development of the western sideline area to provide shaded spectator accommodation should be considered. Opportunities should also be explored to extend facilities to the east to support the development of recessed player and coach dugouts. In addition, the provision of an alternative access point—aimed at reducing the number of site access locations—and the sealing of the car park with bitumen should be investigated to reduce vehicle and pedestrian conflict and minimise contamination of the synthetic turf surface.*
Western Oval	The Western Oval functions as an overflow activity space and contains a central synthetic cricket wicket. Its usability has been significantly compromised by the lack of reticulation and reliable access to water. As a result, the playing surface is of poor quality and requires remediation. The original intent of the oval was to accommodate cricket and soccer. While a large stormwater lake was initially proposed to the north of the oval, its scale and impact have since been reduced. Three cricket practice nets are located in the south-east corner of the oval, adjacent to the car park. While the nets are well maintained, they currently lack access to power and floodlighting. The Western Oval is not provided with floodlighting, further limiting its usability. In addition, the orientation of the clubhouse and existing spectator arrangements presents a constraint to regular use. The absence of perimeter fencing and the presence of an adjacent access road also inhibit the oval's suitability, particularly for junior sport participation. A small children's playground with shade is located adjacent to a covered barbecue area with seating and tables. This area is well maintained and provides a good level of supporting amenity for activities occurring on the Western Oval. *Consideration: A key focus of the Master Plan should be to address the identified constraints and consider re-orientating the oval's layout to improve spectator capacity and family-friendly use, supporting junior and developmental activities. Increasing the functional capacity of the Western Oval will also help offset potential overuse of the Eastern Oval.*
Tennis Club	The tennis club is accessed via the main circular access road surrounding the Sounness Park ovals and is located in the north-east corner of the precinct. The facility comprises six floodlit hard courts, which are nearing the end of their serviceable life and require replacement, and an ageing clubhouse located to the west of the courts. The tennis facility has the capacity to operate independently from other sporting uses within the site. Spectator viewing adjacent to the courts is reasonable, with hard-stand areas under shade and an adjoining barbecue area. The clubhouse building is ageing, incorporating a brick external façade, internal stud wall construction and a corrugated metal roof.

Facility	Commentary: Main Considerations
	The internal layout is limited in functionality, consisting primarily of a single large clubroom/function space, with a later extension providing kitchen and food preparation facilities. The absence of dedicated storage for furniture and tennis equipment, along with reliance on toilet facilities located in a separate building to the south of the site, represents an ongoing constraint that may inhibit future growth and use. A playground comprising a traditional toddler slide and climbing frame with a sand base and limestone retaining wall is located adjacent to the tennis facility. The hit-up wall is also positioned nearby and remains functional; however, it is ageing and exhibits cracking to the surface. While the infrastructure is functional for a small club, it does not reflect contemporary design standards. The separation between the clubhouse and toilet facilities introduces potential conflicts with vehicular movements and raises personal safety concerns, particularly during junior and evening use. *Consideration: Over time, the staged enhancement and upgrade of on-site infrastructure should be considered to address the identified functional, safety and amenity challenges and to support the future sustainability of the tennis facility.*

5. Engagement outcomes

The consultation process included the following:

- One-to-one meetings with nominated stakeholders
- One-to-one meetings with Shire of Plantagenet officers
- A workshop with users of Frost Park
- A community engagement survey, which was open from 12 May to 2 June 2025

The outcomes of the consultation process are provided in detail in Appendix 4, with a summary of the key themes and development options for consideration outlined below.

5.1 Facility Requirements of User Groups

Table 4: Facility requirements of user groups

Organisation/Activity	Requirement
Sounness Park	
Archers: Use the Sheep Pavilion for indoor activities, which functions well during periods of inclement weather. Outdoor field shooting activities include clout, target and field shooting, utilising a 180-metre range with an additional overshoot buffer of approximately 50–100 metres. Activities occur year-round.	Maintain the provision of indoor activities at Frost Park, subject to clear cost–benefit justification. Establish a permanent field archery course to the west of Sounness Park.
Plantagenet Scouts: Use a storage shed at Frost Park, which is currently at capacity. The required storage area is approximately 8 m × 7 m.	Provide access to a multi-purpose hall with high levels of secure storage and a dedicated adjoining outdoor activity space.
Plantagenet Sporting Club: Represents the four founding clubs and is provided with priority access over other user groups. The primary role of the PSC is responsibility for maintenance and management of the clubroom building.	There is a need for additional storage, a sheltered outdoor area to the west, improved protection for junior users on the Western Oval, upgrades to sound and IT infrastructure, and an increase in car parking capacity. The Eastern Oval is currently overused. Existing floodlighting operates at approximately 200 lux and is scheduled to be upgraded to LED lighting.
Mount Barker United Soccer Club: Predominantly a women's club, with many participants attending alongside their children.	Enhancements are sought to the playground at the Western Oval, including improved safety and security lighting. Additional requirements include sheltered spectator viewing areas with seating, increased storage, provision of a junior-focused canteen, universal (all-gender) changerooms, and improved vehicle access and management within the precinct.

Organisation/Activity	Requirement
Mount Barker Football Club: Provides senior, women's and junior programs, all of which operate as distinct streams under the club structure and are financially viable.	Requirements include provision of covered spectator viewing areas and a functional canteen, enhancement of the playground, installation of an additional playground on the eastern side, installation of floodlighting, and perimeter fencing to the Western Oval. Additional priorities include improved airflow and ventilation within changerooms, and upgrades to IT infrastructure to better support operations, events and users.
Mount Barker Hockey Club: A large club with approximately 200–300 members, utilising the synthetic hockey turf for training and competition up to six days per week. The club maintains a dedicated turf replacement fund in partnership with Council.	There is a strong desire to reduce participation and operating costs to encourage increased membership. Key facility priorities include additional secure storage for player equipment and personal belongings, replacement of halogen lighting with energy-efficient LED fittings, construction of a small storage shed to the west of the pitch, and full cover to the entire dug-out and spectator area. Provision of a dedicated changeroom and raising of banking around the pitch are also recommended to improve spectator capacity and viewing opportunities.
Mount Barker Cricket Club: Provides both junior and senior programs. The club primarily uses the main function room, toilet facilities and a storage room but does not generally utilise the changerooms or function room. The club does not use the Frost Park oval due to concerns about surface quality, including divots caused by horse activity.	Priorities include provision of increased shade around the ground, including consideration of a permanent gazebo located along the boundary; upgrades to the playground; improvement of the playing surface; installation of floodlighting to the Western Oval; provision of power to the cricket practice nets; and improved protection for adjacent vehicles through extension of the practice netting..
Mount Barker Tennis Club: A community-based club with a strong focus on attracting regional events to support participation growth, following a recent re-establishment over the past two years. Programs include social tennis, Cardio Tennis, Hot Shots and two junior coaching sessions annually from October to April. Club members receive free access to courts, with casual social court access available at $10.	Courts need a spruce up (clean and resurface) with additional upgrade to floodlighting. Upgrade to playground, extend the shaded area, upgrade internal flooring, increase storage, improve and enhance site aesthetics.
Frost Park	
Mount Barker Turf Club: Operates seasonally from October to March and is seeking to host four race meetings in the current year. The Taylor Dennis Pavilion is the primary facility used for race day functions and events. Consultation feedback indicates that, over time, hirers and users of the central area are likely to become the predominant users of the precinct, as demand for	Feedback indicates that the Sheep Pavilion/Shed would be better rationalised to enable use of the area for car parking, with a preference for the provision of a designated dog exercise area elsewhere within the precinct or Shire. The Jockey Association has also identified a need for improved facilities. In addition, there is a broader requirement

Organisation/Activity	Requirement
turf club–specific use continues to decline relative to other equine and event-based activities.	for increased storage capacity to support Shire user groups and community associations.
Mount Barker Lions Club: Has utilised a storage shed at Frost Park for approximately ten years.	There is a need to provide external toilet facilities for club use. Upgrading the existing doors and external cladding has been identified as the highest priority works to address functionality, amenity and presentation.
Frost Park User Groups: Mt Barker Agricultural Society: Hosts the annual horse show and wine event and identifies Sounness Park as its preferred primary venue for the major wine event. Great Southern Stock Horse Society: Conducts two to three major events annually and has operated from Frost Park for approximately 26 years. Mt Barker Campdraft Club: Facilitates a few major campdraft events each year at Frost Park. Great Southern Carriage Driving Club: The oldest carriage driving club in Western Australia, having operated from the site for approximately 40 years. The club utilises the oval for multiple carriage driving disciplines. West Plantagenet Pony Club: Uses Frost Park annually in February for dressage events.	Events are generally not held during winter or the peak of summer due to weather constraints. Campdraft and Stock Horse events are predominantly scheduled during the summer months. Key requirements identified include: • Provision of shower and toilet facilities within the inside of the track to support event participants. • Improvement of surface conditions to better accommodate camping, equine activity and racing use. • Supply of water and power infrastructure to the central area. • Upgrade or replacement of the pavilion, noting that significant redevelopment would be required for it to remain suitable for future use. • Provision of a secure office space and associated infrastructure, including storage. • Development of undercover areas to support events and user comfort. • Upgrading of ground levels and surface finishes to improve functionality and usability. • Improved access to water services across the central area.
Current Off-site Users	
Mount Barker Bullets Netball Club and Mount Barker Amateur Basketball Association: Netball training is conducted at Mount Barker Community College, with most competition games played at the Albany Leisure and Aquatic Centre (ALAC). Basketball currently operates a local competition at Mount Barker Recreation Centre.	Due to ongoing difficulties in accessing facilities at preferred training and competition times, the clubs have identified the need for a dedicated home base to support the development of club identity and culture. With the Recreation Centre due for future upgrades, there is uncertainty regarding the nature of any future access or use agreements with the Department of Education. As a result, the potential development of a two-court indoor facility at Sounness Park has been identified as a preferred option to support netball

Organisation/Activity	Requirement
	and basketball activities. Frost Park is not considered a suitable location for this type of facility.

5.1 Key Outputs from the Community Consultation Survey

The community consultation process identified the following key themes, which reinforced the views expressed by user groups across both sites:

- The most valued facilities at Sounness Park include the clubrooms, kitchen/bar facilities, and changerooms.
- Facilities at Frost Park are used less frequently than those at Sounness Park, with activities more commonly occurring on a monthly or annual basis.
- Facilities most valued at Frost Park include the site's flexibility to accommodate multiple activities, public toilet facilities, and the campdraft arena and associated cattle yards.
- Of survey respondents with children and/or dependants participating in sport and recreation activities within the Shire, 65.7 per cent reported that their children were involved. AFL, basketball, cricket and hockey were identified as the most common activities.
- Survey results indicate strong community support for investment in upgrades and/or additional sport and recreation facilities and infrastructure at both Sounness Park and Frost Park.
- At Sounness Park, upgrades receiving the greatest level of community support include enhanced public toilet facilities, increased levels of passive surveillance and security, and improved overall site monitoring.
- At Frost Park, the most strongly supported upgrades include the provision of ablution facilities inside the race track, improvements to the ground between the campdraft arena and the inside boundary of the track (including drainage and service infrastructure), consolidation of public toilet facilities adjacent to main buildings, and improved access to water to support activities within the track.
- Feedback relating to Frost Park indicates that improvements inside the track and ongoing ground maintenance are viewed as the highest priorities. These improvements are seen as critical to supporting clubs and user groups in maximising the use of existing facilities and delivering community activities and events.
- When asked to identify the most important facility attributes, respondents highlighted:
    - The provision of a welcoming and safe environment.
    - Opportunities to participate and remain active.
    - A positive overall user experience.
- The most important design features (rated as important or extremely important) related to accessibility and affordability of use. Adequate parking provision and the availability of both built and natural shade were also identified as high priorities for the future development of both sites.

Having regard to the strong support for investment in upgrading, replacing or expanding existing infrastructure at Sounness Park, the table below highlights the top ten priority responses identified through the community survey.

Table 5: Relative support for investment in upgrading/replacing/adding to existing infrastructure at Sounness Park – Top 10 responses.

Do you support investing in upgraded/additional sport and recreation facilities and infrastructure at Sounness Park	No.
Offer a variety of sport and recreation activities to help bring people together and increase activation in the area. Want to create a hub that supports physical and mental wellbeing benefits for all members of the community.	42
Only minor changes required, a lot of money has previously been invested into Sounness already, need to look after what is already there.	10
Basketball and netball should be included at Sounness to create a greater sporting hub.	8
Other areas within the Shire need to be focused on first.	7
Having contemporary facilities will help to bring people into the Shire and help to boost the local economy.	6
Sporting clubs are growing as are their needs.	6
Sporting hub is important for the community and upgrades need to cater for all sports and activities.	6
A need to ensure ovals are fit for purpose and well maintained. Improvements are required to the training nets and for the installation of floodlighting on the Western Oval.	5
Upgraded lighting and greater access to toilets and changing facilities to the hockey pitch.	5
Investment is required to provide a much-needed upgrade to facilities.	5

Having regard to the level of community support for investment in upgrading, replacing or adding to existing infrastructure at Frost Park, the table below outlines the top ten priority responses identified through the consultation process:

Table 6: Relative support for investment in upgrading/replacing/adding to existing infrastructure at Frost Park – Top 10 responses.

Do you support investing in upgraded/additional sport and recreation facilities and infrastructure at Frost Park	
Upgrades to the equine and camping facilities within the inside of the track are required to improve utilisation and better meet the needs of user groups. This includes the provision of essential infrastructure such as ablution and shower facilities within the track. These improvements are critical to supporting the long-term sustainability and continued operation of the clubs that currently use the site.	32
Focus of investment needs to be at Frost to bring facilities up to standard.	21
Offer a wide variety of activities and improving facilities will helping in supporting a thriving town.	12
Would be great to have all sport and recreation activities in one area creating a sporting and community hub.	12
Scouts to have their own place.	5
Investment should be focused elsewhere within the Shire.	4
Basketball and netball need to be part of the sporting hub.	3
Focus on developing Sounness as it more central and accessible.	3

Oval inside the track to be used for sport again not just equine events.	3
Will help to relieve capacity issues at Sounness by having contemporary and fit for purpose facilities at Frost.	2

6. Trends in Sport and Recreation Provision

The level of facility provision required to service a regional community—and in particular towns with comparatively low population bases such as Mount Barker—cannot be determined by the application of facility standards alone. It is essential to consider the need to provide a diverse range of sport and recreation infrastructure that supports a community to remain sustainable over time. This includes retaining key workers, attracting new residents and visitors, serving as a focal point for community connection, and providing equitable and affordable access to activities that enhance overall community health and wellbeing.

Central to this approach is an understanding of facility development trends and lessons learned from other local governments that have sought to address the challenges associated with managing extensive asset portfolios. These portfolios often require strategic investment and informed asset rationalisation to manage ongoing operational and renewal costs effectively.

Recent research[1] into the social return on investment associated with sport and recreation highlights the significant broader benefits of such investment, including:

- For every dollar invested in community sport in Western Australia, an estimated $7.10 in social and economic benefits is generated.
- Each participant in organised sport in Western Australia realises an approximate return of $10,178 through their participation.
- Investment in sport across the State supports approximately 5,715 full-time equivalent jobs.
- Volunteer contributions equate to approximately 41.9 million hours, which is equivalent to 21,511 full-time employees

These facility development trends and social investment outcomes have direct implications for future investment decisions relating to Shire of Plantagenet assets. This section therefore outlines the key drivers and considerations that should inform the planning and prioritisation of future sport and recreation investment at both Frost Park and Sounness Park.

6.1 Accessible Sport and Recreation Facilities

The critical components sought by communities and local governments relate to enhancing local amenity and liveability, which are key outcomes identified within State and regional strategic planning documents. Common requirements and associated benefits typically include:

- Personal fitness and health opportunities for people of all ages: Providing opportunities for people of all ages to be physically active and socially connected supports healthier communities and has the potential to reduce long-term health care costs.
- Cultural events and festivals: The provision of functional indoor and outdoor spaces enables a wide range of cultural events and festivals to occur, supporting a diverse population and maintaining strong levels of social connectivity. Such facilities are also important in attracting visitors to the Shire and supporting local tourism initiatives.
- Sporting activity: Offering a variety of organised sporting opportunities plays a significant role in attracting and supporting a diverse community and enables people of all ages to maintain strong connections with the area. It is essential, however, that the sustainability of facilities is carefully

[1] https://sportwest.com.au/wp-content/uploads/2022/08/SportWest-Sport-in-Western-Australia-Social-Return-on-Investment.pdf

considered, including asset management responsibilities and the flexibility of infrastructure to accommodate multiple activities.

- Safe play for children and youth: There is a clear need to provide consolidated infrastructure that supports age-appropriate facilities and dedicated youth activity areas. These spaces contribute to skill development, education, safe play and positive social interaction.
- Informal social gatherings and connecting local communities: Access to high-quality sport and recreation facilities within close proximity to residential areas has been shown to reduce stress levels and encourage regular informal interaction through walking, social gatherings and moderate to vigorous physical activity, thereby strengthening overall community cohesion.

6.2 Local Government Operational, Funding and Asset Management

Trends in local government provision vary; however, common themes consistently include the following:

- Community Expectation: There is increasing community expectation for higher-quality sport and recreation facilities that support a wide range of programs, services and initiatives.
- Multi-functional facilities: Flexibility in the design and use of sport and recreation infrastructure is becoming increasingly important to minimise ongoing subsidy requirements and maximise utilisation by multiple user groups and activities.
- Sustainability and green initiatives: Environmental sustainability remains a key priority. Sport and recreation facilities—often among the most resource-intensive assets managed by local governments due to high energy and water consumption—are a particular focus for reducing environmental impact through more sustainable design, materials and operations.
- Inclusive facilities and programming: There is a strong emphasis on creating inclusive and accessible facilities that cater for people of all abilities. This approach aligns with the Shire's Disability Access and Inclusion Plan (DAIP) and broader equity objectives.
- Increased technological integration: Technology is increasingly used to improve operational efficiency and enhance user experience. This includes online booking systems, mobile applications for program registration, digital communication platforms, and real-time scoring or event management systems. As a result, reliable Wi-Fi access has become a core requirement for contemporary sport and recreation facilities.
- Health and wellbeing initiatives: The integration of sport and recreation facility planning with broader health and wellbeing objectives is becoming standard practice. Facilities and programs that promote physical activity, mental health, and social connection are increasingly prioritised and strongly supported by funding bodies.
- Data-driven decision-making: Local governments are placing greater reliance on data and evidence to inform decision-making. Participation rates, facility usage data, and community consultation outcomes are critical inputs into the development of effective policies, investment decisions and programs.
- Sports tourism and events: Hosting sporting events and tournaments is increasingly recognised as a means of raising regional profiles, attracting visitors, stimulating local economies and generating employment opportunities.

6.3 Club Development and Operational Considerations

The scale and scope of sport and recreation infrastructure required within a regional setting—and particularly for towns with comparatively small population bases such as Mount Barker—cannot be assessed by the application of standards alone. Facility provision must instead be considered in the context

of potential population growth, accessibility challenges, and the level of demand generated by a dispersed rural community.

The Shire's limited rate-base revenue must be carefully balanced against a wide range of competing facility and service demands, including the need to provide diverse sport and recreation opportunities to support youth, families, and a gradually growing population. In this context, several key issues specific to the Shire of Plantagenet must be addressed:

- The Shire's population is growing at a relatively modest rate. However, due to geographic isolation and limited access to higher-order sport and recreation facilities—particularly those located within the City of Albany—a higher level of local facility provision is required than would normally be considered appropriate for a community of this size.
- The existing supply of sport and recreation infrastructure servicing a relatively small population base is comparatively high. All facilities require ongoing management and maintenance to ensure they remain safe, functional, and fit for their intended sporting and recreational purposes.
- The Shire has a limited rate-base from which funding for new, upgraded or expanded sport and recreation infrastructure must be sourced. While external grant funding opportunities exist, these are increasingly competitive and difficult to secure, particularly in constrained fiscal environments where many local governments face similar pressures. Although State and Federal policy strongly promotes increased participation in sport and physical activity, funding to support asset renewal or replacement of existing infrastructure is often challenging to obtain.
- Investment by the Shire must be delivered in a financially sustainable manner, balancing potential external funding with realistic expectations of future rate income. Ongoing asset management and maintenance must be supported within the Shire's operational budget, with new capital projects ideally underpinned by robust business cases that justify investment and lifecycle costs.
- There is growing pressure from residents to minimise user fees and limit rate increases, increasing the importance of affordability and operational efficiency.
- Participation in women's sport continues to grow significantly, particularly within traditionally male-dominated sports. This trend requires targeted investment in gender-inclusive infrastructure and recognition of evolving cultural and participation needs.
- Volunteers are critical to the delivery of community sport and recreation services and the viability of clubs and associations. However, volunteering capacity within regional communities is under increasing strain. Across Western Australia, formal volunteering declined by over 22 per cent between 2014 and 2020 (ABS 2021 Social Survey data)[2]. Consideration must be given to how facilities, governance structures and policy settings can support and sustain volunteer involvement.
- Many regional communities are increasingly seeking to develop vibrant, multi-use cultural and social hubs centred around sport and recreation precincts. Co-located facilities within townsites can play a pivotal role in fostering community identity, social connection and economic activity.

6.4 Benchmarking of Sport and Recreation Facilities

Table 5 provides an overview of the current level of sport and recreation provision compared against the Parks and Leisure Australia (WA) Community Facility Guidelines to provide a benchmark where the level of current provision can be assessed against an industry standard (Based on population trigger points). In the case of the Shire of Plantagenet, the population trigger points in relation to WA Tomorrow Projections (Department of Planning Lands and Heritage - DPLH) are 3,200 in 2021 leading to 4,735 in 2036 (under the Upper growth rate). The implications for 2036 and beyond are provided overleaf:

[2] https://www.abs.gov.au/statistics/people/people-and-communities/general-social-survey-summary-results-australia/latest-release#voluntary-work-and-unpaid-work-support

Table 7: Projected Community Facility Need Based on the Upper Growth Rate Projected under the DPLH WA Tomorrow Population Forecasts. (Source: DPLH)

Guideline	Demand	Commentary
Neighbourhood / District Community Centre 1:7,500	1	Both the Frost Park Pavilion and Sounness Park pavilion provide access to a function space and associated meeting/activity room space which services a range of user groups.
Youth Centre/Youth Space 1:20,000-30,000	0-1	Youth-focused support services such as headspace are provided in the City of Albany, along with regional-level BMX facilities, dirt tracks and a regional skate park. Within the Shire of Plantagenet, youth activities and support are provided; however, dedicated youth space at Sounness Park is limited and currently disconnected from existing skate, scooter and BMX infrastructure. Skate, scooter and BMX facilities are currently provided at the Mount Barker and Kendenup skate parks. In addition, The Yards, located on Mitchell Street in Mount Barker and constructed through a community-led initiative, provides space for after-school riding activities. The Pwakkenbak Mountain Bike Trails project delivers a 4.8-kilometre single-track cross-country and downhill mountain bike trail, which opened in March 2025. Based on consultation and available data, no additional demand has been identified beyond the existing provision for skate, scooter, BMX and mountain biking activities.
Skate Park 1:5,000 -10,000	1	
BMX dirt track facility 1:5,000-10,000	1	
BMX facility (formal bitumen track) 1:50,000	0	
District Park 1:15,000 – 25,000	1	District-level park provision is accommodated at both Frost Park and Sounness Park; however, the level and focus of service differs between the two sites. Frost Park primarily supports equine-based activities, while Sounness Park functions as the Shire's principal hub for community sport and recreation.
AFL ovals 1:6,000 to 1:8,000	1	The provision of the oval space at Sounness Park (east) fulfils the obligation identified under this assessment criteria.
Rugby Union/Rugby League	Local Need	There is no local need identified for rugby union or league.
Diamond Sports 1:10,000 – 1:14,000	0	No demand has been expressed for additional infrastructure to deliver diamond sports.
Soccer pitches 1:4,800 to 6,600	1	No demand for additional soccer pitches, other than improving the quality of existing provision.
Cricket ovals 1:8,000 – 10,000	0-1	The provision of oval space at Sounness Park fulfils the obligation identified under this criterion.

Guideline	Demand	Commentary
Athletics (grass) 1:40,000 – 1:50,000	0-1 (grass)	Provision can be accommodated at Sounness Park should a demonstrated need arise.
Hockey pitches (grass and synthetic) 1:75,000	Local Need	The Shire caters for this demand at Sounness Park and has an ongoing commitment to support the retention of the synthetic turf, subject to an agreed arrangement with the hockey club.
Netball Courts 1:5,000 – 8,000	1	The level of indoor sports provision, including court space at Mount Barker Community College, is consistent with current demand and may exceed the provision required.
Basketball Courts 1:3,000 – 4,000 (outdoor)	1-2	
Lawn Bowls 1:35,000	0-1	The Mount Barker Bowling Club, currently satisfies the required level of facility provision.
Tennis 1:15,000 – 30,000 (District) 1 x 8 court	0-1	The current level of provision at Sounness Park adequately meets identified needs.
Cycling facility	Local Need	The development of a dedicated cycling circuit, such as a velodrome or criterium track, is not considered a high priority due to its specialist nature. Investment in shared connections through tracks and trail networks is more likely to be the primary focus for future cycling infrastructure.
Local Government Aquatic Facilities 1:30,000 (25m and leisure pool) – Neighbourhood	0-1	Aquatic provision within the Shire is consistent with that of comparable population centres across regional Western Australia. In most cases, these facilities comprise 50-metre outdoor pools constructed more than 40–50 years ago, many of which are approaching the end of their viable life.
Indoor Sport and Recreation Centre (dry) 30,000 – 50,000	0-1	The current level of indoor sports provision, including court space at Mount Barker Community College, is consistent with identified demand and may exceed the required level of provision.
Aerobics/Fitness/ Gym (Local Government)	Local Need	Current provision is delivered through local service providers, with no formal 24/7 gym facility operating within the Shire.

Having regard to the above analysis it can be seen that the level of facility provision currently provided is largely consistent with serving a community of the size of the Shire of Plantagenet. The level of provision is essential to support a self-sustaining local economy and providing a range of services to meet the needs of individuals, ageing members of the community, key workers and their families. It is evident however through the facility audit process that while the facilities and opportunities to provide an appropriate level of services for a relatively small regional community are provided, the actual quality of the infrastructure and fitness-for purpose is required to be considered and addressed.

6.5 Local Government Co-location and Management: Lessons Learnt

Appendix 5 provides a series of case studies drawn from recent local government initiatives—particularly within regional and emerging growth areas—where the primary objective has been to improve the long-term viability of sport and recreation infrastructure while managing ongoing local government subsidy. The key lessons arising from these case studies are outlined below:

- The development of single-use facilities is generally not supported, except in exceptional circumstances. Consistent with the approach adopted by the Shire of Plantagenet, many local governments have moved toward co-locating multiple user groups within shared, multi-functional facilities. While there are numerous examples across Western Australia where this approach has delivered positive outcomes, others have experienced challenges. Key lessons include:
    - Facility design is critical and must respond effectively to the needs of all user groups. In particular, supporting infrastructure must align with the specific type of playing surface it serves (e.g. oval, rectangular field or court-based facilities).
    - Adequate and flexible storage is essential to accommodate seasonal and multi-use requirements across different user groups.
    - Access to supporting infrastructure such as changerooms must be managed through a clearly defined prioritisation process, agreed in advance of each playing season.
    - Function spaces and shared areas should be flexible, centrally booked, and, where possible, centrally managed to maximise utilisation.
    - It is essential to establish a monitoring and evaluation framework against which management bodies report, ensuring Council oversight of equitable access and an understanding of social return on investment. This should include:
        - Membership numbers
        - Club and facility usage
        - Event, function and social hire data (including number of bookings, income, expenditure and profitability).
        - Partnerships with other service providers using the facility
        - School usage
- Facility management should not be undertaken by a single user group. Instead, an alliance or collective of users is preferred, with the local government retaining responsibility for dispute resolution. The establishment of the Plantagenet Sporting Club reflects this approach and ensures no single user group controls access.
- Responsibility for asset management—particularly structural, mechanical and building services—is increasingly being transitioned back to local government. Councils typically set fair, transparent and equitable tariffs with user groups (for example, as outlined in the Centennial Park Sporting Precinct Management Framework prepared by the City of Albany).
- Local governments should clearly define responsibilities for maintenance obligations, including fair wear and tear, to avoid ambiguity and inequity between user groups.
- Long-term exclusive leases should generally be avoided unless required to meet grant funding or external financing criteria.
- Across regional local government areas, there is general acceptance that facility provision will not always align with standard assessment benchmarks and will often require higher levels of subsidy due to smaller membership bases. The social value of maintaining a high level of provision to support community connectivity is widely recognised.

- From a strategic planning perspective, local governments typically identify the level of facility investment that can be supported within their Long-Term Financial Plan. This is reviewed annually and adjusted in accordance with a prioritised capital investment program.
- Establishing a working or steering group to oversee long-term development of each sport and recreation precinct is critical. Retrofitted or theoretical solutions often fail without meaningful engagement. Future development must be shaped in collaboration with user groups who best understand functional and operational requirements. A willingness to compromise must be acknowledged and accepted by all stakeholders.
- Even where facilities are managed by community groups or incorporated management bodies, the ultimate financial and operational risk rests with the Shire. In cases such as the Shires of Gnowangerup and Dandaragan, councils retain responsibility for delivering agreed maintenance standards while keeping day-to-day operations at arm's length. In contrast, the Shire of Pingelly is seeking to reduce its ongoing contribution to its Recreation and Cultural Centre, while recognising the need for intervention to ensure effective marketing and management during a period of transition to lower subsidy levels.

6.6 Expectations of Service Level Agreements with an Incorporated Association

Concerns have been raised that the current Service Level Agreement (SLA) between the Shire and the Plantagenet Sporting Club is not achieving its intended outcomes. A review of comparable agreements indicates that their success is largely determined by the clarity of expectations established at the outset, and whether agreed outcomes are both achievable and appropriately measured.

It is therefore essential that a structured annual review process be established and that the SLA be reviewed and re-drafted collaboratively by both organisations to achieve the following:

Table 8: Service level agreement expectations

Business Issue	Service Level Agreement Expectations
Responsible for	• Budgets and key business performance indicators are to be jointly developed and agreed with Council through the SLA.
Fees and Charges	• The fees and charges to be set in consultation with Council. • Provides for concessional use to community users and establish by agreement other commercial/non-resident user fees higher to compensate. • Equity of access must be always upheld, with facilities operated in a non-discriminatory manner
Alignment to Council objectives	• Strongly aligns to Council objectives that should be set out in the SLA. • Sound management practises required to monitor performance against Strategic and Annual Plans (reporting process as referenced above).
Operating Hours	• Operating hours are to be set based on periods of demonstrated demand, aligned with times when reasonable levels of user attendance can be expected • Facility usage is to be regularly monitored, with operating hours reviewed and adjusted as required to reflect actual patterns of use, in accordance with the SLA.
Participation outcomes	• Usage forms a key business indicator to meet budget. • Customer focused to continually grow usage and achieve reportable targets. • Consider providing incentives to staff/management to meet or deliver above budgeted usage results.

Business Issue	Service Level Agreement Expectations
Social and community outcomes	• The SLA should articulate the requirement for gender equity and access and inclusion as a key priority.
Revenue Guarantee	• Targets should be established which encourage the management body to meet or exceed agreed revenue objectives, supporting improved financial sustainability. • The facility should aim to operate on a profitable basis where possible, or alternatively receive an agreed annual operating subsidy, with delivery against the approved revenue budget forming a key performance requirement under the SLA.
Staffing Allowances	• Staffing levels are to be aligned with actual facility usage patterns and applicable industry safety requirements. • Staffing arrangements should be regularly monitored, with adjustments made where gaps or vacancies emerge. • Flexible rostering arrangements are likely to be required to respond to fluctuating demand and support sustainable operations.
Staff Awards and Wages	• Salaries are to be benchmarked against relevant industry standards to ensure duties and responsibilities are appropriately matched to remuneration. • Fair and reasonable remuneration structures should be implemented that recognise performance and provide incentives to meet or exceed agreed budget and financial targets. • Consideration may be given to additional benefits or personal offsets where arrangements align with a Charitable Trust or similar not-for-profit status. • Opportunities should exist to reward strong performance through a part-at-risk remuneration component linked to clearly defined KPIs.
Maintenance and asset management	• Facility operations are to be undertaken in accordance with an approved Asset Management Plan, with clearly defined roles and responsibilities agreed with Council through the SLA. • Contributions toward routine maintenance and asset renewal are to be sourced from operating budgets and, where appropriate, from future operating surpluses (for example, contributions toward hockey turf renewal). • Asset maintenance and renewal budget requirements are to be clearly documented within an Asset Management Plan and formally agreed with Council.
Management/ Administration	• Cost-effective services are to be established to meet business and operational needs, which may include contracting Council services or utilising preferred suppliers, subject to agreement through the SLA.
Business Results Guarantees	• To provide a performance commitment as part of a statement of intent under the SLA.
Risk if Business Fails	• Ultimate financial and operational risk typically rests with Council, noting that members of incorporated community groups are not personally liable for financial shortfalls.
Human Resources	• Enables a purpose-designed industry employment agreement for staff. • Flexible staffing opportunities and a reward and recognition system linked to the achievement of role specific Key Performance Indicators (KPIs). • Board members are to be recruited based on skills and experience, in accordance with the Constitution, with all employees recruited and employed directly by the management body.

Business Issue	Service Level Agreement Expectations
Relationship with Council	• Council officers are to work collaboratively with the management body under the SLA to address and resolve operational matters. This collaboration should be supported through regular, structured meetings. • The relationship between Council and the management body is to be clearly defined through the Constitution and the SLA, and should include regular engagement between Council officers, the Board Chair and Directors to ensure ongoing strategic alignment. • Annual business plans and budgets are to be formally agreed by Council, allowing Council to retain strong oversight and ensure alignment with community needs and strategic objectives. • The SLA should include a register of relevant Council policies that guide facility operations, governance and decision-making.
Governance and Compliance	• An additional level of reporting between the management body and Council is required, aligned with agreed KPIs. • Operational procedures and supporting documentation are to be developed and maintained, with assistance and oversight from Council where appropriate. • The management body must comply with all statutory obligations, including the requirements of the Associations Incorporation Act 2015. • Both internal and external auditors are to be engaged to oversee the audit program and end-of-year financial reporting.
OHS & Risk	• The management body is responsible for identifying and managing strategic and operational risks, including the implementation and maintenance of Occupational Health and Safety (OHS) management systems. • Council retains oversight and will be involved in the management and resolution of any significant or high-risk matters.
Facility Performance Management	• Requirement to set annual KPI's described in SLA. • KPIs are to be reviewed and set annually in consultation with Council to ensure alignment with strategic objectives and community expectations. • Consideration may be given to the co-option of Council officers and/or Councillors onto the Board to strengthen governance, oversight and strategic alignment, where appropriate
Financial performance	• The management model allows for a flexible approach to governance and operations, including the ability to implement a diversified pricing strategy. • Any funding contribution from Council is to be negotiated and confirmed annually as part of the operational budget process, taking into account Council's financial capacity and priorities. • Any operating surplus generated is to be reinvested directly into the facility to support ongoing improvement, maintenance and asset renewal.
Appointment of Centre manager	• Council could influence appointment by writing into the SLA a requirement to be part of the recruitment panel/process.
Branding	• The SLA is to specify adherence to approved brand guidelines, with compliance typically overseen by a nominated Council representative.
Delivering program and services at the facility	• The operating model must allow sufficient flexibility to meet Council's service delivery and programming objectives while maintaining commercial competitiveness within an open market.
Programming (off site/ outreach programming)	• The SLA is to clearly articulate this requirement, enabling the management body to structure its operations appropriately and recruit the necessary resources.

Business Issue	Service Level Agreement Expectations
	• Regular and ongoing engagement with Council will be required to leverage Council expertise and support effective delivery of services and outcomes.
Stakeholder management	• Relationships with clubs and associations are to be managed by the Incorporated Management Body in a consistent and transparent manner, aligned with Council objectives and the requirements of the SLA.
Customer Experience and Service Quality	• Disputes and operational matters are to be managed and resolved by the Incorporated Management Body, with outcomes reported to Council in accordance with the SLA.
Community perception	• The community's perception is likely to be influenced by the quality of the facilities and services, the professionalism and responsiveness of the staff, and the level of engagement and communication between the management and the community. • The community is likely to recognise that Council is not the direct service provider but ultimately still hold Council accountable for service provision.

It is therefore recommended that the current agreement between the Shire and the Plantagenet Sporting Club be formally reviewed to ensure compliance with the requirements outlined above. A review and reset of the agreement is likely to establish a clearer understanding of roles, responsibilities and performance expectations, and provide a stronger foundation for identifying and pursuing future commercialisation opportunities, particularly at Sounness Park.

7. Scenario Planning

This section identifies the facility components at both Sounness Park and Frost Park to be considered within the Master Plan. Each component is categorised according to its recommended timing for delivery: immediate (retention as-is with ongoing maintenance), short term (0–2 years), medium term (3–9 years), or long term (10+ years). Where no change or upgrade is recommended, components are identified as immediate and subject to general ongoing maintenance only.

7.1 Sounness Park

The rationale for future development at Sounness Park has been influenced by the outputs from the consultation process, facility audit, benchmarking and current facility design trends. Each component is referenced below and the rationale for inclusion provided:

Table 9: Rationale for future development at Sounness Park

Facility/Timeline	Requirement	Rationale
Main Pavilion/Clubroom:		
Immediate	**Meeting Space:** To remain as current. IT capability to be enhanced throughout the facility (as below).	The meeting room with small internal club storage space inbuilt is functional.
	Administration Room: To remain as current. IT capability to be enhanced throughout the facility (as below).	The administration space is functional and does not warrant extension/redevelopment.
Short Term	**Security CCTV** to be provided throughout the site (buildings).	To maintain a high level of personal security on site.
	Internal IT fit out and lighting: Increase in USB and IT capability. LED to be provided throughout.	The current capability within the function room is reasonable but it lacks contemporary opportunities and flexibility of use. The majority of fitments throughout the two buildings on site are traditional fluorescent and inefficient and should be replaced by LED in a phased manner in accordance with an asset improvement plan.

Facility/Timeline	Requirement	Rationale
Medium Term	**Function Room:** Current function room requires extending to the east and extended over raised viewing area (additional 100m^2 of space to provide a total of 300m^2). This will create a wrap around internal function space with viewing over the hockey facility western oval (partial) and eastern oval (the main activity space).	The current function space and covered viewing area relates poorly to the eastern oval and would benefit from expansion around the kitchen area and combine with shade sails over the terraced viewing area. *Note: this is used for the main wine tasting events, therefore functionality and adaptability for the event and adjacent multi-use for sport and recreation will be critical. There is a split level in this area leading onto a grass spectator area (unshaded) and then limestone spectator steps leading to the oval.*
	Alignment of Clubroom with changing room: Potentially look at extending the building to the changing/storage block. This would be an extension southwards of the function room extension but maintain a covered link through.	The detachment of the clubroom/function space and changeroom creates personal security and functional challenges. A greater integration with the viewing area, function space, kitchen servery and storage would be beneficial rather than extending out.
	Storage: Increased storage for internal use (potential to re-align the kitchen area and associated extension out of function space. (40m^2).	The current storage has been identified as inadequate for all user groups – a complete review and expansion of the storage area would be highly beneficial to all users.
	Kitchen re-alignment to accommodate enhanced function room space.	There is a need to re-think the food preparation and servery area to enhance the capability to support events and potentially provide the option to sub-lease the space to potential catering companies.
	Kiosk and servery: To be re-aligned with extended function space (as above).	Consultation has expressed a disconnect between the servery and outdoor spectator/playing areas. This should be addressed when significant investment is secured to upgrade the function space.

Facility/Timeline	Requirement	Rationale
	Car Parking: Retain existing central delivery and car parking bays adjacent to clubhouse and changing rooms. Potential re-alignment of some bays to increase the access road functionality.	Consultation has expressed a concern with the use of the western oval for junior sport and lack of protection. In addition, the conflict with the nets and circular route around the oval, control over access due to a number of discrete entry points and .
Long Term	**Indoor Sports Courts:** 2 court sports hall: Potential alternative Development to provide access to 2 x netball and basketball-sized indoor sports courts attached to clubhouse building with realigned entry to clubhouse, to include: ○ 36.6m x 21.35m (including 3.05m runoff behind goal and sideline) x 2. Reduce runoff between courts to 3.65m between courts if side by side (i.e. total width of 40.10m). ○ Re-aligned office and entry foyer and offices in the clubroom. ○ Storage (120m^2).	Consultation with indoor sport courts users at the Mount Barker Community College have expressed concern that they cannot gain access to the facility at times they require and future access may be compromised, adversely impacting on growth in participation. As an alternative to current provision, options to develop at Sounness Park and Frost Park are to be considered. The development of such infrastructure would be the subject of a detailed business case to support advocacy work to secure external funding for its development.
Changing Pavilion/Change Rooms		
Immediate	**Services:** To the western side of the pavilion – to remain unaffected.	Current services do not need to be moved and are assumed to be sound.
	Detached colourbond and gated service area (aircon): Retain in situ with the need to incorporate an extended storage area to meet all user group needs. This potentially could be aligned to the extension of the clubrooms. Split level and landscaping will need to be addressed with a potential gated walkway from east to west oval.	Currently the facility provides three storage spaces for users and there is a need for a fourth of a minimum 40m^2 which ideally should incorporate mobile caged facilities to increase flexibility.
	Bin Storage: Rationalise bin storage areas – currently spread across a number of areas.	Consolidation of bin storage on site would benefit the servicing and ease of collection.
	Changerooms: Remain unaltered – minor upgrades to ensure compliance with gender neutral standards of provision.	Internal alterations only are required to meet contemporary standards. The current layout and spatial arrangements are sound.

Facility/Timeline	Requirement	Rationale
	Officials/Coaches box (first floor): Remain unaltered. Address storage issues as the area is used as an overflow storage.	Current infrastructure is of a good quality. There is a management issue with storage/other game equipment and meeting room use which needs to be addressed.
Short Term	**Umpires/Officials:** Removal of separate urinals and increase space functionality.	The umpire changing, toilets and showers need to be looked at from a functionality perspective, requiring minor alterations.
Eastern Oval		
Immediate	**Relationship with changing rooms:** Retain as is. Minor enhancements to support oval use – no additional space required.	The opportunity to enhance the spectator area will be reliant on the long-term funding which can be achieved for extending the function, kitchen, storage and spectator viewing areas (including shade sales)
	Floodlighting: Retain as is	Current floodlighting is of a good quality and requires ongoing management, maintenance and replacement of lighting components as they fail.
Short Term	**Playground Development:** The provision of an extensive all ages playground on land to the northwest of the Eastern Oval to provide an additional children's play area with the optimum level of supervision.	Currently the site orientation is focussed on the Eastern Oval as being the main event oval. Current play equipment is located adjacent to the western oval and as a result, supervision of children as part of family social groups for events, spectating and training is difficult. This has been raised as a significant constraint through the consultation process.
Medium Term	**Road realignment and Car Parking:** As referenced elsewhere, this is aligned to the consolidation of the main entrance, increased in width to enhance passing capability while also maintaining safe car parking around oval.	Consultation has expressed a concern with the site entry, providing effective control over patrons entering the site during events and avoiding conflict with users. In addition, the conflict with the cricket nets, the circular one-way route around the oval and effective control over access which is undermined by a number of discrete entry points. The avoidance of conflict with vehicles and users of the site should be a high priority.

Facility/Timeline	Requirement	Rationale
Long Term	**Raised Viewing Deck/shade:** To be modified to cater for extended function space.	The opportunity to enhance the spectator area will be reliant on the long-term funding which can be achieved for extending the function, kitchen, storage and spectator viewing areas (including shade sales).
Western Oval		
Short to Medium Term	**Floodlighting:** 100lux LED floodlighting required to full oval space (4 x columns).	To increase playing capacity of the oval it will be necessary to provide additional floodlighting to a minimum recreational standard across the oval.
	Fencing: Small low-level fencing around oval to mark the edge of the oval run-off and separate from the access road.	Concern was expressed during the community consultation process of the lack of safety protection for junior use of the oval. It is important to demark the edge of the oval and provide separation from vehicular movement around the site and car parking areas.
	Playing Dug Outs to service the Western Oval: To be placed on the eastern side of the oval with each dugout for home and away teams to be north and south of the centre circle**.**	To enhance the oval space as a secondary competition venue and support greater use. Ideally permanent structures but can be mobile to provide flexibility, subject to suitable storage to be developed to reduce opportunity for theft/vandalism.
	Car parking: Car parking to be provided outside of the fencing around the ground.	The western oval would benefit from additional car parking in laybys by the access road and outside of the playing surface run-off and surround fencing to service the oval space.
	Reticulation and Surface Improvement: Full surface reticulation to be provided subject to separate negotiations reaching a positive conclusion with Watercorp.	The current surface is uneven and suffered from seasonal absence of water. To maximise the playing capacity and potential the playing surface should be upgraded and improved following

Facility/Timeline	Requirement	Rationale
		the conclusion of negotiations with Watercorp and use of treated effluent water.
	Children's Playground: Retain in current position and potential expansion to double the size of the current playground with greater diversity of play equipment for young children.	The need for enhance and more diverse all age play equipment has been identified by key stakeholders through the consultation process to support increased use of the western oval.
	Access Road: Extending the western boundary to create passing areas and car parking overlooking the oval. Stop the access short of the cricket nets.	The access road (referenced above) would benefit from reduced access points and access 'stopping off' adjacent to the car park to reduce the potential for pedestrian/player conflict when using the sporting infrastructure. This will also create greater opportunities to manage safe spectator vehicle parking.
	Cricket nets: To be re-orientated to avoid conflict with car parking area and power extended to the net area to support floodlighting and electronic bowling machines.	The option to re-orientate the nets should be considered at the time the road access positioning is clarified. If the road access is modified effectively, the relocation of the nets could be avoided.
Hockey Facility		
Medium Term	**Enhanced Spectator viewing (shaded):** Extend current shaded viewing area to the north and south (currently with temporary seating and not enclosed).	The option to expand the spectator accommodation should be included as part of a re-alignment of the fencing and potential relocation of the coach's area/dug out on the opposite side (see below). It has the potential to increase available spectator accommodation and ensure the prime viewing area is not compromised
	Shaded player/coach area: Recessed areas to be provided on far side of the turf (east) to accommodate home and away teams. Example is Fremantle Cockburn Hockey Club where player area is opposite the spectator and clubhouse area.	To be undertaken as part of the re-alignment of the fencing (referenced above) to enable greater spectator capacity and

Facility/Timeline	Requirement	Rationale
	Clubhouse/ Officials building: Additional storage to be attached to the clubroom/match supervision area of 30m^2.	Additional storage capability was raised by the club through the consultation process as being required to house club equipment on storage shelves (racks) with an external entry position. Currently the Clubhouse/ Officials building serves as overflow storage.
	Access from the north and car parking: Formalise the access to the hockey facility from the access road serving the western oval (northwest of Sounness Park. The access road and car parking area is to be a bitumen surface to avoid cross contamination with adjacent turf surface from windblown particles/dust resulting from traffic movement.	The current car park is made of a non-bound material with resultant dust and gravel creating the potential for contamination of the synthetic turf, detrimental to its ongoing maintenance. The potential exists to create will be around existing tanks. Regularising the car parking area and ensuring that the access is maintained off the northwest entry point will also minimise the potential conflict with players and spectators arriving on foot.
Tennis Club and Courts		
Short Term	**External shaded seating and improvement:** Between the clubhouse and courts is to be retained as a pedestrian area and incorporate seating, tables and shade cover.	To enhance the spectator and player experience as funding becomes available.
	Resurfaced courts: To initially resurface three courts and replace current halogen floodlights with LED floodlights.	Funding is being sought to upgrade the existing courts and replace the old halogen court floodlights.
	BBQ and Seating Area: Upgrade to external seating area and replacement of brick BBQ adjacent to playground.	As with the shaded seating area this will enhance the spectator and player experience as funding becomes available.
Medium Term	**Fencing Replacement:** To plan for replacement fencing (including replacement of the unsightly colourbond fencing around site boundary).	The club have indicated that their intent is to replace fencing within the next ten years due to damage and age.

Facility/Timeline	Requirement	Rationale
	Hit up wall: Retain in situ and work towards seeking funding/grant assistance to upgrade the wall and playing surface as it reaches the end of life.	The hit up wall is currently viable but due to its age, is likely to need upgrade/replacement within the next ten years.
	Court Surface Replacement and Additional Floodlighting Upgrade: Fully replace the surfacing of the remaining three courts and install LED floodlighting to bring all six courts to a competitive standard.	The second phase development is to upgrade the second banking of three courts and upgrade floodlighting. The central posts are likely to require replacement to ensure that they are capable of handling LED to cover second phase development.
	Internal Improvements: Current building to be retained with internal structure to be modified to include 40m^2 of storage space (for table, chairs and equipment).	Gradual improvements and modernisation to the clubhouse is required to increase its functionality and provide a suitable level of storage space to accommodate furniture and coaching equipment. This will enable the club to offer a greater level of service and potentially attract a coach/operate a greater diversity of developmental and social programs.
	Playground: Eventual replacement (replace young children's and toddlers equipment).	The play equipment is a traditional toddlers play area with limited use. An upgrade and replacement is likely to be required within 10 years of a more contemporary design.
General Site Entry		
Short Term	**Toilets adjacent to Tennis Courts:** CCTV adaption and controlled access for site users (automatic lock) to prevent anti-social activity.	The current need to use the public toilets adjacent to the tennis club is a safety concern and should be addressed by the installation of cctv to alleviate anti-social issues.
	Relocation of the Gate Keepers Hut: To re-align to reduce impact on the access to the tennis club.	The relocation of the facility in advance of the tennis club access would permit greater flexibility for vehicular access around the tennis club.

Facility/Timeline	Requirement	Rationale
Medium Term	**Access Road and Entry Points - Main Entry:** Retain the game entry control but improve the two-way traffic flow (widen bitumen through to cricket nets).	There is a need (as referenced above) to address site access to increase the level of control over patron entry for events. There is also a need to reduce opportunities for conflict between vehicles and those people using the site on foot (spectators, players, officials etc.). The intent of the approach being considered here is to provide a greater level of control and ensure vehicles due not adversely impact on the use of the two ovals and synthetic hockey turf. It is particularly important that the safety of the western oval is managed with the focal point being junior sport.
	Access Road and Entry Points - Secondary entry to Western Oval: As above – stopped off at ¾ of the oval surround (through either a permanent end point or via removal bollards to enable emergency access around the whole of the site).	
	Access Road and Entry Points - Stop off entry via bowling club: Two main entries to be provided into the site from the northern road with access around the site to be prevented after the cricket nets.	
Additional Infrastructure		
Short Term to Medium Term	**Option to acquire additional land from the Football Club:** To increase the car parking and road passing width capability to the west of the western oval.	To introduce an additional area of land running parallel to the existing access road with the capability to increase car parking and reduce the potential conflict between vehicles and pedestrian/sporting/recreational activity on both the oval to the east and proposed off-leash dog exercise area (referenced below).
	Development of a Dog Walking and Exercise Park: The development of a fenced off area to the north west of Sounness Park.	To provide a dedicated and securely fenced off-leash dog exercise area to provide the opportunity for dog walkers and their pets to be catered for without conflicting with the sport and recreation use of both Sounness Park and Frost Park. It is intended that no dog exercise equipment is provided, but that it be a secure fenced area of 3,000m^2 to enable dogs to exercise within a relatively safe and secure area.

7.2 Frost Park

The rationale for future development at Frost Park has been influenced by the outputs from the consultation process, facility audit, benchmarking and current facility design trends. Each component is referenced below and the rationale for inclusion provided:

Table 10: Rationale for future development at Frost Park

Facility	Requirement	Rationale
Frost Pavilion		
Immediate	**Bar and Cold Store:** Remian as is	There is limited alcohol stored on site and the facility has sufficient capacity to cater for events. If it is to be retained, in the long-term it would require a general upgrade.
	Foyer /Entry: Remain as is with a clear entry statement and signage**.**	The current entry and direction signage could be enhanced to improve the legibility of the site for corporate and external function use.
Short Term	**Viewing Tower:** Retain as is with minor upgrades.	Minor upgrades and replacement of equipment, and an extended weather protector over officials is required.
	Open Viewing Area: Retain as is with an option for shade structures to be incorporated on grass banking.	The decision to invest in additional shade infrastructure would be aligned to the events the area is capable of attracting.
	External public toilet: Removal of detached toilet adjacent to entry with a separate service box retained and enclosed.	The public toilet is visually unattractive and detracts from the appearance of the site. The facility is not required, and its removal reduces the asset management footprint.
Medium Term	**Storage:** Double storage space to increase functionality	As with many community facilities, storage space is limited and the ability to readily gain access to discrete areas for furniture, event support and stage equipment is necessary.
	Function area: Retain, but internal upgrades are required to the toilets servicing the function space.	The function area is functional and should be retained with replacement of infrastructure at the end of life (carpets, fittings,

Facility	Requirement	Rationale
		including LED replacement of fluorescent lighting). The toilets are dated and in need of replacement as funding becomes available.
	Kitchen: Re-alignment of kitchen and upgrade servery – minor internal alterations.	Kitchen is functional and not in need of replacement currently. In the Medium to Long term, if the building is to be retained, a full upgrade would be required.
Taylor Dennis Pavilion		
Immediate	**Public Toilets:** To be retained with access for all users of the site.	The toilets are of a contemporary design and have a good quality internal fit out which have the capability of supporting activity to the central area of the track for equine users. This will also require secure access to be provided at all times for users of the equine facilities.
	Open spectator area: Retain as is with a general upgrade and updated BBQ, kitchen equipment to service functions/race events. Replacement of lighting to LED throughout.	The area provides a unique social area and viewing platform and would benefit from a general upgrade to facilitate the larger events and functions held on site. As with other facilities on site a gradual replacement of electrical fittings to LED would enhance energy efficiencies.
Medium Term	**Storage:** Table and chair storage to be extended	Currently the table and chair storage is at capacity and can be extended with minor modifications. This should be developed as an extension to the existing building and incorporate flexible caged areas for event, furniture and user groups.
	TAB/Tote Area: General upgrade and rationalise modified services internally (tidying up electrical components, replacing ceiling, and making watertight roof). Replace all lighting with LED.	The current TAB area is an inefficient use of space and could be rationalised to incorporate the storage component and potentially facilitate the event use of the Taylor Dennis Pavilion. As with other buildings within the site, the replacement of current fluorescent lighting to LED would enhance the buildings energy efficiency.

Facility	Requirement	Rationale
Skinner Pavilion (Jockey Scrutineers and Testing Area)		
Immediate	**Elevated Officials and TV gantry:** Retain as is – subject to ongoing asset inspection and upgrade to comply with code.	The gantry, based on the visual inspection appears sound and functional for its intended purpose. No requirement has been identified to upgrade/replace.
	External: General upgrade and maintenance – ongoing.	This is undertaken, as with other structures, by the Turf Club, on a voluntary management arrangement, and given the age of built infrastructure, will require a commitment to ongoing maintenance.
Short to Medium Term	**Internal fitout:** General upgrade and replacement of infrastructure to provide a bespoke facility (Gyproc partitions) to include: • Social area with kitchen (for jockeys and officials) • Waiting room (adj to drug test area) • Medical - Weighing Room and Drug Testing area (secure with sink and waste disposal) • Male/Female Toilets, showers and dry areas. • Administration area and foyer • Replacement of windows with frosted/obscure glass. • Storage. Internal area to be upgraded to include LED lighting, replacement ceiling,	The current facility is at the end of life and is functionally inadequate in all aspects of contemporary pavilion design, particularly for professional athletes who require discrete areas to undertake ant-doping protocols and change with suitable levels of privacy. There is also a lack of suitable room available for officials to maintain private records and administer events under the Australian Rules of Racing. The building lacks a range of basic requirements and has a range of ageing infrastructure (particularly ablutions) and separation areas between officials, administrators, medical personnel and athletes. Internal fitout is poor and a phased replacement of fixtures and fittings would be required.
Exhibition Hall		
Medium Term	**Building:** Undertake the complete replacement of current hall in either its current position or in an area to the north of the existing building. Size to be 600m^2 for a variety of	Identified through the consultation process as an invaluable public resource. Ideally to be one contemporay designed and consolidated building with 8 separate storage compartments (two

Facility	Requirement	Rationale
	community storage and equipment use. Lightweight secure structure with capability to store farm machinery, chemicals and a range of community activity and storage areas.	with external grassed area – one for the scouts of 200m^2 adjacent to a an internal and the second for outdoor secure storage capability of 160m^2). A small kitchenette is to be provided in two of the spaces to support user groups.
	Public toilets: Incorporate public toilets within the redeveloped facility. To be accessed externally to service the whole site (To replace the demolished public toilets adjacent to the Frost Pavilion).	A consistent reference was made of the need to provide good quality public toilets to service the internal track area (to service camp draft, horse and pony club and stockyard activities). The development of a toilet block within the central equine area is not practical due to height restrictions, nor affordable. This option provides a compromise solution if aligned with racetrack crossing.
Sheep Pavilion		
Medium Term	**Demolition and replacement with car parking area:** Removal of all pavilion infrastructure from site. Fenced to southern boundary with separate access into formalised car parking and trailer area (option 1)	The current building is at the end of life and while it provides some functional use will continue to represent a health and safety concern (eves have collapsed, the frame to the building is corroded and there is evidence of water inundation. There will be a need to consider an alternative location for indoor archery and storage of the electronic starting gate for racing events.
	Storage – General: This area should be tidied up, and the existing building removed and replaced with a smaller storage building. This should be considered for the mobile starting gate and additional racetrack items (fencing and maintenance equipment, which includes grass thresher, tractor, grass cutter and separate space for chemicals (40m x 5m depth to service race track and separate chemical store).	Referencing the demolition of the Sheep Pavilion, if removed, its replacement will require the substitution with a be-spoke, fit for purpose storage unit for the starting gate and secure area for chemicals and ancillary racetrack items, as a minimum.
	Indoor Archery (optional): Part of the storage building is to incorporate a separate indoor archery facility as an optional addition . Space required adjacent – 40m length	An option to incorporate indoor archery within a replacement storage building could be considered but would need to be part of a detailed business case if external funding were to be secured.

Facility	Requirement	Rationale
	with 8m width to accommodate one target range, separately enclosed.	While the archery club currently utilises the old court space, it is evident that there are inadequate safety mechanisms in place to protect the building from damage. Protection would need to be incorporated within any new building to avoid damage and potential danger to other users.
Long Term	**Development of Basketball Courts x 2 (alternative):** To include 2 x netball and basketball-sized indoor sports courts in an independent building, to include: • 36.6m x 21.35m (including 3.05m runoff behind goal and sideline) x 2. Reduce runoff between courts to 3.65m between courts if side by side (i.e. total width of 40.10m). • Administration office, entry foyer (accessed from road side), toilets, changing rooms/showers (2x 40m^2) and kitchen/social area (60m^2). • Storage to courts (120m^2) and additional storage of mobile starting gate (40m x 5m depth to service race track and separate chemical store). • External car parking formalised	As stated above, consultation with indoor sport courts users at the Mount Barker Community College have expressed the need to consider an alternative to current provision. Options to develop at Frost Park would be limited to the current location of the Sheep pavilion where indoor court pace would readily be accommodated on the land available. It would however not be the preferred location as the alignment with the equine use of the site is tenuous. The development of such infrastructure would be the subject of a detailed business case to support advocacy work to secure external funding for its development.
Frost Park Stalls		
Immediate	**Stalls:** Retain as is – denoted as an asset to be inspected and replaced/upgraded on an ongoing basis to comply with animal welfare obligations.	Both the stalls and horse parade area, while incorporating aged infrastructure are functional and fit for purpose. Ongoing maintenance through the voluntary management arrangement will be required to ensure compliance with the Australian Rules of Racing to ensure the conditions and requirements for horses continue to be met.
	Horse Parade Area: Retain as is.	

Facility	Requirement	Rationale
Cricket oval and wicket		
Short Term	**Cricket Wicket:** Removal of the artificial cricket wicket and utilise the ground for horse and pony club and camping activities	The viability of retaining and maintaining a cricket wicket at Frost Park is not proven. The area would be better allocated for equine use and central wicket removed.
	Floodlighting: To be retained to service the area being used as a horse and pony club event area.	The floodlighting and supporting columns life expectancy would need to be assessed. The principle of retaining the floodlighting with their eventual replacement with contemporary pylons and LED floodlights should be considered as funding becomes available.
Campground and Arena		
Immediate to Short Term	**Power:** Three-phase power upgrade to be extended into the central area to facilitate events, camping and carnivals. To be extended to the central area adjacent to the presentation podium.	Funding has been secured to increase the capability of the internal area of the racetrack to support a range of temporary infrastructure (i.e. events administration, presentations, portable catering/food wagons and event equipment) this will still have a limiting impact on the ability to service the broader camp and equine infrastructure. To increase capacity and capability of the site, three phased power upgrade would optimise the space for attracting future events.
Short to Medium Term	**Current ground:** To be resurfaced and material imported to address the water inundation during the winter season. Raised by 0.5m initially across the whole surface and graded.	The importation of clean material is the only option to address the annual loss of surface area, and consequential camping capability, from water inundation. This has been identified by user groups, along with the quality of the surface for a range of equine activities, as a key inhibiting factor associated with increasing use and the number of equine events. The importation of material with high quality below surface drainage will increase the capability and provide the opportunity to address surface quality. Due to the cost of importing material and developing the

Facility	Requirement	Rationale
		appropriate sub-structure it would require additional external funding which would require the development of a detailed business case which has the support of user groups.
Medium Term	**Toilet/Ablution Area:** Option to use Exhibition Hall should be preferred with a protected access point to be created across the racetrack. An alternative high-cost option is to build an ablution block within the central equine area, but this is height restricted to the current horse stalls likely to be a high cost.	The lack of access to good quality toilet/ablution infrastructure has been identified as a significant inhibitor to the use of the site. To develop an ablution block internally within the site is likely to be unachievable due to height restrictions and low water table. There will therefore be a need to compromise on this aspect of any future development. Access to public toilets should be considered within a redeveloped Exhibition Hall. In all circumstances the co-location of infrastructure should be considered, rather than developing further independent structures with added asset management burdens.

8. Final Concept Plans and Costing

The spatial requirements and locational considerations for the buildings together with the key design components are referenced at Appendix 6. These follow the core components identified in Section 7 above. The final Master Plans for both Sounness Park and Frost Park are provided at Appendix 9 which is annotated to incorporate the range of development options which can be undertaken in a staged/phased manner. It was these plans which the Council approved for distribution for further community feedback and comment.

8.1 Combined Order of Probable Costs – Final Concepts

The Order of Probable Cost for the final Sounness Park and Frost Park Master Plan was developed by Donald Cant Watts and Corke Quantity Surveyors (Appendix 10) and took into account the changing construction market post Covid-19 and regional construction cost variations pertinent to the Shire of Plantagenet. Each of the cost plans below exclude the development of a two-court indoor basketball/netball facility.

Table 11: Combined Order of Probable Costs – Sounness Park (broken down by project elements)

SOUNNESS PARK MASTER PLAN ESTIMATE		
1.0	**Building**	
	Total Building Cost – Sub-Total	$1,240,000
2.0	**External Works and Landscaping**	
	External Works and Landscaping – Sub-Total	$4,625,565
3.0	**Site Services**	
	Site Services – Sub-Total	$945,000
4.0	**Subtotal for Contractor Preliminaries**	$1,021,585
	Construction Cost	
	Total Construction Cost - Perth Prices Subtotal	$7,832,150
	Regional Loading – Shire of Plantagenet (Mount Barker)	$1,958,037
TOTAL CONSTRUCTION COST		**$9,790,187**
5.0	**On-Costs (Incl Contingencies)**	
	On-Costs - Sub Total	$4,028,912
GROSS PROJECT COST (Excluding Escalation and Local Authority Managed Costs)		**$13,819,099**
6.0	Escalated Costs to January 2027	$975,628
ESCALATED GROSS PROJECT COST (Excluding additional Local Authority Costs)		**$14,794,727**

Table 12: Combined Order of Probable Costs – Frost Park (broken down by project elements)

FROST PARK MASTER PLAN ESTIMATE		
1.0	**Building**	
	Total Building Cost – Sub-Total	$4,752,150
2.0	**External Works and Landscaping**	
	External Works and Landscaping – Sub-Total	$7,020,085
3.0	**Site Services**	
	Site Services – Sub-Total	$370,000
4.0	**Subtotal for Contractor Preliminaries**	$1,821,335
	Construction Cost	
	Total Construction Cost - Perth Prices Subtotal	$13,963,570
	Regional Loading – Shire of Plantagenet (Mount Barker)	$3,490,893
TOTAL CONSTRUCTION COST		**$17,454,463**
5.0	**On-Costs (Incl Contingencies)**	
	On-Costs - Sub Total	$7,182,957
GROSS PROJECT COST (Excluding Escalation and Local Authority Managed Costs)		**$24,637,419**
6.0	Escalated Costs to January 2027	$1,739,402
ESCALATED GROSS PROJECT COST (Excluding additional Local Authority Costs)		**$26,376,821**

The above costs exclude the following:

- GST
- Environmental Offset / Management Plans etc.
- abnormal ground conditions / contaminations
- major services diversions
- major utility upgrades / contributions & headworks
- work to any conservation areas
- fences to general site
- legal costs, site costs, agent fees, finance etc.
- land purchase costs
- Escalation therefore all prices are current day

All scope, quantities and rates are provisional and therefore subject to adjustment. All items will be subject to further information / design development.

The critical development areas for Sounness Park include:

- Clubhouse Rationalisation and Development (including 4,500 site clearance): $3,965,570

- Upgrade to Changerooms/toilets: $749,450
- LED lighting upgrade and Signage: $202,026
- Road improvements, expansion of road car parking and re-location of gatekeepers hut: $3,542,500
- Western Oval Improvements: $2,628,507
- Hockey Improvements: $946,045
- Tennis Improvement: $1,425,900

The critical development areas for Frost Park include:

- Demolition and make good existing toilet block area: $15,315
- Replacement of the Exhibition Hall: $3,557,609
- Replacement of Sheep Shed: $3,344,721
- Improvements to Frost and Other Pavilion: $2,527,929
- Asphalt areas for car parking and servicing (including additional signage): $2,563,338
- Internal Shire improvements (all other equine users): $11,958,709

It should be noted that these provide an overview of the overall cost of each element forecast to January 2027 with component parts of each capable of being broken down into smaller deliverable components. The most significant costs relate to the importation of material to improve the land capability of the equine area, complete replacement of the Exhibition Hall and Sheep Shed and road improvements across both sites. The detailed breakdown of costs is provided at Appendix 8.

8.2 Financial Implications and Project Prioritisation

The Combined Order of Probable Costs was based on the development of all component parts at one time. Each of the recommended enhancements could be implemented in isolation as and when funding becomes available. Each in turn could be grouped into immediate, short, medium and long term investments. Both of the draft Souness Park and Frost Park Master Plans were provided to enable the development options to be realised in a staged / phased manner. The overall development on both sites would however require additional detailed planning and design with up-front financial commitments to undertake identified additional pre-planning technical studies and in respect of large investment items, a detailed business case. This would also include an assessment of site services and capacity for power upgrading; stormwater management and flood mitigation assessment; further liaison with relevant state government departments and statutory bodies.

The suggested project options were developed for Council to confirm the priorities for investment. Prior to the subsequent consultation phase, the most critical investment considerations in order of priority were identified below as:

- High Priority: Essential developments that address immediate user needs, reduce operational or safety risks, and deliver cost-effective outcomes. These projects are critical to maintaining functionality, improving financial performance, and ensuring facilities remain fit for purpose.
- Medium Priority: Important developments that enhance operational efficiency, functionality and overall facility capability. These projects are expected to improve financial performance and better meet community needs and are generally affordable, although some may require the preparation of a detailed Business Case.
- Low Priority: Lower-order improvements that enhance usability or amenity but are not essential in the short term. These projects may address expressed community needs but are unlikely to materially improve financial performance.

- No priority: Identified opportunities that have limited or no impact on financial performance or long-term functional improvement of the site and are not recommended for investment at this time.

Table 13: Sounness Park: Development Options and Rationale Priority

Facility	Immediate	Short Term	Medium Term	Long Term
Main Pavilion/ Clubroom:	Retain the existing meeting space and administration areas in their current configuration, subject to an ongoing inspection and maintenance commitment (High priority).	Provide comprehensive CCTV coverage across the facility to improve safety, security and ongoing surveillance (High priority). Enhance IT capability and replace all existing lighting with LED fittings throughout the facility to improve operational efficiency, safety and energy performance (High priority).	Extend and upgrade the function area to improve capacity, flexibility and usability (Medium priority*). Realign the clubroom with the changeroom facilities to improve functional relationships and operational efficiency (Medium priority*). Provide increased internal storage capacity to address current and future operational requirements (Medium priority*). Re-align the kitchen layout to improve functionality, workflow and servicing capability (Medium priority*). Re-align the kiosk and servery to improve patron access and operational efficiency (Medium priority*). Investigate the re-alignment of car parking bays to improve access road functionality and internal circulation (Medium priority).	Development of two (2) basketball courts (Not supported / Not recommended at this time).

Facility	Immediate	Short Term	Medium Term	Long Term
Changing Pavilion/ Change Rooms	Retain the detached Colorbond, gated services compound (including air-conditioning and associated services) in its current location, subject to an ongoing inspection and maintenance commitment (High priority). Rationalise existing bin storage areas to improve functionality, access and site presentation (Medium priority). Undertake minor upgrades to existing changeroom facilities to ensure full compliance with contemporary all-gender standards of provision (High priority).	Remove urinals from the umpires' and officials' room to ensure compliance with contemporary all-gender standards of provision (High priority).		
Eastern Oval	Undertake minor enhancements to existing changeroom facilities to support all-gender use associated with oval activities, in accordance with contemporary standards (High priority). Retain existing floodlighting infrastructure, with an ongoing commitment to routine	Provide an extensive, all-ages playground on land located to the north-west of the Eastern Oval to enhance family-friendly use and activation of the precinct (High priority).	Realign internal roads and car parking areas to minimise conflicts between vehicles, pedestrians and players and improve overall site safety (Medium priority).	Modify the raised viewing deck and associated shade structures to enable integration with an expanded function space and improve usability (Medium priority)*.

Facility	Immediate	Short Term	Medium Term	Long Term
	maintenance and renewal where required (High priority).			
Western Oval		Install low-level perimeter fencing around the oval to clearly define the oval run-off area and separate it from the adjacent access road, improving safety for players and spectators (High priority). Provide playing dug-outs to service the Western Oval to improve functionality, player welfare and match operations (High priority). Deliver full surface reticulation to the Western Oval, subject to separate negotiations with Water Corporation achieving a positive outcome regarding water supply (High priority). Re-orient existing cricket practice nets to avoid conflict with the adjacent car parking area and improve safety (Medium priority).	Introduce floodlighting to a minimum of 100 lux using LED fittings to provide full coverage of the Western Oval, comprising four (4) lighting columns (Medium priority). Provide car parking outside the oval fencing to improve safety, reduce conflicts between vehicles and users, and formalise parking arrangements (Medium priority). Extend the western boundary of the site to create passing bays and additional car parking overlooking the oval, improving circulation and spectator access (Medium priority). Retain the existing children's playground and expand its capacity, subject to detailed design, to enhance family-friendly use of the precinct (Medium priority).	
Hockey Facility			Enhance spectator viewing areas through re-alignment of fencing and potential relocation	

Facility	Immediate	Short Term	Medium Term	Long Term
			of the coaches' area/dug-out to the far side of the pitch (Medium priority**). Provide recessed player and coach areas on the eastern (far) side of the synthetic turf to improve functionality and safety (Medium priority**). Construct additional storage attached to the clubroom and match supervision area to address current operational shortfalls (Medium priority**). Formalise access to the hockey facility from the access road servicing the Western Oval (north-west of Sounness Park) to improve safety, legibility and operational efficiency (Medium priority).	
Tennis Club and Courts		Resurface three courts and replace existing halogen floodlighting with LED floodlights to improve playing quality, energy efficiency and compliance (High priority). Upgrade the external seating area and replace the existing brick barbecue adjacent to the playground to improve	Plan for the replacement of perimeter fencing around the courts as part of longer-term asset renewal (Low priority). Retain the hit-up wall, with surface upgrades to be undertaken as materials reach end of life (Low priority).	

Facility	Immediate	Short Term	Medium Term	Long Term
		functionality, safety and amenity (Medium priority).	Replace the remaining three court surfaces and undertake additional floodlighting upgrades to complete the court refurbishment program (Low priority). Retain the existing clubhouse, with internal modifications to deliver approximately 40 m² of additional storage space to address functional shortfalls (Medium priority). Replace the existing playground to improve safety, accessibility and amenity (Low priority).	
General Site Entry and Structures		Upgrade and expansion of CCTV coverage and introduction of controlled access measures for site users to reduce the potential for anti-social behaviour and improve site safety (High priority). Relocation of the gatekeepers hut to improve site entry flexibility and support improved access and circulation outcomes (Medium priority).	Retain the primary game entry control point, while improving two-way traffic flow to enhance safety and operational efficiency, consistent with broader access road upgrades (Medium priority). Cease through-traffic movement at the car park located to the south of the pavilion and changeroom facilities, either through permanent closure or the installation of bollards, to reduce conflict and improve	

Facility	Immediate	Short Term	Medium Term	Long Term
			pedestrian safety (Medium priority). Establish a secondary access point to the Western Oval from the north-west to better service the western portion of the site and distribute traffic demand (Medium priority). Close the access road adjacent to the Bowling Club to improve site safety, reduce unnecessary vehicle movements, and rationalise internal circulation (Medium priority).	

Note: * and **: All components identified are reliant on the development of a consolidated Business Case to advocate for external funding for both projects

Table 14: Frost Park: Development Options and Relative Prioroty

Facility	Immediate	Short	Medium	Long
Frost Pavilion	Proposed internal upgrades to the function room, kitchen, storage areas and foyer to improve functionality and amenity (Low priority).	Remove the detached toilet facility adjacent to the main entry and retain and enclose the separate services box to improve functionality and presentation (Medium priority). Undertake minor upgrades to the viewing tower, including provision of extended weather protection for officials (Low priority).	Proposed internal upgrades to the function room, kitchen and storage areas to improve functionality and amenity (Low priority).	Proposed internal upgrades to the bar area to improve functionality and presentation (Low priority).

Facility	Immediate	Short	Medium	Long
		Viewing Area – Install additional shade structures to the grassed banking to improve spectator comfort (Low priority).		
Taylor Dennis Pavilion	Retain existing public toilet facilities, with minor upgrades to LED lighting to improve efficiency and amenity (High priority). Retain the open spectator viewing area, with minor LED lighting upgrades to enhance safety and usability (High priority).		Extend table and chair storage capacity to improve functionality and event operations (Medium priority). Undertake a general upgrade of the TAB/Tote area, including minor LED lighting upgrades to improve amenity and energy efficiency (Medium priority).	
Skinner Pavilion (Jockey Scrutineers and Testing Area)	Retain the elevated officials' and TV gantry for continued operational use, subject to routine inspection (Low priority). Undertake general upgrades and ongoing maintenance to the external structure to ensure safety, functionality and longevity (Low priority).	Internal fit-out and upgrade of the facility to improve functionality and amenity (Medium–High priority).		
Exhibition Hall			Undertake the complete replacement of the existing Exhibition Hall to address end-of-life condition and	

Facility	Immediate	Short	Medium	Long
			functionality constraints (High priority). Incorporate public toilet facilities within the redeveloped building to service the central equine area and improve amenity for users and events (High priority).	
Sheep Pavilion			Demolish the Sheep Hall and repurpose the site for car parking, subject to detailed design and approvals (Medium–High priority). Develop a replacement storage building (approximately 40 m × 5 m) to meet current and future user group requirements (Medium–High priority). Develop an indoor archery facility integrated with the storage building, subject to demonstrated demand and funding availability (Low priority).	Development of two (2) outdoor basketball courts (Not supported / Not a current priority).
Frost Park Stalls	Retain stalls in situ, subject to ongoing inspection and routine maintenance (High priority). Retain the horse parade area, subject to ongoing inspection			

Facility	Immediate	Short	Medium	Long
	and routine maintenance (High priority).			
Cricket oval and wicket		Remove the artificial cricket wicket and upgrade the playing surface (Medium priority). Retain existing floodlighting to support continued use of the area as a horse and pony club event space (Medium priority).		
Campground and Arena		Upgrade to three-phase power supply to support event operations and expanded user requirements (Medium priority).	Camping Area – Resurface and import suitable fill material to address water inundation during winter months (Medium priority).	Toilets – the preferred use of the Exhibition Hall requires protected access across the racetrack. An alternative ablution block within the central equine area is constrained by height limits and likely to be costly (Medium priority)

The combined Order of Probable Costs (OPC) for delivery of the draft Master Plan is estimated at **$13,671,801** for Sounness Park and **$24,819,702** for Frost Park (Appendix 8). This, however, was subject to further public advertisement of the draft Master Plan and updating to adhere to the requirements of the community and critical user groups. The following section identifies the key outputs from the consultation process and changing level of priorities of the development considerations.

9. Additional Stakeholder Engagement

Shire Council endorsed the previous work and draft plans of the Sounness Park and Frost Park Master Plans for public distribution and comment. Meetings were held with all stakeholder groups previously consulted or their proxy representatives. The intent was to gain an understanding of:

1. Have we interpreted your requirements correctly?
2. Have we represented the critical needs appropriately within the documentation and the order of priority?
3. What has potentially been missed and needs to be addressed?

9.1 Summary Engagement Inputs

The following is a summary of the comments received, and the modifications required to the relative priorities of the stakeholders related to each plan

Sounness Park:

- Concern was raised over the car parking on site with the potential to extend over the existing storm water drainage zone to the north of both the east and west oval being identified as the preferred option. This however would require additional work to be undertaken on the land capability (stormwater capture and potential diversion) and potential cost implications. This however has been shown and costed on the revised Master Plan. All car parks are to be long-term development options subject to funding becoming available. The cost plan has been altered to reflect these additional requirements, but it has also been recognised that a separate business case will need to be made to determine the value return on the investment.
- An additional car parking strip to be placed adjacent to the informal access road off the main access position to the western oval. This was to provide a more formal (compact gravel) graded car parking option of approximately 510m^2 adjacent to the dirt access located to the north and below the level of the west oval.
- Representation of the recently added tanks adjacent to and to the west of the hockey turf and car parking around the tanks (bitumen to reduce potential for cross contamination of the synthetic turf adjacent).
- The removal of the player/coach's area from the east of the hockey turf and relocation to a consolidated clubhouse building to the west of the turf. This would enable a potential future option to consolidate all club-based infrastructure into one centralised clubhouse.
- Relocation of a proposed playground initially shown to the east of the hockey synthetic turf, to the south of the turf adjacent to the external pavilion viewing areas. While located behind the goal this was considered by users to be the preferred location due to its close proximity to the hockey and oval spectator areas.
- Recognition of the gate keepers hut adjacent to the East Oval (northeast) and potential replacement. A nominal cost has been included in the Order of Probable costs to incorporate this option.
- Relocation of the proposed home and away dug outs from the east to the west of the west oval. This was to ensure the coaches and players did not face the setting sun.
- Relocation of the dog park further south to enable the current land identified to provide an alternative location for the long-term development of a two courts sports hall. Discussion centred around the potential alternative location of the two-court sports hall to avoid potential loss of car parking if adjoined to the existing pavilion. This alternative location will however likely require a

separate management body (or keyholder arrangement) to provide effective oversight of the facility.

- Recognition of the Viv Skinner Park (to the south of Sounness Park) as a potential overflow parking area at times when the site is at capacity. This option and the availability of land was suggested by Council as an option to address the current car parking capacity issues when the site is fully operational. It will however require the removal of mature trees and therefore an assessment will need to be undertaken prior to any clearance. This could provide in excess of 2,000m^2 of available land for overflow parking with a limited level of investment.

Frost Park:

- A centralised toilet block serving all equine and camping activities was clarified as being 'essential' by all user groups, for the continued use of the site. Further consultation with Racing WA confirmed that, contrary to previous advice, the installation of a toilet block centrally would not adversely impact on television requirements, and they had no objection to an appropriately designed and centrally placed ablution block. As a result, a permanent toilet block of 140m^2 on a concreate pad of 180m^2 is suggested. The overall cost of installation with contingencies is estimated as being in excess of $1.4m and will be the subject of detailed design requirements and to determine the most effective option to manage wastewater effectively.
- It was important to ensure that the temporary access across the track on the home straight is identified as only in use until a central ablution block is developed. The plans were amended to reflect this.
- The external public toilet adjacent to the Frost Pavilion is to be retained until the central ablution block is developed. At the time when the central ablution block is functional, the toilet facility will be demolished and access from the central area across the racetrack home straight will cease. The plans were amended to reflect this.
- Relocation of the proposed storage and indoor sporting facility from the southeast corner of Frost Park to the area where the Sheep Pavilion is to be demolished. This will ensure that the main access across the race track to the central equine area remains uninhibited. The plans were amended to reflect this.

9.2 Revised Master Plan and Cost Implications

The revised Master Plans for Sounness Park and Frost Park were then updated to reflect the comments received. These are presented at Appendix 9.

The Order of Probable Cost for the Final Sounness Park and Frost Park Master Plan is provided below. Each of the cost plans below exclude the development of a two-court indoor basketball/netball facility at the two alternative site locations and their associated access and car park requirements. The detailed breakdown is provided in Appendix 10.

Table 15: Combined Order of Probable Costs – Final Sounness Park Master Plan (broken down by project elements)

SOUNNESS PARK MASTER PLAN ESTIMATE		
1.0	**Building**	
	Total Building Cost – Sub-Total	$1,240,000
2.0	**External Works and Landscaping**	
	External Works and Landscaping – Sub-Total	$4,625,565
3.0	**Site Services**	

	Site Services – Sub-Total	$945,000
4.0	**Subtotal for Contractor Preliminaries**	$1,021,585
	Construction Cost	
	Total Construction Cost - Perth Prices Subtotal	$7,832,150
	Regional Loading – Shire of Plantagenet (Mount Barker)	$1,958,037
TOTAL CONSTRUCTION COST		**$9,790,187**
5.0	**On-Costs (Incl Contingencies)**	
	On-Costs - Sub Total	$4,028,912
GROSS PROJECT COST (Excluding Escalation and Local Authority Managed Costs)		**$13,819,099**
6.0	Escalated Costs to January 2027	$975,628
ESCALATED GROSS PROJECT COST (Excluding additional Local Authority Costs)		**$14,794,727**

Table 16: Combined Order of Probable Costs – Final Frost Park Master Plan(broken down by project elements)

FROST PARK MASTER PLAN ESTIMATE		
1.0	**Building**	
	Total Building Cost – Sub-Total	$4,752,150
2.0	**External Works and Landscaping**	
	External Works and Landscaping – Sub-Total	$7,020,085
3.0	**Site Services**	
	Site Services – Sub-Total	$370,000
4.0	**Subtotal for Contractor Preliminaries**	$1,821,335
	Construction Cost	
	Total Construction Cost - Perth Prices Subtotal	$13,963,570
	Regional Loading – Shire of Plantagenet (Mount Barker)	$3,490,893
TOTAL CONSTRUCTION COST		**$ 17,454,463**
5.0	**On-Costs (Incl Contingencies)**	
	On-Costs - Sub Total	$7,182,957
GROSS PROJECT COST (Excluding Escalation and Local Authority Managed Costs)		**$24,637,419**
6.0	Escalated Costs to January 2027	$ 1,739,402
ESCALATED GROSS PROJECT COST (Excluding additional Local Authority Costs)		**$26,376,821**

The above costs exclude the following:

- GST
- Environmental Offset / Management Plans etc.
- abnormal ground conditions / contaminations
- major services diversions
- major utility upgrades / contributions & headworks
- work to any conservation areas
- fences to general site
- legal costs, site costs, agent fees, finance etc.
- land purchase costs
- Escalation therefore all prices are current day

All scope, quantities and rates are provisional therefore subject to adjustment. All items will be subject to further information / design development.

It should be noted that these provide an overview of the overall cost of each element forecast to January 2027 with component parts of each capable of being broken down into smaller deliverable components. The most significant costs relate to the importation of material to improve the land capability of the equine area, complete replacement of the Exhibition Hall and Sheep Shed and road improvements across both sites. In addition, the installation of the ablutions centrally located (which also includes provision for internal site storage) is now considered to be the highest priority for investment at the Frost Park site.

10. Funding Plan

The combined Order of Probable Costs (OPC) for delivery of the Final Master Plan is estimated at $**14,794,727** for Sounness Park and **$26,376,821** for Frost Park.

The estimated construction costs are based on the specifications outlined and annotated within each Master Plan, together with current industry benchmark building rates. These costs have not been market-tested through a tender process. The cost plans incorporate escalation and premium allowances associated with undertaking construction works within the Town of Mount Barker.

It is noted that all costs have been escalated to January 2027. There is currently a high to extreme risk profile within the construction sector, driven primarily by market instability following the COVID-19 pandemic. The industry continues to experience, as a minimum, cost increases of approximately 5 per cent per annum, largely attributable to shortages in skilled labour and delays in the supply of materials. While these pressures may moderate over time, they represent a key consideration for future project planning and affordability.

Funding for community sport and recreation facilities is typically sourced through a combination of the following:

- State and local government funding
- Federal government funding programs
- Commercial sponsorship
- Commercial fundraising initiatives
- Community and club fundraising, including direct user-group contributions

Traditionally, facility delivery involves a mix of Council funding, government grants, and limited community fundraising. The final funding mix will be subject to approvals from relevant statutory authorities and the success of any local fundraising initiatives, including potential contributions from major employers or stakeholders within the region.

The information outlined below provides an overview of funding opportunities that may be pursued in greater detail as preferred precinct options are refined and staged development progresses through detailed design.

It should be noted that many Federal Government funding programs emerge with short lead-in timeframes, highlighting the importance of projects being fully developed and investment-ready prior to program announcements. For example, the Thriving Suburbs Program released in August 2024 had a lead-in period of approximately four weeks. Projects that are well defined, costed, and strategically aligned are more likely to be positively received.

Funding applications are also more likely to be successful where projects align with the key findings and priority recommendations of adopted Strategic Facility Plans. Typical assessment criteria across external funding programs include the ability to demonstrate that the project:

- Increases or sustains participation in sport and recreation.
- Improve facilities to support greater female participation.
- Encourages multi-use and flexible facility design.
- Supports collaboration between local government, schools and community organisations.
- Demonstrates partnerships with State Sporting Associations or other relevant peak bodies.
- Improves environmental sustainability, including energy and water efficiency.

- Incorporates Universal Design principles to enhance accessibility.

It should be noted that the majority of funding programs require detailed Business Cases, supported by firm financial commitments from the applicant authority, prior to funding approval.

10.1 Funding Options

Table 17: Funding Options

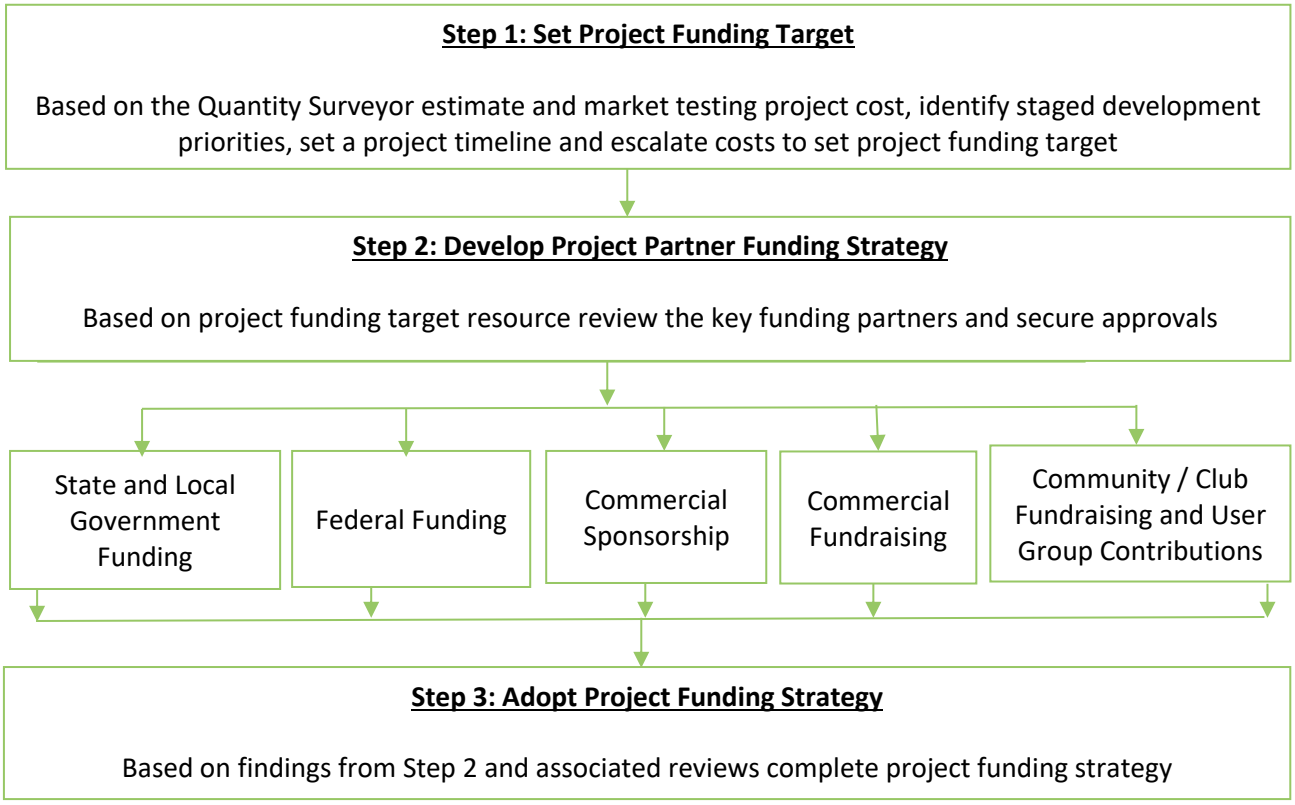
Funding Source	Explanation and Criteria	Likelihood
State Government Funding	The State Government, through the Department of Creative Industries, Tourism and Sport (DCITS), administers the Community Sport and Recreation Facilities Fund (CSRFF). Recent advice from DCITS indicates that the timing of forthcoming rounds for both the Community Sport and Recreation Facilities Fund (CSRFF) and the Club Night Lights Program (CNLP) is currently under review. While previous funding rounds allowed for contributions of up to $2.5 million for major projects—subject to applications meeting all eligibility and assessment criteria—it is now unclear whether a similar maximum funding allocation will be available in future program rounds.	Unknown pending the review outcome
Lotterywest	A State-supported funding stream is available through the Community Investment Framework, administered by the State Government, with Active Healthy People identified as a priority focus area. Grants available under this framework are not sport-specific and are intended to deliver positive outcomes for the Western Australian community more broadly. The Good Practice Requirements associated with this funding framework place strong emphasis on respect for Aboriginal people, equity, diversity and inclusion, and the promotion of healthy lifestyles throughout the application and delivery process. Key elements of the Master Plan that may align with this funding opportunity include the replacement of the Exhibition Hall, particularly where the facility is designed to support a broad range of community uses and deliver inclusive social, cultural and wellbeing outcomes.	Low likelihood for sport Medium for general recreation
Federal Funding	Infrastructure Australia provides advice on Australia's infrastructure priorities and assesses business cases for major projects. The Federal Government currently maintains a $120 billion rolling 10-year infrastructure pipeline, which is subject to ongoing review. A recent funding initiative delivered through this stream was the Thriving Suburbs Program, which featured a short application timeframe of just over four weeks and offered up to $15 million in grant funding per project. In addition to this, the Federal Government has introduced the Play Our Way Program, which emerged following the success of the Matildas at the 2023 FIFA Women's World Cup. This $200 million grant program is designed to increase opportunities for women and girls to access, participate in, and remain engaged in sport and physical activity. The program operates over a three-year period from 2024–25 to 2026–27 and is open to applications from both local governments and sporting organisations. The program is delivered across two funding streams:	Medium likelihood and high value

Funding Source	Explanation and Criteria	Likelihood
	• Facility development, focused on creating or upgrading infrastructure specifically designed to support women and girls' participation in sport and physical activity; and • Participation and equipment initiatives, aimed at addressing barriers such as disadvantage, affordability and accessibility. While the program provides a significant opportunity to support gender-inclusive facility development and participation outcomes, it is currently unclear whether funding will continue beyond 2027 under this initiative.	
Sport Australia	Move It Aus administers a suite of grant programs supported by the Australian Government and managed by Sport Australia, including the Participation, Better Ageing, and Community Sport Infrastructure grants. The Community Sport Infrastructure program is specifically focused on increasing participation in sport and physical activity by supporting upgrades to facilities and infrastructure that address identified gaps, needs or deficiencies within communities.	Medium likelihood and low value
Commercial Sponsorship/ Investment	There are opportunities to generate additional funding through commercial partnerships, including naming rights agreements for facilities. In addition, some corporations operate matched-giving programs, whereby staff donations to not-for-profit organisations are matched by the employer. Local businesses may also provide financial support through sponsorship arrangements with local sporting clubs and facilities. There is also potential to explore opportunities for commercial investment, where compatible with the objectives of the Shire and the needs of user groups and lessees. Any such opportunities would require careful market testing and due diligence to ensure alignment with Council priorities, community outcomes and long-term operational sustainability.	Low likelihood and medium to low value
Additional Peak Body Sporting Programs	There are small and limited investment opportunities available through State Sporting Associations and National Peak Bodies of Sport. Current funding programs include: • Australian Football Facilities Fund (AFFF): Administered by the AFL, the AFFF supports the delivery of well-located, welcoming, accessible and fit-for-purpose football facilities that align with the strategic priorities of the growing game. • Netball WA Community Facilities Fund: Funded through the Netball Community Raffle, this program provides matched funding of up to $10,000 to support improvements to netball facilities and encourage growth in participation. • Tennis Australia National Court Rebate Scheme: This scheme assists Tennis Australia affiliates, local governments and schools with the development of new tennis courts or the upgrade of existing courts In most cases, these funding programs are closely aligned with increasing participation and the development of sport-specific infrastructure that meets published facility guidelines and standards set by the relevant peak bodies.	Medium likelihood and low value

Funding Source	Explanation and Criteria	Likelihood
Commercial Fundraising	Commercial fundraising activities have traditionally been used to generate supplementary funding for sport and recreation infrastructure projects. While such initiatives can achieve moderate success, the funds raised are typically relatively modest when considered against the high capital costs associated with the construction of major facilities. In addition, commercial fundraising providers often charge fees of up to 30 per cent of total funds raised, which can significantly reduce the net contribution available for investment.	Low-Medium likelihood and Low - Medium value
Community / Club Fundraising and User Group Contributions	These funding sources are generally modest in scale and do not make a significant contribution toward major capital projects. The Australian Sports Foundation (ASF) is a Federal Government initiative that enables tax-deductible donations to be made to registered sport and recreation projects. Donations made through the ASF can be claimed as tax deductions by contributors, with the Foundation retaining a 5 per cent administration fee before directing funds to the nominated project. Crowdfunding also represents a potential supplementary funding source for specific projects. A notable example is the redevelopment of the Pinjar Speedway Track in northern Wanneroo, which successfully raised approximately $1 million through a crowdfunding campaign in 2019. Such results are highly variable and generally dependent on strong community support, the project profile, and effective promotion.	Low likelihood and low value

10.2 Funding Plan

The review undertaken to date identifies a series of actions that must be completed to enable the development of a realistic and achievable funding strategy. The flow chart below outlines the key tasks and decision points required to be progressed during the next phase of project implementation:



Step 4: Implement Procurement Plan to Complete Design and Construct of the Project

Figure 4: Funding Plan

11. Recommendations

Having regard to the considerations outlined in this report and the potential staged implementation of discrete elements of each Master Plan, the following recommendations are made:

1. That the Shire Council consider the contents contained within this document and considers endorsing the Sounness Park and Frost Park Master Plans as one of the Shire's Integrated Planning and Reporting Framework documents, and in doing so specifically confirm the following directions for each site:
    - Sounness Park:
        - Review the Financial Implications and Prioritisation Schedule to confirm which development options are supported, agree their relative priority, and determine whether the proposed timeframes are realistic.
        - Implement immediate high-priority investment actions, noting that a number of these involve the adoption of consistent asset management, renewal and replacement practices (some of which are already in place). Priority actions should include:
            - Establishing a program to progressively replace existing lighting infrastructure with LED fittings.
            - Developing and implementing a plan to contemporise existing changeroom facilities to meet current standards, including all-gender provision.
        - Commence initial investigations and negotiations to acquire land required to extend the access road and facilitate the provision of a dog exercise park at Sounness Park.
        - Consider investment options identified as short to medium-term, high-priority developments, and establish an associated funding program aligned with the Shire's Long-Term Financial Plan. This should include a commitment to develop a Business Case for major pavilion, clubroom and changeroom redevelopment, which can be used to advocate for State and Federal Government funding.
        - Review lower-priority short- to medium-term investment options annually to assess whether priorities have changed or funding opportunities have become available.
        - Note long-term investment opportunities and review these annually to determine whether priorities or funding circumstances have changed.
    - Frost Park:
        - Review the Financial Implications and Prioritisation Schedule to confirm support for development options, their relative priority, and proposed timeframes. For Frost Park, particular attention should be given to:
            - The demolition and replacement of the Exhibition Hall and Sheep Pavilion, both of which are at the end of their serviceable life.
            - Required upgrades to the Skinner Pavilion
        - Acknowledge that while demolition of the Exhibition Hall and Sheep Pavilion is necessary to address health and safety issues, replacement will require significant external funding and the preparation of separate, project-specific business cases.
        - Implement immediate high-priority investment actions, noting that many relate to consistent asset management and renewal practices (some of which are already in

place and partly supported by Turf Club volunteers). Priority actions should include establishing a program to progressively replace existing lighting with LED fittings.

- Consider high-priority short- to medium-term development options and align funding progressive delivery with the Long-Term Financial Plan.
- Note that the provision of a central ablution block to service the Frost Park site is a key enabler to rationalise other infrastructure and meet the critical needs of current user groups. It is now considered a high priority for investment.
- Commit to the development of a Business Case for major upgrades to the central equine precinct, which can be used to pursue State and Federal funding opportunities (noting alignment with current Infrastructure Australia and WA Treasury funding frameworks).
- Review lower-priority short- to medium-term investment options annually to determine whether priorities or funding opportunities have changed.
- Note long-term investment options and review these annually as part of ongoing financial planning and prioritisation.

2. Indoor Court Access – Basketball and Netball: That the Shire Council commit to ongoing engagement with Mount Barker Community College to retain secure and reliable access to refurbished indoor court space to support the continued operation and growth of both basketball and netball.
3. Funding Strategy: That the Shire Council commit to the development of a clear funding strategy to secure investment for sport and recreation infrastructure required to service the needs of residents across the Shire of Plantagenet.
4. Financial and Technical Planning: That the Shire Council review financial commitments on an ongoing basis to inform and update the Long-Term Financial Plan, including provision for technical investigations and studies necessary to support robust, evidence-based business cases.
5. Advocacy: That the Shire Council develop a targeted advocacy document that clearly articulates the merits of the Master Plans and the staged investment approach. This document should be used to:
    - Communicate with the local rate base, and
    - Support structured engagement with State and Federal Governments to secure staged funding commitments.
6. Resourcing and Capacity: That the Shire Council acknowledge the resourcing implications associated with implementing the Master Plans, including the need for dedicated personnel to:
    - Manage grant applications and funding negotiations, and
    - Lead land acquisition, asset rationalisation, and facility redevelopment processes.

12. Appendices

Appendix 1: Document review

Document	Overview
Shire of Plantagenet	
Strategic Community Plan 2025 – 2035	The Strategic Community Plan (SCP) sets the direction and priorities for the Shire until 2035 and beyond. There are four key pillars that have been established in this plan with each pillar having a number of strategies to help achieve the goals that have been set out by the Shire. Selected goals include: • Community – to foster community pride, safety, well-being and involvement through the provision of services - Community pride ○ Provide and promote appropriate and safe spaces and activities to encourage youth ○ Support festivals, events and activities that strengthen the sense of identity and celebrate Shire history and heritage - Safety and wellbeing ○ Improve the health and activity levels of the community ○ Improve safety on roads and in public open spaces - Involvement ○ An accessible community suitable for current and future ageing community ○ Provide services, facilities and information that are accessible to people of all abilities ○ Encourage and support the retention and attraction of volunteers ○ Assist volunteer organisations to have a clear strategic vision • Environment – to provide and maintain contemporary infrastructure that supports exceptional service delivery and the protection and care of the unique natural environment, recognising its value as a recreation and tourism asset - Built infrastructure ○ Develop flexible public open space for all community members to enjoy ○ Prioritise town halls and public buildings to enable community focal points and gathering spaces ○ Develop a range of community facilities that cater for all ○ Ensure a high standard of civic buildings, facilities and public amenities - Conservation and environment ○ Protection of the natural environment for the enjoyment of future generations ○ Develop and awareness of, and response to, the effects of climate variation

Document	Overview
	• Economy – to develop and maintain a strong and diverse local economy that provides employment opportunities and a broad range of services - Tourism, arts and culture ○ Support and facilitate the growing art and culture scene ○ Grow tourism that promotes the many natural assets in a sustainable way • Leadership – to maintain an open and accountable professional organisation providing leadership for a thriving and unique community - Open and accountable ○ Listen and consider the needs of each community ○ A Shire that is open and transparent with its community ○ Commitment to continuous improvement in service delivery - Community leadership ○ Advocate for improved family support services ***Relevance:*** *The Strategic Community Plan sets the direction for investment for the Shire, led by the community. It is evident that the resources at Sounness Park and Frost Park are valued by the local community and provide for a range of functional uses including community sport, recreation, cultural and tourism purposes. The critical considerations are to ensure that the ongoing management of the assets are in accordance with a planned investment approach and will deliver against the key goals of increasing activation, health and wellbeing across all ages within the Shire; are accessible to all; maintain a high level of flexibility and adaptability for use; respond to changing climatic conditions; support growth within various sport, recreation, cultural and tourism sectors.*
Corporate Business Plan 2025-2029 (adopted by the Council on 30 September 2025).	The Corporate Business Plan (CBP) sets out the Council's operational priorities and their resourcing over the next four years. The Plan identifies community aspirations and describes how the Shire can work to achieving these. Following the key pillars identified in the SCP the following outcomes and aspirations have been identified in the CBP. **Community** • Operational Priorities: To provide sporting facilities that are valued by the community and well used • Strategy 1.1 - Provide and promote appropriate and safe spaces and activities to engage youth: Investigate permanent home base for Plantagenet Scouts • Strategy 1.2 – Support festivals, events and activities that strengthen our sense of identity and celebrate our history and heritage: Develop four (4) marque annual events located in the community. • Strategy 1.4 – Improve the health and activity levels of our Community - Finalise Frost / Sounness Master Plan and Implement the highest priority elements of the Sounness and Frost Park facility Masterplan. Assist with Phase 2 of the Campdraft Arena Surface Improvement Program at Frost Park

Document	Overview
	• Strategy 1.6 – Improve Safety on roads and in public open spaces - Lighting of public open space and Council assets by completing a lighting audit, implementing the findings and ensure ESD and CEPTD measures are implemented. Undertake regular audits of playgrounds within public open spaces. Ensure all play equipment and infrastructure in public open spaces is safe and replaced when necessary. • Strategy 1.7 – An accessible community suitable for current and a future aging community - Audit public buildings and infrastructure to make them accessible to all members of the community. Implement Disability Access and Inclusion Plan strategies. Dedicating more staff resources into community and sport and recreation services. • Strategy 1.9 - Encourage and support the retention and attraction of volunteers - Support clubs and organisations to navigate compliance and governance issues so that they can concentrate on service delivery. Advocate for ongoing Club support through the Every Clubs program, with a focus on Strategic Planning support for sporting clubs. • Strategy 1.10 – Assist volunteer organisations to have a clear strategic vision - Assist clubs and organisations to undertake activities to define purpose, objectives and strategies, such as strategic planning sessions. **Environment** • Operational Priorities: Community Buildings, Halls & Public Toilets To provide meeting places and facilities that are valued by the community and well used • Strategy 2.2 - Develop flexible public open space for all community members to enjoy - Upgrade existing and delivery of new playgrounds and public open spaces through the development of a 10-year playground and public open space plan which refers to the level of service and asset hierarchy • Strategy 2.3 – Prioritise town halls and public buildings to enable community focal points and gathering spaces - Develop a buildings maintenance plan for major Shire buildings including town halls and Investigate an online booking system for all Shire facilities. • Strategy 2.4 – Develop a range of community facilities that cater for all - Asset management and rationalisation plan developed for all Council facilities; Consider all age and ability access equipment in all Shire Parks and Gardens; Review the Licence Agreement with the Department of Education for the Mount Barker Recreation Centre with a focus on operability and access; and Identify essential community infrastructure that can be multi use and maintain to an appropriate standard so that services and programs can be delivered. • Strategy 2.8 - Develop an awareness of, and response to, the effects of climate variation - Improve energy efficiency and increase renewable energy generation in Shire buildings and facilities **Economy** • Strategy 3.3 – Secure our water supplies and increase community drought resilience. Review the Water Strategy 2020 and implement actions of the revised strategy.

Document	Overview
	• Strategy 3.8 - Support and facilitate the growing art and culture scene - Develop and adopt an Arts, Culture & Heritage Strategy **Performance and leadership** • Shire governance: A Shire that openly communicates with local residents and is transparent in its decisions and processes ***Relevance:*** *The Corporate Business Plan identifies where resources are to be targeted to deliver the outputs of the Strategic Community Plan. It is underpinned by budget commitments which allocates resources on an annual basis within a tight fiscal climate to deliver positive outcomes for residents. Sounness Park and Frost Park are one component of the commitments given by the Shire and competes with other service objectives. While it is an important resource, it is important that future investment is appropriately justified through an informed engagement process. One of the key considerations will be the responsibility for the ongoing management of the asset and controlled subsidy and investment by the Shire.*
Disability Access and Inclusion Plan 2024 – 2029	The purpose of the DAIP is to identify strategies and implement actions across the organisation that will improve access and inclusion throughout the district. Strategies have been developed for all people who live, work in or visit the Shire in response to community feedback, to deliver tangible and meaningful actions across seven outcome areas. Two critical strategies for the development of Sounness Park and Frost Park include: • Service and events – people with disability have the same opportunities as other people to access the services of and any events organised by the Shire of Plantagenet (Accessible and inclusive events; to all shire facilities; services, including the library, swimming pool and recreation centre). • Buildings and facilities – people with disability have the same opportunities as other people to access the buildings and other facilities in the Shire of Plantagenet (they are universally accessible; parking bays are well planned and accessible; parks and passive recreation areas are universally accessible and capital works support access). ***Relevance:*** *At the forefront of any facility redevelopment, upgrade or new development should be to maximise accessibility to all shire residents. As the shire has an ageing population it is likely that physical challenges for residents will increase over time. This we necessitate the development of accessible routes to infrastructure, adoption of minimum and optimum standards of universal access both within and external to a building/facility. While there are Australian Standards to adhere to, the DAIP expresses an intent to provide an enhanced level of accessibility to all Shire facilities. It should also be noted that with any major change to buildings, the requirement to adopt the most up to date and current Building Code of Australia Standard will need to be applied. This is likely to have a direct impact on the potential increase in cost of any upgrade.*
Age Friendly Charter – Lower Great Southern 2019 – 2024	The Charter aims to define the values and aspirations of the older members of the community and together with service providers and government can improve the way in which people can live longer, healthier and happier lives in the Lower Great Southern. The Charter sets out nine strategic aspirations and supporting outcomes which are to guide how to achieve better outcomes for the whole region but especially the senior people in the region. Those related specifically to Sounness and Frost Parks include:

Document	Overview
	• Social connection and belonging: To provide opportunities for older people to have fun and socialise and promote neighbourliness and connection between generations • Health and wellbeing: Promoting healthy active ageing and improve access to quality and respectful health and support services that reflect the choices, goals or preferences of older people • Outdoor spaces, buildings and design: Creating building and public outdoor spaces that improve access and meet older people needs and promote innovative planning and design to provide greater choices for all people to age well • Volunteering, employment and finance: Provide opportunities for people to continue to volunteer and work, share skills, knowledge and wisdom as they age. ***Relevance:*** *The age friendly charter aligns to the World Health Organisations (WHO) framework for active ageing which encourages policies and programs that support older adults in maintaining their health and well-being, allowing them to contribute to their families and communities. It emphasises the importance of enabling older individuals to live healthy, fulfilling lives and participate fully in society.*
Mount Barket Public Realm Strategy (March 2025)	The document aims to create a cohesive framework that enhances the town's public spaces, making them more functional, enjoyable, and accessible for the community and visitors. It references the sporting centre (sporting hub) which is a social hub for the surrounding agricultural region and a vital aspect of the town's identity. It states the Shire continues to support and grow the town's civic function, ensuring that it is able to meet the needs of the community and enrich their health and wellbeing. Investment in new civic facilities, such as the public swimming pool and Wilson Park upgrades, is evidence of this commitment. Under-utilisation of spaces outside of peak service hours is considered to be a critical challenge. Promoting mixed-use development in Mount Barker could enhance diversity, functionality, and vibrancy, making public spaces more inclusive, accessible, and resilient. It is suggested that celebrating the town's sporting history and recognising local community champions through meaningful public art will add character and cultural significance to the area. By focusing on showcasing the community's strengths and achievements, this space can be further enriched, fostering pride and a sense of belonging for both residents and visitors. ***Relevance:*** *The plan recommends supporting the sporting hub with infrastructure upgrades and public art celebrating local history, fostering pride and belonging.*
Water Strategic Document February 2020	The Shire has recognised that there needs to be a significant shift in the way that it maintains irrigation throughout the public areas within the Mount Barker townsite. Key drivers for this have been due to a drying trend over the past decades, an increase in the size of recreation areas and community expectations. The requirements within Mount Barker frequently show a shortfall in available water for community and recreational facilities which saw two meetings cancelled in 2018/19 for the Mount Barker Turf Club. Without the supply of treated effluent water from the Water Corporation for the use of Sounness Park ovals the Shire would be unable to effectively water the Sounness Park sporting precinct. The following recommendations 2019/2020 Financial Year are:

<table>
<tr><th>Document</th><th>Overview</th></tr>
<tr><td></td><td>Using funds already allocated in the budget
1. Clean out Frost Dam and then extend it southwards for extra volume
2. Construct the small sump system including power, pump and pipeline to enable transfer into Frost Dam
3. Bury large diameter pipe from Frost Dam to Training Track Dam to enable transfer.
Relevance: This supply of treated effluent water from the Water Corporation for the use of Sounness Park ovals is a critical issue which will need to be resolved as the Shire would be unable to effectively water the Sounness Park sporting precinct. This is an ongoing concern with the climactic changes within the region which is seeing a reduction in rainfall and inability to manage the oval space effectively to a community standard.</td></tr>
<tr><td>Strategic Asset Management Plan 2017/18 – 2026/27</td><td>The Shire is responsible for the provision of many community services and to ensure that the infrastructure assets that facilitate these services are maintained in accordance with a well-developed asset management program. The Shire holds a portfolio of over $310 million of assets. The breakdown of assets can be seen in the below table:
<table><tr><th>Asset Class</th><th>Renewal Estimate ($)</th><th>%</th></tr><tr><td>Freehold Land</td><td>4,733,696</td><td>2%</td></tr><tr><td>Vested Land</td><td>2,045,000</td><td>1%</td></tr><tr><td>Specialised Buildings</td><td>68,184,193</td><td>22%</td></tr><tr><td>Non-Specialised Buildings</td><td>5,713,119</td><td>2%</td></tr><tr><td>Plant and Equipment</td><td>6,008,759</td><td>2%</td></tr><tr><td>Furniture & Fittings</td><td>736,110</td><td>0%</td></tr><tr><td>Roads</td><td>194,672,644</td><td>63%</td></tr><tr><td>Storm Water Drains</td><td>15,106,151</td><td>5%</td></tr><tr><td>Footpaths</td><td>2,371,232</td><td>1%</td></tr><tr><td>Parks & Reserves</td><td>8,842,558</td><td>3%</td></tr><tr><td>Other Infrastructure</td><td>1,596,134</td><td>1%</td></tr><tr><td>Total</td><td>310,009,597</td><td></td></tr></table>The Shire has basic condition information for most assets although up to date condition information is required for assets such as roads, drainage and footpaths. The Shire does not have a current documented operation and Maintenance Strategy or a current documented Capital Investment Strategy. By developing the Asset Management Plan, it enables the Shire to undertake long term financial planning and to have a greater understanding if its infrastructure assets are being sustainably managed, and through the development of the LTFP it will incorporate a forward capital works plan.
Relevance: The critical consideration for the Shire is to ensure all existing and future assets to be developed are managed within limited budgets. While only 3% of the renewal estimate is attributed to Parks and Reserves, this is nevertheless equivalent to a $10m replacement value (based on 2017/2018 figures). Added to this is the 22% allocated to specialised buildings (which would include</td></tr>
</table>

Document	Overview
	the infrastructure at Frost Park and Sounness Park). This ongoing asset management and renewal commitment is likely to be in excess of funding available to the Shire based on the current rate base and commitment to roads which accounts for 63% of the $310m renewal estimate.
Great Southern Regional Sport and Recreation Plan (2017)	The document, while dated identified a number of key considerations which are still relevant to the development of both Frost Park and Sounness Park. These include: • Equestrian use requires considered implementation having regard to equine activities being provided in Mount Barker, Albany and Kojonup. • There is a desire to continue to support and facilitate the development of Sounness Park as the primary ball sports facility in the District and 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. • A series of recommendations included: ○ that 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. ○ that GSRLG'S are to establish basic principles for the design and development of sport and recreation infrastructure. ○ to 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. ○ Based on best practice develop a regional model to demonstrate the economic value of sport and recreation by capturing baseline information on participation, volunteers, reduction in healthcare costs ***Relevance:*** *The regional plan identified a number of key aspirations across the eleven local governments. Many of the recommendations are still relevant and are consistent with the approach adopted in the Shires Strategic Community Plan particularly with regard to shared use, efficient design and functionality, volunteer support and implementation of improved accessibility standards. The economic value of investing is sport from a regional perspective has however not been developed further due to resource limitations.*
Club Strategic Documents	
Mount Barker Football Club Strategic Overview 2022 – 2026	The plan provides a strategic framework for the direction of the football club for the four-year period. It outlines the club's vision, purpose, values and identifies the priority areas. Through consultation with club members the following opportunities and challenges have been identified: • Stretched volunteer base • Organisational structure to support the club • Effective communication

Document	Overview
	• Pathways from participation to dreams • Long term sustainability The key priority area identified and aimed to be delivered over the four-year period include: • Our sustainable club - To provide leadership and financial management to ensure long-term sustainability of the club • Football participation and pathways - To provide and support pathways for all players to be able to play, develop and grow • Positive club promotion - To tell the club story and celebrate own success - To improve communication within the club and promotion to the wider community • Members and valued volunteers - To provide an environment that attracts, trains and recognises volunteers - To unite the club and grow membership • Supported coaches and umpires - To increaser quality and quantity of competent, qualified coaches and umpires • Club facilities - To maintain the AFL-level facilities for the football club and the community ***Relevance:*** *The critical consideration for football is largely related to volunteer support and the quality of qualified coaches and officials. The main facility development challenge is to maintain the facility to an AFL standard.*
Mount Barker Hockey Club Strategic Plan 2025 – 2029	The plan has been developed using a community led approach by the club for the club. Members were provided opportunities to contribute and help with the future direction of the club. The five-year plan will form the strategic direction of the MBHC. The key opportunities and challenges of the club have been identified through surveys and workshops, and these include: • Outstanding sportsmanship • Business continuity and succession • Communication • Family friendly environment • Building relationships • Attracting and retaining volunteers • Accessing changerooms and toilets • Infrastructure

Document	Overview
	• Participation The key focus areas of the club include: • Promoting a culture of sportsmanship – continued to embed a culture of sportsmanship throughout the club • Strengthening business foundations – create and implement functional documents that support business continuity, align with good governance, allows easy transition and induction of new committee members and creates efficiencies. • Enhancing communities – increase promotion of club activities, game day information and improve communication to club members and community • Building participation – continue to strengthen participation in all divisions • Investing in our people – create and implement initiatives aimed at recruiting, retaining and developing the skills of coaches, umpires and other volunteers, including committee members • Spaces that support our future – continue to provide safe, comfortable and accessible spaces for members and others to plays and spectate. ***Relevance:*** *The challenge for hockey is similar to that of football which relates to developing volunteer support and the quality of qualified coaches and officials. The main facility development challenge is related to accessing the changerooms and toilets and to provide safe, comfortable and accessible spaces for members and others to plays and spectate.*
Mount Barker Tennis Club Strategic Plan 2024 – 2027	The strategic plan provides a strategic framework for the club over a three-year period. it outlines the club's vision, purpose and values as well as identifying five priority areas. The purpose of the club is to rebuild it so it can serve up tennis for all ages and levels and facility enjoyed and valued by all tennis players and the broader community. the five flowing priority areas have been identified to focus on over the next 3 years. • Club – to provide strong leadership, transparent governance and financial sustainability • Place – to maximise the use of the tennis club facilities for members and the community • Play – to support and provide tennis opportunities for everyone anytime • Promotion – to tell the clubs story and improve communication within the club and across the community • People – to support volunteers with tools and processes to make it fun and easy. ***Relevance:*** *The challenges for tennis relate to maximising the use of the tennis club facilities for members and the community and supporting the development of tennis for everyone, including the expansion of volunteers to facilitate this.*
Plantagenet Sporting Club Facility Management Plan 2017 - 2020	The Plan has been developed to assist the PSC and ensure long term sustainability and effective use of the facility for the whole community. The key priority areas and goals set for each are: • Facility operations - To operate the facility to the best orientational standards

Document	Overview
	• Managing the asset - Plan for a sustainable future for the facility • Human resources - A strong volunteer base supported by paid and contracted staff • Marketing and promotion - To raise the profile of the facility as a community hub • Community links - To increase the user base of the facility - To bridge the gap between sport and community ***Relevance:*** *The challenges for Plantagenet Sporting Club relate to ensuring long term sustainability and effective use of the facility. This includes raising the profile of the facility as a broad community hub which caters for services beyond purely sport and recreation use which will lead to an optimal use and enhance the financial viability.*
Bullets Netball Club 2024 – 2027	The strategic document outlines the club's vision, purpose and values as well as identifying the priority areas, goals and actions that will help guide the club over the four-year period. the purpose of the club is to be an inclusive and friendly netball community, striving for success and fostering positive experiences for everyone. The following priority areas and actions have been identified to focus on over the four-year period for the club: • Lead – to provide democratic leadership, transparent governance and financial sustainability which includes establishing a broader Committee structure, complete, deliver and regularly review all Volunteer Position Descriptions and establish a mentoring program and succession plan • Play – to continue to grow the club through providing opportunities to participate and compete: To support 2-speed pathways for players; positive Junior Netball Introduction programs. • Perform – to support and encourage player pathways to aspire, excel and compete at the highest level which includes the use of senior mentors • Connect – to share stories and connect with members and the community with social media policy and guidelines, maintaining consistent branding of all club material and linking open and transparent communication to values and behaviours. • Volunteers – to increase the quality and quantity of competent and confident coaches and officials and support all volunteers in their roles which creates a volunteer culture (identify, support, reward, and recognise) • Places to play – to support and expand access to netball facilities to keep pace with growth through regularly meeting with the Shire of Plantagenet; an agreed MOU on Recreation Centre usage; explore opportunities for additional outside training facilities an investigate shared club space.

Document	Overview
	Relevance: *The Bullets Netball Club recognise the importance of having an agreement which secures access to the court infrastructure at times which are required by the sport. The main facility issues/challenges relate to appropriate levels of storage and the ability to meet the growth needs (combined with basketball).*
State Planning Documentation and other Significant Land owner Reports / Documentation	
State Planning Strategy 2050	The Strategy outlines the Government's intention to undertake a collaborative approach in planning for the State's land availability, physical and social infrastructure (community facilities), environment, economic development and security. Social infrastructure (physical and social) is referenced as required to enable liveable, inclusive and diverse communities to grow and develop. It incorporates: • Spaces and places – creating spaces and places that foster culture, liveability, enterprise and identity. • Affordable living – enabling affordable living through housing diversity and compact settlements. • Health and wellbeing – encouraging active lifestyles, community interaction and betterment. The attraction and retention of skilled workers, who require access to well-developed social infrastructure and social services, is identified as a critical issue. The strategy recommends that as each community has different social infrastructure needs, a detailed understanding of a community's makeup, cultural and social connections, and social pressures is required. This has to be seen in the context of an overall infrastructure framework and limited capital environment (particularly with reference to the management of the assets on an ongoing basis). ***Relevance:*** *The focal point for future growth within the Shire of Plantagenet is to provide an environment which is likely to attract and retain key workers and their families. The provision of a diversity of community, sport and recreation infrastructure and capability to provide for events is critical in achieving this aim. This underpins the aspirations within the Shires Strategic Community Plan and supporting documentation.*
Strategic Priorities for Western Australian Sport (SportWest 2020)	This document outlines the key priorities and the practical support required from stakeholders to progress community sport in Western Australia. It has been developed by SportWest, the independent peak industry body for sport in Western Australia which exists to promote, strengthen, and advocate for the sports community of Western Australia. The document is for the period 2020 to 2024 and includes the following selected key priorities and actions: • Building capability by developing people and organisations who support the industry through more effective governance structures and more effective support for volunteers. • Improving access to participation opportunities through greater investment; inclusive policies and managing cost through greater investment in facilities, inclusive and sustainable policies, and managing participation and delivery costs.

Document	Overview
	• Growing the sports sector through embracing knowledge, collaboration, data collection, and technology to promote the value of community sport. ***Relevance:*** *The importance of collecting and analysing participation and usage data is emphasised. It is essential that in developing the Master Plans for Sounness Park and Frost Park that the facility managers and user groups should contribute to a monitoring and evaluation framework. The establishment of such a framework should identify realistic and achievable performance targets associated with each level of infrastructure and relate to acceptable usage levels. This will assist the Shire in seeking funding for elements of the Master Plan as specific funding opportunities arise.*
State Sporting Associations and Peak Body Publications	
AFL Preferred Community Facility Guidelines 2024	The planning and design guidance for community level Australian football venues aligns to the AFL's Towards 2030 Plan which is a national framework aimed at supporting participation growth and the changing profile of participation. The guidelines set out the typical minimum levels of provision for each facility hierarchy. Key principles include: • Inclusive venues for all users, supporting women and girls play, shared access and maximise use • Facilities that support the improvement in community and mental health and wellbeing • Facilities that help to safeguard children and young people • Facilities that respond to environmental change, embrace technology and innovation • Facilities that embrace modular construction Requirements of an oval: • Preferred Oval Dimensions 165m long x 135m wide with run-off of State - 5m Regional - 4m and Local/Remote/School - 3m. • Behind goal netting/fencing is recommended (where appropriate) for ovals and playing fields. • Scoreboards are recommended for all ovals used for competition, where game scores are captured. LED lighting is recommended for all new and replacement lighting installations due to a range of factors including energy efficiency (generally 40% less power usage) compared with metal halide, uniformity reducing light spill, an enhanced player and spectator experience and longer life-span and lower levels of maintenance through longer life.

Document	Overview

Pavilion and changing facilities are recommended to incorporate the following:

Amenities	LOCAL
Player change rooms	2 x 45m^2-55m^2
Player amenities (wet areas)	2 x 25m^2
Number of lockable showers	3 x lockable shower cubicles per amenity area
Number of pan toilets	3 x pan toilet cubicles per amenity area
Trainer's room	Optional 2 x 10m^2
First-aid/medical room	Optional 15m^2
Doctors room	Optional 10m^2
Gym /Fitness Area	Optional -Size to be determined by anticipated use
Umpire briefing room	20m^2-25m^2
Umpire amenities (wet areas)	12+m^2
Number of lockable amenity cubicles	2 x lockable ensuite cubicles
Third umpire/venue management room	Optional 10m^2
Timekeeping/ scorers box	10m^2
Social, community or multi-purpose room	100m^2
Kitchen or kiosk	20m^2
Public toilets Male 20m^2 Female 20m^2 Accessible 5m^2	Male 10m^2 Female 10m^2 Accessible 5m^2
Minimum external covered viewing area	50m^2
Spectator viewing	Standing
Drinking water	Yes
Office/administration/ meeting room	15m^2
Family room	As determined by project needs
Multi-faith room	As determined by project needs
Sensory room	As determined by project needs

Document	Overview

Utility/cleaners store	$5m^2$		
Internal storage	$20m^2$		
External storage	$15m^2$		
Minimum external covered viewing area	n/a	n/a	n/a
Spectator viewing	Desirable	Desirable	Desirable
Drinking water	Yes	Yes	Yes
Office/administration/ meeting room	n/a	n/a	n/a
Family room	n/a	n/a	n/a
Multi-faith room	n/a	n/a	n/a
Sensory room	n/a	n/a	n/a
Utility/cleaners store	n/a	n/a	n/a
Internal storage	n/a	n/a	n/a
External storage	$15m^2$	$15m^2$	$15m^2$

Playing field amenities are recommended to incorporate the following:

	LOCAL
Preferred oval size	165m x 135m
Oval fencing	Desirable
Minimum boundary run-off	3m
Goal posts	9m
Point posts	6m
Coaches' benches (x2 – one for each participating team)	Forms part of the bench
Player interchange benches (x2 – one for each participating team)	4.8m long x 1.2m wide (seat 3 people)
Umpires/officials benches	4.8m long x 1.2m wide (seat 3 people)
Scoreboard	Electronic or Manual

Relevance: T*he guidelines are to be used to benchmark against future infrastructure for cost management purposes and to ensure that any future facilities are compliant with sporting standards. It should however be recognised that these guidelines provide a peak body perspective, and it is not necessarily appropriate to incorporate all facility requirements and spatial standards.*

Western Australian Football Commission	The Plan identifies the Shire of Plantagenet as falling within the Great Southern which has 14 venues (1 regional) and 7 partner LGA's. 60% of venues where female football is played are not female friendly, 73% of local club venues with < 50 lux lighting and 60% of player amenities below the preferred guidelines. Infrastructure priorities were identified as:

Document	Overview
Strategic Facilities Plan 2020 – 2030 (2020)	• Provide minimum standard floodlighting for training at all club level venues. • Increase the size of player change rooms and provide compliant amenities for all gender use. • Improve umpire amenities. • Improve drainage to existing playing surface at local club venues where required. Of the key findings, the following are relevant: • The strongest benefits of investing in Football facilities are delivered in the areas of mental and physical health, followed by personal wellbeing, education and recidivism (based on an analysis of data from ACIL Allen). Others benefits that have not been quantified include social inclusion, civic pride, empowerment, social connectedness, regional population stability, crime reduction and cultural integration. • For your average footy club member, it is estimated there are $3,000 of social benefits directly related to being involved in club football. • From an economic perspective the study found that the WA football industry contributed $220.3M to the WA economy and every dollar spent by football in WA creates two dollars for the local economy. • The 2019 state average penetration (total population divided by the total number of players) is 3%. This is equivalent to 1 in every 33 people in WA participating in football. To assist with meeting the objectives of improving football infrastructure and adhering to contemporary standards the WAFC have highlighted that 12 venues achieved changeroom upgrades across 2022 to cater for all gender use and it is intended to expand this program. ***Relevance:*** *The strategy does not specifically reference the Shire of Plantagenet but does identify the benefit of investing in football infrastructure which delivers broader social and economic benefits for the local community. Key considerations for the sustainability and potential growth of AFL in the Great Southern is to ensure the pavilion and changing infrastructure is gender diverse and encourages / supports the growth experiencing across the state in the girls / women's game. Currently such infrastructure is lacking at the majority of AFL grounds and a focus for the Shire of Plantagenet will be the need to ensure facilities continue to meet the contemporary standards of providing inclusive (gender neutral) club change rooms and umpire change rooms. The WA Football Commission have identified changeroom upgrades as a continuing priority in 2023 and beyond. This program of improvement works forms part of a commitment to a $2m WA Football Facilities Development Fund which could benefit the Shire. In addition, the pitch quality and drainage, together with an appropriate level of floodlighting, managed and maintained to meet accepted standards is identified.*

Document	Overview
Cricket Australia Design Guidelines: Community Cricket Facility Guidelines (2023)	The Guidelines state that it is important that all relevant Standards, Codes, Acts and Regulations are complied with and fully considered during the planning and design of clubrooms and associated buildings. Universal design principles should be incorporated within all facility developments to enable all people to feel included without the need for differentiated or specialised / adapted features. The following spatial guidelines refer to a local level facility:

Infrastructure	Club (home)		Club (satellite)	
Player change rooms	2 x 35m^2-55m^2	R	2 x 35m^2-55m^2	D
Player amenities (wet areas)	2 x 25m^2	R	2 x 25m^2	D
Pavilion Toilets	TBD - NCC	R	TBD - NCC	R
Changing Place	15m^2	D	15m^2	D
Umpires Room Incl 1x shower and toilet	15m^2	R	15m^2	D
Medical /First Aid Room	15m^2	D	15m^2	D
Kitchen and kiosk	20m^2-30m^2	D	15m^2	D
Kitchen Storeroom (accessible to kitchen/kiosk)	8m^2	R	5m^2	D
Social, Community or Mult-purpose room (indoors)	100-150m^2	R	80m^2	D
Social/BBQ areas (outdoors)	As needed	D	As needed	D
Entry Vestibule	As required	D	As required	D
Admin/Office Area	15m^2	R	15m^2	D
Gym/Fitness Room	Based on club needs	NR	Based on club needs	NR
Internal Building Storage	30m^2	R	20m^2	D
Family Room	9m^2	D	9m^2	D
Multi-faith room	9m^2	D	9m^2	D
Sensory Room	9m^2	D	9m^2	D
Cleaners Store	5m^2	R	5m^2	R
Utilities/Plant	As required	R	As required	R
Battery Store (new build)	As required	R	As required	R
External Storage	30m^2	R	20m^2	D
Curators Store/Shed	60-80m^2	R	40m^2	R

In respect of pitch provision, the following is recommended:

Document	Overview
	• 1% fall in any direction is the recommended maximum. • Appropriate buffer distances from boundaries is recommended. • Dimension of natural turf pitches are 22.56 (minimum), 25m to 28 (desired) length and 3.05 width. • Dimension of synthetic grass pitches is 25m (minimum) and 28 (desired) length and 2.4 (minimum) to 2.8m (desirable) width. ***Relevance:*** *As with the AFL guidelines above the guideline provides broad standards of provision and is used as a reference point when assessing existing infrastructure. It should however be recognised that these guidelines provide a peak body perspective, and it is not necessarily appropriate to incorporate all facility requirements and spatial standards.*
Western Australian Cricket Infrastructure Strategy (CIS) 2019-2028	Four high-level infrastructure pillars and their strategic objectives underpin cricket infrastructure planning and investment decisions for the sport over the next 10 years. The four pillars are: • Build the capacity of existing facilities; • Expand the facility footprint to meet changing needs and population growth; • Deliver flexible and inclusive facilities; and • Collaborate with key partners and stakeholders to share the benefits of better facilities. The changing and evolving way in which cricket is being delivered includes modified formats, portable pitches, increasing participation (particularly the girls and women's game), promoting inclusion and diversity, winter cricket and increasing demand for night cricket (with appropriate level of floodlighting). The Shire of Plantagenet is identified within the Great Southern Region where club participation total across 29 grounds in 2017/18 was 1,223 (1,105 of those are identified as being within the City of Albany). This is the third highest number of all the country regions behind the South West and the Wheatbelt (1,155 male and 68 female) and identifies a player to population penetration rate of 2.1%. The forecast registered change in participation was minimal (+2) which re-enforces that the need to develop new pitch infrastructure is not required. The top 6 facility priorities for the region is identified as: • Improve the condition and width of synthetic pitches. • Upgrade practice facilities. • Facility maintenance. • Access to indoor training facility. • Additional player amenities.

Document	Overview
	• Improve spectator amenities. Facility hierarchy identifies facility requirements for home-based clubs as: 1 playing field, 5/6 turf pitches per playing field, or 1 synthetic pitch per playing field, pitch covers for turf pitches, temporary or permanent scoreboard, 3-6 synthetic practice nets. Desirable elements include: 2 playing fields, 4-6 turf training pitches (for turf-based clubs) and power to practice nets. Essential site facilities include spectator viewing. (natural shade) and 40 car parks per playing field. Required club facilities and amenities include: 2 unisex players change rooms per playing field, 1 unisex official's change room per playing field, kitchen and kiosk, socials/community room (indoors), toilets (m/f or unisex & accessible), scorers viewing area, ground maintenance storage and equipment storage. The ground to population ratio in the Great Southern is 1: 1,996 (compared to an average of 1:3,341) and player to ground ratio is 1:42 compared to a state average of 1:58 over the state or 1:54 in the regions. Percentage of outdoor playing spaces with three practice nets was measured at 8% compared to a Country Average of 18%. The condition of fields and practice pitches is marginally below the country region average. There is also a gap in the provision of player and umpire change rooms, supporting the need to upgrade and provide all-gender amenities that could assist in increasing the relatively low number of female participants in this region. ***Relevance:*** *The CIS while generic and limited in its recognition of cricket infrastructure within the Shire of Plantagenet, it does identify the critical considerations for the sustainability and potential growth of cricket in the Great Southern. It is evident there is an adequate supply of cricket pitches but that the quality varies significantly. A key focus is on ensuring the pavilion and changing infrastructure is gender diverse and encourages / supports the growth experiencing across the state in the girls / women's game.*
Tennis West Strategic Facilities Plan (2018)	There is a requirement for longer term strategic direction to determine the need for facilities, how facilities should be developed in the future and the appropriate approach to management, community access and ongoing improvements. Tennis in country and regional Western Australia is separated into fifteen zones. The Shire of Plantagenet is located within the Great Southern Region where there are ten affiliated clubs and venues (470 affiliated members) and 5 LGA's. Overall, there are forty-eight courts (19 synthetic grass, twenty-one acrylic and eight other courts) of which, ten are floodlit. The main observations relating to the region were identified as: • Member to court ratio across the region is 10:1 (the optimum level is 20:1 for unlit courts and 30:1 for floodlit courts). Member to lit court ratio – 47:1. This indicates an extremely high level of over provision within the region. • Current resident to court ratio – 1,041:1 and is Forecast to 2026 to be – 1,187:1 which again indicates a relatively high level of provision.

Document	Overview
	• Albany contributes 72% of the total population but at the time of the strategies publication had no lit courts and were rated as poor by the tennis providers (they now have six following a recent development in Centennial Park within the City which addresses this concern). • No venues suitable for hosting regional events Zone recommendations include: • Initiate and support clubs to complete condition and compliance audits of tennis facilities as per the Tennis West Country Facility Audit Plan. Share findings with the respective LGAs and clubs to prioritise infrastructure redevelopment opportunities. • Investigate opportunities and partner with schools and clubs to increase the number of Hot Shots and shared multi-line courts. Further promote Hot Shots programming opportunities through the existing tennis network. ***Relevance:*** *The tennis court infrastructure within the Shire is currently of a poor standard and in need of upgrade and phased replacement. It services a local club and provides a potential benefit through its affiliation with Tennis West and introduction of the book-a-court system for social tennis. There is unlikely to be a need for dedicated Hot Shot courts which could be located within existing court infrastructure. There is a clear objective to increase the capacity of hard courts to optimise use. The replacement of Halogen with more cost efficient and environmentally sustainable LED should be considered.*
Netball Strategic Facilities Plan and Basketball Strategic Plan (2023-2034)	Reference is made to the netball club (Bullets) being within the Great Southern Region which comprises of eight Associations, including Albany and Denmark. The Bullets are a club which sit under the Abany Association. The combined 2023 total player membership is 3,553 with a current market share of 106.6%. The zone has a forecast potential player number of 4,325 based on a 2021 catchment of 48,542 and 4,445 based on a catchment population of 49,957 although the strategy states in a further section that in 2031, the region is forecast to have a potential playing population of 4,737 players). This is said to be an increase of 98 players or approximately 14 teams from 2021 based on seven players per team, which is questionable as it doesn't account for squad rotation). It is further stated that across the regions, there has been minimal growth in key child age cohorts, which support Woolworths NetSetGO and Junior netball and therefore this poses a risk to the future development of the sport and increased membership and participation numbers. The region however has seen a growth in the region in NetSetGo of +50%, but a decline in juniors by 2%. Currently there are 27 outdoor courts and 23 indoor courts within the region, representing the second highest level of % of indoor court provision in a region with only South Midlands being higher at 44.4%. The zone does however have one of the lowest numbers of floodlit outdoor courts in comparison to other regions. It is however stated that many Associations, in particular in the Great Southern and South West regions, are finding that it is increasingly difficult to access indoor courts for training and competition. The Shire of Plantagenet is not identified within the strategy for any future investment.

Document	Overview
	Implications: *While no specific reference is made to the Mount Barker Basketball / Netball courts at the High School site, they are of significance to support the development of the sports in the shire. It is however not identified as a potential growth area and as a result the demand for additional courts are not justified. This needs to be balanced against the safety health and safety issues associated with the existing facility and surfaces (Heat and airflow and slippages).*
Football West Facility Development Guidelines (2022)	These guides have been developed to support associations and clubs and include: • Building Development – A guide to plan and deliver successful facilities development projects. It focusses on the local government approval processes. • Drainage and irrigation – A guide to pitch construction and providing the appropriate playing surface which should be no steeper than 1:100 along the line of play and 1:50 across the line of play. A well-constructed pitch could be in the order of 1:200 along the line of play and 1:100 across the line of play. It advises that pitch construction falls into four main categories according to the system of drainage used. The guide incorporates the methods selected as suitable for Australian conditions based on on-going cost of maintenance. • Field Markings and Equipment – a guide to prepare the playing field for football • Football Lighting – a guide to effective sports lighting which identifies the following standards for provision: Competition (100lux) and Semi-Professional Competition at 200lux. Indicative costs are also provided for a variety of configurations and 10-year cost implications which are now out of date due to the recent instability in the construction industry. • Grass Field Maintenance – which provides guidance on sports field maintenance and provide an optimum 12-month plan that anticipates potential problems and gives clear advice about the correct timing and type of maintenance. • Project management – to provide guidance to best practice management of facility development projects. • Provider Procurement and Management – Guiding clubs and associations on developing and implementing suitable contract management strategies. • Scoreboards – a guide to scoreboard selection and installation • Synthetic Fields – a guide to synthetic surfaces for football and identifies the benefits in selecting such turf over grass pitch infrastructure • Football (Soccer) Lighting – Supplementary Information – Identifies the following standards:

Document	Overview

Competition	Typical Activity	Maintained horizontal illuminance (lux)	Minimum horizontal uniformities		Maximum glare rating
			U1	U2	
Amateur					
	Ball and physical training	50	0.3	N/A	N/A
	Competition/ match practice	100	0.5	0.3	50
Semi Professional					
State League Seniors	Ball and physical training	50	0.5	0.3	50
	Competition/ match practice	100	0.6	0.4	50
National Premier League Seniors	Ball and physical training	50	0.5	0.3	50
	Competition/ match practice	200	0.6	0.4	50

Relevance: *The guideline provides broad standards of provision and is used as a reference point when assessing existing infrastructure. These guidelines provide a peak body perspective but is generally consistent with those identified by local governments.*

Hockey WA Strategic Facilities Plan 2009 to 2025 (2009) and HWA sustainability model (2023

This document, while ageing, contains a series of recommendations relating to the provision of synthetic turf and grass pitch infrastructure. A target of 1 turf per 75,000 residents has been advocated. This, however, is subject to ongoing review, and the current focus of the State Sporting Association is primarily on the long-term sustainability of existing and proposed turfs.

HWA sustainability model (2023): HWA have developed a sustainability model which references a single turf single club operational model. The model identifies the extent of income required to be generated to ensure sufficient funds can be set aside for the ongoing investment in the asset and the continued development of a club. The model does not take into account alignment with grass pitch provision, the operational costs (and income) generated through a dedicated clubhouse, nor different management solutions. It is specifically relevant to Metropolitan Perth club hockey developments rather than a strong alignment to regional level provision. Financial sustainability and the ability to secure funding for the replacement of synthetic turf infrastructure is the most critical ongoing concern to maintain the level of infrastructure throughout WA.

Relevance: *The biggest challenge with all synthetic turf infrastructure is the financial viability and ensuring that sufficient contingency is set aside to replace the turf every 8-12 years and shocks and turf every 16 to 24 years. This does not take into*

Document	Overview
	account the replacement floodlighting, fencing and other associated infrastructure. This would be the subject of an agreement with the Shire.
Hockey Clubhouse Guide (Hickey Australia – April 2025)	The guideline is part of a series produced by Hockey Australia. The document references the development of concept brief, incorporating best practice design principles that includes Universal Design (UD), Environmentally Sustainable Design (ESD), Crime Prevention Through Environmental Design (CPTED) and Global construction, access, and sporting standards. It follows a typical needs and feasibility assessment. In respect of facility composition, management and orientation it references the following: • The ownership and responsibility of any new facility should be based on a lease or license agreement, generally between the asset owner, the local council, and the sports club. In some circumstances, a Service Level Agreement (SLA) is developed to identify the roles and responsibilities for the management, operations, asset management, cleaning, decorating, etc. • District and Local Club Facilities are identified as the ability to attract more than 300 members with the following: ○ 1 synthetic pitch per 300 members minimum ○ Wet or hybrid surface ○ Grass pitches as required ○ Lighting consistent with the most current version of the 'FIH Facilities Guidance - lighting (non-televised)' standards. ○ Player change rooms (2 no. at 35m^2 each) ○ Bathroom amenities 2 no. at 16m^2 (min 2 pans and 3 showers in each) ○ Officials change room ○ Team benches ○ Technical bench ○ Administration office ○ Storage (15m^2) ○ Spectator viewing areas ○ Scoreboard ○ Parking ○ Public toilets ○ Kiosk – site dependant The seven principles of Universal Design are. 1. Equitable use 2. flexibility in use

Document	Overview
	3. Simple and intuitive 4. Perceptible information 5. Tolerance for error 6. Low physical effort 7. Size and space for approach and use Functionality and fitness for purpose are the critical considerations. Typical layouts of clubhouse infrastructure are provided for guidance. The positioning of the pavilion or clubhouse within the site and its relevance to the Hockey fields is stated as being critical in relation to access, parking, ease of use, site lines, management, maintenance and servicing etc ***Relevance:*** *The guidance identifies the basic design principles with a particular focus on sustainability and designing out crime, while also maximising functionality from a user's perspective. It is evident that in the case of Sounness Park, the hockey club have been required to compromise as a result of the need to share space between all stakeholders. As a result, the optimum solution has not been developed. It is therefore critical to seek to address functional anomalies as the opportunity arises.*

Appendix 2: Demographics

The following section identifies the current demographic profile for the Shire of Plantagenet. The demographic analysis outlines the key data for the Shire of Plantagenet which has been attained using the following sources:

- Forecast id
- WA Tomorrow
- Australian Bureau of Statistics (ABS) 2021 Census

Population Profile

In 2021 there was 5,338 residents in the Shire of Plantagenet, living in 2,672 dwellings with an average household size of 2.32 people. While the median age was 48 years.

The figure below highlights the levels of individual weekly income for residents within the Shire of Plantagenet in 2021. This highlights a relatively low individual weekly income bracket with the majority of residents earning under $1,000 and the highest numbers within the income range of $300 to $499. Overall, 7.2% of the population earned a high income ($2,000 or more per week) and 36.6% earned a low income (less than $500 per week). With over a third of the population living in the Shire earning a relatively low income, this could indicate a low ability to pay for discretionary services and a highly price sensitive community. The lower levels of income of the resident population is likely to have a direct impact on the membership cost levels of sporting clubs as fees need to maintained at an affordable level to maintain the optimum membership base. It is critical that cost and affordability is not a barrier to joining a club and accessing membership services.

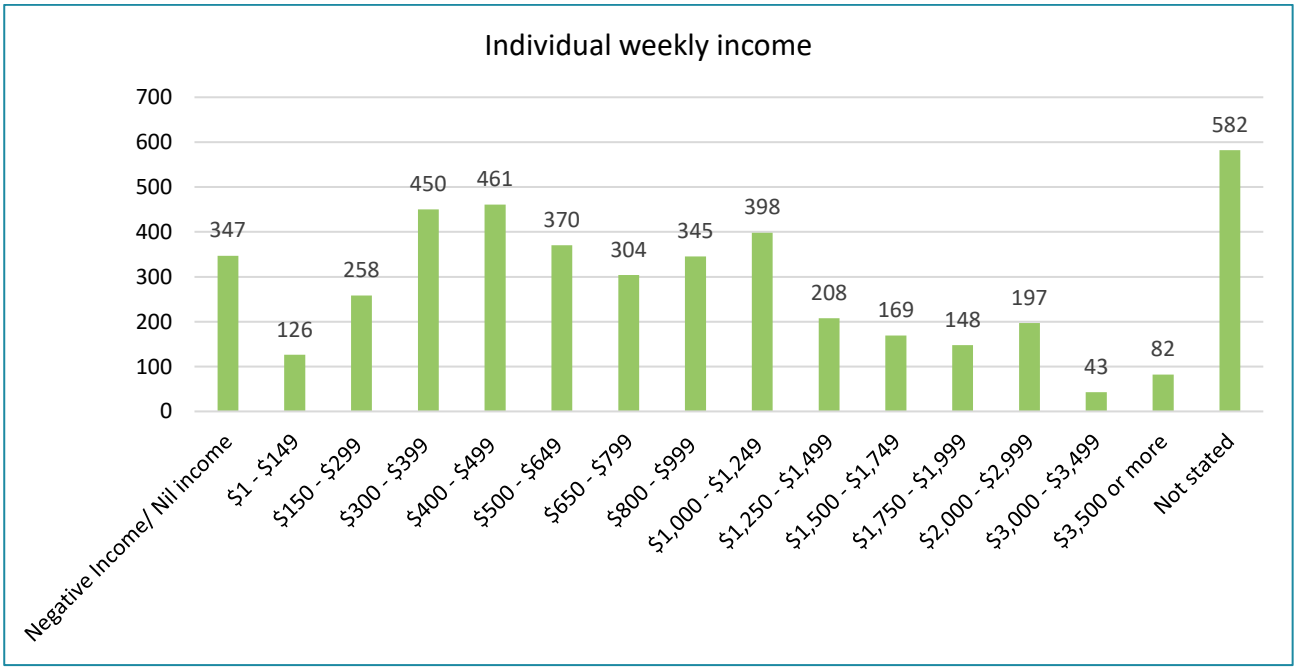


Figure 5. Individual weekly income – Shire of Plantagenet (Source: Forecast id)

Average household weekly income further highlights the relatively low levels of income with $400-$499 having the highest number within the banding . Overall, 11.1% of households earned a high income ($3,000 or more per week) and 31.3% were low-income households (less than $800 per week). While a number of these may be related to those members of the population receiving state pension support or be self-funded retirees it does re-enforce the potential challenges for sporting organisations where they are seeking to provide for a high level of population on low incomes. The higher proportion of low-income households can

also be attributed to the occupations of the employment in the Shire which tend to offer lower levels of income for employees i.e. service level and agricultural employment. The weekly household income for families is a critical determinant of the ability of residents to pay for services and discretionary membership spends. When considered against the ability for clubs to manage and maintain infrastructure, it highlights that income from memberships and competition fees are unlikely to generate significant levels of investment to put into the management of an asset. In such circumstances, the ability to generate income through sponsorship and hiring out of venues becomes more critical.

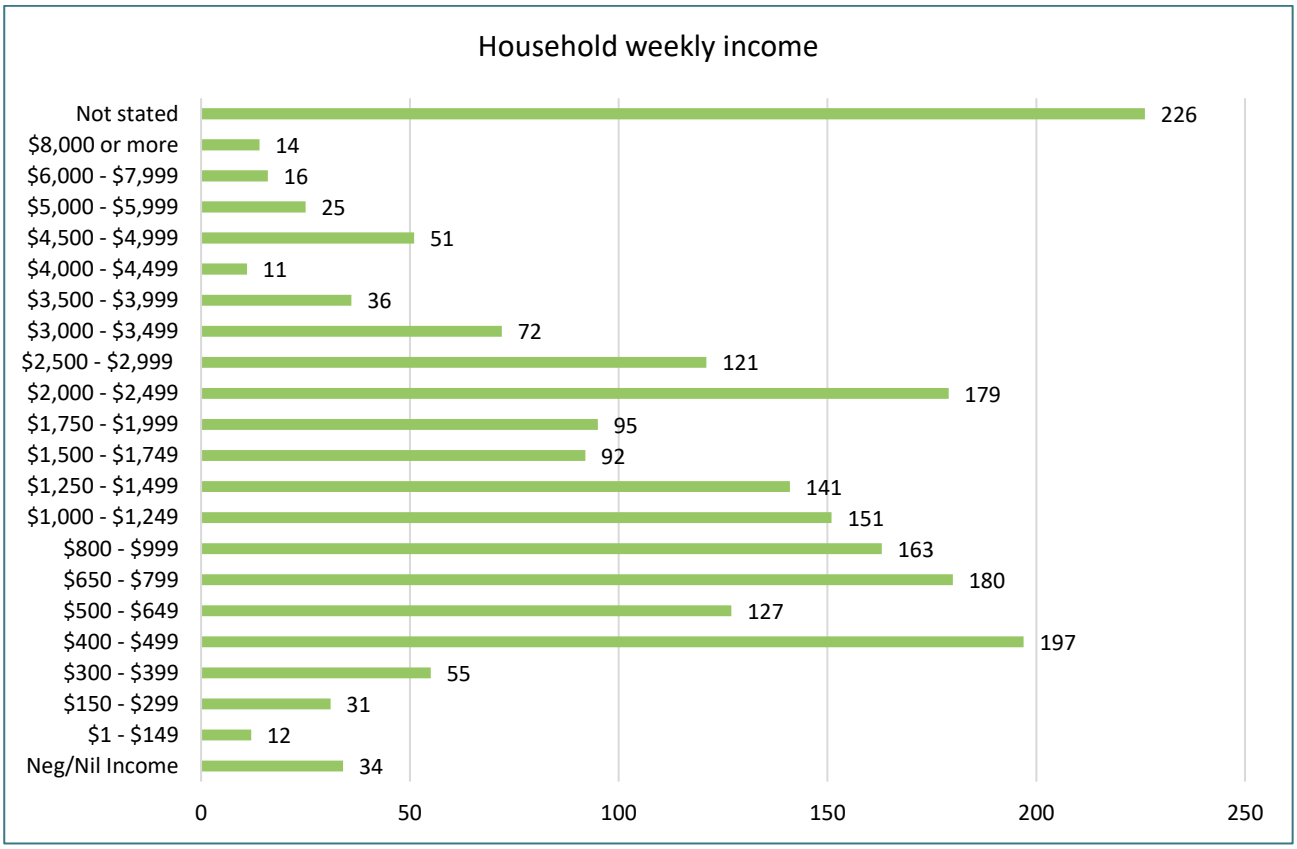


Figure 6. Household Weekly Income – Shire of Plantagenet (Source: id.Community Profile™)

Figure 5 references the occupations of employment for the Shire of Plantagenet. The data shows that the most common occupation in the Shire is Managers. This is followed by Labourers, and Technicians and Trade Workers. The combination of these three occupations accounted for over half of the resident population (52.5%). There was a larger percentage of people in the Shire employed as Managers (22.7%) and Labourers (17.4%) compared to Regional WA (14.3%) and (12.5%) respectively. These are likely to be within agricultural services. There is also a lower number of people employed as Professionals in the Shire (11.1%) compared to Regional WA (14.6%). These employment benchmarks further re-enforce the potential limitations associated with households where the level of income is low. It is unlikely that within the Shire current common occupations will change significantly over time and lead to alternative higher paid employment opportunities. It is assumed that in future the lower salaries will continue to adversely impact on affordability to an individual or household of sport and recreation infrastructure.

Figure 6 references household types which predominantly consist of household types of two or single persons. These household sizes align with the age demographics that potentially suggest these are dominated by a high number of senior people/retirees living in the area. This is further supported when considering the most common household family structure within the Shire of Plantagenet which is couples without children and lone person households as presented in Figure 7. The challenge with low levels of children, an ageing profile and small family household sizes will continue to be a challenge for the Shire as they seek to provide a range of sustainable services through a small volunteer club network.

The birthplace of residents is however typically from an Australian and English speaking background where traditional sports such as cricket, tennis, football, soccer, hockey and indoor/outdoor court users dominate.

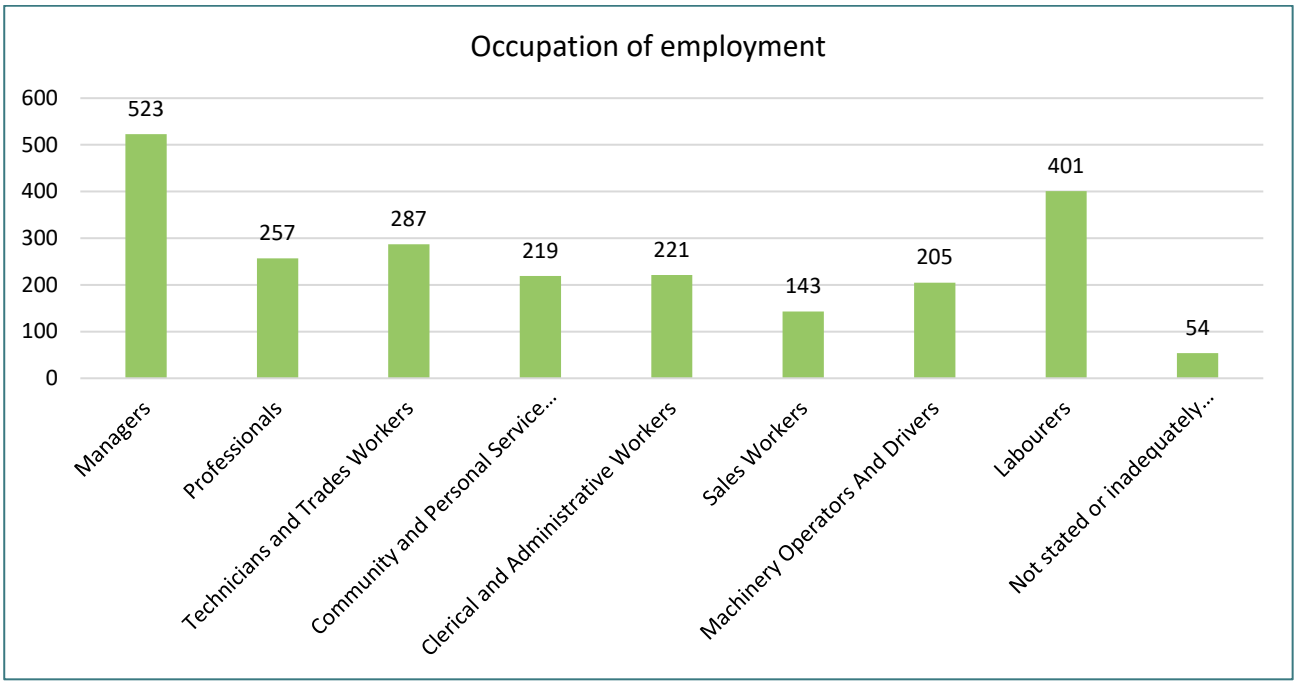


Figure 7. Occupation of employment – Shire of Plantagenet (Source: id.Community Profile™)

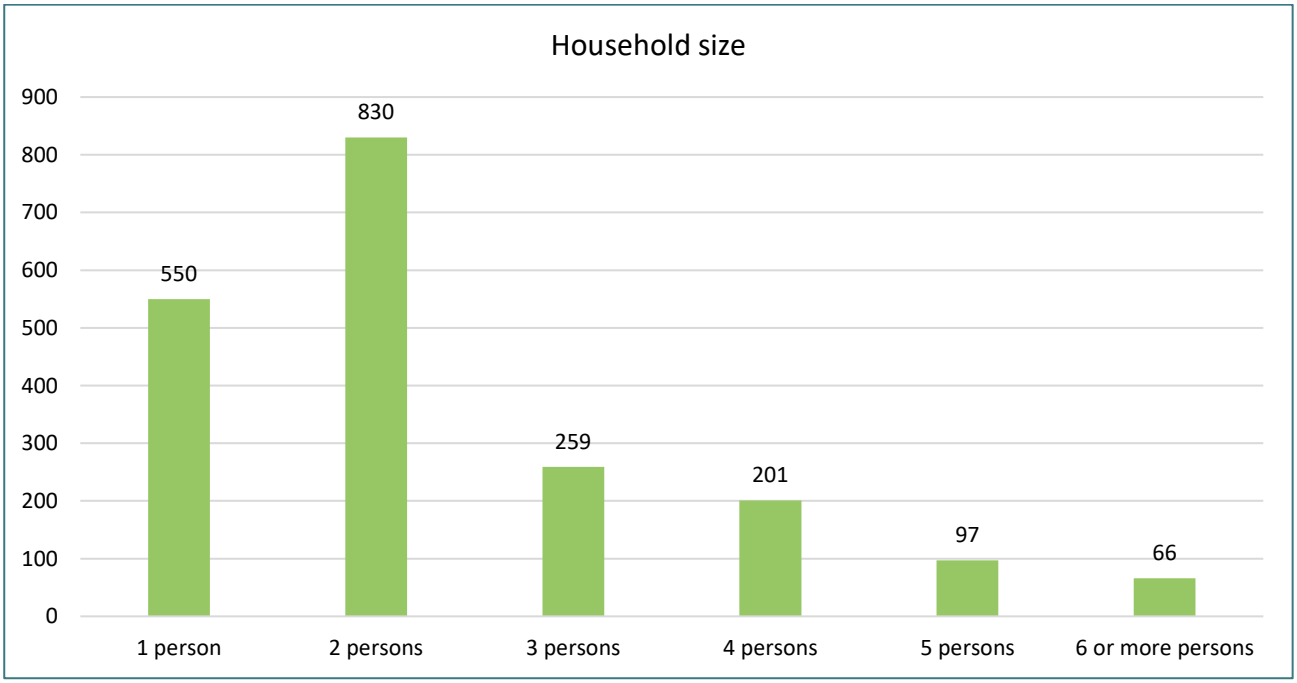


Figure 8. Household size – Shire of Plantagenet (Source: id.Community Profile™)

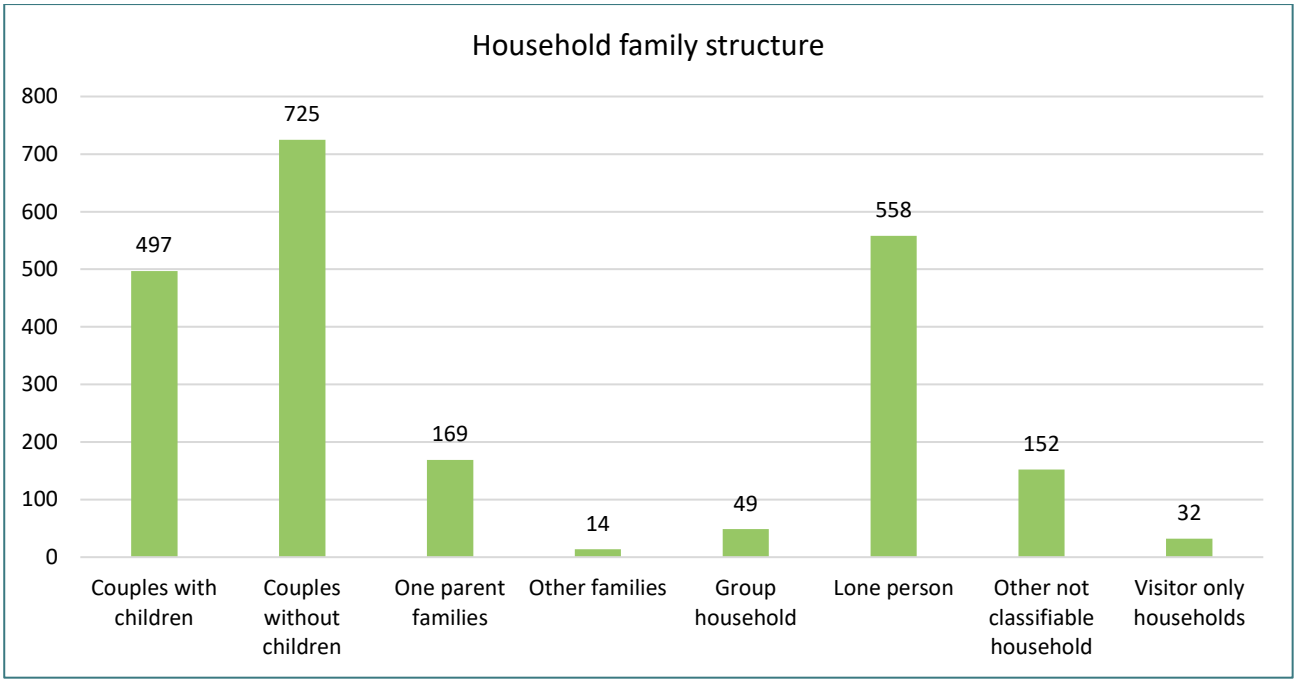


Figure 9. Household family structure – Shire of Plantagenet (Source: id.Community Profile™)

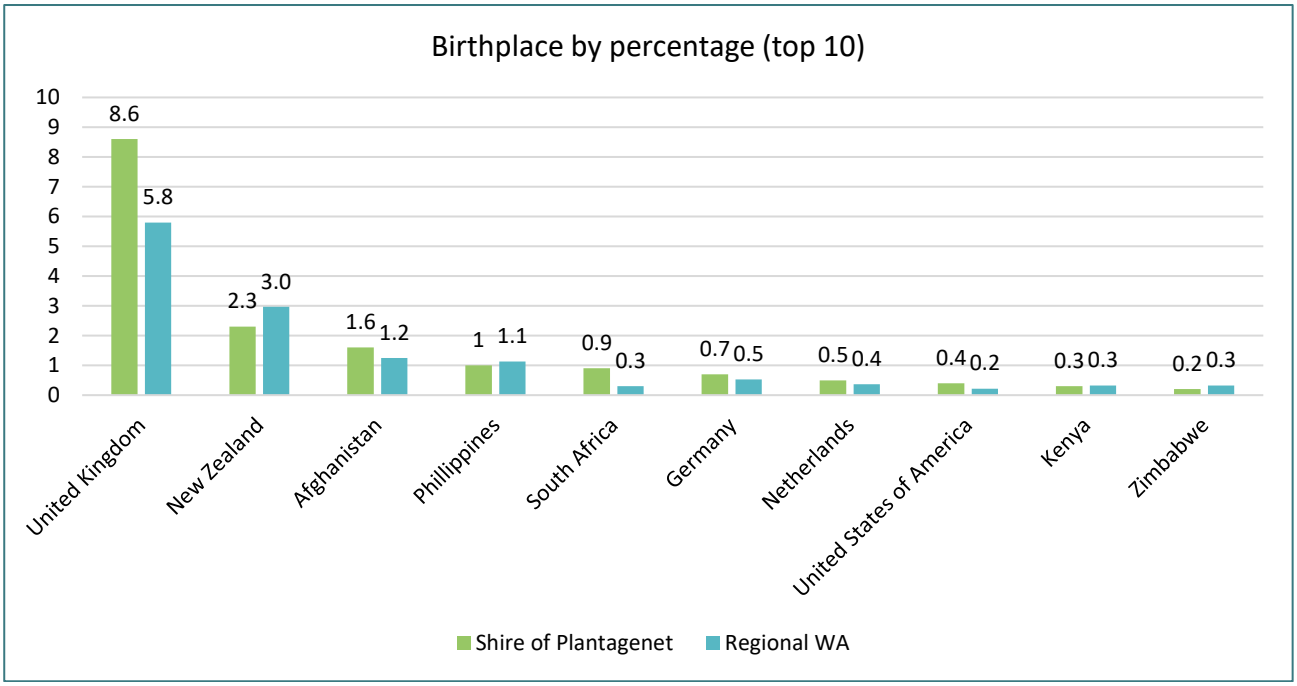


Figure 10. Top 10 country of birthplace – Shire of Plantagenet (Source: id.Community Profile™)

The index of relative socio-economic disadvantage further highlights the challenges for the Shire of Plantagenet with both Mount Barker and the broader Shire of Plantagenet local government area ranking significantly below the Regional WA average. This has a number of implications which the Shire will need to be cognisant of, including on average:

- Lower disposable income levels.
- Higher levels of health and wellbeing disadvantage.
- Limited access to public transport and private modes of transport which may offset the lack of accessibility of services within the Shire.
- Relative social isolation and accessibility to social gatherings.

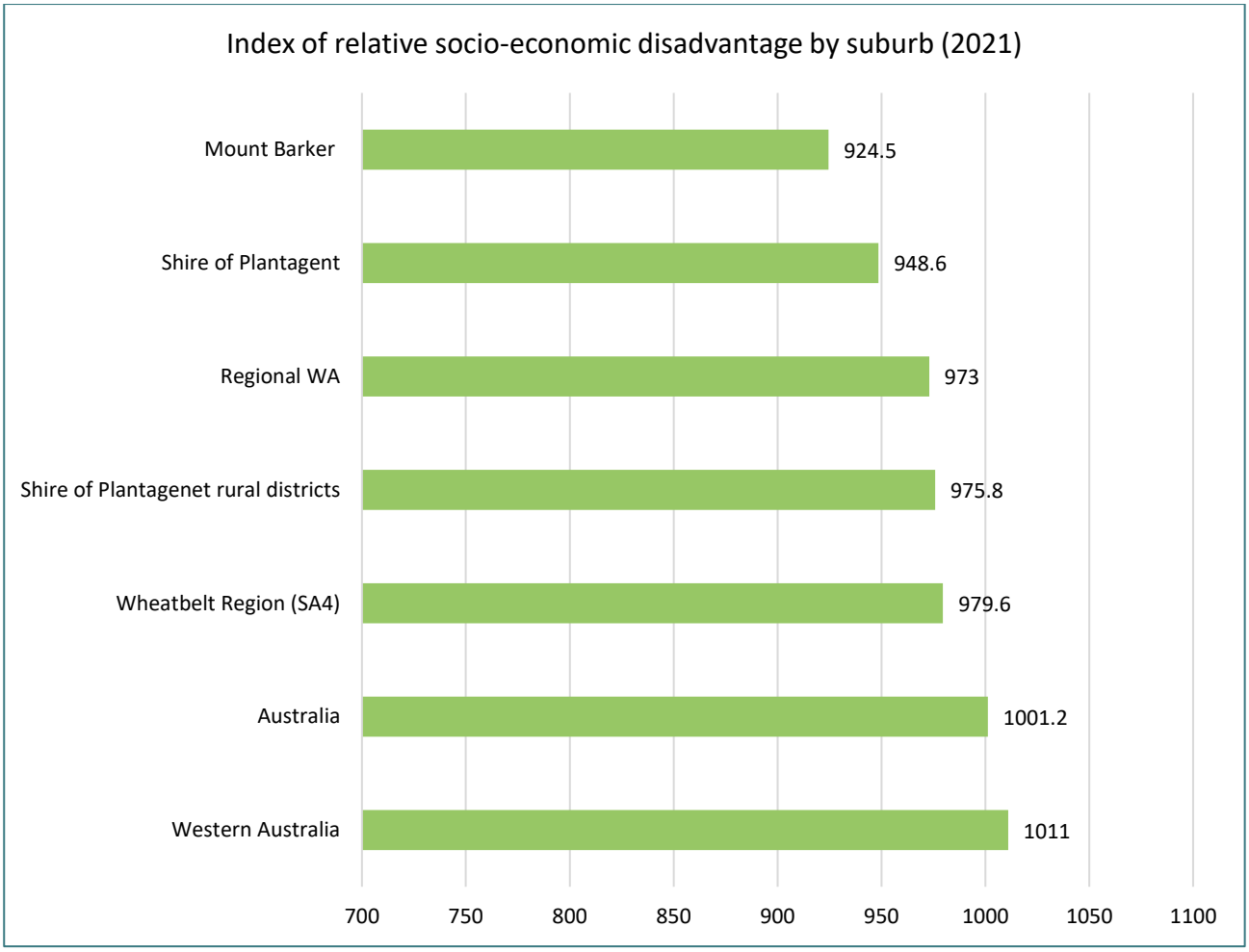
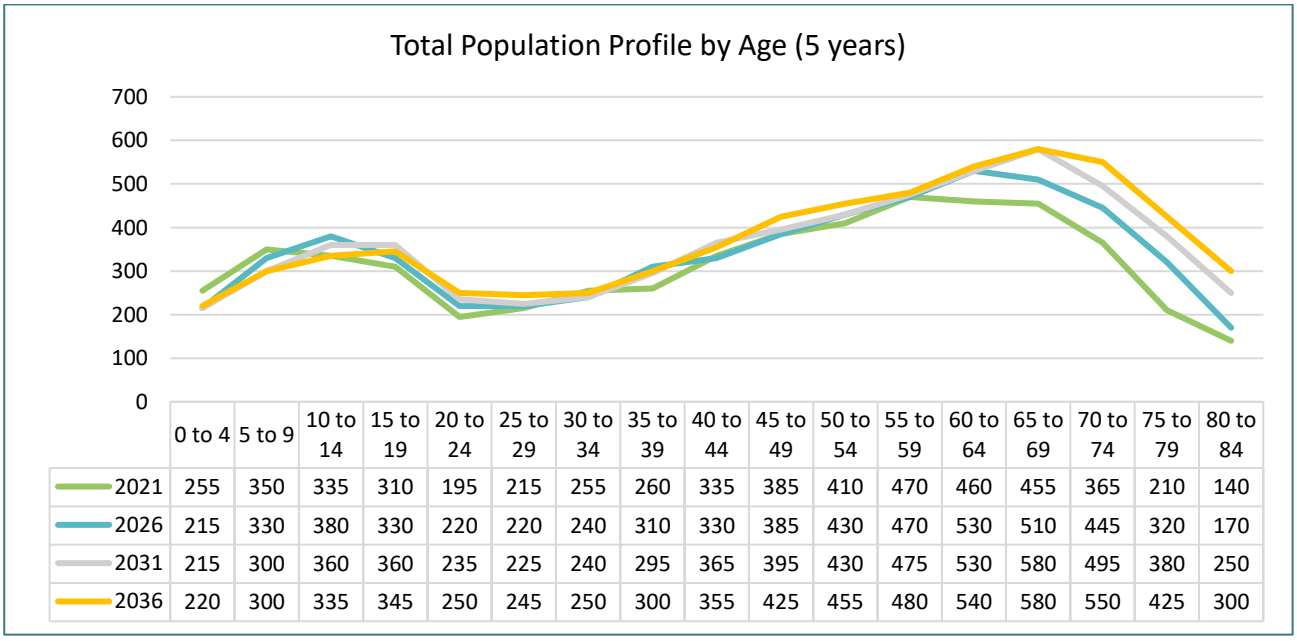


Figure 11. SEFIA disadvantage 2021 – City of Fremantle (Source: Forecast id)

Future Population Growth



	0 to 4	5 to 9	10 to 14	15 to 19	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 to 84
2021	255	350	335	310	195	215	255	260	335	385	410	470	460	455	365	210	140
2026	215	330	380	330	220	220	240	310	330	385	430	470	530	510	445	320	170
2031	215	300	360	360	235	225	240	295	365	395	430	475	530	580	495	380	250
2036	220	300	335	345	250	245	250	300	355	425	455	480	540	580	550	425	300

Figure 12. Population by age in five-year cohorts – Shire of Plantagenet (Source: WA Tomorrow)

The data collected for the current population and projected growth outcomes for the Shire of Plantagenet indicates that the largest age group range for 2021 is 55 to 69 years old. The population profile for the Shire shows a more senior demographic living within the area which is likely to increase up to 2036. The greatest

growth within the Shire of Plantagenet between 2021 and 2036 is forecast to be from the ages of 70 to 74. It is estimated that between 2021 and 2036 the major changes to the age demographics will be minimal, but the most significant change will be the increase in senior people living in the Shire. This is consistent with the trend for an ageing population across Australia.

Figures 10 and 11 show the population of the Shire of Plantagenet by five-year age groups. There is going to be a continuation of increase in the senior age population living within the Shire as a percentage of the overall population. This is most notable as ages 65 and above increase while those in the ages 0 to 14 will substantially decrease as a percentage of the population. The future population forecast suggest that the Shire of Plantagenet will see an increase in the senior population between 2021 and 2036. In 2021 the most common age group was 55 to 59 with 470 people, while in 2036 the largest age group is forecast to be 65 to 69 with 580 people.

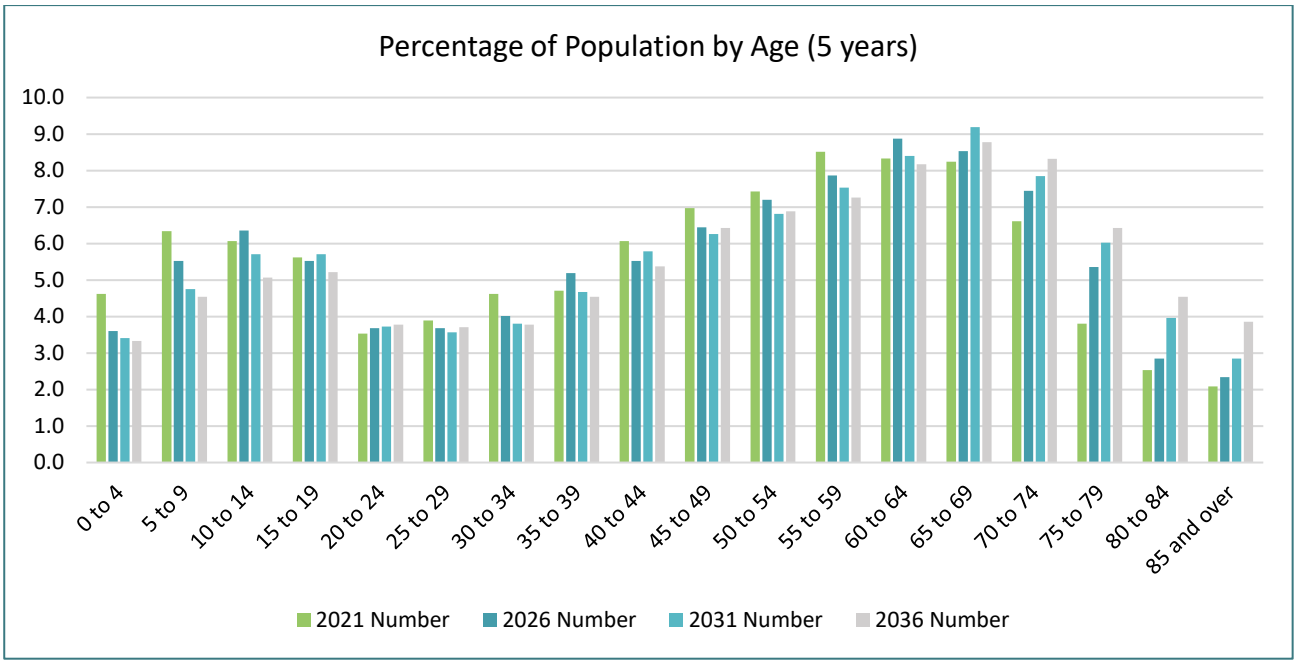


Figure 13. Percentage of population by age five-year groups – Shire of Plantagenet (Source: WA Tomorrow)

Figure 12 provides a clear indication of the likely impact with the changing profile over the fifteen-year period. The higher number of people over the age of 60 would indicate that the Shire will need to address increases demand on services for the elderly and manage and maintain sport and recreation infrastructure in a manner that increases the level of flexibility for a range of diverse users. In particular the accessibility will be a critical part of any development. The greatest population change is set to occur between the ages of 75 to 79 with an increase of 215 people which are those likely to have greater mobility constraints. During the period, the forecast population, assuming the 2026 figure is accurate (which is an 8.5% growth since the ABS Census of 2021), will see a further 640 people reside within the Shire. This however will be predominantly of retiree status and unlikely to significantly impact on the need for additional sporting infrastructure. The core focus therefore will likely be on consolidation, rationalisation, contemporary upgrades and efficiency improvements.

When assessing the facility catchments of both Souness Park and Frost Park, assessments have been undertaken on both 20minute and 10-minute drive times. In regional WA it is likely that residents will travel up to 20 minutes to gain access to sport and recreation infrastructure. It is also to be noted that residents beyond a twenty-minute drive catchment to the south are likely to choose gaining access to facilities within the City of Albany whereas to the north, access to infrastructure at Kojonup may be more attractive. The resident population for a 20-minute catchment to 2023 is 2,697 (up from 1,896 for a smaller 10-minute catchment). This would indicate a relatively low population base (approximately 50% of Shire residents who would have direct access to both Sounness and Frost Parks). If this were extended to 30minutes, this would increase to a 2023 catchment population of 4,403 (over 80% of Shire residents). The catchment analysis in

all circumstances highlights the relatively high number of seniors, low weekly income averages of individuals and households and increased competition from other regional centres as the catchment expands.

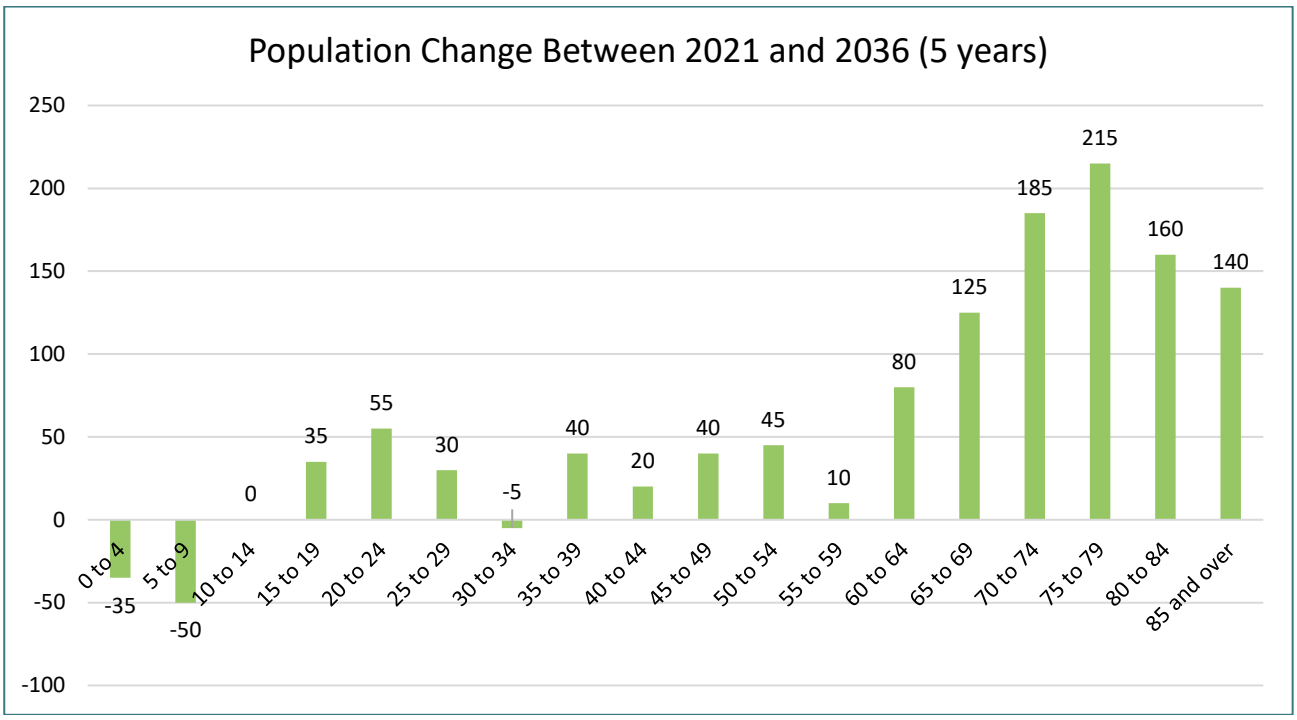


Figure 14. Population changes of five-year age groups between 2021 and 2036 – Shire of Plantagenet (Source: WA Tomorrow)

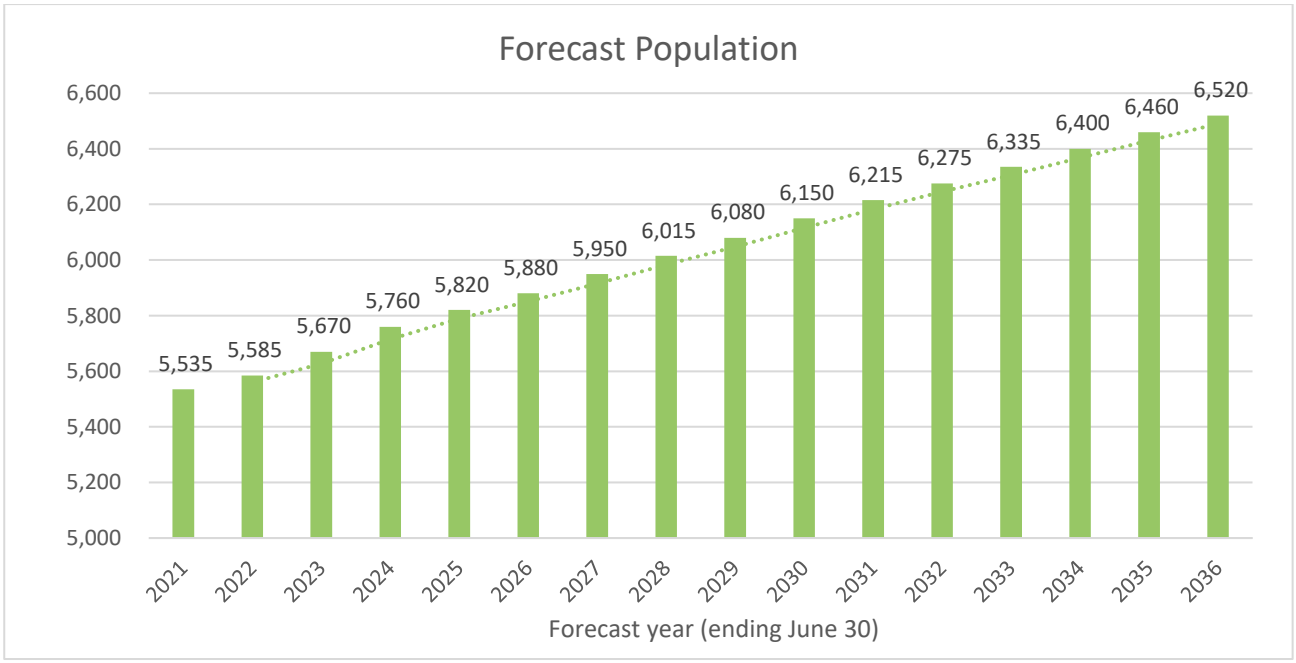


Figure 15. Forecast population – Shire of Plantagenet (Source: WA Tomorrow)

Catchment Analysis

Frost Park

Specifications

Date

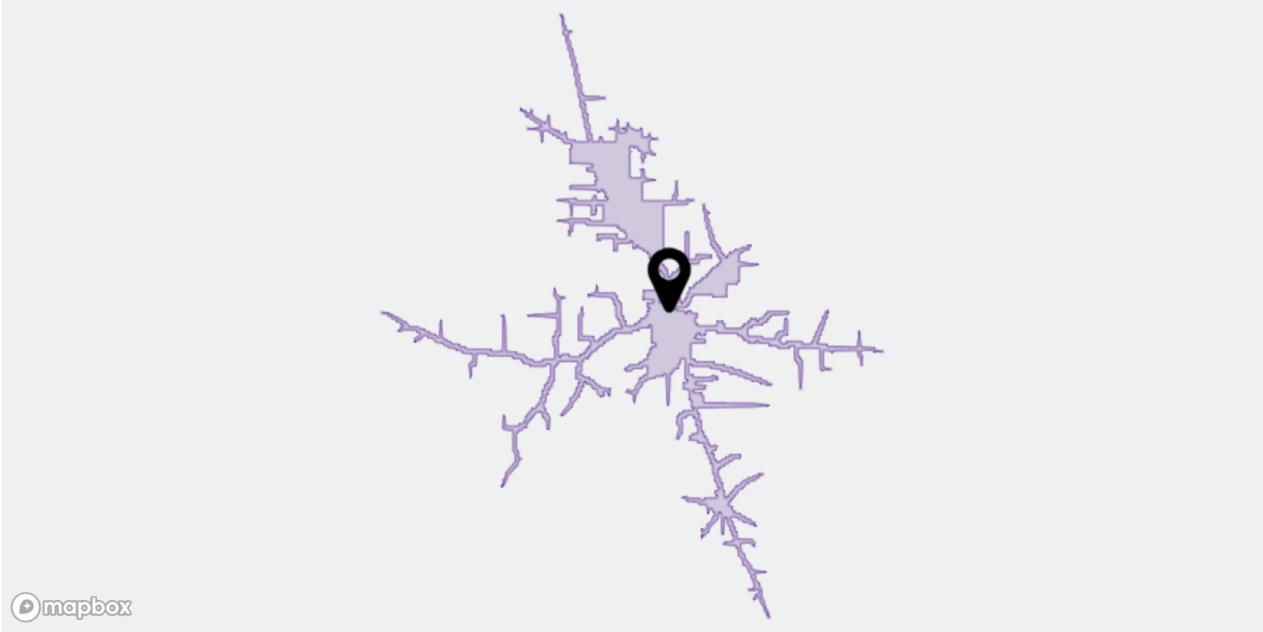
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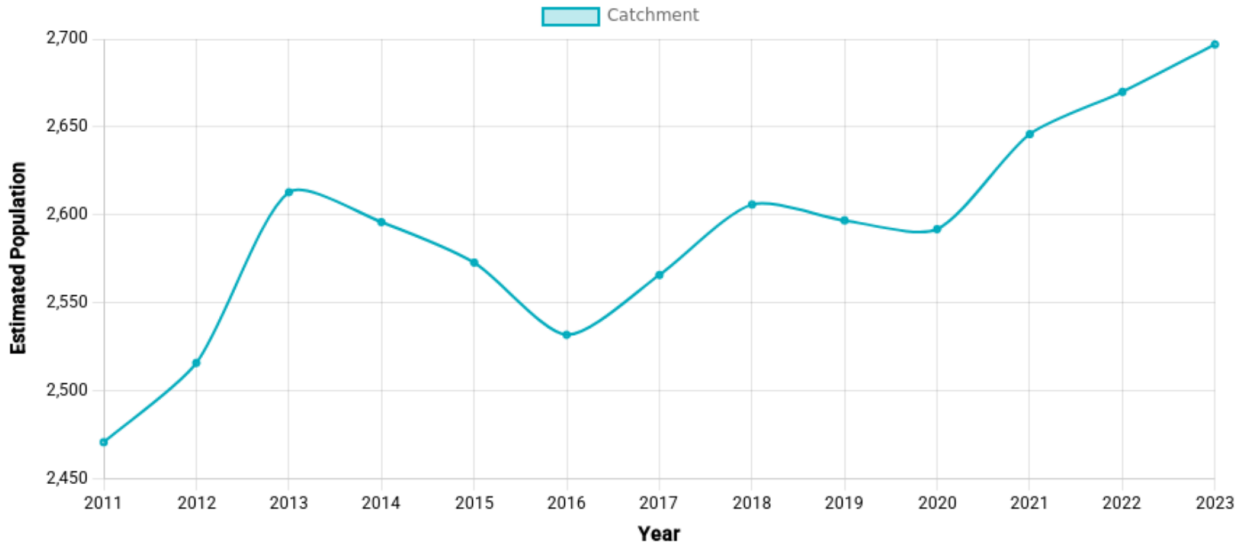
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Catchment Settings

Drive time - 20 minutes

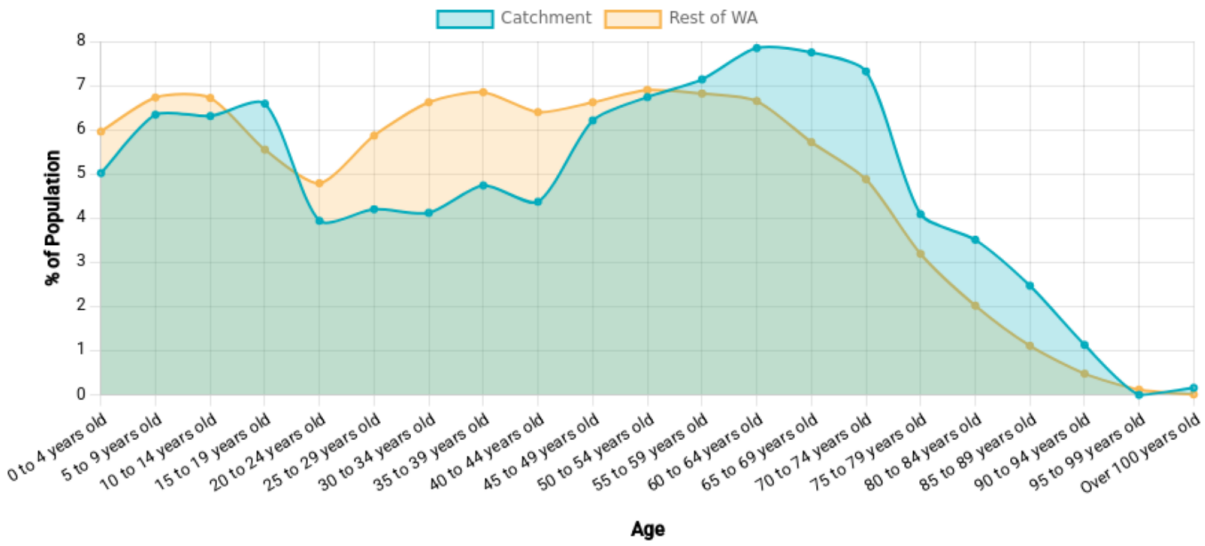


Historical Population Growth



	Catchment
Est. Population 2011	2,471
Est. Population 2012	2,516
Est. Population 2013	2,613
Est. Population 2014	2,596
Est. Population 2015	2,573
Est. Population 2016	2,532
Est. Population 2017	2,566
Est. Population 2018	2,606
Est. Population 2019	2,597
Est. Population 2020	2,592
Est. Population 2021	2,646
Est. Population 2022	2,670
Est. Population 2023	2,697

Age Breakdown (2021)



Age	No.	%	Age	No.	%	Age	No.	%
0 to 4 years	128	5.02%	35 to 39 years	121	4.74%	70 to 74 years	186	7.32%
5 to 9 years	161	6.34%	40 to 44 years	111	4.37%	75 to 79 years	104	4.09%
10 to 14 years	160	6.31%	45 to 49 years	158	6.21%	80 to 84 years	89	3.51%
15 to 19 years	168	6.59%	50 to 54 years	172	6.74%	85 to 89 years	63	2.47%
20 to 24 years	100	3.94%	55 to 59 years	182	7.14%	90 to 94 years	29	1.13%
25 to 29 years	107	4.20%	60 to 64 years	200	7.85%	95 to 99 years	0	0.00
30 to 34 years	105	4.12%	65 to 69 years	197	7.75%	Over 100 years	4	0.16%

Souness Park, Mount Barker

Specifications

Date

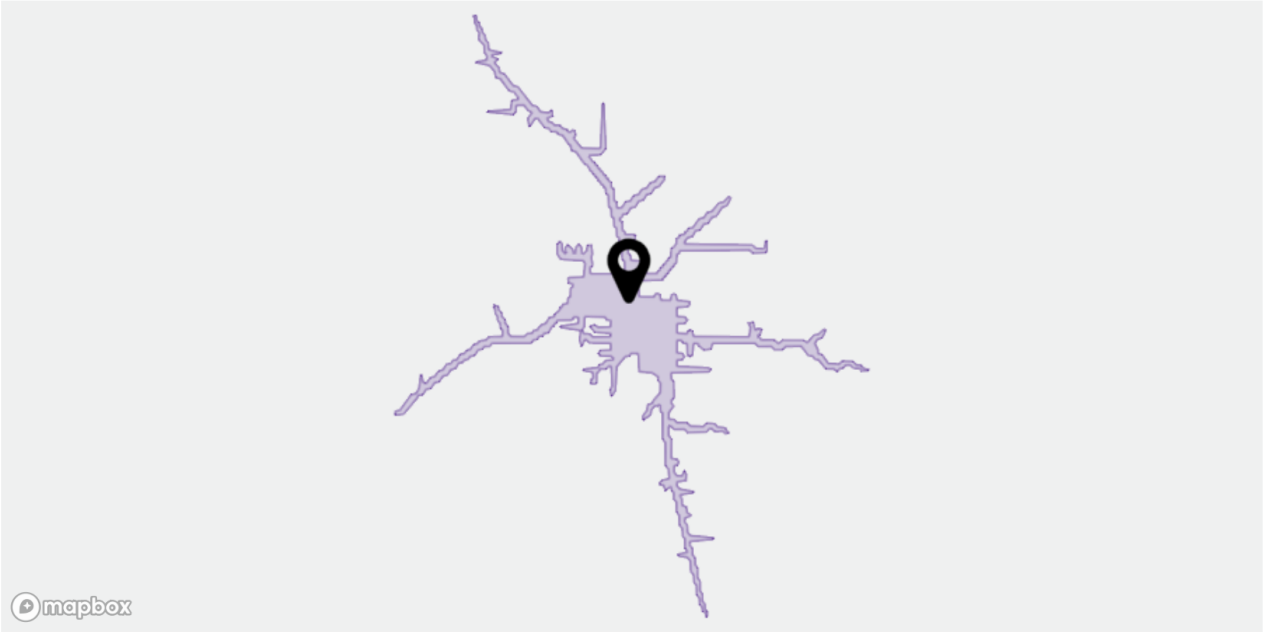
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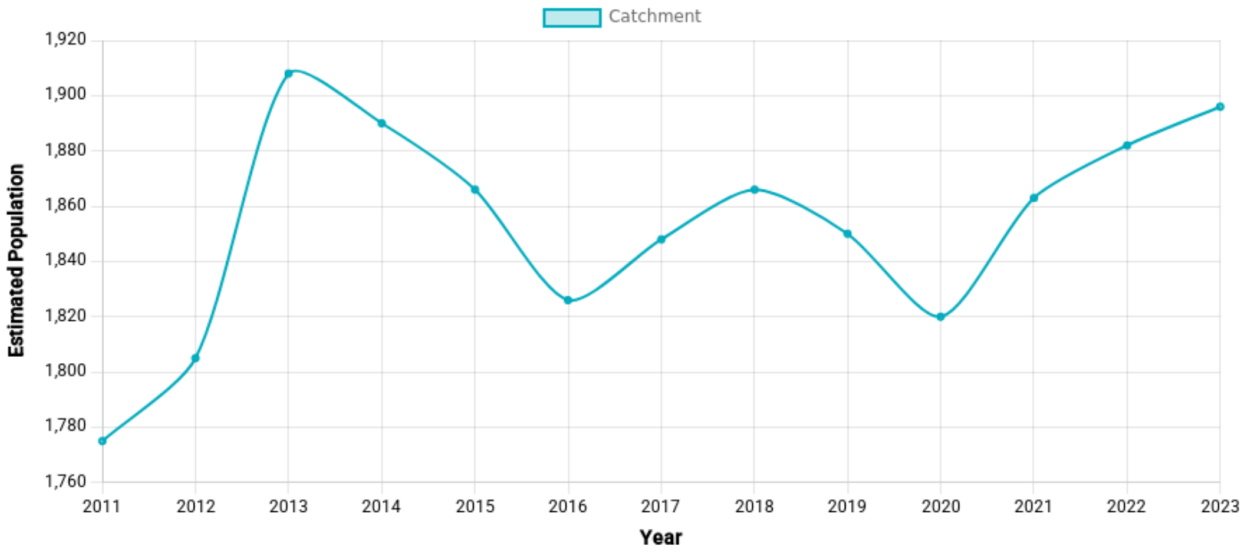
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Catchment Settings

Drive time - 10 minutes

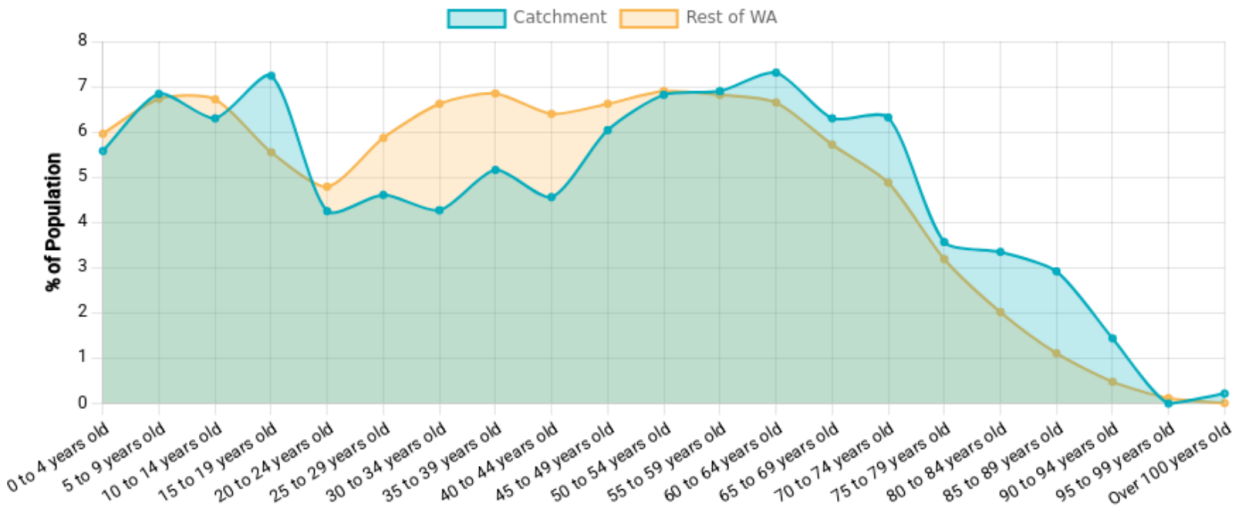


Historical Population Growth



	Catchment
Est. Population 2011	1,775
Est. Population 2012	1,805
Est. Population 2013	1,908
Est. Population 2014	1,890
Est. Population 2015	1,866
Est. Population 2016	1,826
Est. Population 2017	1,848
Est. Population 2018	1,866
Est. Population 2019	1,850
Est. Population 2020	1,820
Est. Population 2021	1,863
Est. Population 2022	1,882
Est. Population 2023	1,896

Age Breakdown (2021)



Age	No.	%	Age	No.	%	Age	No.	%
0 to 4 years	100	5.58%	35 to 39 years	93	5.16%	70 to 74 years	113	6.32%
5 to 9 years	123	6.84%	40 to 44 years	82	4.56%	75 to 79 years	64	3.57%
10 to 14 years	113	6.30%	45 to 49 years	108	6.04%	80 to 84 years	60	3.35%
15 to 19 years	130	7.24%	50 to 54 years	122	6.82%	85 to 89 years	52	2.92%
20 to 24 years	76	4.25%	55 to 59 years	124	6.90%	90 to 94 years	26	1.44%
25 to 29 years	83	4.61%	60 to 64 years	131	7.31%	95 to 99 years	0	0.00
30 to 34 years	77	4.27%	65 to 69 years	113	6.30%	Over 100 years	4	0.22%

Sounness Park and Frost Park

Specifications

Date

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Location

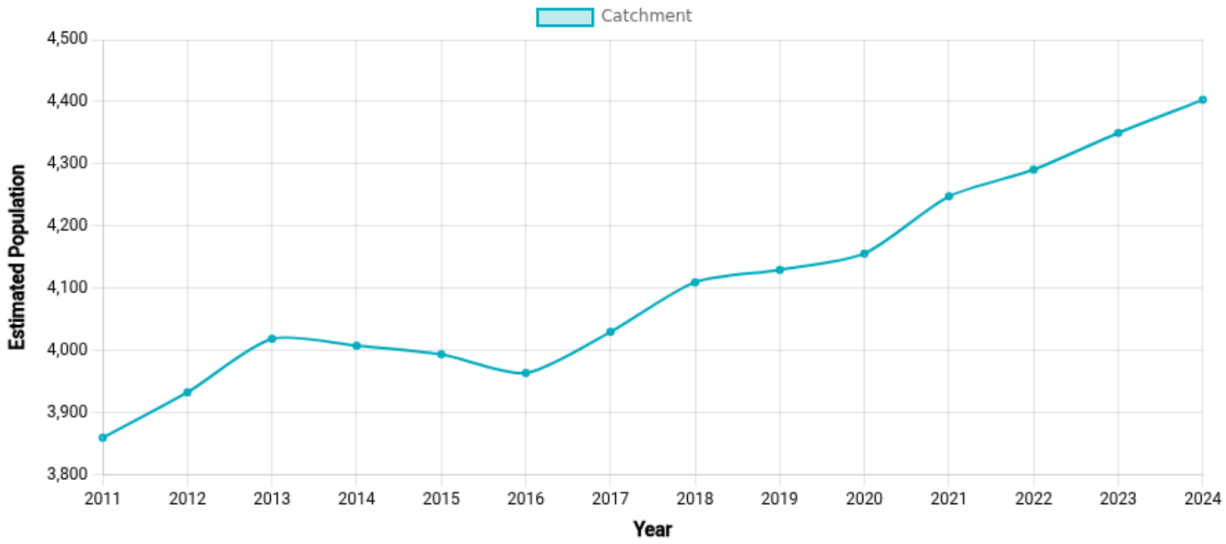
2 Mcdonald Avenue, Mount Barker Western Australia 6324, Australia

Catchment Settings

Car - 30 minutes

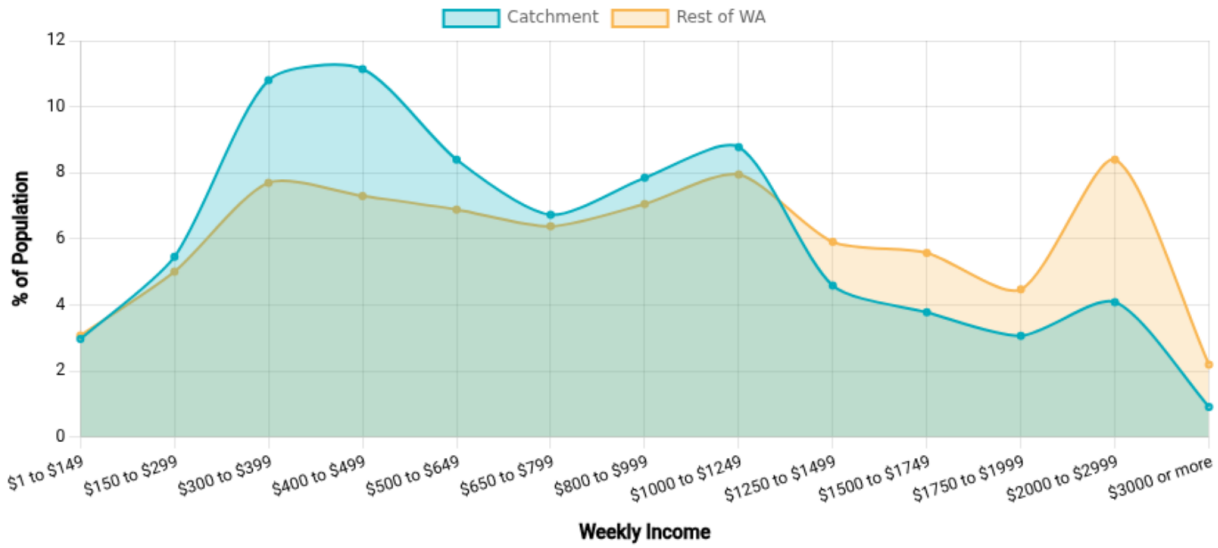


Historical Population Growth

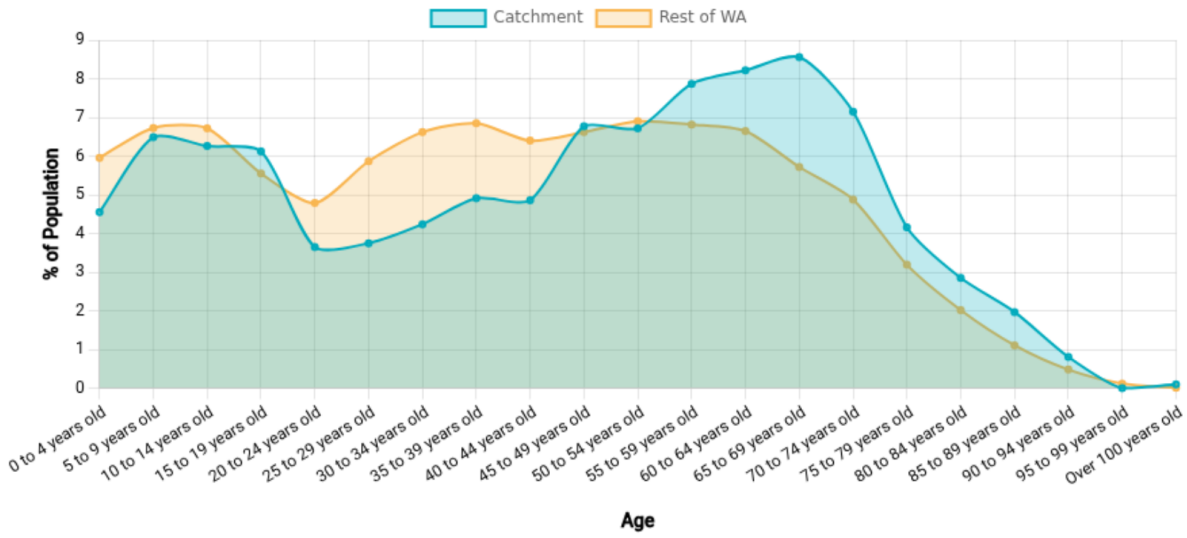


	Catchment
Est. Population 2011	3,860
Est. Population 2012	3,933
Est. Population 2013	4,019
Est. Population 2014	4,008
Est. Population 2015	3,994
Est. Population 2016	3,964
Est. Population 2017	4,030
Est. Population 2018	4,110
Est. Population 2019	4,130
Est. Population 2020	4,156
Est. Population 2021	4,248
Est. Population 2022	4,291
Est. Population 2023	4,350
Est. Population 2024	4,403

Personal Income (2021)



Age Breakdown (2021)

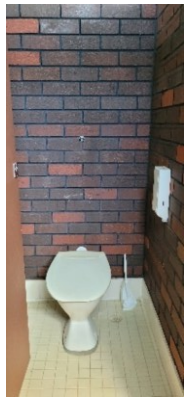
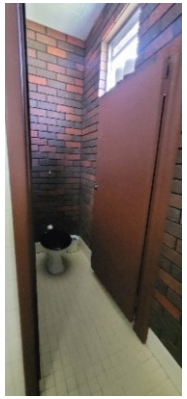


	Catchment		Rest of WA	
0 to 4 years old	186	4.55%	31,859	5.96%
5 to 9 years old	265	6.49%	35,974	6.73%
10 to 14 years old	255	6.26%	35,939	6.72%
15 to 19 years old	250	6.12%	29,670	5.55%
20 to 24 years old	149	3.65%	25,595	4.79%
25 to 29 years old	153	3.75%	31,391	5.87%
30 to 34 years old	173	4.24%	35,428	6.62%
35 to 39 years old	200	4.91%	36,610	6.85%
40 to 44 years old	198	4.86%	34,251	6.40%
45 to 49 years old	277	6.77%	35,382	6.62%
50 to 54 years old	274	6.72%	36,883	6.90%
55 to 59 years old	321	7.87%	36,478	6.82%
60 to 64 years old	335	8.22%	35,576	6.65%
65 to 69 years old	350	8.56%	30,573	5.72%
70 to 74 years old	292	7.15%	26,084	4.88%
75 to 79 years old	170	4.16%	17,039	3.19%
80 to 84 years old	117	2.85%	10,826	2.02%
85 to 89 years old	80	1.97%	5,918	1.11%
90 to 94 years old	33	0.81%	2,585	0.48%
95 to 99 years old	0	0.00	658	0.12%
Over 100 years old	4	0.10%	78	0.01%
Total	4,083		534,797	

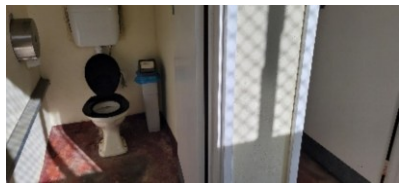
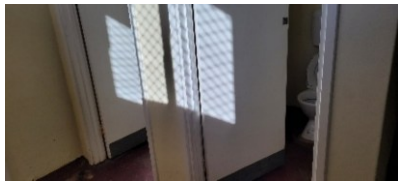
Appendix 3: Site and Facility Audit

Images			Commentary
Frost Park – Inner Field			
			The inner field at Frost Park includes the racing track which at the time of the visit was in extremely good condition with fencing surround. The internal area of the track was accessed via a small bridge which was located centrally along the main straight adjacent to the camp ground main arena. There is also access to the central area on the bend in the south east corner. The internal are includes: • Camping grounds for Campdraft and other equine uses. • The main arena area with associated fencing, animal pens and runs. • A presentation area, elevated above the surrounding ground with poles for shade sails. • A horse and Pony Club Arena (located on an existing cricket ground with central synthetic wicket – currently unused). • A temporary mobile unit was located centrally which is understood to be
			
			
			

Images			Commentary
			powered via extension cables (which are to be ungraded following the recent receipt of a grant). • Two floodlighting pylons are located to the south of the main arena and to the east of the unused cricket oval. • A stormwater sump which has been recently extended with adjacent water tank. The ground is low lying and subject to water inundation which renders large portions of the site unusable during events. Dirt access tracks are located within the site servicing all areas.
			
			
			
Frost Park Skinner Pavilion - Jockey and Officials			Constructed in 1979, the Skinner Pavilion (Jockey and Officials building) is reaching the end of its viable life (assuming a 50-year life). It has been retrofitted to accommodate the needs of jockeys, officials and associated medical staff. The building is subdivided into areas which lack contemporary design and personal privacy areas. The building has a
			

Images	Commentary
             	central administration/reception area which leads off into the main body of the building which provides a waiting areas for jockeys (combined male and female areas), limited storage, partition walls to split functional areas and curtains used to provide discrete changing, medical, relaxation/social and marshalling spaces. The showering area lacks full privacy screening and enclosed dry changing spaces. The toilet pan and associated vanity space is old. All areas are cramped and privacy through external windows is maintained via the installation of domestic curtains. External to the skinner pavilion is a tower which is understood to be used by the outside broadcasting services. The tower is constructed on a concrete plinth with stair access. The pavilion would benefit from rationalisation and upgrading top provide a more contemporary and modern fit out to provide: • Social area with kitchen (for jockeys and officials) • Waiting room (adj to drug test area)

Images			Commentary
			• Medical - Weighing Room and Drug Testing area (secure with sink and waste disposal) • Male/Female Toilets, showers and dry areas. • Administration area and foyer • Replacement of windows with frosted/obscure glass. • Additional storage.
			
			
Frost Park Stalls			The stalls appear to be sound with surround fencing and large grassed area for parading the horses. While the stalls are of a wooden construct with colourbond roof and side panels on a concrete plinth, they are clean and have the ability to cater for a large number of horses at one time. Similarly, the marshalling pens are of a reasonable quality and suitably placed to transition the horses safely to the track. The ongoing consideration for the Turf Club will be to ensure the asset is inspected and
			
			

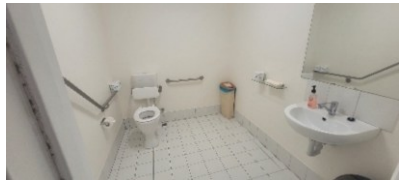
Images			Commentary
			replaced/upgraded on an ongoing basis to comply with animal welfare obligations (as is currently the case).
Frost Park Toilet (adj Pavilion)			The toilet block adjacent to the entry to Frost Park Pavilion is ageing and provides a poor level of infrastructure. It would benefit from rationalisation and replacement as it has reached the end of life and poorly maintained. The building incorporates separate male (urinals, pans and sink) and female toilets (pans with sink). While they are likely used by people utilising the Exhibition Hall adjacent and internal area of the racing track, there are alternatives. The building has limited value on site as the services provided are merely a duplication of infrastructure. The one significant concern is the building contains the main power metre which would need to be relocated if the facility were to be demolished.
			
			
			

Images	Commentary
Frost Park Taylor Dennis Pavilion              	The building has a good open viewing area (glazed) onto the grass banking in from of the home straight. The officials tower provides a good vantage point over the whole of the race track and central area. The TAB (tote) area is ageing and in need of rationalising with a range of old furniture and service openings and benching. The ceiling is stained and broken with evidence of water inundation. Lighting is old fluorescent tubes. Public toilets of a relatively contemporary design (including a UAT) have been installed adjacent to the TAB area. These are of a good quality although there was evidence pest infestation. The undercover open area adjacent to the TAB has a good area to operate corporate hospitality although of a basic concrete plinth and serving areas. The space is uncluttered and therefore can accommodate a range of event infrastructure. Associated storage is however limited and extensively used for furniture and equipment.

Images			Commentary
			
			
Frost Park: Exhibition Hall			The Exhibition Hall is the one space within the site which is used by multiple users and organisations. It is a corrugated iron/ colourbond shed which has been extended over time. The structure is basic and there are significant corrosion issues and damage to the external fabric of the building (which has been repaired over its lifetime). The northern face is open to the elements having been damaged above the more recently attached corrugated iron. Access to the building is good as it stands in an isolated position on site to the north of the Frost Pavilion and west of the main finishing straight. Car parking and vehicle manoeuvring space is available on all sides. The hall has a number of entry points and is relatively unsecured and accessible.
			
			
			

Images			Commentary
			Internally the building has a steel frame on a dirt foundation. The frame has also been damaged in places with some structure warped and high levels of corrosion. Storage includes farm vehicles, equipment and a range of pipes, cardboard processing area and chemicals (storage cages used to ensure access is restricted. Due to its age, exposure to the elements and compromised structure, its replacement would be beneficial to service current and potential expanded level of user groups.
			
			
Frost Park Pavilion			Frost Pavilion was constructed in 1983 and therefore forty-three years old. It was last formally inspected in 2022 where the useful life was estimated at 7 years (50 years total life, giving it a current life of three years). A brick and metal clad building on concrete footings and slab. The internal layout of the
			

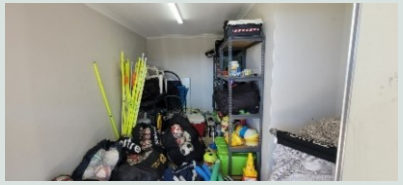
Images			Commentary
 	 		building is relatively good with a main covered entry into a reception area off the car park. A separate covered entry to the kitchen is also provided from the car park. On entering the main function room space there is a large central bar and servery with cool store visible to customers. The function space provides a good area for viewing the race track with a large elevated grassed area in front. There is access to male toilets (urinals and two pans with sink) and female toilets (three pans and sink), UAT and a furniture store off the function space. The toilets are old and dated but functional. The storage area similarly is functional with direct access off the function space. The foyer area contains pictures and trophies related to the horse racing use and an honours board for the Mt Barker and District Agricultural Society. The infrastructure is dated but generally in reasonable order and functional.
			
			

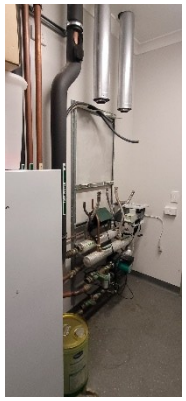
Images	Commentary
              	The kitchen provides extensive food preparation areas and commercial kitchen components. There are domestic fridges and moveable storage racks used for plates, glasses and utensils. The adjacent storage cupboard is small and while functional, is of limited value. A storage container is located adjacent to the car park (internal contents unknown). The overall appearance of the building is sound and despite the projected remaining life, is unlikely to be in need of replacement soon. Comments were raised during the consultation process in relation to the electrical supply and potential danger associated with ageing service infrastructure. This will need to be inspected on a regular basis and where necessary upgrades planned. The building would benefit from the use of solar panels and replacement of lighting with LED components.

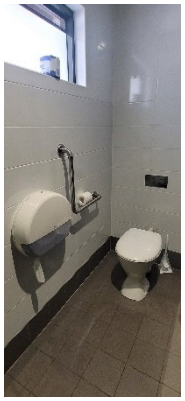
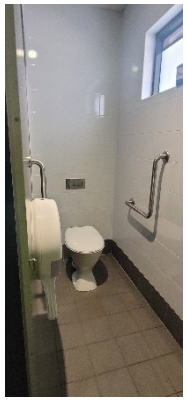
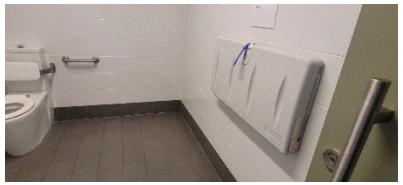
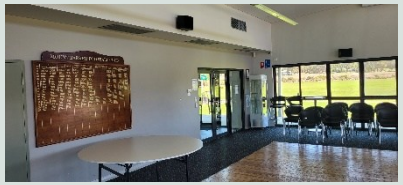
Images			Commentary
			
			
Sheep Pavilion/Shed at Frost Park – Storage Shed and Old Basketball Courts			The Sheep Pavilion/Shed is of a corrugated iron/ colourbond construct with some brick wall finishes. It has a steel frame constructed on a concrete pad with male and female toilets and changing rooms (brick construct). It has previously been used for basketball with court markings visible. It is currently used for archery (indoors) and for the storage of the electronic starting gates (which can be hooked up to a tractor and towed onto the grass race track).
			
			

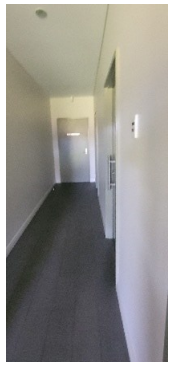
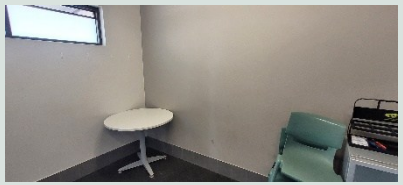
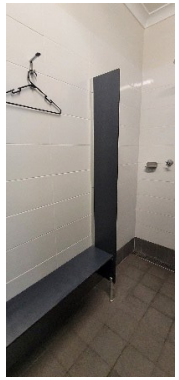
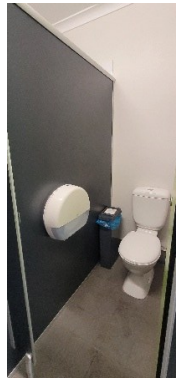
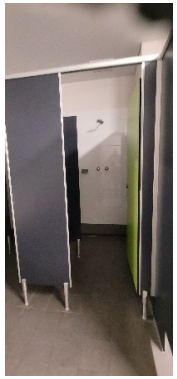
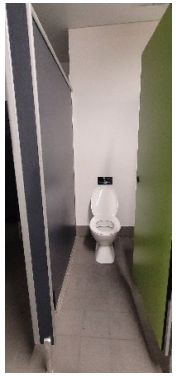
Images			Commentary
		 	The building benefits from internal fluorescent lighting and roof lights which allow natural daylight. The building is in a poor state of repair having been damaged in areas (particularly externally where the roof and pipework is loose and corroded. The toilets are old and dated and while functional, provide a limited resource. Electrical wires are loose and in some areas are threaded through the roof. There is a small outdoor shaded plinth. Over time it will be necessary to replace the building which has reached the end of life.
			
			

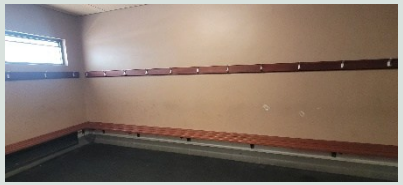
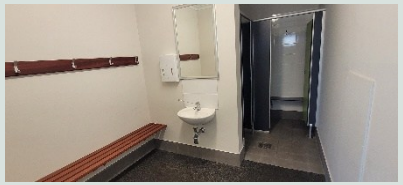
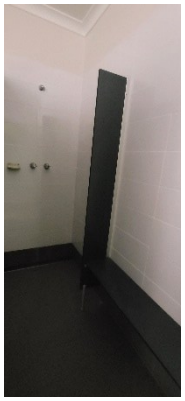
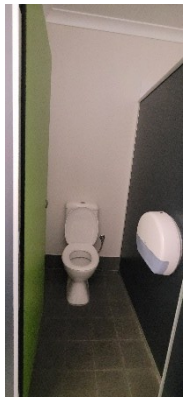
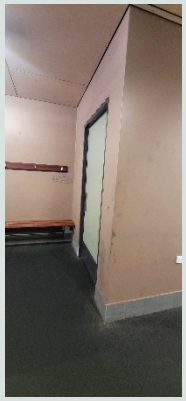
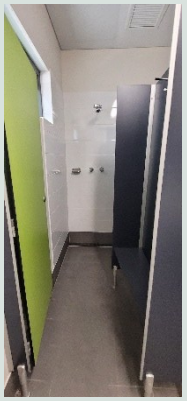
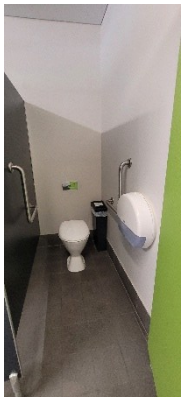
Images	Commentary
Sounness Park	
Sounness Park Eastern Oval and Site Entry         	The land surrounding Sounness Park is limited on the north by a fenced drainage channel, stormwater overflow and extensive bush /tree planting. The access into the site includes a main site access (two way) off McDonald Road which swings around the east and western ovals. A further one-way access is provided to the north of the Bowling Club. The access into and out of the site has the potential to constrict the sites flexible use and also introduces a potential conflict concern with users on foot. Ideally the site access points should be minimised and ability to travel around the site at speed minimised. The Eastern Oval is the primary oval and incorporates the main elevated viewing area in front of the changing facility and clubhouse/pavilion. The oval benefits from good floodlighting and reticulation and the preferred viewing orientation for spectators looking east. There is also a high level of shade and the main focus for football club use (including the overlooking elevated coaches' box). Any future development should seek to enhance the capability of the space as the primary oval and focal point for functions and the potential to optimise the external

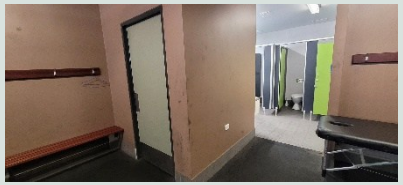
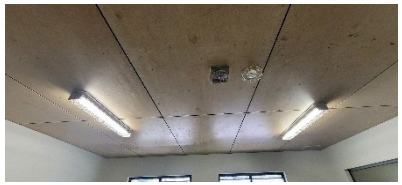
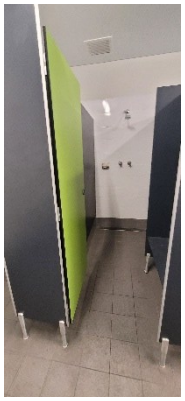
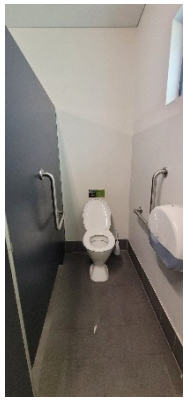
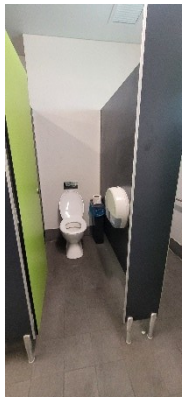
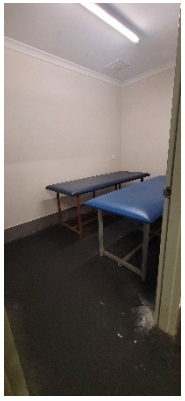
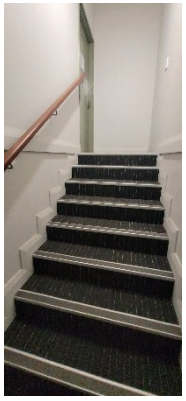
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<tr><th colspan="3">Images</th><th>Commentary</th></tr>
<tr><td></td><td></td><td></td><td>hiring of the facility for a range of events, festivals, corporate, social and informal gatherings. The site incorporates the main family viewing area with a children’s playground also located within close proximity of the terraced viewing area.</td></tr>
<tr><td colspan="3">Sounness Park Pavilion</td><td rowspan="5">The pavilion is centrally located within the site and includes the following:
Central foyer (10m^2) accessed from the west with administration (7.5m^2) and meeting room (30m^2) immediately adjacent
Access is also provided off the foyer to a corridor providing male and female toilets and a UAT, with direct internal; access at the end of the corridor to the kitchen (35m^2) , servery (24m^2), cool room (16m^2) and store (10m^2) .
A function room facing north, west and east (210m^2). This space contains memorabilia display and access to the kitchen and servery. The function space benefits from low level patio door fenestration with blackout curtains available to block out light for daytime events/presentations. There is also high-level fenestration to the north and west which captures late evening sunlight enabling curtains to be drawn on the ground floor.</td></tr>
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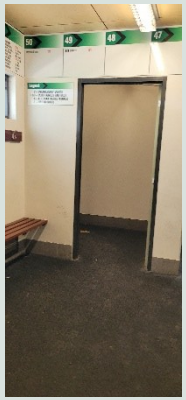
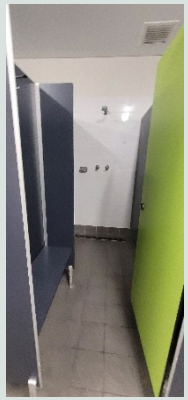
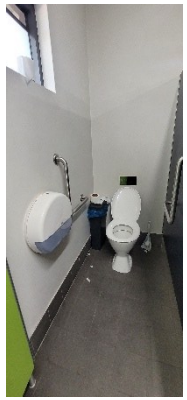
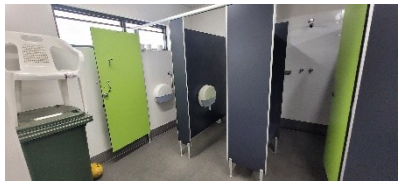
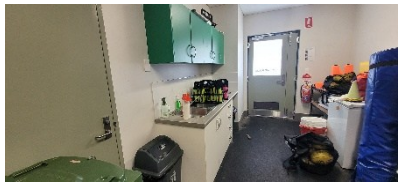
Images	Commentary
              	• Within the function room access is provided to a store (10m^2). • The meeting room includes a small kitchenette and 3 x minimal depth storage spaces which can be used by clubs utilising the room (for storage of basic club records and administration materials). • The kitchen is largely clean and well maintained with a range of commercial equipment which would easily support catering services being provided as a base from the facility. The level and quality of infrastructure is good with extensive oven and hob space together with extensive food preparation areas and storage. While there are some domestic items (microwave, fridge and freezer) the room is well equipped. • The large cool room is directly behind the bar area and benefits from controlled access. • The bar trading hours are licensed from 12noon on every day of the week until 10pm on Mon and Tues, 10:30pm on Weds and Thurs and 12 midnight on Friday to Sunday. • A verandah wraps around the building on all sides being 5m deep to the north, 2.4m to the south and 3m to the east and west.

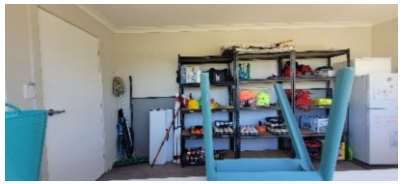
Images	Commentary
              	• Signage around the building is good and provides a clear demarcation of entry, change rooms, toilet access and obligations of users that it is a no smoking venue. The overall presentation of the building is good, but it lacks contemporary IT and visual aids. The storage area to the function space is not managed well but could be improved. It is well presented and clean throughout. Toilet (both public and UAT fitout) facilities are of a good quality and clean. The building would benefit from replacing all fluorescent light fittings with LED. The meeting room, storage and office space is functional and readily accessible. The one area which could be enhanced significantly is the relationship of the function space with both the western and eastern oval – currently the building services the eastern oval reasonably well, being the primary spectator area, but the viewing profile within the facility is compromised to the east by the extent of the kitchen. To the west there is a circuitous access to the external space which could be enhanced to attract greater use for junior development programs. The viewing to the north over the

Images			Commentary
 	 	 	hockey facility is detached due to the retaining wall and alignment behind one goal (which is not a preferred solution, but necessary to service three playing surfaces effectively). It will therefore not be appropriate to extend the function space in this area as it will add limited benefit to the club operations (as the breadth of the viewing area, significant shaded banking and elevated position provides the optimum solution currently). The option to enhance the spectator provision adjacent to the sidelines would be preferrable. Enhancing the internal viewing area and external shaded servicing of the east and west ovals should be considered the priority to overcome current constraints. This will require the potential reconfiguration of the kitchen space to achieve a viable solution to the east. The detached change room and store building which lies to the south east of the pavilion is linked by clearly marked pathways, elevated above the car park and ovals with landscape beds and includes: • Four store room facing north with roller shutter doors. The unit to the west is
			
 	 	 	

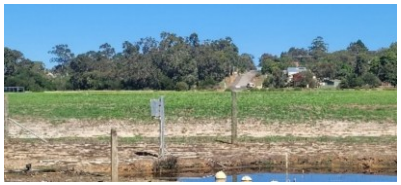
Images			Commentary
			reduced due to the provision of the comms servicing unit. Al appear well used with racking in place and shaded entry. • 2 x public UAT's are provided opening to the east and west, servicing the two ovals. Both are well equipped to a high standard and clean. • First aid room and separate room is provided (facing east) with access to stairs leading to the officials/timekeepers viewing room at the first floor. It incorporates a sink, high- and low-level storage, currently used as an overflow storage facility for football. At the rear of the first aid area is a strapping area all with rubber flooring. • The facility provides four changing room spaces with access to wc's and showers. The larger home and away changerooms have four shower units, two pans, two urinals and two vanity units in each. The home and away changing rooms have direct access into the strapping room. The away changing room is marginally smaller. Between changing room one (home) and three and changing room two (away) and four are connecting panels which can be closed to maintain four discrete changing spaces or opened up to create two large
 	 	 	
 		 	

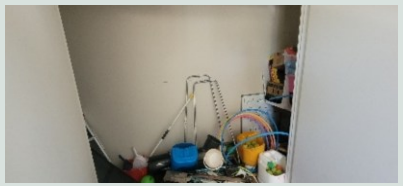
Images	Commentary
             	changing room facilities. All changing room spaces were maintained to a good level with cantilevered benches to assist with cleaning. The ceiling in changeroom one was showing signs of damage. Lighting in all areas needs gradual replacement to LED. Damage to the walls was noticeable in the away changeroom which is readily addressed. • Changing rooms 3 and 4 (facing to the west oval) are smaller and incorporate two shower units, two pans, and two vanity units in each. These adhere to gender neutral principals in their design. All change rooms have privacy screens on entry and are well maintained. • The toilets and showers in all change rooms were of a good quality, clean and well maintained with showers having combined private wet and dry change areas. • Two dedicated umpire rooms are provided between facing the western oval. They incorporate a pan toilet, urinal, shower and dry changing space. Umpire room one is provided to the north and adjacent to changing room three and room two is adjacent to but to the north of Change Room Four.

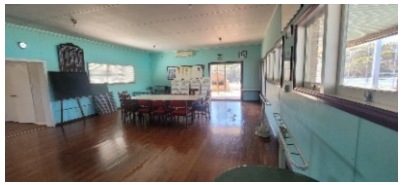
Images			Commentary
			• A cleaner's store is provided between change room three and four. • A verandah is provided around the changing and storage facility, providing a high level of shade for users. The car park lies immediately to the south of the pavilion and east of the changing room and store building. The elevated profile of the building above the eastern oval presents an extremely good viewing area with limestone terracing and synthetic grass. There is also the ability to provide an extensive shaded area across the terracing. The grassed area immediately in front of the terracing showed signs of significant wear and tear/damage which indicates a need to manage the access and drainage. Overall, the building profile is good but lacks a series of contemporary design features related to al gender use. This over time should be addressed to ensure that the facility is capable of being used by the broadest cohort and can cater for growth in the women's game (football, soccer and cricket in particular).
			
 		 	
			

Images			Commentary
 	 		Consideration should also be given to incorporating the two buildings into one and enhancing the relationship with the western oval.
Sounness Park - Hockey			The floodlit synthetic hockey pitch is located to the north of the function room with an elevated viewing area located behind the southern goal and retaining wall. To the east of the pitch is a central game control/ storage building of a colourbond shed and glazing construct. The areas to the north and south of the building are recessed team/ coach areas of colourbond construct with small mobile spectator stands located in both. The limited shade is sufficient for the waiting teams but do not provide covering two out of the four mobile spectator units. Further development of the space to accommodate spectators under shade should be considered. This could be best achieved by extending to the east to
			
			
			

Images			Commentary
			permit the development of recessed player/coach dugouts. The fencing around the hockey turf is chain-link with a low level fencing (900mm) on the east with raised netting behind the goals (3m) and on the west which is stepped up from 900mmm to 1.2m. Recesses are provided for goal storage on the sides and generally the turf is in a reasonable order with the exception of some minor contamination (dust and gravel). Emergency and maintenance access to the turf is in the north east corners. Adjacent to the hockey facility to the east is a concrete footpath. Also to the east of the path is a large gravel area which is used for player and spectator car parking. Water tanks are located centrally within the car parking area together with a storage shed. Ideally the car parking area should be constructed of bitumen to reduce potential pitch contamination. The synthetic turf life expectancy is unknown, but it is recognised that approximately every 8 to 12 years the turf will need to be replaced and 16 to 24 years, the turf and shocks will require replacing. In addition, the upgrade of the floodlighting and replacement of the fencing will need to be factored into ongoing asset replacement costs.
			
			

Images	Commentary
Sounness Park Western Oval            	The Western Oval acts as an overflow activity space with a central synthetic wicket. Its use has been compromised by the lack of reticulation and access to appropriate levels of water. As a result, the surface is poor and will need addressing. The original intent of the oval was to provide for cricket and soccer. A large stormwater lake was to be developed top the north of the oval, but this has been reduced in size and impact. At the southeast corner of the oval are located three cricket nets (adjacent to the car parking). The nets are well maintained but lack access to a power supply and lighting adjacent. The oval also does not benefit from floodlighting. The orientation of the clubhouse building and spectator arrangement also is likely to be seen as an inhibitor to use. The lack of fencing around the oval and the access road further inhibits is use, particularly for junior sport. A core focus of the Master Plan will need to address these inhibitors to its use and potentially re-orientate the profile to provide greater spectator and family capability to support developmental activity on the oval.

Images			Commentary
			Increasing capacity will offset any potential overplay on the eastern oval. There is a small children's play area with shade adjacent to a covered BBQ area with seating and tables. The area is well maintained and provides a good level of provision servicing the western oval.
Sounness Park Tennis Club			The tennis club is accessed off the main circular access road around Sounness Park Ovals. It is located in the north east corner and consists of six floodlit hard courts and an ageing clubhouse facility to the west of the courts. It has the capability of operating independently of other sports within the site. The viewing area adjacent to the courts is reasonable with a good hard standing under shade and adjacent BBQ. The clubhouse building is ageing (brick external fascia, internal stud walls and corrugated roof) and lacking in functionality, having one large clubroom/function space and a later extension which incorporates the kitchen and food preparation area. The lack of dedicated storage for furniture and tennis
			
			
			

Images			Commentary
			equipment and access to toilets (located in a separate building to the south of the site) will be an ongoing issue which will inhibit future growth. There was evidence of water inundation through the roof which is understood to have been addressed (join between the kitchen and clubroom. The quality of the courts ranges from average to poor and highlights a lack of recent investment in replacing the surface. The floodlighting is also in need of replacement. The playground is a traditional toddler slide and climbing frame with sand base and limestone retaining wall. The hit up wall areas lies adjacent and is functional, albeit ageing with cracks in the surface. For a small club the infrastructure is functional but lacks contemporary design and the separation between the toilets and clubroom building is an issue as it introduces conflict with vehicular movement and personal safety concerns. Over time the gradual enhancement and upgrade should be considered to on-site infrastructure to address these challenges.
			
			

Appendix 4: Engagement report

Background

The consultation process included the following:

- An initial facility audit with key stakeholders to determine the current site constraints and potential opportunities for future development considerations.
- One to one meetings with key stakeholders nominated by the Shire. This was principally undertaken on 26th and 27th March (including a round table discussion with users of the Frost Park grounds) with the remaining consultations undertaken on-line with Tennis on 2nd April and Basketball and Netball on 15th April. This report includes the main comments raised by stakeholders and the key themes emerging
- A community survey which is to operate from 12th May through to 2nd June. The questionnaire is based on the key themes which have emerged from the initial engagement process.
- A workshop and ongoing engagement with Shire Officers.

Consultation Outputs

The following table identifies the stakeholders engaged and the verbatim comments received. These are then combined to identify a series of themes referenced in the subsequent section:

Key Stakeholders	Main Consultation Outcomes - Comments
Plantagenet Company of Archers	**Background:** • Involved in the original masterplan a few years ago • Generally have fitted in well with all users the best they can • Have got a very specific pavilion that they use: Use the sheep pavilion for indoor activities – works well when there is inclement weather • Field shooting is diagonally across form Frost Park – have clout, target and field shooting – 180m range with additional overshoot zone (50-100m) • Pavilion is ideal – one way in, one way out • Provides excellent safety • Longest distance 25m, 18m with other variations in distance **Membership and Growth:** • 14 juniors – made up of two groups – beginners and 6 in the filed doing competitions • 14 adults – at the line at any one time. Plus have those still come down on a more casual use – 5 targets • Have grown in the past 2 years – previously had 6 to 7 main users • Have recently brought on a third person for training • Shoot all year round – provides a good opportunity to the community compared to the usual traditional sports. • Juniors – Tuesday 3-6pm • Adults – Sunday from 8:30 for a 9am start and finish around 12 or 2/3 for events • Once a month for competitions

Key Stakeholders	Main Consultation Outcomes - Comments
	• Have members come from Albany, Manypeaks, Narrikup and Frankland for both juniors and adults • Attract a diverse group of users – some member have autism, home schooled • Have an annual event, 30-40 people come down at any one time • Long weekend in March • Archers bring their families down and provides opportunities for other businesses in the community as people are usually staying down for the weekend • Have all types of bows available at the clubs • As a club do not accept the use of cross bows due to legal standing • No operational or strategic plans at the moment – aspirations are dependent on current members, try to be flexible with members • Are forgotten by Archery WA • Generally, a good relationship with Archery WA but have a better relationship with other clubs and Archery Australia • One of the few clubs to shoot all disciplines. • Members have a 6-month period to use club equipment before having to buy their own to see if they are interested. **Financial position:** • Unincorporated club • Club fees cover all insurance • Any extras will use that year with a small carry over to purchase targets • Have applied for community grants through Bendigo bank before • Membership fees per year • Adults $220 • Juniors $130 • $5 for a temporary player which includes coaching, equipment and insurance - looking to increase this figure as it has remained the same for a number of years • Are a kids sports club which helps to cover fees **Facility Constraints:** • Facilities generally work well and don't have any major issues • Have a good relationship with the Shire • Happy to work with anyone that wants to use the field with the club • Have had some issues with dogwalkers getting in the way when shooting, but just ask them to come back when finished shooting and usually have no issues • Have had motorbikes riding through the bush when shooting – meaning the club have to stop until they are gone • Used to be the old polocrosse ground • Can't shoot towards roads or buildings, have to shoot towards something clear • Toilet facilities on shed are outdated • Shower and toilet are in both men's and women's • Women's facility is also used for female jockey changerooms • Safety is a major priority of the club **Opportunities:** • Getting the field course to have a permanent set up would be ideal • Having two different permanent options for shooters would be ideal

Key Stakeholders	Main Consultation Outcomes - Comments
	• Have a good relationship with all user groups on site, don't really impact on each other's activities • Only have to be out of the way for overflow carpark • Storage field shed is adequate **Money no object** • Outdoor area to be fenced and gated properly • New shed but would want to see similar facility as it is appropriate for shooting • To have protection for arrows at shooting end such as a wooden board to protect the shed from arrows
Plantagenet Scouts	**Background:** • Scouts have adopted a new program over the last 2-3 years - Have adopted a lot of educational and learning programs - Lots of homeschooling parents joined as it ticks off curriculum • All groups come under Scouts WA Strategic Plan • Scouts WA have just started a program call One Camp and is a mini jamboree • important policies for the club are - Child protection policy - Training and compliance **Membership and Growth:** • Monday and Wednesday – 3:30-6pm - Time is dependents on leader availability - Half of current members are from Mt Barker with the other half from rural - Like to have weekend camps – try to operate at least one camp per term • Community garden could be good for scouts but also for the community • Onboarding is done locally – organised by Scouts WA • Look for 15% growth per year • Aim to keep the fees low • Have a ratio of leaders to children to not burn out leaders – 1:7 - Is a personal choice for the club • Can take more members for scouts and don't put a waitlist for them • Try to take advantage of different grants that are available • Gill Creek in Albany used to be a good space but has now been neglected • Katanning have guides • Plantagenet scouts have had guide join so club have not lost any members from guides • Get a lot of kids not fitting into traditional sport groups • Cubs always have a bigger waitlist, Joeys goes up and down • Can be difficult to find a time that doesn't clash with other sports - Swim club is the biggest clash user group **Facility Constraints and Opportunities:** • Would like a hall to operate out of • Storage is a major need for the club • Would like a lockable office space • Would like to have a dedicated space for learning area which would assist with visual learning opportunities for those with certain needs

Key Stakeholders	Main Consultation Outcomes - Comments
	• Also do a lot of cooking – require facilities to do so • Scouts is needed for a functional school/skills program • Have two trailers full of canoes which is stored at camp leaders' property • Storage shed at Frost Park is currently full – 8x7m space • Would like to have an area to invite other groups to camp • Ideally would have a hall space that can fit - Office - Kitchenette with storage - Rainwater tank and solar panels (through grants) - Firepit - Fenced area – to allow for kids play equipment • If at Frost could utilise public toilets • Space across from storage shed at Frost could be utilised • Would prefer dedicated space but open to sharing space with other groups such as yoga etc • Would like centralised space for all storage • Smaller storage to be enclosed with trailer access to be open but still secure • Need drop off and pick up areas • Require some lighting – solar could help provide this • Have a padlock on storage – issue controlling access with keys • Have been restricted in what they can buy for the club as there is no place to store • Would like to push towards SDG (Sustainable Development Goals)
Plantagenet Sporting Club	**Background:** • The four founding clubs getting priority access over other users • Wine show, funerals, agricultural seminars are the main functions using the space • Facility doesn't get used to full potential • Frost Park gets used more due to recent upgrades and cheaper to hire • Discussions regarding updating the strategic plan • Overall government structure works well • Committee is made up of two members of each founding sporting club • All decision making is recorded – have some disputes with clubs as they look after their own bets interests but gets resolved and generally works well • Building set up works well – good that is opens up on both sides • Have had some issues previously with other user groups • Have to be on top of scheduling to ensure all clubs are able to use the space • All bookings for the clubs has to come through the facility manager • Hosting more games with women's football • PSC role is to maintain clubroom building. **Facility Constraints and Opportunities:** • Need more storage • Would like to pack tables and chair away • Management of facilities works well overall • There is no outside sheltered area • Have some clashes with oval usage, only have lights on two fields which limits usage to some capacity – no lights on back oval

Key Stakeholders	Main Consultation Outcomes - Comments
	• 200 lux at the moment but getting upgraded to LED soon • One oval is over used because it is the only oval with flood lighting • Football have a gate entry, other clubs don't • There is no protection for juniors on the back oval, traditionally used for junior competitions • Can't really have spectators at the back oval • There is no proper sheltered space which impacts on the amount of spectators especially for the winter sports • Down to the clubs to bring equipment for the events • Sound system is complex and outdated – needs to be upgraded • Impacts on the ability for casual functions • Kitchen and bar works well • Stove can be temperamental • Storage is limited – especially with each sports clubs having different teams with each – men's/women's/juniors • Minimal space for clubs to have memorabilia and honour boards to show **Money no object** • Lights on oval • Storage increased • Increase car park • Fenced oval at the back
Mount Barker United Soccer Club	**Background – Membership and Growth:** • Have had a women's team since 2004 prior only had a men's team for 2 years • Have had juniors for about 10 years • Dropped off with covid and now have 4 junior teams • Have struggled with numbers for men's • Have had 2 women's teams for 2/4 years but now dropped to 1 • Reason for decline is old coach left club and left with little communication • Currently have 4 juniors and 1 women's team • Have 16 round season for women's with 6-8 home games • Hoping to push for junior home games • Have no goals to host junior home games • Ideal world – 10 years - Men's teams - 2 women's - Continue to grow junior programs • Need more support and make it enticing for people to come join the club • Fees for seniors is $350 - $330 is affiliation fee for Football West - Club only make $20 • Don't get charged for usage of oval, only get charged for usage of lights • Have people coming from Cranbrook – have a wide catchment • Finalising strategic plan - Focus is to build club as a family one • Predominantly a women's club who bring their children – many of which end up using playground that is located at the back of the pavilion and is not lit. This is a surveillance and safety issue.

Key Stakeholders	Main Consultation Outcomes - Comments
	Facility Constraints: • Need sheltered viewing/ seating • Changing facilities – current facilities are hard to access financially • Have to set up field far side of the oval • Currently have under 7s 9s, 10s, and miniroos • Would be nice to have own space to avoid interfering with football • Can't advertise sponsors currently around the ground • Use main oval for games and training as it has lighting available • Surface at the back oval (western oval) is quite poor • The lack of storage sees changerooms used as overflow storage space by the football club and is another deterrent for hiring the changerooms • Would like to take advantage of junior canteen • Management of each club can work well with right people • All booking of ovals is first in best dressed - Have previously had booking scrapped for another sport although this is not supposed to happen. • Working with funding applications for new kits and goals • Have universal changerooms • Car park due to small turns at entry creates a blind spot at bottom when people are using it for parking • Could utilise parking around side of back oval
Mount Barker Football Club	**Background:** • An active club which has been through significant change with new Cttee's • Lots of senior players are not from the town – people come from a wide catchment • Have had coaches previously focus on top end talent • Two main growth areas are women's and junior development – this will help to keep people in the area • All three teams are currently financially viable • Juniors spend little and cover all costs from registration, $30k in the bank • Women's $30k in the bank as well with $10k profit this year • Seniors $20k down a year unless there is a major event due to having to pay players • $60-80k spent on players, coaches, physio/trainers • Have employed and executive officer • Canteen account is a separate account $20-40k in the account • Retravision stadium is done well – canteen doesn't work well there though • Office space only used by seniors and women's and only really used on game day • Executive officer will dop majority of work from home **Member numbers and Growth:** 2024 • 70 senior • 126 junior • 41 social 2023 • 84 senior

Key Stakeholders	Main Consultation Outcomes - Comments
	• 106 junior • 40 social • Have seniors, under 16s, colts and reserves • Colt and under 16s was dysfunctional last year and perhaps reason why for decrease in numbers • Men's 15 games plus finals – 7/8 home games • Juniors 12 games • Juniors and seniors are run as separate clubs – juniors don't have constitution • 25-30 women signed up • January to March for women's season • Majority of women's players prefer playing in summer • Other clubs are struggling with offsetting season at the start with volunteers • Lights at the back oval would allow for less clashes • Train • Seniors – Monday and Wednesday • Women's – Thursday and Thursday • Juniors – Thursday • Growth will be around the women's side • Youth girls (year8-9) started this year – don't currently have a team but aim to have one next year **Facilities – what works well:** • Two ovals with facility in the middle • Parking is available • Changerooms works well – juniors don't use • Seniors only use 2 (open up the home changeroom) **Facility constraints:** • There is no spectator undercover space, making it difficult for viewing • Canteen servery blocks main throughfare outside • Would be ideal to have terrace undercover and would allow for better spectator space • Playground location is an issue – low supervision and next to carpark • Storage has been an issue – especially for juniors • Talked about putting a shed next to the cricket nets • Lack of lights – number one priority • Look to have dugouts at back oval • Women's team would like fans in changerooms • Fencing around the back oval for juniors • Fencing around back oval for juniors • Crossover with some equipment usually pass down from men's to juniors • Don't charge juniors for parking on matchday • Football and hockey have not always got on but looking to improve relationship • Management works well – dependent on right people • Wall space inside is an issue - Smart TV's would work for honour board • Bar isn't well liked by patrons and isn't well utilised
Mount Barker Hockey Club	**Background:** • The Mt Barker club is very structured

Key Stakeholders	Main Consultation Outcomes - Comments
	• Have had a change of committee recently and looking to make big changes this year • Don't want to have committee any longer then 3-5 years • Volunteer pool is small at the moment • Trying to change culture • Looking at putting a volunteer levy • Building relationship with football club • Flexible and want to have a good relationship • Have turf replacement fund with Council • 8-12 years for turf life • Soccer is using turf which is adding to wear and tear of surface • Any money that is used for hire goes back to turf replacement fund **Membership and Growth:** • Members 2024 – 168 players, 200-300 with social members • Use turf 6 days a week • Have 2 Association days a year which has 6 games and are big revenue days making $500-600 • Main goal of the club is to encourage as many people as possible to become members – financially, it can be an expensive sport particularly for less fortunate families • Aim to reduce costs as it will encourage more members • Competing with other sports especially soccer • Club are often growing players but see them move to clubs in Albany • Minky program is huge for the club and put resources and hours into program • Have a round robin tournament every 6 years come to Mt Barker – generates $15-20k profit • Used ovals at Frost to play additional fields • Finished strategic plan last year **What works well** • Transparency and communication with members • Make it free use for members and public to use the turf **Challenges:** • Attracting spectators • Nowhere to sit or view especially with poor weather • Storage for player equipment and security of belongings is an issue • Looking to replace lights from halogen to LED in the short term • Happy with current illumination • LED lights will help with financial costs • Shire does maintenance of the turf – e.g. increase size of netting protecting the function space is done by the shire • Would like a small shed to west of pitch to keep equipment undercover • Looking at trying to cover the whole dugout / spectator area • Hockey club tend not to use changerooms • When have 2 or 3 games will use the function space which is utilised well - Done 2 or 3 time per year • Association can be challenging as it tends to focus on Albany teams

Key Stakeholders	Main Consultation Outcomes - Comments
	• Have 2 reps on the Association • Happy with current management structure and relationship with PSC • HWA is delayed with implementation of polices on regional areas, therefore they do not have the constraints imposed similar to Metro Perth. **Money no object:** • Back to back grandstand on eastern side to allow football and hockey both to see • Western side undercover area for scorers and players with grandstand on top – similar to Curtin • Include changeroom • Sealed car parks and proper access • Raise soil to allow cars view the hockey field • Having vehicle access is attractive for people atm
Mount Barker Turf Club	**Background:** • Frost Park facility is 38 years old • $130k spent on it last few years • Air cons, toilets, bar, changerooms have been upgraded • Was used quite a bit when football club and turf club had 6/8 meeting is previous years • Other user groups don't use facilities on site • Looking to have 4 meetings this year • Tote room is leased to the turf club and used for storage **Usage:** • Season October – March - This year January to February as the club were on notice from the Commission to improve facilities. • Race clubs have reached their peak in WA. Hirers and users of the central area are most likely to be the future main users as they continue to grow while the turf club use is diminishing. • Increased protections for animal welfare has made it harder for clubs and increased need on volunteers • 200 patrons are accommodated for a normal event, with up to 1,000 for major events. **Constraints and Opportunities:** • Taylor Dennis Pavilion is a great facility that is most commonly used for events - Hosts Australia day event each year - Can be used for weddings-break out onto the grassed area • The Turf Club have exclusive use of the Skinner Pavilion. It is open to let other user groups to use if they want. • Jockey Association have expressed the need to improve facilities • The Turf Club may spend $300k this winter to improve the facility • Outdoor toilets are open to public and used by dog walkers regularly • The large shed adjacent to the road stores starter gate - Space would be better utilised for parking • Storage is shed is most utilised building in the Shire with so many different groups using it

Key Stakeholders	Main Consultation Outcomes - Comments
	• Can't have enough storage • Club need horse ambulance - $30k cost for club • All user groups work well together • Options for the Shire to extend water catchment • There are guidelines regarding what can be on TV broadcast for track • Would be possible to make ablutions works • RAWA forced club to buy track to keep complaint • Track must be perfect on 4 corners and main straight • Stewards walk the track the week before to inspect and if not up to standard will cancel meeting • Ideally to have dog exercise area somewhere else • Inner track was built but was not deemed up to standard so will be rebuilt next year with gravel track
Mount Barker Cricket Club	**Background:** • Junior cricket run as a subcommittee under senior team • Use main room, toilet, storage room don't use changerooms – if want to get changed will do so in the toilet • Haven't used the function room for 2 years • Main revenue is through fundraising and sponsorship • Oval dying at Sounness hurt the club by losing 3 home games – due to scoring system regarding ground quality • From association point of view club can't play any games due to lack of turf wicket in the Shire • Have good relationship with PSC – cricket club sit on the outside and do their own thing, don't interfere with each other **Membership and Growth:** • One team will use the clubrooms at least once a week • All A grade games are played in Albany due to turf wickets • Have 3 senior teams with 49 players • Juniors – 40 members with 3 teams • Playing at least 1 or 2 games at Sounness • Have Milo cricket 30-60 kids, 12-week program • Use the football oval for that • Don't use Frost due to divots in the surface from the horses • Recruit from a wide catchment for players – most guys happy to travel • Registration fees: • A grade $350 • B grade $300 • Junior $220 • Roughly $11k turnover per year • $4k in the bank – costs seniors $9k to play • Albany pay $18k for the building • Goal of the club is for juniors to stick around for as long as they can • Looking to run a few junior tournaments out of Mt Barker to encourage kids to play • Lose a lot of kids to basketball as there is a clash with basketball association now playing games same time Saturday morning

Key Stakeholders	Main Consultation Outcomes - Comments
	Constraints and Opportunities: • Building overall works pretty well – sun comes into building late afternoon • Seniors use building, juniors use gazebo • More shade around the ground we be good or a permanent gazebo right on the boundary • There is no women's team or association but run women's training sessions • Upgrade the playground – made of metal gets too hot in the summer **Future Facility requirements:** • Can't currently run any winter programs as nets aren't covered and drainage around them isn't great • Lack of lighting – can only really use nets post November as lack of natural light • Lights over nets would allow for full year access • Fencing around the back oval is required • Would like to have a notice board / sponsorship board or have similar set up to what football have • Would use Frost if available • Surface is relatively poor • Would be able to get some grants and investment for turf but couldn't fund it all • Great Southern Association travel to Albany to play on turf, would play in Mt Barker if turf was available • Power would be available at nets • Extension of net fencing closer to the car park to allow for additional protection to cars
Mount Barker Lions Club	• Use the storage shed • Need external toilet facilities for the clubs to use • Lions just use the south end of the shed for the cardboard pressed • Need to the double doors and single door to access cardboard and machinery • Water comes into the shed quite badly and roof is starting to like • Have been using that shed for at least 10 years • 24 members – usually on Monday 7-8 people come down - Good thing for people that don't work - provides social opportunities and sense of community • Collecting cardboard for 18 businesses around town with money going back into the community • Storage space is sufficient it is just improvement works to the shed that are needed • Good relationship with other users groups – have a relationship with turf club where use tractor to load cardboard • Use to external block for a washup after handling cardboard • Drop cardboard various times during the week, but mostly there on Monday, with some occasional work on Fridays • Have own key access which enables access to the three doors • Money no object • Upgrade to doors and cladding is the main priority
Mount Barker Tennis Club	**Background:**

Key Stakeholders	Main Consultation Outcomes - Comments
	• Restarted the club over the past year or so after the previous committee stopped in 2014. Previously the committee were the only club members using the facility and the membership had dropped off. • The focus since starting up again has been on coaching for kids and improving skill levels. They will be looking at improving the infrastructure for the next 2 to 5 years to support competition to get people on the courts and support the Lower Southern Tennis Association events. • Governance was the focus to get the club back on track. It is more of a community club but with a focus on securing a lot of regional events to support its growth. • Benefit of the club is its central location and 6 courts in one area – although infrastructure is basic the location is an attractor. It is also visible with a road frontage and benefits from ease of access within the wider precinct. • They have run Cardio Tennis, hot shots and operated 2 x junior coaching sessions at weekends which has attracted over 100 people (parents and kids). • They are struggling with senior competitive players due to its previous history as they moved on to other clubs – it will be difficult to attract them back. • They have a strategic plan in place which was assisted by Kim Buckfield in 2024 and funded through the DCMS **Operational Times:** • Season is from October to April. • Social – Weds • Coaching - Thursday Juniors – LGS tournaments at weekends and generally for the whole day. **Facility considerations:** • Club room is getting painted and ceiling issues are being addressed. • They have a hit up wall and playground which is satisfactory • The courts need a spruce up (clean and resurface) with additional floodlighting – currently 2 have failed and they have a quote to replace but have put on hold pending discussions over a full LED replacement at $30k. 3 of four courts are currently floodlit. • Public toilet (detached) is a concern (lack of passive surveillance and anti-social behaviour), but it is the only facility used by the club and is readily accessed by non-members wishing to use the courts without gaining access into the clubhouse. It is also available at no cost to the club. **Initiatives undertaken:** • Book-a-court is in place (igloo key) – free for members and $10 court access for non-members. • Affiliated with Tennis West who have provided strong support for the club in its re-establishment. • They have installed EFPOS and provide cashless opps and increased on-line presence (web and Facebook) to make the club more visible and accessible. • Re-done the log and are now looking at bringing more resources through sponsorship.

Key Stakeholders	Main Consultation Outcomes - Comments
	• Qualified LTA coach from Bunbury (Nelson) and TW support through Megan Healy. The focus in providing more quality coaching opps and increasing the profile. **Priorities for investment:** • Resurface tennis courts • Upgrade floodlighting (replace current failing or full LED replacement to be determined). • Upgrade to playground • Extended shade • Upgrade to internal flooring • Storage space – currently only a cupboard in the clubroom. Require external equipment store. • Not enough storage for internal/external furniture. • Lighting within the clubhouse should be LED. • Discussion with shire related to managing external toilets to be had. • External side of the building could be improved to enhance the site aesthetics. This would include the brick BBQ and other social infrastructure. **Other comments:** • Car parking is not seen as an issue as they operate relatively independently of the other users and benefit from accessing the CRC car parking adjacent. They do not clash with winter sports. • It is a very secure site fenced in and visibility across all facilities is good. • Layout around building is good with minor improvements to enhance the shade as referenced above would be beneficial.
Frost Park User Groups – Mount Barker Agricultural Society, Great Southern Horse Society, Mount Barker Campdraft Club, Great Southern Carriage Driving Club, West Plantagenet Pony Club	**Mt Barker Agricultural Society** • No longer do agriculture • Run horse show and wine event • State wine show only one in the state bringing wine from all over • Use Sounness Park for wine judging • Wine show is constrained by the size • Held first week of the final school term • Have invested in shelving and table displays • 850 is maximum capacity • Commitment to hold the show until 2027 **Great Southern Stock Horse Society** • 2/3 major events a year • Been operating from Frost Park for 26 years • Attracting hundreds of people for major events • Get 40 kids for youth camps **Mt Barker Campdraft Club** • Have a few major events and pack the place out • Toilet and shower facilities are needed • Raise the back end of campsite as it can get wet

Key Stakeholders	Main Consultation Outcomes - Comments
	• Get water from facility • Power box big enough for the portable office but not enough for food vans **Great Southern Carriage Driving Club** • 45 years oldest club in WA • Been using Frost for 30 years • Relatively small club • Oval is used for numerous disciplines • Toilets and waters are main wish list items **West Plantagenet Pony Club** • Have own grounds but also use Frost for dressage in February each year • Have a lot of equipment and infrastructure at current space and would require a lot to move to Frost - 60 years of the pony club at the current grounds • Having no storage or easily accessible toilets is a major issue • They provide all show jumping equipment • Cross country would be ideal at Frost • Would like canteen facilities • Have 3 instructors with 50 odd riders • Have to fit in with association and other user groups when looking to hold events **General Discussion** • Lions club and scouts have a number of items in the storage shed • Have a calendar for each group to ensure that there are not any clashes between events • Don't hold events in winter and peak of summer due to the weather • Campdraft and stock horse events are all run in the summer **Consistent Constraints on Use:** • Major issue is the racetrack with a lot of rules and restrictions that impact the other user groups • Have a bridge that goes across the track that has to be used so people don't go across the track and damage turf • Have to set dates for events around the turf club • Damm at Frost doesn't capture water properly • All events require hiring portable toilets - Need showers and toilets on the inside of the track • If the back area had a better surface, it could be used for camping and racing activities • Pony club have no water and power at current location • Infrastructure can only be built at a certain height due to the track • Floodlighting is not used • All power and water have been put in by the clubs • Introducing additional power – enough to power 4 food trucks (100amp?) • Don't use pavilion on site - Toilet facilities are not clean and there are a number of factors that have impacted on clubs not wanting to hire pavilion (including legal action related to a health and safety incident (electrocution) • Would require huge changes to the facility to use the pavilion in the future • Other clubs don't use pavilion due to being too expensive • Storage of the bridge is dangerous

Key Stakeholders	Main Consultation Outcomes - Comments
	• Storage shed could be improved • A secure space for the office and similar infrastructure • All clubs have key access to site, but it is not practical • Would like a better undercover area **3 main issues:** • Ablutions inside of the track • Levels of the surface • Lack of water
Basketball and Netball	**General Discussion – Netball and Basketball:** • Have maintained strong membership in recent years and through covid • 90 members • 20 net-set-go • Have core group of volunteers for netball – worried about burnout though • Struggle with volunteers for basketball • Had 90 members for basketball • Netball mainly competes at ALAC • Basketball has local competition • Main issues/constraints: ○ Court availability is the major issue ○ Have to work around school availability and shire bookings – results in having cancel some games ○ There are also financial constraints on members with the club having to book court hire - the club does its best to keep fees low ▪ 5-hour trials on Saturday cost $580 ○ Access to available hours is also a challenge **Basketball** • Season – Thursday • Aussie hoops – Tuesday (last few years 30 kids) • Training – Monday, Thursday • Basketball local competition has 5 teams • Albany – 4 junior teams and 3 senior teams • Basketball numbers have fluctuated over the years – partially due to due to not having a strong committee • Basketball struggles due to fluctuations and is less financially stable than netball. **Netball** • Train – Monday, Tuesday, Wednesday, Thursday (restricted to one court) • Competition – Saturday (in Albany) • Netball has 4 senior teams ageing from 15 to 40s • Financially netball is quite stable • Courts are meant to close at 7 but due to lack of courts available allowed to go a little later • Netball have a strategic plan, basketball do not **Long term goals**

Key Stakeholders	Main Consultation Outcomes - Comments
	• Would like to continue to build club culture and would like to have a home base to further do so • Rec centre is due to be upgraded and unsure what the agreements will be like in the future with the department of education. Currently can't display honour boards / memorabilia and can only offer net and set – to about 15 members • They have Go in Albany – for 20-21 members • They have discussed mixed netball but struggle with court availability and volunteers • A wide catchment of players come to play. Used to playing in Albany after so many years players no longer see it a major inconvenience driving there **Money no object** • Have current facilities plus 2 outdoor courts at Sounness to be part of the sport hub • Ideally would like to have clubroom space • Don't think Frost would be ideal location • All courts to be multipurpose **Other matters:** • Hockey club have indoor hockey at rec centre – which incurred charges • Gym space recently had public toilets put in • School have offered for the club to use outdoor courts – but only school aged children can use them anyone older requires a working with children check • Do a lot of fundraising to keep costs low – They know there are opportunities for grants are but don't have ability to access due to lack of facilities

Key Themes of User Group Consultation

Based on the consultation outcomes with the key stakeholders the following represents the key themes, individually for Souness Park and Frost Park:

SOUNNESS PARK

Consultation Outputs – Key Areas to Consider

- The cost of accessing the changeroom and associated facilities. This is particularly acute for junior sport. The majority of sporting clubs identify cost sensitivity as a significant concern
- The lack of sports floodlighting at the top (west) oval which inhibits the use of the oval for junior sport and nighttime winter activities.
- The poor quality of the top (west) oval which has been caused due to the lack of available water during the past few seasons.
- Fencing of the top (west) oval to provide suitable protection from the access road and demark the playing and training surface.
- Enhance the spectator viewing areas for the west oval.
- The need for increased storage for existing clubs. A consistent message was the high level of training and game day equipment which is required to facilitate all club activities. Current storage is limited and does not meet the club requirements
- Improved parking throughout the site. This may be possible through a re-alignment of the access road around the site

- Improved viewing from function spaces over playing fields/hockey pitch. A consistent reference was made to the disconnect between the viewing banks and the oval. This could be drawn forward and the function space extended and wrapped around the current shaded area.
- Increase the internal storage space servicing the function area and upgrade internally to enable better adaptation for contemporary technology.
- Improved quality of playing surfaces generally
- Upgraded / relocation playground. This is currently adjacent to the west oval and not visible from activities on the eastern oval or hockey facility.
- Addition of multipurpose indoor courts (basketball / netball courts). This was raised by netball and basketball clubs who are seeking to source an alternative space to the current school facility which provides restrictive access and limited capability to provide for a club home base.
- Undercover viewing / coaching area for hockey pitch. Comments were raised from hockey in particular that additional spectator seating (shaded) was required adjacent to the turf. Other comments were received from other user groups of the lack of engagement of hockey with the main infrastructure (function room) at Sounness Park. Relationships and functionality need to be addressed in the Master Plan
- Enhanced water management and re-use – a consistent issue was the increasing issue with dryer seasonal use and the lack of available water to manage the surfaces efficiently. Alternative water efficient approaches need to be considered as the long-term future access to a water source is not guaranteed.
- Improved passive surveillance on site. Greater levels of passive security throughout the site are required at times when there is infrequent use to minimise opportunity for vandalism and encourage greater activation of the space.
- Tennis courts and pavilion – minor modifications are required to manage and maintain the existing facility (including expanded storage within the existing building, additional shade, upgraded playground and external appearance) and promote increased patronage. The secure use of public toilets will need to be resolved as will the resurfacing of courts and incorporation of replacement floodlighting to LED across all courts.
- The importance of Souness Park Clubroom (function space) to facilitate regional events. An increasingly flexible space would need to be considered without impacting adversely on the current integrity of the building.

Additional Considerations

- Increased meeting room space. Currently there is one meeting room which includes storage areas for user groups. The functionality could be increased, and additional meeting room space could be accommodated within a re-configured function room space.
- The need to upgraded change rooms to meet contemporary facility designs.
- Enhanced toilets and shower amenity (club)
- Enhanced public toilet facilities.
- Avoidance of conflict between vehicles moving around the site and playing areas. This was not raised as a specific issue by user groups, but any development should seek to minimise potential conflict between players/spectators and vehicular movement.
- All lighting within the existing buildings should be LED

FROST PARK

- According to the Racing Club, the general race track changing facilities are of a good quality with no immediate need for major investment due to the limited number of annual race meetings and attendances at the site.
- General Frost Park Racecourse are subject to increasingly restrictive regulations for the purposes of televised meetings which constrains the opportunity to develop infrastructure above a certain height which interferes with viewing sightlines.

- Taylor Dennis Pavilion is valued and while a good open space is aged and lacks contemporary seating, effective storage and supporting infrastructure.
- Critical issues for user groups are:
    - Camping Ground – currently uneven and subject to seasonal flooding. A levelling of the land and improved drainage will be necessary.
    - Public Toilet facilities are required on the inside of the track but could only be achieved if sunk into the ground.
    - Horse Arena needs to be upgraded to improve the quality of the surface for a range of equine use.
    - Competitor changing facilities/ablutions are inadequate to service the users of the internal field.
    - Insufficient power supply to the central area. This needs to be upgraded if it is to support the full extent of event activities.
    - The bridge/access to the central area needs to be addressed – it is currently insufficient and potentially a health and safety hazard which needs to be resolved.
    - Insufficient water to service the use by clubs of the internal track area. There will be a need to consider piping water to service expanded event activity
- Community Storage shed (Exhibition Hall) is used by a range of community groups but is in a poor state of repair and structurally at the end of life. Its replacement will be necessary but of a size which is suitable to meet the needs of specific user groups.
- Storage (i.e. sheep pavilion) is also in a poor state of repair, incorporates public toilets and changing space associated with a former internal court use and in need of replacement/rationalisation.
- The lack of flexibility of the site to accommodate multiple activities could be addressed. This however is likely to need to be undertaken in a phased manner due to the associated cost (servicing, importation of clean material to address the surface issues, structural and engineering changes to enable dedicated permanent infrastructure to be located centrally and commitment from service providers).
- The cricket oval is not used and is not floodlit. While cricket have indicated they would use the oval space it is more expedient to focus cricket training and competition at Sounness Park and re-purpose the land to support equine activities.
- Upgrade or replacement of the community storage shed and potentially expand areas to provide a base for specific community groups with dedicated outdoor areas (i.e. Scouts)
- Retain the Cricket Oval and introduction of floodlighting to the cricket oval – this was suggested by cricket, but as stated above may not provide a suitable return for the investment given the requirements of other users at Frost Park.

Additional Considerations

- Improve overall site security and safety around the buildings. Currently there are a range of unsecured disparate buildings on site. These buildings lack security currently and while it has not been raised as a concern by user groups, should be part of future planning.
- Race track and supporting track infrastructure are ageing and at or nearing the end of life. In particular:
    - Media Facilities – they are of a poor quality although functional and would typically be redeveloped to meet the needs of broadcasters.
    - The function room and grass viewing area. While the function room has been enhanced and provides for good external viewing the basic structure is old and of a non-contemporary design.
    - Toilets – external toilets are aged and of a poor quality.
    - Enhance the function room and grass viewing area. While functional it is ageing and lacks contemporary design features

    - Upgrade the Taylor Dennis Pavilion – referenced above – The current facility clearly provides a good functional space which is hireable. The appearance and functionality could be enhanced to improve the spectator and event experience.
    - Replace Frost Park Racecourse Storage (i.e. sheep pavilion). This facility is in a better structural position than the Exhibition Hall but serves little functional value to the racecourse or other user groups. It could be demolished and land repurposed to service either competitor vehicles or additional public car parking.
- The lack of structured parking on site – this should be addressed as part of the passive security concerns to provide dedicated customer areas for each discrete activity

Community Survey Outcomes

The community survey was conducted through Survey Monkey. The survey was open across a four-week period opening on the 15th of May and was closed on the 15th of June. During this period 250 responses were recorded and the results from this survey can be found in Appendix 1.

DEMOGRAPHICS

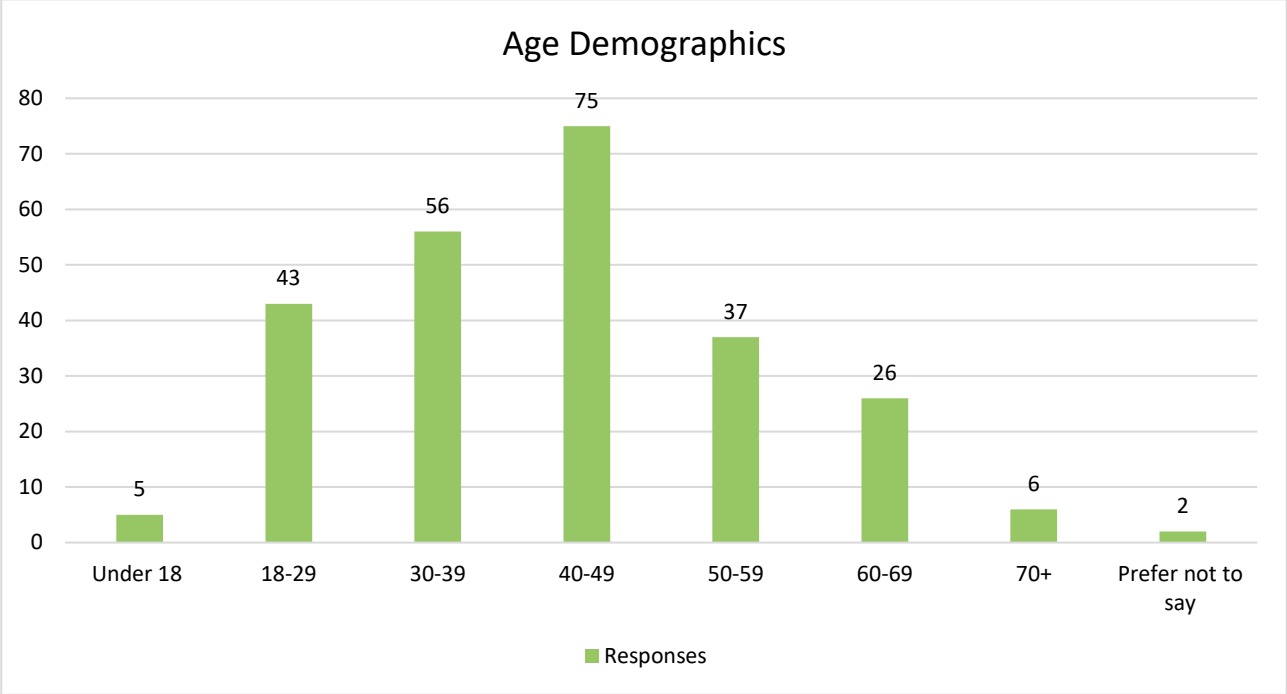


Figure 16. Age groups of respondents

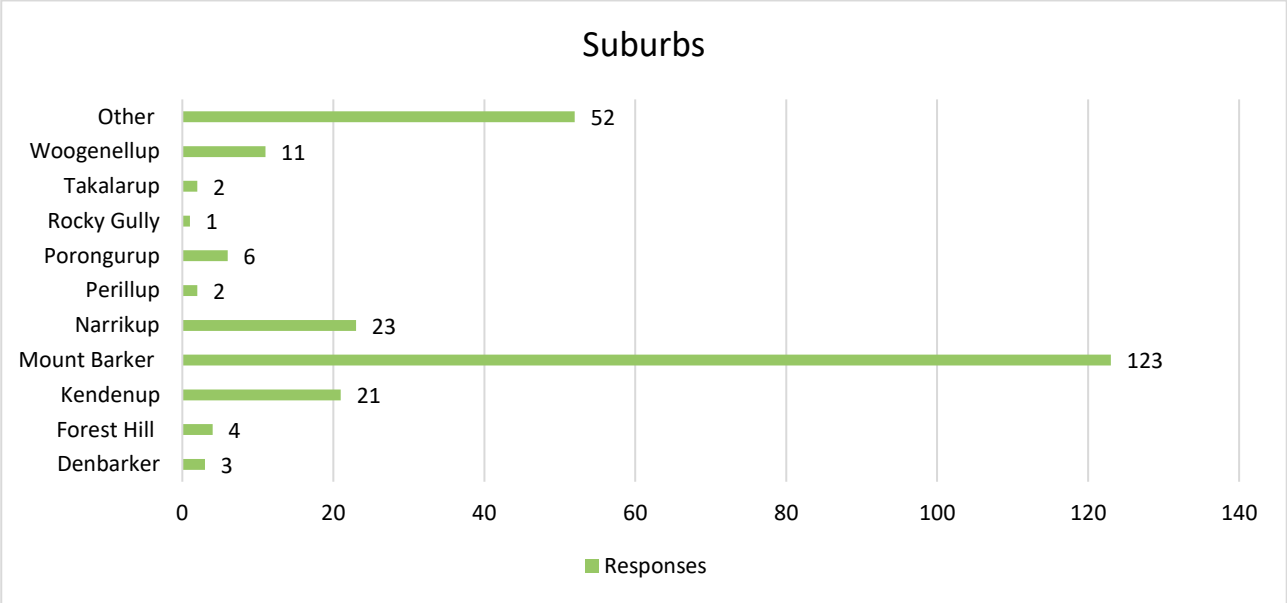


Figure 17. Suburbs within which respondents reside

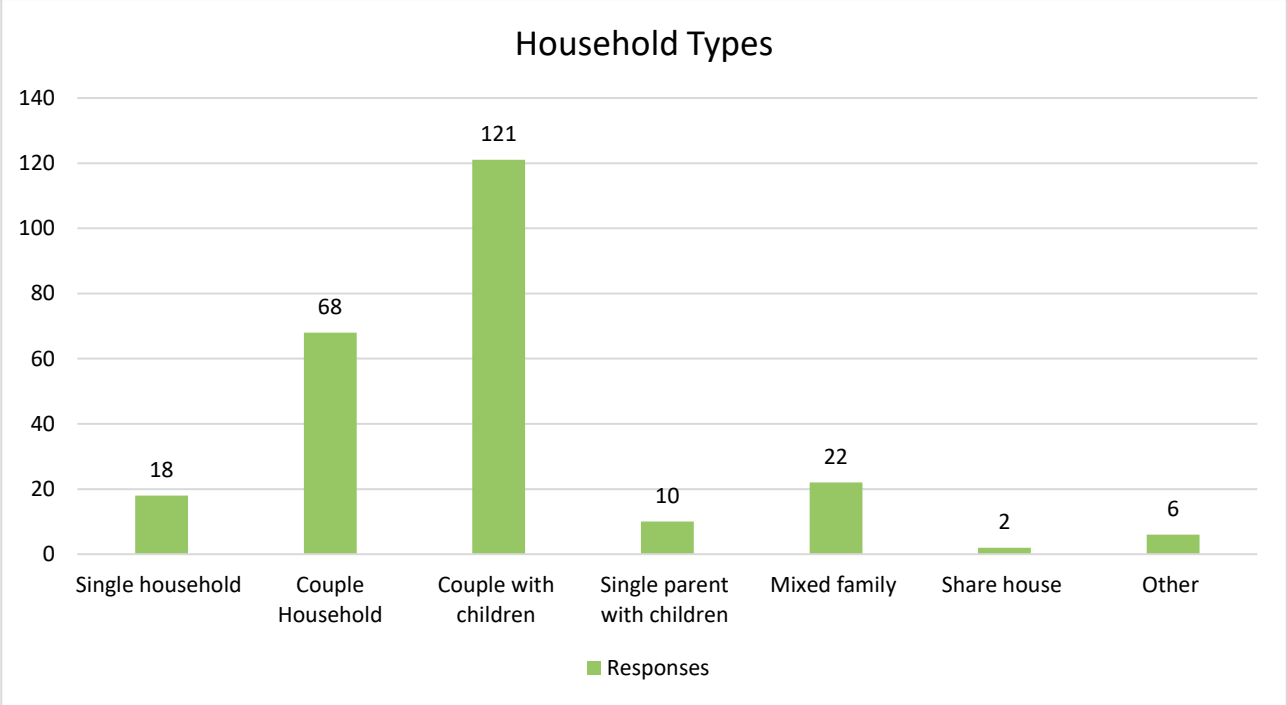


Figure 18. Household types of respondents

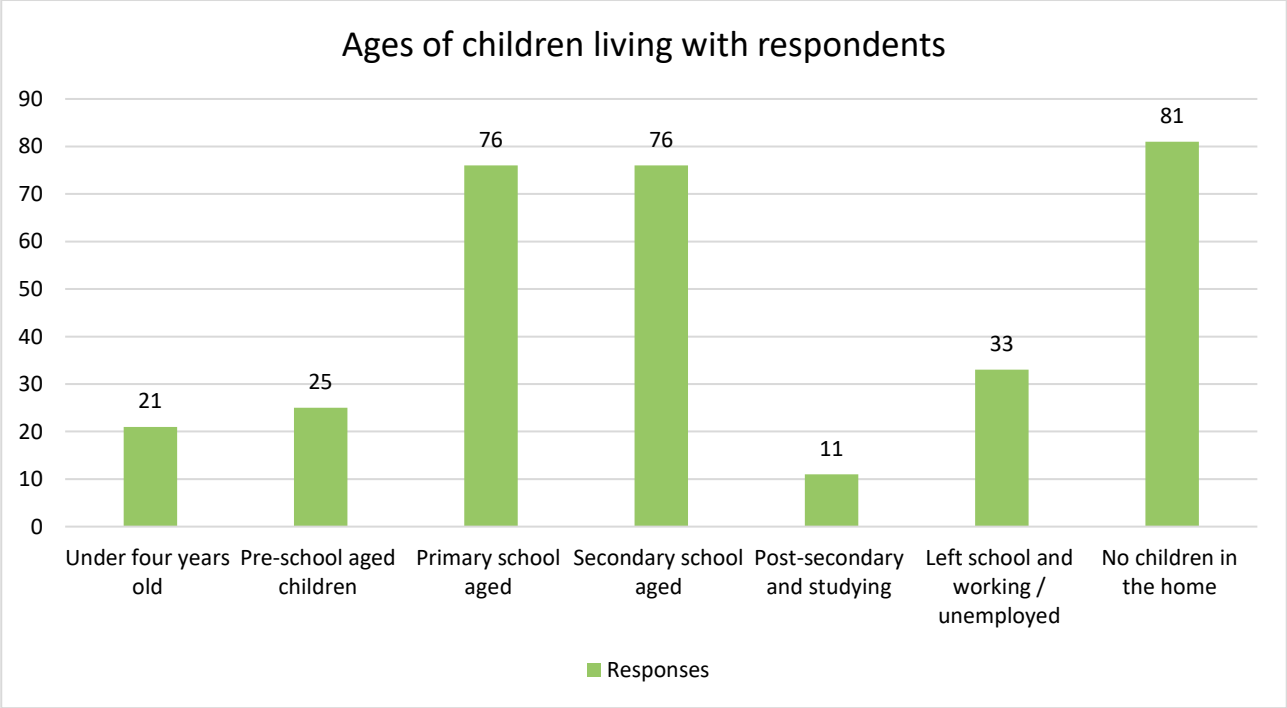


Figure 19. Ages of children living in respondents' households

DEMOGRAPHICS SUMMARY

Of those that responded to the survey the age cohort of 40 to 49 (30%) was the most common, followed by the age cohort of 30 to 39 (22.4%). When looking at household types of the respondents with the household group, couples with children (49%) were the most common of the respondents. The ages of the children living in the household indicates primary school aged (31.2%) and secondary school aged (31.2%) were equally the most common responses which would reflect a consistent balance across the need for developmental and club based/competitive infrastructure. Nearly half (49.6%) of respondents live in Mount Barker and are in close proximity to Souness and Frost Parks. Narrikup (9.3%) and Kendenup (8.5%) were

the next most common residential areas of the responders, while a small number of people that live outside of the Shire were notable, from Albany and Cranbrook. It was evident that the facilities at Sounness Park and Frost Park both provide an important service to the people within the Shire of Plantagenet. The diverse nature of the sport, recreational and equine opportunities provide a arrange of facilities which, if they were not available, would require residents to travel to surrounding LGA's to use facilities. The City Albany however clearly provides the focal point for a number of competition support structures. The value is clear in the response of users who use either of the two facilities or both. 46.9% of respondents indicated that they use Sounness Park and 28.3% indicated they use Frost Park. While 24.8% mentioned they use both. Respondents indicated that these activities are likely to be undertaken more frequently such as 2-3 times a week.

Sounness Park and Frost Park – Community Response Output

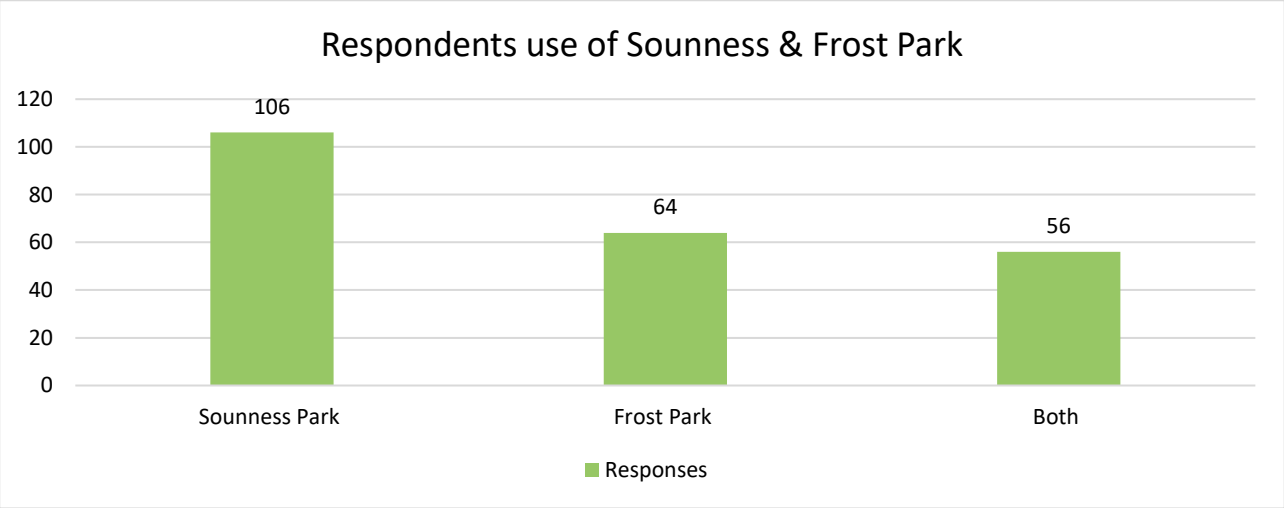


Figure 20. Respondents who participate in sport and recreation activities at Sounness and Frost Park

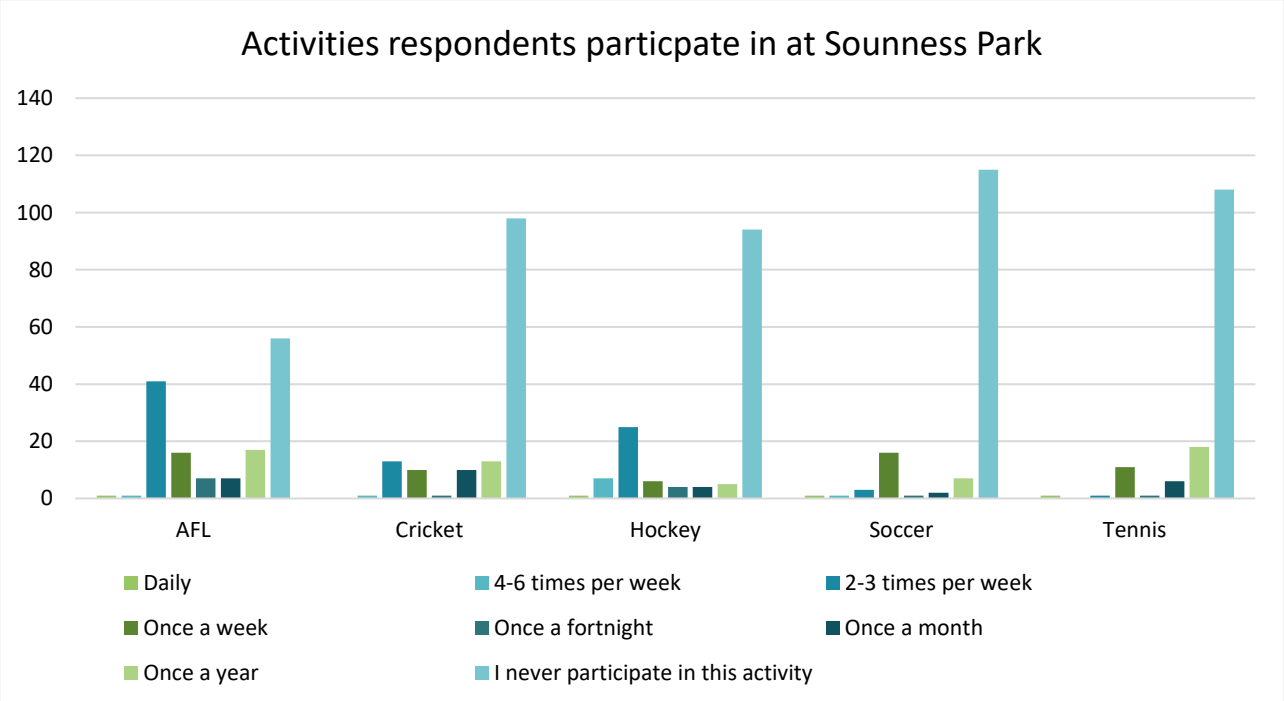


Figure 21. Sport and recreation activities respondents participate in at Sounness Park

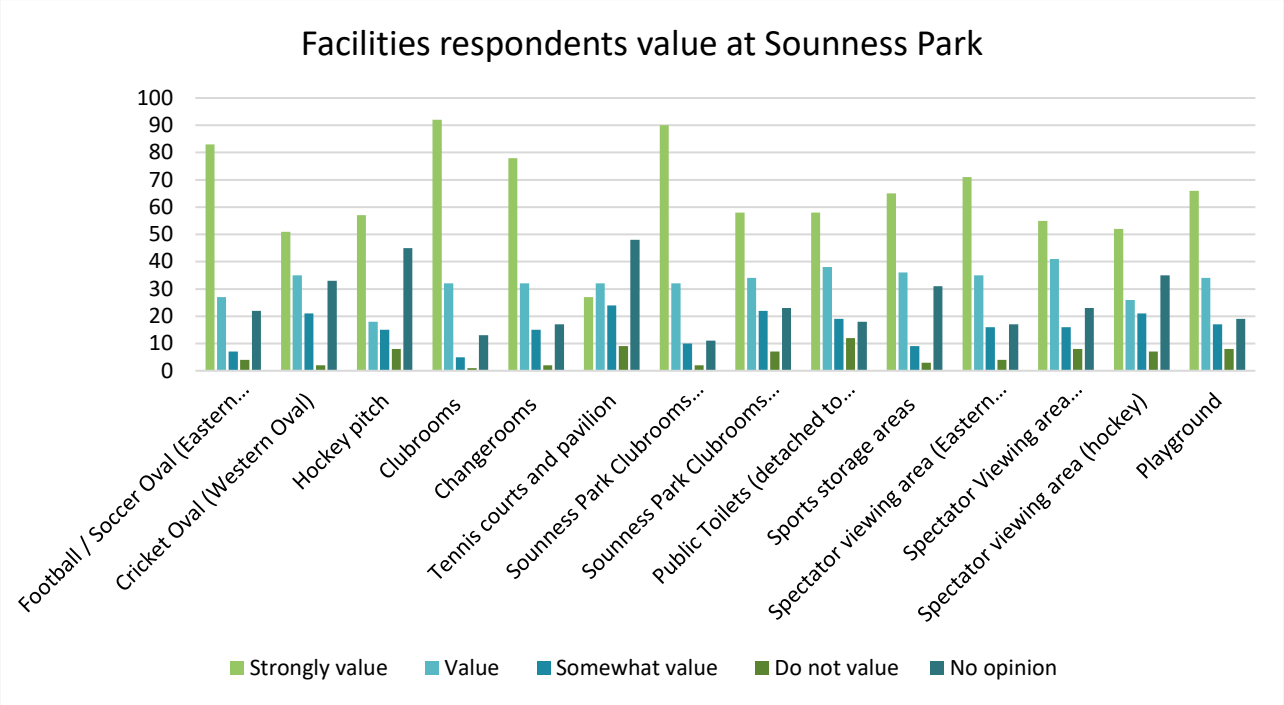


Figure 22. Facilities respondents value at Sounness Park

When assessing the current facilities that are available at Sounness Park the clubrooms (86.7%) and changerooms (76.4%) are the most valued by respondents by indicating that they strongly value or value these facilities the most. The Sounness Park Clubrooms kitchen / bar space were also highly valued by respondents to the survey.

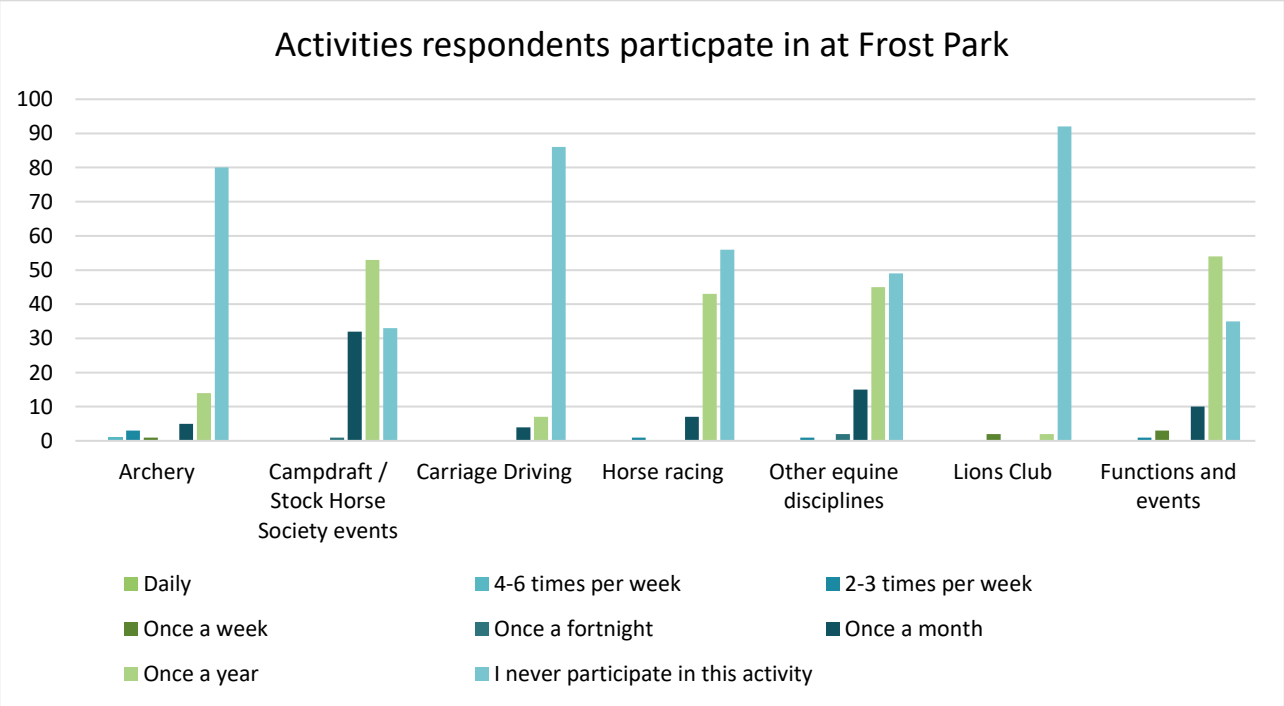


Figure 23. Sport and recreation activities respondents participate in at Frost Park

The most common activities that respondents participate in at Frost Park are Campdraft/Stock Horse Society events, functions and events and other equine disciplines. Respondents have indicated that they participate in these activities less frequently throughout the year compared to Sounness Park. The level of activity in comparison to those activities at Sounness Park is likely to be lower (in terms of frequency and numbers) due to the nature of the use, coordination, facilitation and promotion required. These activities

occur less often but are volunteer intensive. While this may indicate there is capability to further activate the site with improved facilities and services, this could also be limited by the availability and capability of volunteers and limitations placed on the amount of times these activities can be undertaken throughout the year by the use of the racing track and associated bump-in and bump-out requirements.

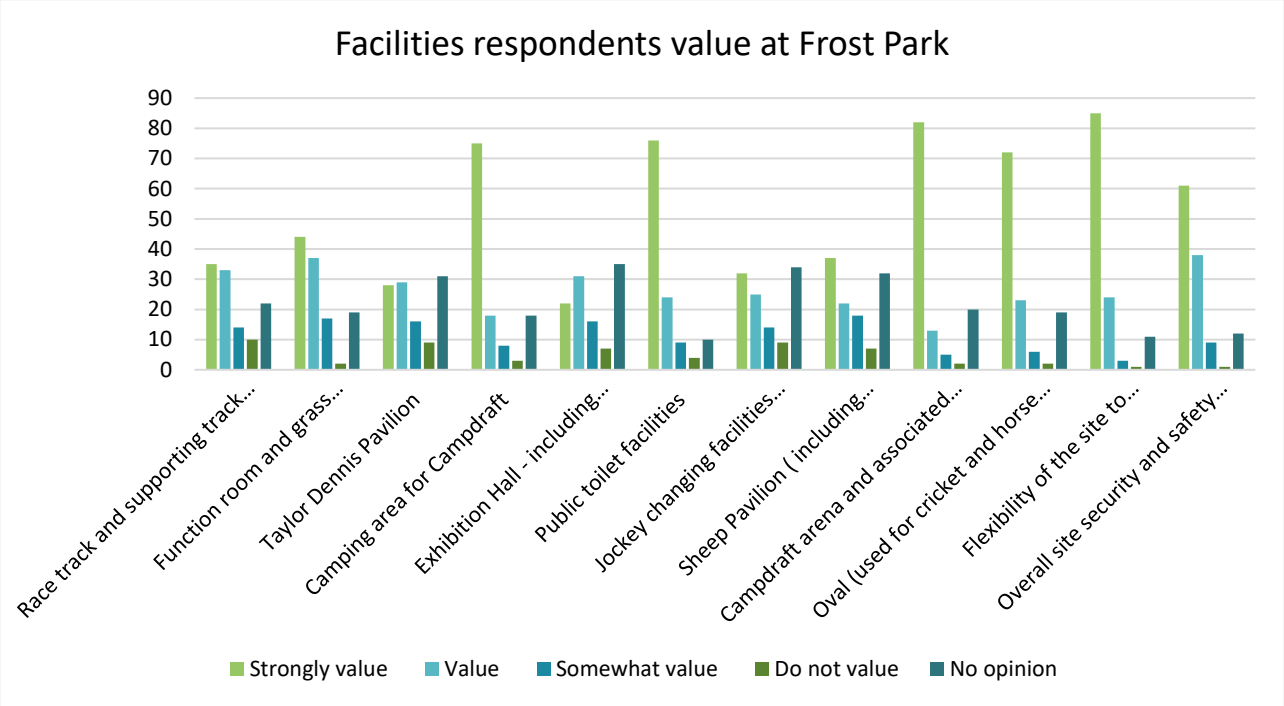


Figure 24. Facilities respondents value at Frost Park

The facilities that respondents strongly value and value the most at Frost Park relate to the flexibility of the site to accommodate multiple activities (87.9%), public toilet facilities (81.3%) and campdraft arena and associated cattle yards (77.8%). Other facilities such as the function room and grass viewing area, and the Taylor Dennis Pavillion were not as highly valued by respondents.

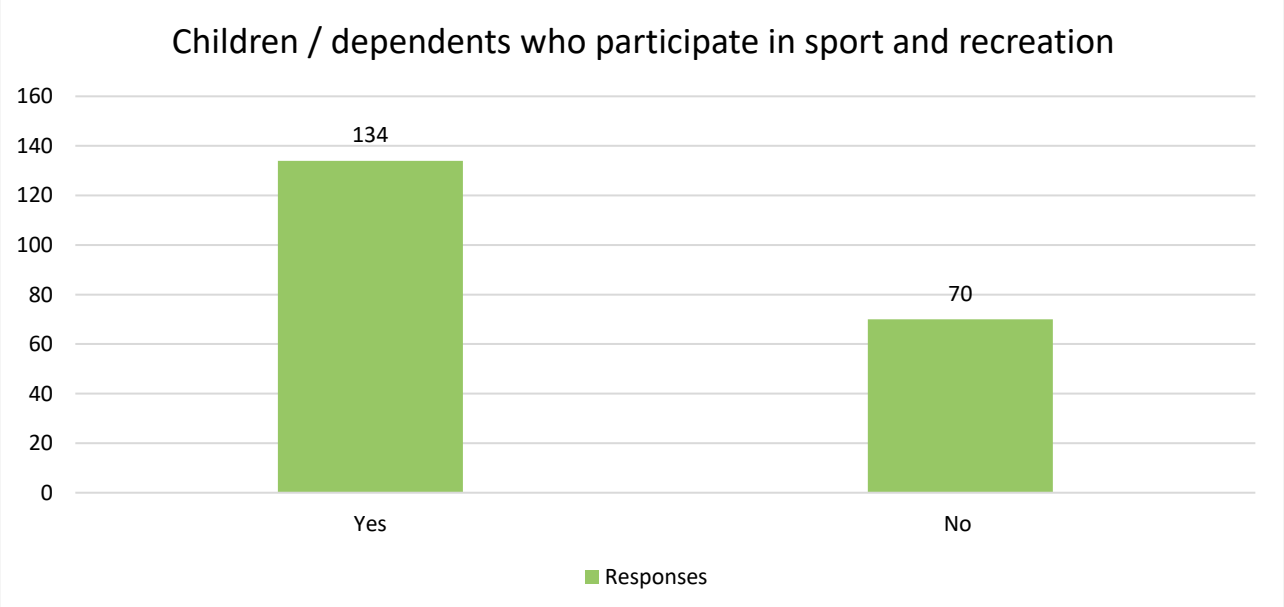


Figure 25: Children / dependents of respondents who participate in sport and recreation activities within the Shire of Plantagenet

The Figure above indicates that nearly two thirds (65.7%) of respondents have children and/or dependents who participate in sport and recreation activities within the Shire.

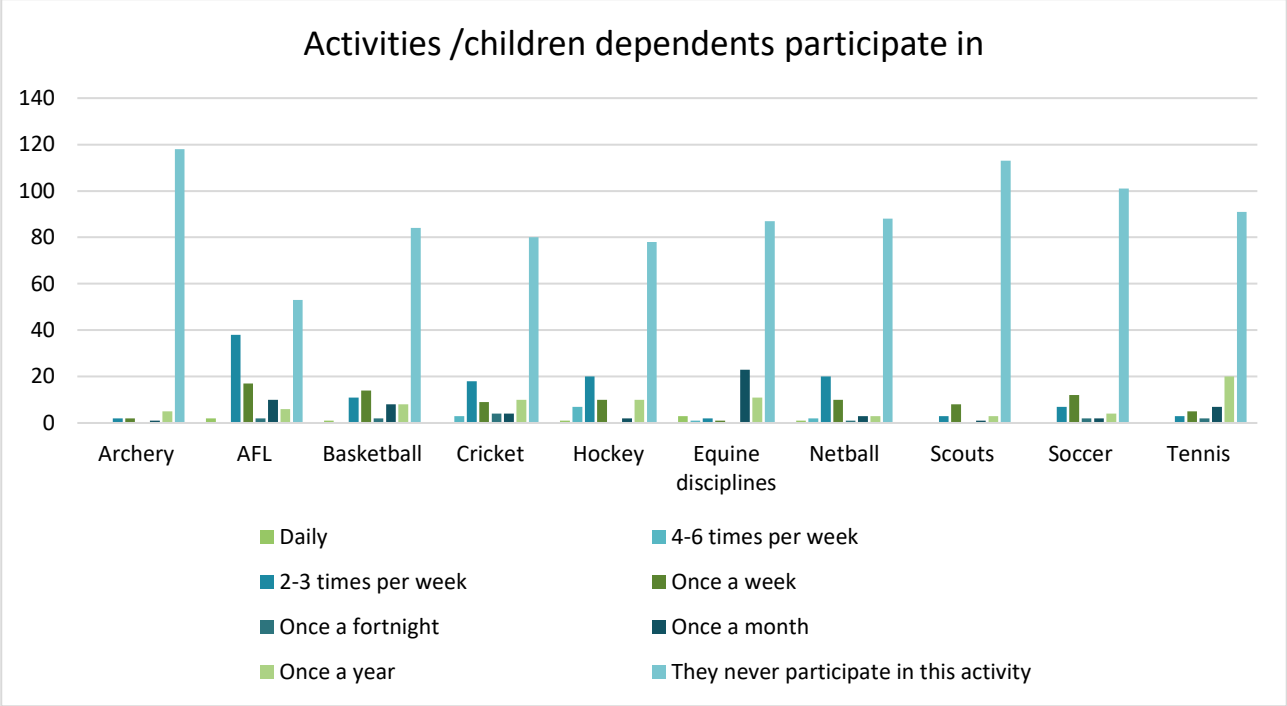


Figure 26: Frequency of sport and recreation activities that children /dependents of respondents participate in

The frequency of sport and recreation activities that children and/or dependents participate in are the more traditional sports such as AFL, basketball, cricket and hockey. Respondents have indicated that they are likely to participate in these sports' multiple times per week. This is predominantly due to the agreement in place which prioritises access to infrastructure and facilities to these user groups.

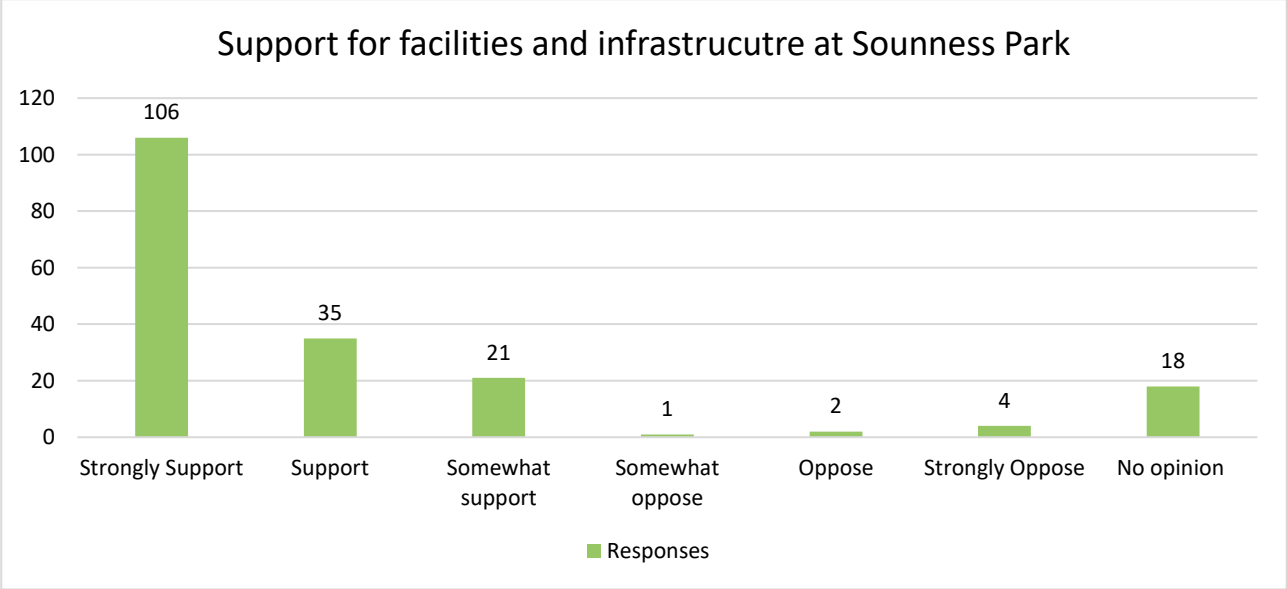


Figure 27: Level of support for investment in upgraded/additional sport and recreation facilities and infrastructure at Sounness Park

The previous figure indicates there is significant support from respondents regrading investment in upgrades and/or additional sport and recreation facilities and infrastructure at Sounness Park. Over half (56.7%) have indicated that they strongly support investment into the site, while there is only a very small percentage (3.2%) of those who participate in the survey who are against investment into the site.

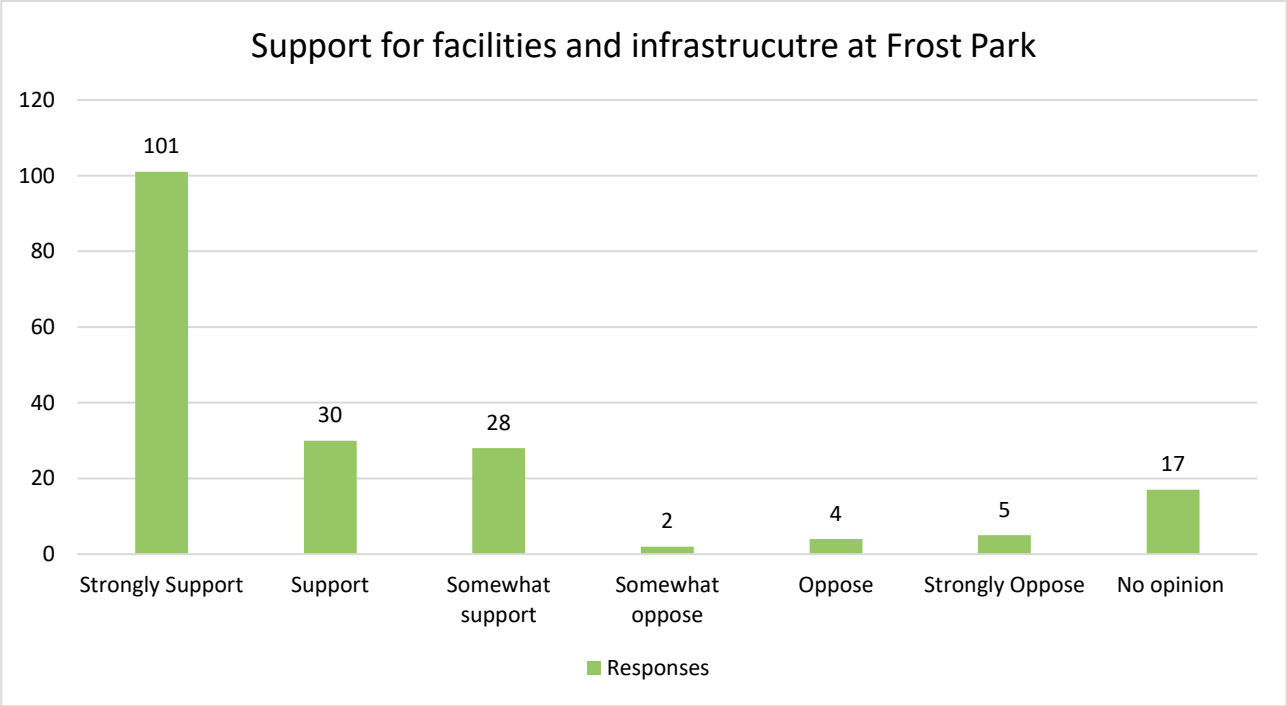


Figure 28: Level of support for investment in upgraded/additional sport and recreation facilities and infrastructure at Frost Park

The above figure indicates there is strong support from respondents for investment in upgraded and/or additional sport and recreation facilities to be provided at Frost Park. 54% of respondents strongly support investment into the site at Frost Park to improve the current facilities.

The facility upgrades at Sounness Park that have the greatest support (strongly supported) include:

- Enhanced public toilets,
- Improved undercover viewing greater levels of passive security throughout the site,
- Improved parking
- Addition of a netball/basketball court and
- Enhanced water management

However, 70% or more of respondents indicated that for each of these facility upgrades that they strongly support or support improvements, being the top three priorities.

- Enhanced public toilets,
- Greater levels of passive security throughout the site, and
- improved surveillance on site.

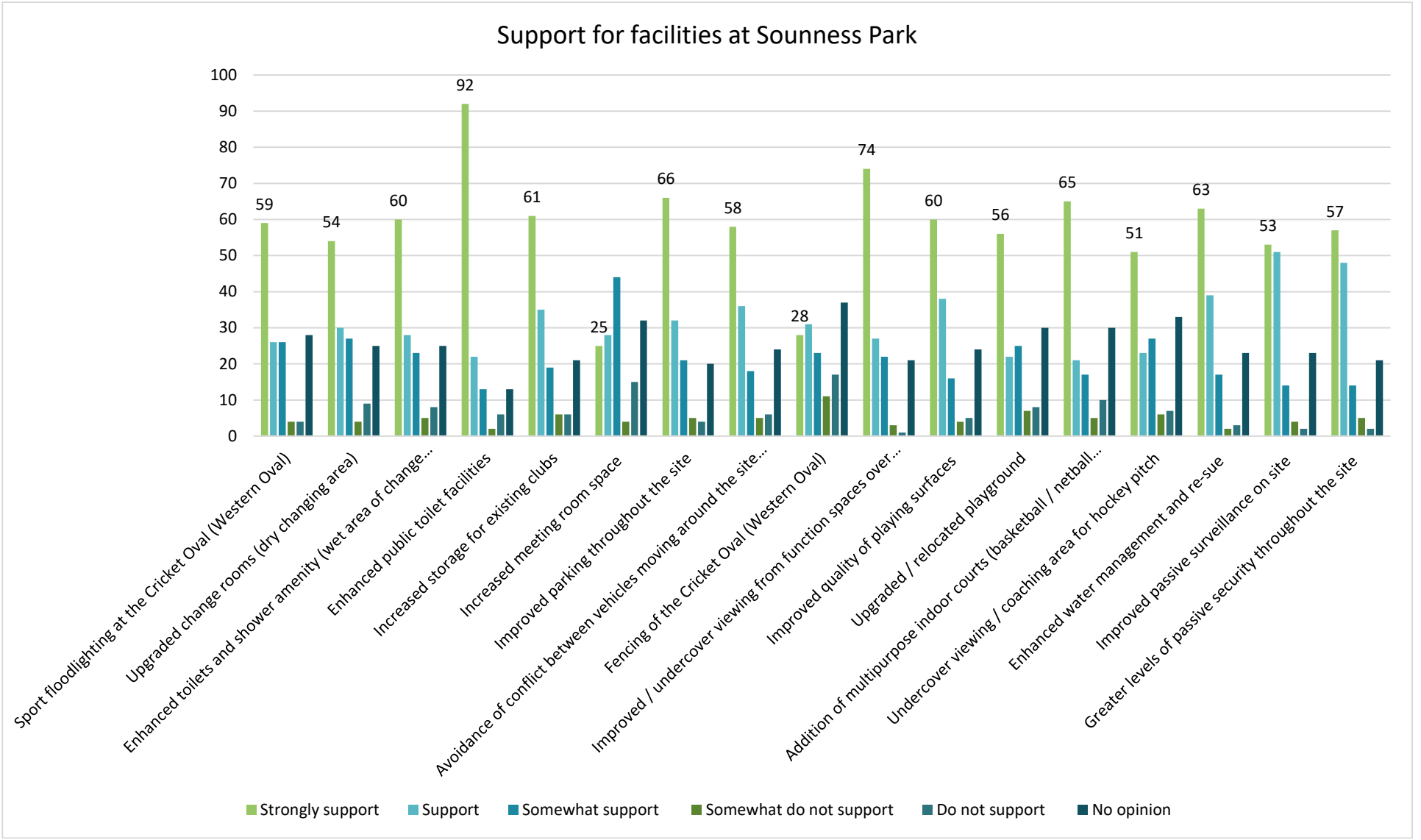


Figure 29: Level of support for facility upgrades at Sounness Park

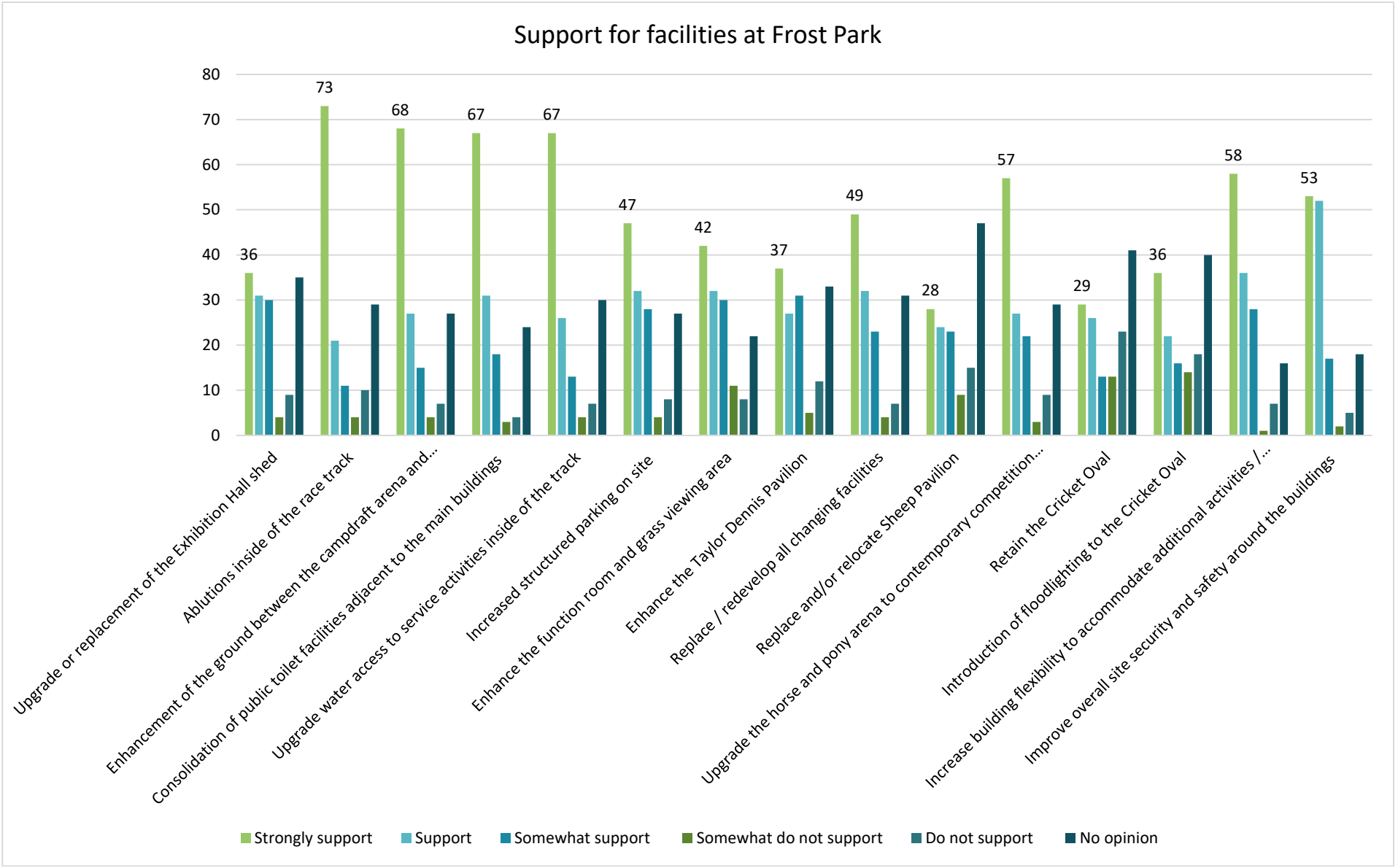


Figure 30: Level of support for facility upgrades at Frost Park

The greatest support (strong support) include:

- Ablutions inside of the race track,
- Enhancement of the ground between the campdraft arena and inside boundary of the race track (i.e. drainage and service support),
- Consolidation of public toilet facilities adjacent to the main buildings, and
- Upgrade water access to service activities inside of the track.

Improving overall site security also ranks highly with equally high combined strongly support and support. Flexibility of infrastructure also ranks highly.

Sounness Park and Frost Park Summary

- The most valued facilities at Sounness Park include the clubrooms, Sounness Park Clubrooms kitchen / bar space and changerooms.
- The facilities at Frost Park are used less frequently then at Souness Park with activities more likely to occur at least once a month or once a year.
- The facilities that respondents value the most at Frost Park include the flexibility of the site to accommodate multiple activities, public toilet facilities and the campdraft arena and associated cattle yards.
- Of the respondents who have children and/or dependents that participate in sport and recreation activities within the Shire 65.7% of these children do so. AFL, basketball, cricket and hockey are the most common sport and recreation activities that they participate in.
- The results from the survey show that there is significant support within the community regrading investment in upgrades and/or additional sport and recreation facilities and infrastructure at both Sounness Park and Frost Park.
- The facility upgrades at Sounness Park that have the greatest support include enhanced public toilets, greater levels of passive security throughout the site, and improved surveillance on site.
- At Frost Park that facility upgrades have the greatest support include ablutions inside of the race track, enhancement of the ground between the campdraft arena and inside boundary of the race track (i.e. drainage and service support), consolidation of public toilet facilities adjacent to the main buildings, and upgrade water access to service activities inside of the track.
- The community's feedback of facility upgrades at Frost Park indicates that the inside the track and maintenance of the grounds are viewed as the most important. These improvements will help clubs and user groups best use the facilities that are available and help support them in providing the activities and events for the community.
- When asked to confirm the most important attributes, respondents indicated:
    - Ensuring that the facilities provide a welcoming and safe environment,
    - Provides opportunities to participate and be active, and
    - Provides a positive experience.

  This is confirmed in the overall levels of importance of facility improvements, overleaf:

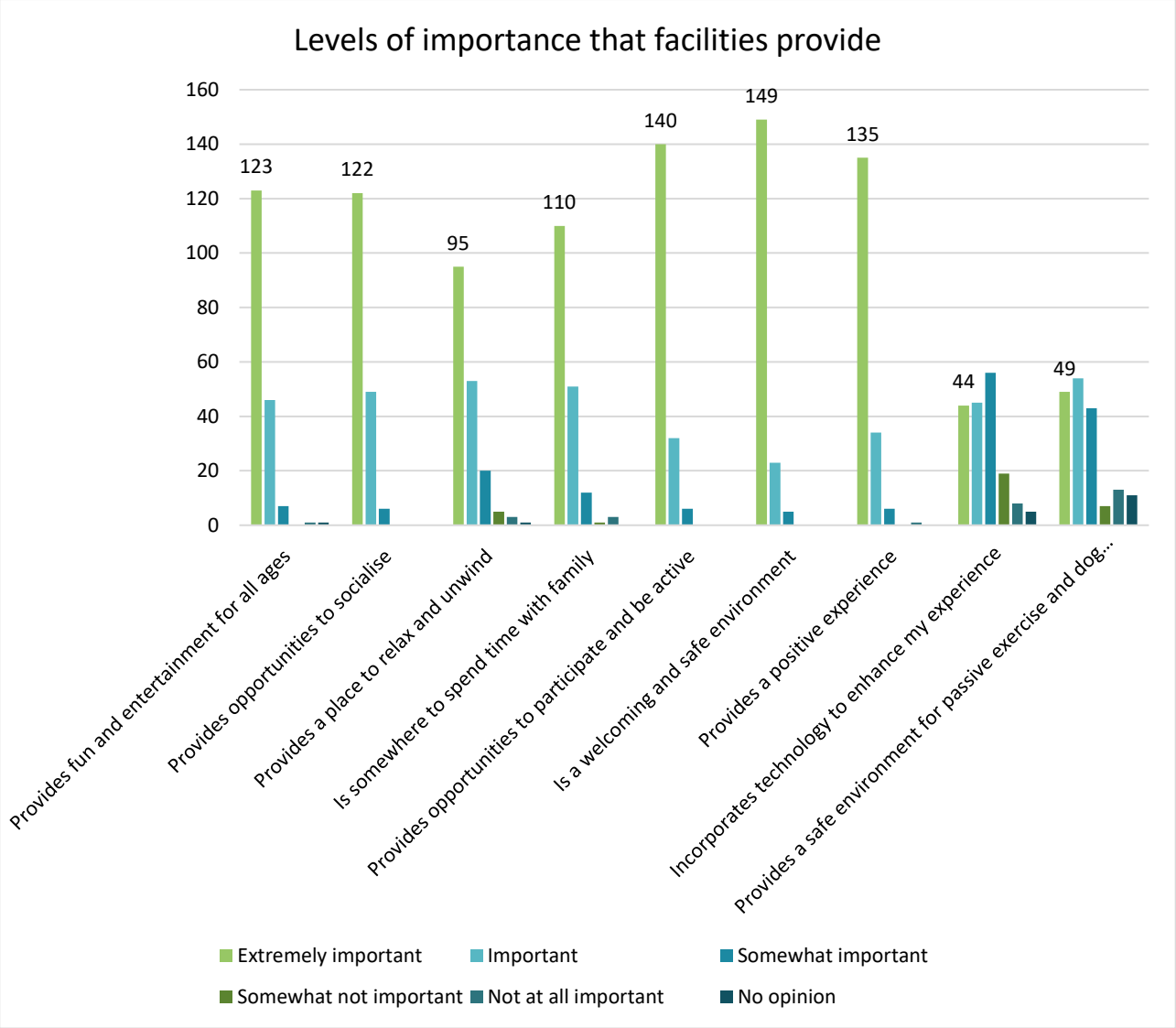


Figure 31: Levels of importance that sport and recreation facilities provide

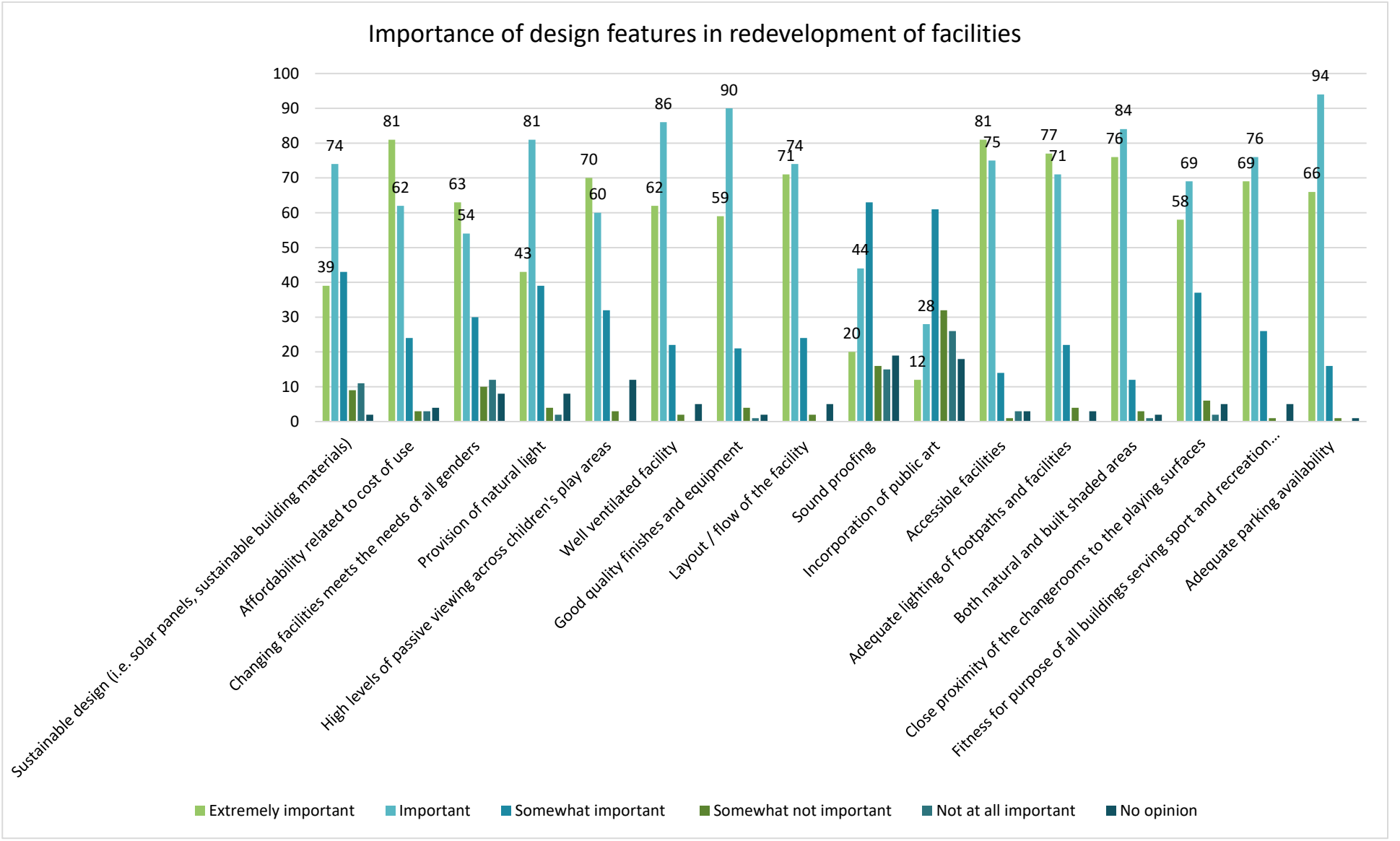


Figure 17. Importance of design features in the redevelopment of facilities at Sounness Park and Frost Park

The figure on the previous page indicates that the most important design features (extremely important and important) relate to having accessible facilities and affordability related to cost of use. Adequate parking availability and both built and natural shaded areas were also considered to be of high importance for the respondents regarding to the future development of both sites.

The below tables 1 and 2 identifies the support in investing in upgraded and additional sport and recreation facilities at the two sites at Sounness Park and Frost Park.

Table 18: Relative support for investment in upgrading/replacing/adding to existing infrastructure at Sounness Park

Do you support investing in upgraded/additional sport and recreation facilities and infrastructure at Sounness Park	
Offer a variety of sport and recreation activities to help bring people together and increase activation in the area. Want to create a hub that supports physical and mental wellbeing benefits for all members of the community	42
Only minor changes required, a lot of money has previously been invested into Sounness already, need to look after what is already there	10
Basketball and netball should be included at Sounness to create a greater sporting hub	8
Other areas within the Shire need to be focused on first	7
Having contemporary facilities will help to bring people into the Shire and help to boost the local economy	6
Sporting clubs are growing as are their needs	6
Sporting hub is important for the community and upgrades need to cater for all sports and activities	6
Fit for purpose and well-maintained ovals. Improvement is required for the nets and lighting is need on the oval (Western oval)	5
Upgraded lighting and greater access to toilets and changing facilities to the hockey pitch	5
Investment is required to provide a much-needed upgrade to facilities	5
Upgrade of tennis courts and nearby public toilets	4
Improve the parking on site especially for hockey with formalised parking available	3
Can potentially reduce having to go to Albany to play sport	3
Seated viewing area for hockey needs to be upgraded with an uncovered area necessary	3
Current design of the building needs to change to provide better functionality and viewing opportunities for spectators	3
Undercover area spectator area for the Eastern oval both standing and seated is required	2
Upgrade to the change rooms	2
For scouts to have a permanent location to meet that is their own	1
Storage issues need to be addressed for the clubs	1
Relocation of the playground to make it more visible and easier to monitor kids	1

Table 19: Relative support for investment in upgrading/replacing/adding to existing infrastructure at Frost Park

Do you support investing in upgraded/additional sport and recreation facilities and infrastructure at Frost Park	
Upgrades to the equine and camping facilities inside of the track are required to ensure for better utilisation and meeting the needs of the user groups at the site such having ablutions and shower facilities inside of the track. This will help to support the long terms future of the clubs that currently use the site	32
Focus of investment needs to be at Frost to bring facilities up to standard	21
Offer a wide variety of activities and improving facilities will helping in supporting a thriving town	12
Would be great to have all sport and recreation activities in one area creating a sporting and community hub	12
Scouts to have their own place	5
Investment should be focused elsewhere within the Shire	4
Basketball and netball need to be part of the sporting hub	3
Focus on developing Sounness as it more central and accessible	3
Oval inside the track to be used for sport again not just equine events	3
Will help to relieve capacity issues at Sounness by having contemporary and fit for purpose facilities at Frost	2
Upgraded of sheds is required	1
Need to ensure connectivity between Sounness and Frost is improved, currently disjointed	1
More shaded areas are required	1
All clubs and groups need to be given equal benefits and upgrades	1

Table 20: Additional Considerations for the Master Plan

Anything else that you would like the Shire of Plantagenet to consider as part of the Masterplan for Sounness Park and Frost Park?	
Improved spectator viewing area at Sounness and at hockey, with a covered spectator area	8
Inclusion of basketball and netball courts	5
Toilets and shower block is needed at Frost Park for campdraft and other activities	4
To ensure that there is equitable use of facilities for all clubs	3
Maintenance of both ovals at Sounness not just focusing on one	3
Updated equestrian facilities at Frost Park	3
Creating a community hub and family friendly space	3
Scouts to have a permanent home	2
Lighting of the carpark and better security	2
Consider the management model of the facilities to ensure equal access for all groups and community members – not priced out of using facilities	2

Update the meeting room / function room at Frost Park and supporting facilities	2
Natural shade provided at Frost Park for campdraft	2
Improved security at public toilets near tennis courts	1
Keep the building design simple	1
Upgrade Frost to make it contemporary and attract people back to the site	1
Have facilities that are able to cater for big events	1
Improve the functionality of Sounness Park function room	1
Public BBQ facilities at Sounness Park	1

OVERALL FACILITY IMPROVEMENTS SUMMARY

Ensuring that the facilities provide a welcoming and safe environment, provides opportunities to participate and be active, and provides a positive experience were deemed to be the most important aspects that the facilities provide. Having accessible facilities, affordability related to cost of use, adequate parking availability and both built and natural shaded areas were considered to be the most important design features for any future development of the two sites. This further emphasises the importance that these facilities are for members of the community in order not only stay physically and mentally healthy but also provided important connection within the community.

Overall, the support for investment and upgraded facilities at Sounness Park and Frost Park is strong amongst the local community with the responses to this survey supporting the project. the main consideration for Sounness Park is to ensure that the site is community focused and is a good place for all people to come together not just participate in physical activity but also provides opportunities to socialise and connect with one another. It also clear that the facilities at Frost are seen as outdated by the community and need to be brought up to standard to ensure that they meet the needs of the current and future user groups. This includes having the necessary infrastructure and facilities inside of the track to cater for equine and campdraft activities which has been raised by many of the respondents of the survey. To consider the development of the options for the future and needs of the community moving forward.

Attachment 1: Survey Questions

The survey questions were designed to reflect the main outcomes from the consultation process and obtain the overall opinion of the community which reflects potential priorities for future investment. It is intended to lead the participant through the questions simply and restrict the open-ended answers as far as practicable to avoid repetition and focus on those key themes raised by groups/individuals.

The Shire of Plantagenet would like to understand the level of community interest and support for the potential redevelopment of facilities at Sounness and Frost Park. We are also looking to understand which sports and design elements are important to you for any potential development in the future. We encourage you to complete the survey to help us better understand how you use these facilities.

Section 1

To help us understand the needs of our future users, please answer the following general demographic questions.

1. What age group are you in?
    - under 18
    - 18-29
    - 30-39
    - 40-49
    - 50-59
    - 60-69
    - 70+
    - Prefer not to say

2. What suburb do you live in?
    - Denbarker
    - Forest Hill
    - Kendenup
    - Mount Barker
    - Narrikup
    - Perillup
    - Porongurup
    - Rocky Gully
    - Takalarup
    - Woogenellup
    - Other (please specify)

3. What is your household type?
    - Single household
    - Couple household
    - Couple with children
    - Single parent with children
    - Mixed family
    - Share house
    - Other (please specify)

    Skip to Q5 if no children in household

4. Which of the following best describes the age groups of children in your household? (Tick all that apply)
    - Under four years old
    - Pre-school aged children
    - Primary school aged
    - Secondary school aged
    - Post-secondary and studying
    - Left school and working / unemployed
    - Children have left home

Section 2

This section is about your current activities that you participate at Sounness and Park and Frost Park.

5. Do you currently participate in sport and recreation activities at Sounness Park and/or Frost Park?

    - Sounness Park
    - Frost Park
    - Both

    If Frost Park skip to Q8

6. What sport and recreation activities do you currently participate in at Sounness Park?

	Daily	4-6 times per week	2-3 times per week	Once a week	Once a fortnight	Once a month	I never participate in this activity
AFL							
Cricket							
Hockey							
Soccer							
Tennis							

7. What facilities at Sounness Park do you value the most?

	Strongly value	Value	Somewhat value	Do not value	No opinion
Football / Soccer Oval (eastern oval)					
Cricket Oval (western oval)					
Hockey pitch					
Clubrooms					
Changerooms					
Tennis courts and pavilion					

Sounness Park Clubrooms Kitchen / bar space					
Sounness Park Clubrooms Meeting room					
Public toilets (detached to tennis courts)					
Sports storage areas					
Spectator viewing area (Eastern oval)					
Spectator viewing area (Western oval)					
Spectator viewing area (hockey)					
Playground					

8. What sport and recreation activities which do you currently participate in at Frost Park?

	Daily	4-6 times per week	2-3 times per week	Once a week	Once a fortnight	Once a month	I never participate in this activity
Archery							
Campdraft / Stock Horse Society events							
Carriage Driving							
Horse racing							
Other Equine disciplines							
Lions Club							
Function & events							

Other, (please specify)

9. What facilities at Frost Park do you value the most?

	Strongly value	Value	Somewhat value	Do not value	No opinion
Race track and supporting track infrastructure					
Function room and grass viewing area					
Taylor Dennis Pavilion					
Camping area for Campdraft					
Exhibition Hall – including storage uses					
Public Toilet facilities					
Jockey changing facilities (Skinner Pavilion)					
Sheep Pavilion (including change rooms)					
Campdraft arena and associated cattle yards					
Oval (used for cricket and horse &pony arena)					
Flexibility of the site to accommodate multiple activities					
Overall site security and safety around the buildings					

Section 3

This section is about the sport and recreation activities that your children / dependents currently participate in.

10. Do you have children or dependents who participate in sport and recreation activities within the Shire of Plantagenet?

    - Yes
    - No

    If no skip to Q12

11. Which of these sport and recreation activities which do they participate in within the Shire of Plantagenet and/or neighbouring Local Government areas?

	Daily	4-6 times per week	2-3 times per week	Once a week	Once a fortnight	Once a month	They never participate in this activity
Archery							
AFL							
Basketball							
Cricket							
Hockey							
Equine disciplines							
Netball							
Scouts							
Soccer							
Tennis							

Section 4

This section seeks your views on the potential redevelopment of facilities and infrastructure that enables the community to participate in various sport and recreation activities at Sounness Park and Frost Park.

12. Do you support investing in upgraded/additional sport and recreation facilities and infrastructure at Sounness Park?

    - Strongly support
    - Support
    - Somewhat support
    - Somewhat oppose
    - Oppose
    - Strongly oppose
    - No opinion

13. Please tell us why

14. Do you support investing in upgraded/additional sport and recreation facilities and infrastructure at Frost Park?

    - Strongly support
    - Support
    - Somewhat support
    - Somewhat oppose
    - Oppose
    - Strongly oppose
    - No opinion

15. Please tell us why

16. Previous consultation with the sporting clubs currently using the facilities at Sounness Park identified some of the following facility improvements that would help to improve the space and make it more functional. What is your level of support for the following facilities at Sounness Park?

	Strongly support	Support	Somewhat support	Somewhat do not support	Do not support	No opinion
Sports Floodlighting at the Cricket Oval (western oval)						
Upgraded change rooms (dry changing area)						
Enhanced toilets and shower amenity (wet area of change rooms)						
Enhanced public toilet facilities.						
Increased storage for existing clubs						
Increased meeting room space						
Improved parking throughout the site						
Avoidance of conflict between vehicles moving						

around the site and playing areas						
Fencing of the Cricket Oval (western oval)						
Improved / undercover viewing from function spaces over playing fields						
Improved quality of playing surfaces						
Upgraded / relocated playground						
Addition of multipurpose indoor courts (basketball / netball courts)						
Undercover viewing / coaching area for hockey pitch						
Enhanced water management and re-use						
Improved passive surveillance on site.						
Greater levels of passive security throughout the site						

17. Previous consultation with the sporting clubs currently using the facilities at Frost Park identified some of the following facility improvements that would help to improve the space and make it more functional. What is your level of support for the following facilities at Frost Park?

	Strongly support	Support	Somewhat support	Somewhat do not support	Do not support	No opinion
Upgrade or replacement of the Exhibition Hall shed						
Ablutions inside of the racetrack						
Enhancement of the ground between the campdraft arena and						

inside boundary of the racetrack (i.e. drainage and service support)						
Consolidation of public toilet facilities adjacent to the main buildings						
Upgrade water access to service activities inside of the track						
Increased structured parking on site						
Enhance the function room and grass viewing area						
Upgrade the Taylor Dennis Pavilion						
Replace/ redevelop all changing facilities						
Replace and/or relocate Sheep Pavilion						
Upgrade the Horse and pony Arena to contemporary competition standards						
Retain the Cricket Oval						
Introduction of floodlighting to the cricket oval						
Increase building flexibility to accommodate additional activities/users						
Improve overall site security and safety around the buildings						

Section 5

18. We've asked about the sport and recreation activities and facilities you are currently involved in and what you would like to see in the future with potential redevelopment. Now we would like to understand some of your other expectations for the facilities that are provided.

How important is it that the sport and recreation facilities …. (Please select one response for each statement)

	Extremely important	Important	Somewhat important	Somewhat not important	Not at all important	No opinion
Provides fun and entertainment for all ages						
Provides a chance to socialise						
Provides a place to relax and unwind						
Is somewhere to spend time with family						
Provides opportunities to stay active						
Is a welcoming and safe environment						
Provides a positive experience						
Incorporates technology to enhance my experience						
Provides a safe environment for passive exercise and dog walking						

19. How important would you consider the following to be for the potential facilities on both sites: (Please select one response for each statement)

	Extremely important	Important	Somewhat important	Somewhat not important	Not at all important	No opinion
Sustainable design (i.e. solar panels, and sustainable building materials)						

Affordability related to cost of use						
Changing facilities meets the needs of all genders						
Provision of natural light						
High levels of passive viewing across children's play areas						
Well-ventilated facility						
Good quality finishes and equipment						
Layout / flow of the facility						
Sound proofing						
Incorporation of public art						
Accessible facilities						
Adequate lighting of footpaths and facilities						
Both natural and built shaded areas						
Direct relations to use of the outdoor sports facilities						
Fitness for purpose of all buildings servicing sport and recreation activities.						
Adequate parking availability						

20. Is there anything else that you would like the Shire of Plantagenet to consider as a part of the Master Plan for Sounness Park and Frost Park?

Section 6

Please provide your email address if you would like to be kept up to date with what's happening with the project.

Thank you for completing the survey, we appreciate your time and interest in this project.

Appendix 5: Management Benchmarks

The benchmarks set out below reference multi-functional facilities which have been redeveloped or developed as part of a strategic intervention by local government to maximise the use of available resources and ensure that infrastructure is no longer developed for single user groups. It is intended to identify the strengths and potential issues associated with each approach from an ongoing operational, management and strategic perspective:

Facility	Commentary
Co-location Benchmarks	
Centennial Park Sporting Precinct Management Framework: City of Albany	 The City of Albany have taken a strategic approach to the development and management of their sporting assets. This has arisen from years of poor asset management and recent significant investment in substantial sporting infrastructure at Centennial Park. The Centennial Park Sporting Precinct Management Framework establishes the approach for future development of sport and Recreation facilities within the City. The key elements of the framework are: • The City encourages the co-location and multi-use of sporting and community facilities and will give preference to those groups that form an incorporated association of user groups influencing the development, use and maintenance of facilities. • Organisations are strongly encouraged to make their facilities available for public and community use. • Organisations should contribute to an asset maintenance fund administered by the City, including setting aside funds for the refurbishment of Lessee fixtures, fittings and chattels and meeting maintenance obligations in line with the type of agreement. • Main consideration – Lease Agreement for a maximum period of 10 years. A higher obligation in respect of management and maintenance is required. • It is supported by a Property Management Leases and Licences Policy. **Summary Outcomes:** This has been a significant change in the way the City of Albany have approached the management of their assets. Previously too much reliance was placed on volunteer management clubs maintaining their own assets. This has result in a series of ad hoc failing facilities which are now in desperate need of replacement. While the clubs initially resisted, the reduction

Facility	Commentary
	in volunteer time and minimising the risks was ultimately recognised and appreciated by the clubs who were actively engaged in the process.
Gnowangerup Sporting Precinct	Rebuilt in 2012 the Gnowangerup Sporting Complex provides the main sport and recreation complex in the Gnowangerup town. It consists of: • Main Function Room which holds 400 people, with tables and seating for approximately 110. • A large commercial kitchen with large cool room and bar area. • Multi-purpose hockey/tennis courts, • Cricket practice nets, • Football oval, • Two indoor netball/basketball courts. • Gym accessible 24/7. • Outdoor nature playground. In 2016 the Gnowangerup Community Swimming Pool was relocated to the site which serves a shire population of 1,215 and town site population of approximately 570 (2021 ABS). The facility also provides conference / meeting rooms. It is undertsoiod that old agricultural land was originally used which was handed over under native title (Land and Sea Council Obligations). Operational and development funding is obtained through a cropping program (originally a community program but it was usbsequently used to facilitate the sports program). A similar approach is taken to the development of sporting infrastructure in the Town site of Borden but neither would be sustainable without the program. The main concern is the risk to the Shire as there are no plan in place if the funding were to cease / fail or to be re-diverted to broader community requirements. It is undertsood the local community are however averse to change. With the swimming pool facility completed the Shire have focussed on how the asset use is maximised. This has included a diversification of aquatic use and facilitation by the shire and partner SSA's to increase throughput to offset subsidy. 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. The investment identified in all town sites is substantial for a relatively small population and the Shire have recognised that it should be underpinned by a comprehensive asset management plan incorporating ongoing investment requirements to ensure the financial risks can be managed effectively.
Yanchep District Open Space, City of Wanneroo	Located within a growth area of the City (northern coastal growth corridor) and is reflective of current approaches to the development of district sporting spaces. The main considerations are the effective use of limited building space to provide: • A new multi-functional clubroom facility with flexible function room shared with football, cricket, soccer and little athletics. • Externally accessible storage and changing room space individually allocated.

Facility	Commentary
	The main consideration is the diversity of use and seasonality of sporting infrastructure which permits greater flexibility of use. Car parking and servicing of the site is kept to a minimum with the focal point for all club activity being a shared centralised social space. It is to be noted that other dedicated community uses are not provided within the district level infrastructure. A relatively simple process due to the fact the facility was being developed for an emerging community rather than retrofitting an existing user group. There was therefore no preconceived ideas on how the facility should operate. The most notable aspect of the facility is the external facing changing facilities and storage areas which mean the facility can be operated independently by a number of user groups with agreement required on the use of the function space and kiosk.
Success Sub-Regional Facility	Known as the Hammond Road Reserve project it involved the construction of clubroom facilities, two full size and one junior rugby pitch, six touch fields with adjacent clubroom facilities and 20 netball courts. Training standard floodlighting available for large ball sports. The multi-purpose facility accommodates netball, rugby and indoor recreational community activities. The size and design of the facility at the time was proported to have the capacity to support tennis, football, soccer and cricket but this has not eventuated. Rugby WA supported the relocation of the Southern Lions Rugby Club to Hammond Road Reserve. Netball WA through the Coastal Netball Association have established the site as the regional centre servicing the south coastal region. The facility has seen a year on year increase in membership numbers. Currently the facility is managed through City of Cockburn Recreation Services. The facility and the management is known to have had teething problems which has required a strong working relationship to be developed between Netball and Rugby to gain access to the facility, kiosk and function space. The design of the facility was compromised due to the lack of appreciation of the need to align the netball specific facilities to the court space and ensure the changing infrastructure was fit for purpose. One of the key areas is establishing usage times when the kiosk and associated infrastructure can be used to generate income for the main sporting codes. As a result of not engaging the clubs in the design and devlopment process there has been an ongoing challenge for the City of Cockburn in facilitating the shared use of the site and resolving (retrofitting) the design compromises. The site also has 16 different storage spaces which are not suitably designed to gain unfettered access and of a size to meet club needs. This has resulted in much of the space becoming reundant as user groups seek to find alternative options.
Mundaring indoor Sports Facility	Investment was made into a $10.1m community project (now known as Mundaring Arena) which included funding through the Mundaring Community Bendigo Bank of $100,000 and local basketball, hockey and netball clubs pledging between $10,000 and $30,000 each. The State Government provided $3 million in funding, with the Shire funding the remainder. It was the largest capital project the Shire has undertaken being a collaborative effort between the Shire and the three main sporting associations of Hills Raiders Basketball, Eastern Hills Netball and Hills Night Hockey. It offers four indoor courts - marked for basketball, netball, indoor hockey, badminton,

Facility	Commentary
	volleyball and Futsal; a large function room; a committee room and a 500 car bay car park. Funding followed a 30 year process of lobbying for the facility by the clubs. Construction began in 2016 and it now provides an opportunity to attract regional level events due to the contemporary design of the sports hall which enables the venue to be concverted into an intetnational standard arena. It is also used as the community distater recoivery centre. It is managed by the Shire for indoor sports, functions, markets, events, school graduations, corporate activities, concerts and meetings. Priority access is provided to the partnership groups by agreement. The project was highly successful in achieving external funding due to the multi-functional nature of the facility and the level of partnership commitment which was garnered through the development process. The return on investment for the local community was considered high and as a result 30% of the project cost was realized through a mixture of state government and other funding sources.
The Pingelly Recreation And Cultural Centre (PRACC)	The facility was constructed in 2019 includes: • Synthetic Bowling Green, Bowls Function & Bar Area, cool room and kitchenette • Function Room • Kiosk (including cool room and dry store) • Cultural Hall • Lounge Area Creche • Changerooms • Sports Court (lower and upper deck, including lift and retractable seating) • Gymnasium • Netball/Tennis Clubroom The initial business case for the facility Identified a Management Association to operate the facility. This resulted in the establishment of the PRACC Board which is operated by volunteers and set the strategic direction and operational management support. The facility operates 5 days a week in winter and 7 days a week in summer. The current staffing structure to manage the workload includes the facility manager who works 5 days a week, the bar manager, 2 x cooks and 4-6 casuals / kitchen hands. They also employ 2 to 3 cleaners. Each sporting club is subject to an MOU relating to their use and payment terms. The expectation was to generate 2,420 monthly visits from bookings (a total of 52 events monthly) and therefore unrealistic given the competition from other regional facilities who are seeking the same return by attracting visitors from more than an hour away by car. The Shire originally commited funding which takes into account the management of the asset on an ongoing basis (50% of overall asset costs). This also included a substantial loan which was paid off in 2022. The level of investment by the Shire into the PRACC and supporting infrastructure continues to be high ($110k annually) and has the potential to increase if the Board of Management folds or cannot generate sufficient income to effectively manage and maintain the asset on behalf of the community. They have recently undertakrn a review to support

Facility	Commentary
	the PRACC in its future evolution and facility devlopment. Key areas where support is required includes: - Developing a Strategic Plan for establishing the direction for future grwoth and devlopment which is the responsibility of the board to manage. - Development of a business plan with key targets and measureable performance indicators. - Review and establish a board of specialists rather than clubs to provide a broader strategic intervention focus rather than narrow club focus. - Developing a risk management strategy and mitigation measures with the aim of reducing and managing risks jointly with the shire. - Development of a mrketing plan in conjunction with the Wheatbelt Business Network and engage with event management company who can target more efficiently events, weddings, functions and promotional activities.
Manjimup Recreation Grounds	**The Rea Park Facilities include:** - Floodlit football oval - Clubrooms, change room and public toilet block - Sheds and stalls - Large area of natural bushland **The Collier Street Reserve include:** - Large playing field comprising two cricket ovals which can be configured into four soccer or hockey pitches - Cricket wickets and cricket practice nets - Multi-purpose hall/ clubroom - Sutton Cottage (club house of the Warren Art and Craft Group) - Scout Hall - BMX track and bushland **Manjimup Recreation Grounds include:** - Football oval x 2 - Clubrooms and change rooms - 3 indoor courts - Public toilet blocks - Skate Park - Sports field Management Advisory Committee has been established to manage provide guidance to the Shire on the redevelopment of Rea Park and Collier Street which meet quarterly. The Manjimup Recreation Advisory Committee has additionally been established to provide advice to Council on the development, management and promotion of sport and recreation facilities in Manjimup. One committee is responsible for making recommendations to Council in regard to matters that will improve the use and sustainability of the sport and recreation facilities in Manjimup for the benefit of the broader community. One person is permitted as a representative per different sports together with Shire representation and broader community representation (i.e. independent non-sporting club related) Shire of Manjimup are responsible for Land Management, Facilitation and Fundraising. Only the Recreation centre has staff which are hired by the Shire.

Facility	Commentary
	The Shire manage Collier Street Pavilion. Manjimup Tigers Football Club, Imperials Football Club and The Lions Club of Manjimup manage their pavilions / clubrooms under a lease arrangement.
Leschenault Sporting Association (Shire of Harvey)	The LSA is a group of 6 local, community minded, sporting clubs that manage the running of the clubrooms and facilities located at the Leschenault Recreation Park. They are responsible for setting the strategic direction and operating the Leschenault Playing Fields pavilion which includes: - Restaurant and bar - Function space - Change room - Committee room - Offices - Storage area - First aid room - Canteen - Kitchen and bar - Play ground - Oval Adjacent to the playing field site is an aquatic centre (25m pool) four court sports hall, gym and meeting rooms. The facility was originally built by a community association but taken over by the Shire of Harvey when the association was unable to meet their financial obligations. This is now managed by the Shire who also have plans to extend the sports court by a further 2 courts and an option for 2 additional courts. A longer-term investment is being considered for the aquatic facility (additional 25m pool). The aim of the LSA is to provide a safe, welcoming and affordable venue for families. The LSA includes: • 12 positions with 2 individuals from each sport • 4 executive positions (president, vice president, secretary, treasurer) • board positions • community positions Staff include a mix of paid and volunteer position, manager and assistant manager. It is evident that while they have an attractive website, the Association struggle to maintain the relevance and keep it up to date. This Facebook page is more current, but the extent of community events and facility hire is limited to a focus on the bar and meals. Shire are responsible for land Management, Facilitation and Fundraising. The Shire operate a Recreation Advisory Group with responsibility to advise on a review of their sport and recreation strategy , funding support, fees and charges and other matters of community interest.
Pemberton Sports Club	The centre is managed by the Pemberton Sports Club (Inc). Facilities managed by the Shire of Manjimup include Oval 1: Approximate dimensions 180m x 135m, Oval 2: Approximate dimensions 100m x 50m and Skate Park. Hire fees for the ovals are charged as per the Shire of Manjimup Fees & Charges. Hire fees for all other facilities are charged by the Pemberton Sports Club. Facilities include:

<table>
<tr><th>Facility</th><th>Commentary</th></tr>
<tr><td></td><td>- Indoor stadium consisting of two courts, tiered spectator seating and canteen facilities,
- Two squash courts, mezzanine level floor
- gymnasium,
- bowling green
- darts / billiards room,
- youth zone,
- two hireable meeting/exhibition spaces
- licenced club facilities with kitchen,
- canteen facility to service ovals.
- function room

The club raised the funds for the development by crop farming, but the financial support has waned. They have for a number of years struggled with attracting events, sustainable restaurant, high levels of usage and memberships. The lack of a long-term plan, operational plan and extensive marketing plan has meant that the organisation continues to struggle and as a result the asset is failing. The Shire have no responsibility for the building and are reluctant to invest further (outside of their oval maintenance) due to the extent of infrastructure and ageing facility.</td></tr>
<tr><td>Dandaragan Community Recreation Club

Cervantes Community Recreation Centre

Badgingarra Community Recreation Centre

Jurien Sport and Recreation Centre</td><td>All located within the Shire of Dandaragan, and all are Community Recreation Clubs which are community / volunteer run. The shires responsibility rested with grant assistance and occasional support with the management of the asset, which was increasing in demand.

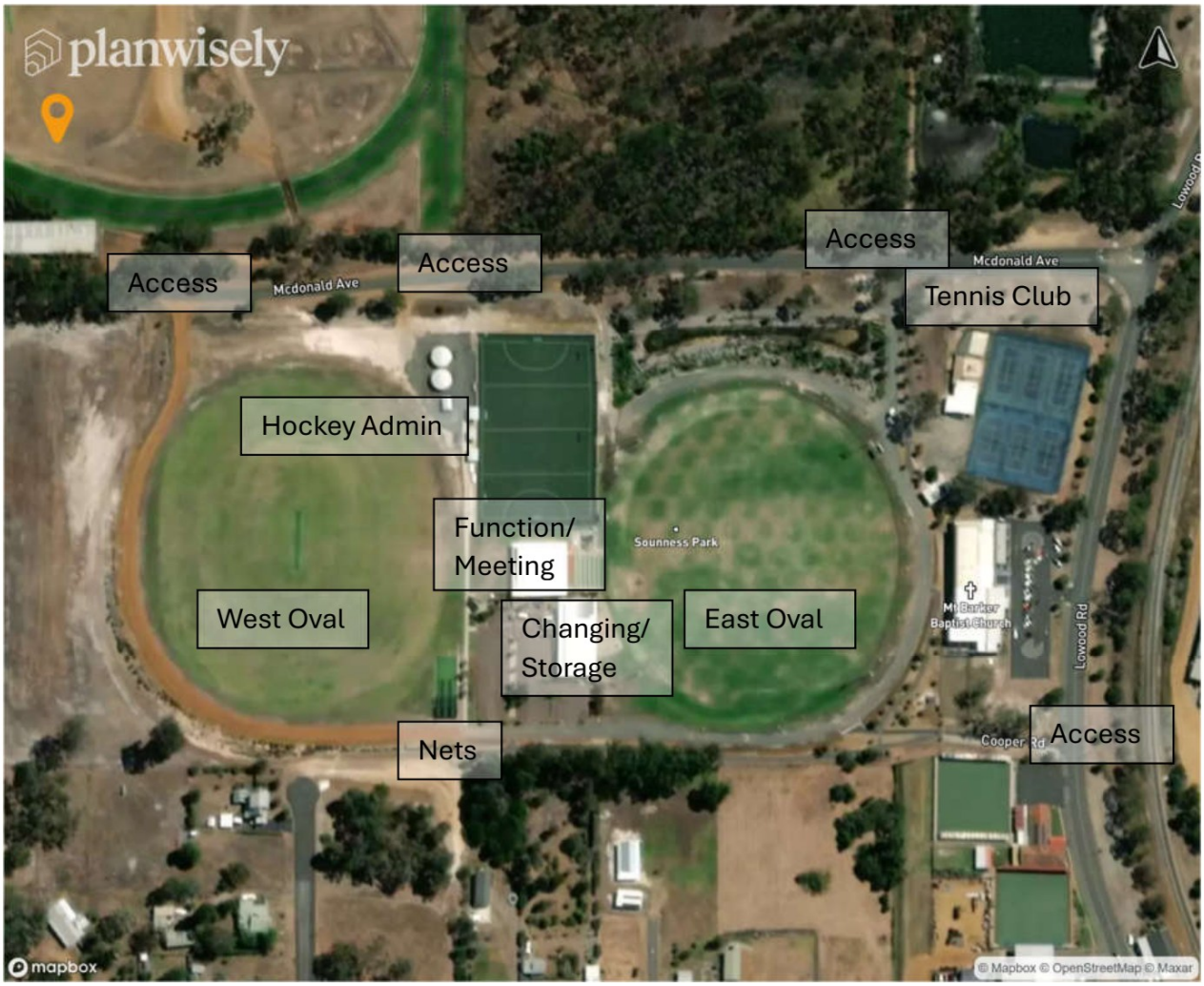
The Town sites each included the following facilities:

<table>
<tr><th>Badgingarra Community Recreation Centre</th><th>Dandaragan Community Recreation Club</th></tr>
<tr><td>- Synthetic bowling green
- Tennis courts
- Golf club
- Oval</td><td>- Clubhouse / Pavilion
- Oval
- Bowling Green
- Tennis / Netball Courts
- Small cycle track
- Playground</td></tr>
<tr><th>Cervantes Community Recreation Centre</th><th>Jurien Sport and Recreation Centre</th></tr>
<tr><td>- Community Library
- Skate park
- Camping with power points
- Oval
- Netball Courts and Community Golf Club to rear adjacent to Sports Association operated independently</td><td>- Football oval
- 2 bowling greens
- Badminton courts
- Tennis court
- Squash court
- Function centre with kitchen and bar
- Outdoor access toilets and showers
- Outdoor netball courts
- Separate Men’s Shed building within the complex</td></tr>
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Facility	Commentary
	Following concern expressed in relation to limited Shire funding and an excessive amount of risk associated with current sport and recreation assets, the Shire developed a Sport and Recreation Plan. A key feature of the Sport and Recreation Plan sets out minimum service standards for each town's recreation precinct. This baseline commitment will guide a master planning approach on each site and identify where the community can pursue additional recreation assets using their own fundraising or volunteer resources which reflects how many assets in each town were traditionally built. The approach was approved on 25th August 2022, and the Shire is now working on implementing the master plans for each site.

Appendix 6: Facility Specifications

Facility Requirements for Souness Park



Facility	Requirement
Main Pavilion/Clubroom	
Function Room	Current function room requires extending to the east and extended over raised viewing area (additional 100m2 of space). This will create a wraparound internal function space with viewing over the hockey facility western oval (partial) and eastern oval (the main activity space). Note: this is used for the main wine tasting events, therefore functionality and adaptability for the event and adjacent multi-use for sport and recreation will be critical. There is a split level in this area leading onto a grass spectator area (unshaded) and then limestone spectator steps leading to the oval. Long-term option.

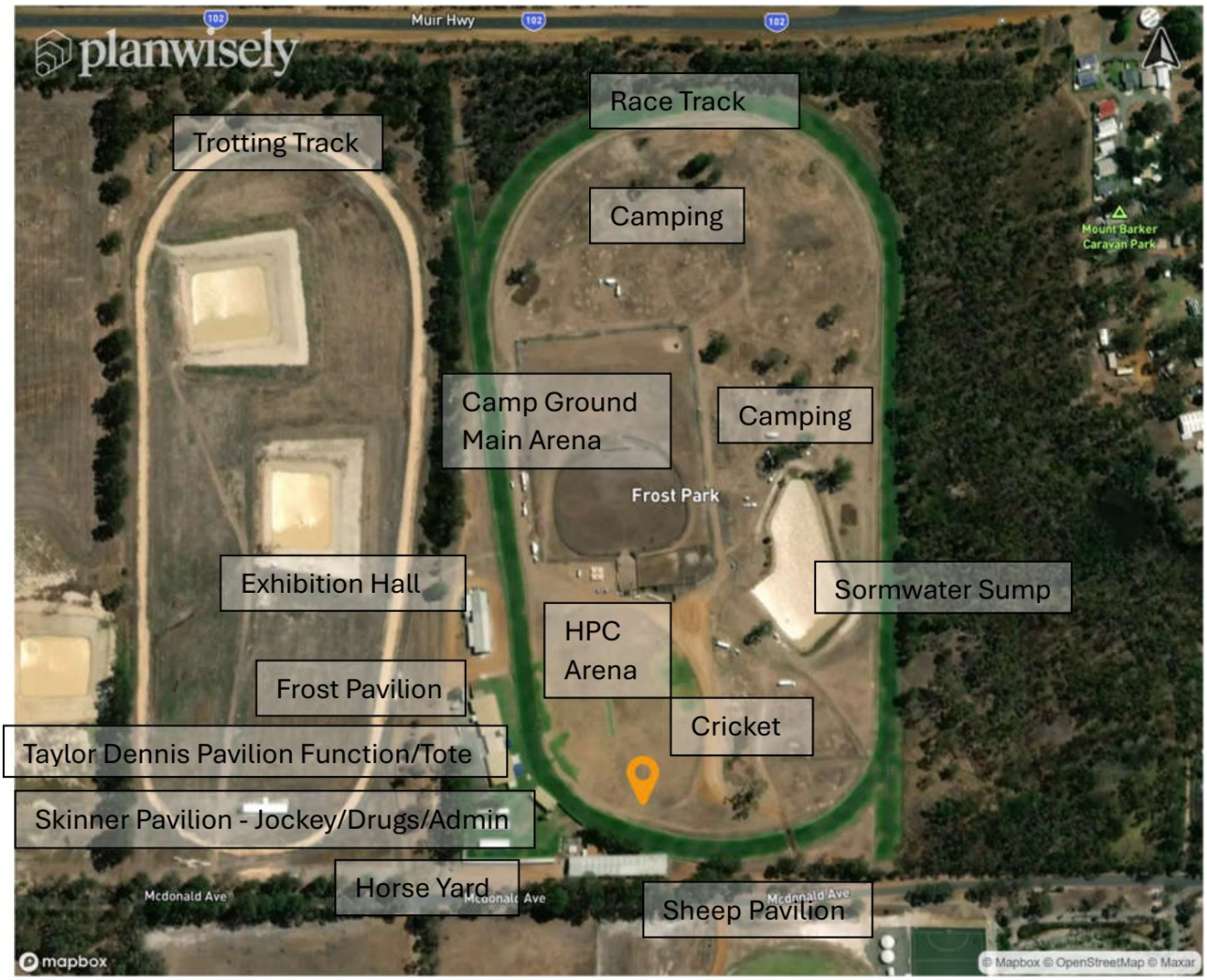
Facility	Requirement
Meeting Space	To remain as current – to be noted on plans. Functional – with small internal club storage space inbuilt. IT Capability enhanced (to be noted).
Administration	To remain as current – to be noted on plans. IT capability enhanced (to be noted).
Security	CCTV to be provided throughout the site (buildings).
Internal fit out	Increase in USB and IT capability. LED to be provided throughout – to be noted on plans.
Link with changing room	Potentially look at extending the building to the changing/storage block. This would be an extension southwards of the function room extension but maintain a covered link through. Medium-Term
Storage	Increased storage for internal use (potential to re-align the kitchen area and associated extension out of function space. (40m^2). Medium Term
Kitchen alignment	The current kitchen space is awkward and not functional. Re-think the food preparation and servery area to enhance the functionality and capability to support events. Medium to Long-Term
Kiosk and servery	To be re-aligned with extended function space (as above). Medium to Long-Term
Car Parking	Retain existing central delivery and car parking bays adjacent to clubhouse and changing rooms. Potential re-alignment of some bays to increase the access road functionality. Medium-Term
2 court sports hall (ALTERNATIVE)	Alternative Development – Long Term. 2 x netball and basketball-sized indoor sports courts attached to clubhouse building with realigned entry to clubhouse, to include: • 36.6m x 21.35m (including 3.05m runoff behind goal and sideline) x 2. Reduce runoff between courts to 3.65m between courts if side by side (i.e. total width of 40.10m). • Re-aligned office and entry foyer and offices in the clubroom. • Storage (120m^2). Long-Term Option
Changing Pavilion/Change Rooms	
Services	To the western side of the pavilion – to remain unaffected.
Detached colourbond and gated service area (aircon)	Retain in situ with extended storage area (currently provides three storage spaces for users – need for a fourth of 40m^2). Potentially aligned to extended clubrooms. Split level and landscaping need to be addressed with a potential gated walkway from east to west oval.
Bin Storage	Rationalise bin storage areas – currently spread across a number of areas.

Facility	Requirement
Changerooms	Remain unaltered – minor upgrades to ensure compliance with gender neutral standards of provision.
Umpires/Officials	This needs to be looked at from a functionality perspective – removal of separate urinals and increase space functionality.,
Officials/Coaches box (first floor)	Remain unaltered. This is more of a management issue with storage/other game equipment and meeting room furniture cramped in the area as an overflow storage area.
Eastern Oval	
Relationship with changing rooms	Retain as is. Minor enhancements to support oval use – no additional space required.
Raised Viewing Deck/shade	To be modified to cater for extended function space. Likely Long-Term
Road realignment and Car Parking	As referenced elsewhere – aligned to the main entrance and increased in width with adjacent car parking around oval. Short to Medium Term.
Floodlighting	Retain as is.
Western Oval	
Floodlighting	100lux LED floodlighting required to full oval space (4 x columns). Short to Medium Term.
Fencing	Small low-level fencing around oval to mark the edge of the oval run-off and separate from the access road. Short to Medium Term.
Car parking	Car parking to be provided outside of the fencing around the ground. Short to Medium Term.
Reticulation	Full surface reticulation to be provided (to be noted on plans). Short to Medium Term subject to separate negotiations/study.
Children's Playground	Retain in current position and potential long-term expansion – double the play equipment for young children.
Access Road	Extending the western boundary to create passing areas and car parking overlooking the oval. Stop the access short of the cricket nets. Short to Medium Term.
Cricket nets	To be re-orientated to avoid conflict with car parking area. Short to Medium Term.
Hockey Facility	
Viewing (shaded)	Extend current shaded viewing area to the north and south (currently with temporary seating and not enclosed). Short to Medium Term.

Facility	Requirement
Clubhouse/ event management	Additional attached storage area (30m2) required to house club equipment on storage shelves (racks) with external entry position. Medium Term
Shaded player/coach area	Recessed areas to be provided on far side of the turf (east) to accommodate home and away teams. Example is Fremantle Cockburn Hockey Club where player area is opposite the spectator and clubhouse area. Medium Term
Access from the north and car parking	Formalise the access with bitumen surface to avoid cross contamination with adjacent turf surface from windblown particles/dust resulting from traffic movement. Regularise the car parking area. This will be around existing tanks. Short to Medium Term.
Tennis Club and Courts	
Internal Improvements	Current building to be retained with internal structure to be modified to include 40m^2 of storage space (for table, chairs and equipment). Medium Term.
External shaded seating and improvements	Between the clubhouse and courts – retain as a pedestrian area and incorporate seating, tables and shade cover. Short to Medium Term.
Playground	Eventual replacement (replace young children's and toddlers equipment). Medium Term.
BBQ and Seating Area	Upgrade to external seating area and replacement of brick BBQ adjacent to playground. Short to Medium Term.
Fencing	Replacement fencing to be planned for within ten years due to damage and age (include replacement of colourbond fencing around site boundary. Medium Term.
Resurfaced courts	Three initially to be serviced by LED lights. Short to Medium Term.
Hit up wall	Retain as is – upgrade to wall and playing surface (medium term)
Floodlighting	LED to bank of three out of six courts initially. Second phase development for fully floodlit (central posts to be capable of handling LED to cover second phase development). Medium to Long Term
Toilets	
Adjacent to Tennis Courts	CCTV adaption and controlled access for site users (automatic lock) to prevent anti-social activity. Short Term
Access Road and Entry Points	
Stop off entry via bowling club	Two main entries to be provided into the site from the northern road with access around the site to be prevented after the cricket nets. Short to Medium Term.
Main Entry	Retain the game entry control but improve the two-way traffic flow (widen bitumen through to cricket nets). Short to Medium Term.

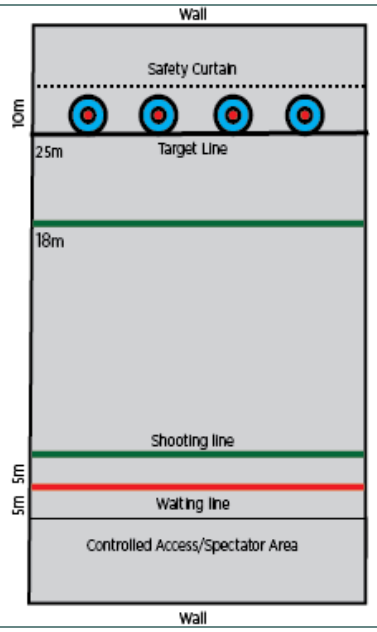
Facility	Requirement
Secondary entry to Western Oval	As above – stopped off at ¾ of the oval surround. Short to Medium Term.

Facility Requirements for Frost Park



Frost Pavilion	
Open Viewing Area	Retain as is (option for shade structures to be incorporated on grass banking (long term)
Function area	Retain, but internal upgrades are required to the toilets servicing the function space.
Kitchen	Re-alignment of kitchen and upgrade servery – minor internal alterations.
Bar and Cold Store	Remian as is – limited alcohol stored on site. Long-term would require a general upgrade.

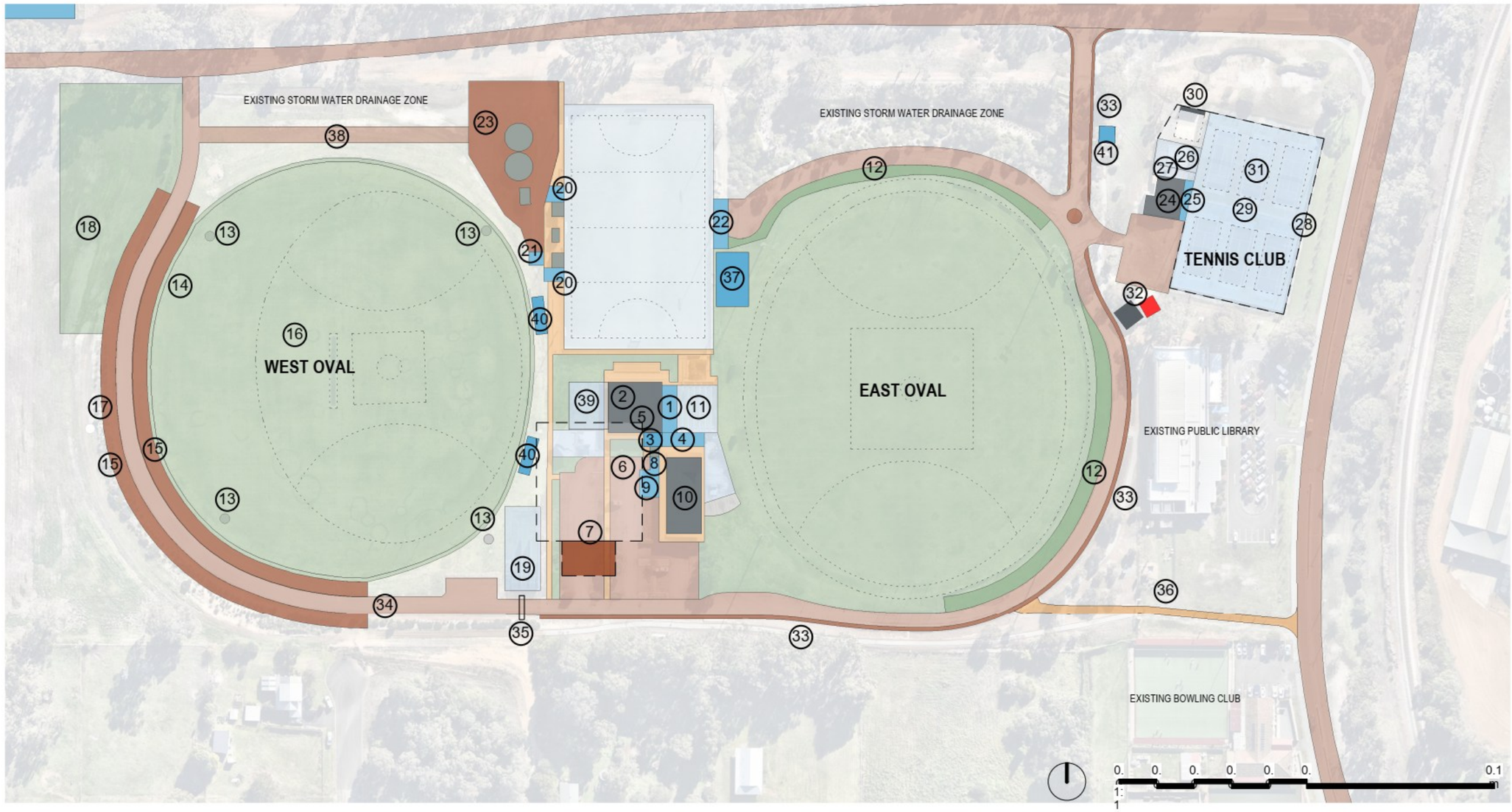
Storage	Double storage space to increase functionality
Foyer /Entry	Remain as is with a clear entry statement and signage (to be noted on plans).
Viewing Tower	Retain as is. Minor upgrades and replacement of equipment, and an extended weather protector over officials.
External public toilet	Removal of detached toilet adjacent to entry with a separate service box retained and enclosed.
Taylor Dennis Pavilion	
Open spectator area	Retain as is with a general upgrade and updated BBQ, kitchen equipment to service functions/race events. Replacement of lighting to LED throughout.
Storage	Table and chair storage to be extended
TAB/Tote Area	General upgrade and rationalise modified services internally (tidying up electrical components, replacing ceiling, and making watertight roof). Replace all lighting with LED.
Public Toilets	Modern internal fit out – to be retained.
Skinner Pavilion (Jockey Scrutineers and Testing Area)	
Internal fit out	General upgrade and replacement of infrastructure to provide a bespoke facility (Gyproc partitions) to include: • Social area with kitchen (for jockeys and officials) • Waiting room (adj to drug test area) • Medical - Weighing Room and Drug Testing area (secure with sink and waste disposal) • Male/Female Toilets, showers and dry areas. • Administration area and foyer • Replacement of windows with frosted/obscure glass. • Storage. Internal area to be upgraded to include LED lighting, replacement ceiling,
External	General upgrade and maintenance – ongoing.
Elevated Officials and TV gantry	Retain as is – subject to ongoing asset inspection and upgrade to comply with code.
Exhibition Hall	
Building	Complete Replacement of current hall to the north of the existing building of 600m^2 for a variety of community storage and equipment use. To be one consolidated building with 8 separate storage compartments (two with external grassed area – one for the scouts of 200m^2 adjacent to a an internal and the second for outdoor secure storage capability of 160m^2.

	Lightweight secure structure with capability to store farm machinery, chemicals,
Public toilets	Incorporate public toilets to service the internal track area (to service camp draft, horse and pony club and stockyard activities). To be accessed externally to service the whole site (To replace the demolished public toilets adjacent to the Frost Pavilion). To be aligned with racetrack crossing servicing the central equine area.
Internal fit out	Small kitchenette in two of the spaces
Sheep Pavilion	
Demolition and replacement with car parking area	Removal of all pavilion infrastructure from site. Fenced to southern boundary with separate access into formalised car parking and trailer area (option 1 – next 10 years)
Storage - General	This area should be tidied up, and the existing building removed and replaced with a smaller storage building. This should be considered for the mobile starting gate and additional racetrack items (fencing and maintenance equipment, which includes grass thresher, tractor, grass cutter and separate space for chemicals (40m x 5m depth to service race track and separate chemical store).
Indoor Archery (optional)	Part of the storage building is to incorporate a separate indoor archery facility as an optional addition (currently utilises the old court space without the necessary safety requirements – single target). Space required adjacent – 40m length with 8m width to accommodate one target range, separately enclosed. 
Development of Basketball Courts x 2 (alternative)	To include 2 x netball and basketball-sized indoor sports courts in an independent building, to include: • 36.6m x 21.35m (including 3.05m runoff behind goal and sideline) x 2. Reduce runoff between courts to 3.65m between courts if side by side (i.e. total width of 40.10m). • Administration office, entry foyer (accessed from road side), toilets, changing rooms/showers (2x 40m^2) and kitchen/social area (60m^2). • Storage to courts (120m^2) and additional storage of mobile starting gate (40m x 5m depth to service race track and separate chemical store). • External car parking formalised

Frost Park Stalls	
Stalls	Retain as is – denoted as an asset to be inspected and replaced/upgraded on an ongoing basis to comply with animal welfare obligations.
Horse Parade Area	Retain as is.
Cricket oval and wicket	
Cricket Wicket	Removal of the artificial cricket wicket and utilise the ground for horse and pony club and camping activities
Floodlighting	To be retained to service the area being used as a horse and pony club event area.
Campground and Arena	
Current ground	To be resurfaced and material imported to address the water inundation during the winter season. Raised by 0.5m initially across the whole surface and graded.
Power	Three-phase power upgrade to be extended into the central area to facilitate events, camping and carnivals. To be extended to the central area adjacent to the presentation podium.
Toilet/Ablution Area	Option to use Exhibition Hall should be preferred – will, however, need an access point to be created across the racetrack. An alternative is to build an ablution block within the central area, with height restricted to the current horse stalls and protected below ground servicing (an alternative high-cost option to be shown to that presented in the Exhibition Hall)

Appendix 7: Draft Concept Plan for Consultation – Sounness Park and Frost Park

1. **Proposed Function Room Extension** ~ 100m²
2. **General Upgrades:** New CCTV and LED lighting throughout the building; increased IT capability.
3. **Propsed Covered Link:** From new function room extension to the South Changing/Storage block.
4. **Proposed Internal Storage Extension** ~ 40m²
5. **Kitchen Redesign:** Layout to be reconfigured; servery to be realigned to new function space.
6. **Car Parking:** Retain and realign delivery and car parking bays.
7. **Alternative Development:** 2 Court Indoor Sports Hall
   a. Including adjacent change rooms and storage facilties
8. **Proposed Internal Storage Extension** ~ 40m²
9. **Revise bin storage area**
10. **Minor upgrades to change room block**
    a. Compliance with gender neutral standards of provision.
    b. Umpires Rooms to be renovated for better functionality.
11. **Raised Viewing Deck** to be modified for extended function space including an additional waterproof covered area.
12. **Road realignment to main entrance** and increased in width with adjacent car parking around oval
13. **Proposed Floodlights**: (150lux x4) to serve full oval
14. **Proposed Low level Fencing**: Mark oval runoff
15. **Proposed Car parking**: Outside of fencing
16. **Upgrade water supply for reticulation.**
17. **Extend western boundary**:
    a. Create passing areas and carparking overlooking the oval. Stop access short of cricket nets
18. **Proposed "Leash Off" Dog Park** ~3000m²
19. **Modify Cricket Nets:** Re-orientate to avoid conflict with car parking area; provide external power to nets
20. **Extend Shaded Team Area:** North and South
21. **Proposed Storage Area** ~ 30m2
22. **Proposed Recessed Player/Coach Area**
23. **Formalise Parking Area**
24. **Modify Existing Building** to add 40m² of storage space.
25. **Shaded Seating**: Additional seating, tables, and shade covers.
26. **Upgrade Playground Equipment**
27. **Upgrade BBQ and Seating Area**
28. **Upgrade Fencing** inc. site boundary fence
29. **Resurface all courts**
30. **Upgrade Hit Up Wall** and playing surface.
31. **Proposed LED Floodlighting**: Three courts.
32. **Modify Toilets:** Add CCTV and controlled access for site users.
33. **Modify Main Entry**: Retain the game entry control, but improve two-way traffic flow by widening the bitumen up to the cricket nets.
34. **Modify Secondary Entry**: Close off the secondary entry to the Western Oval at 3/4 of the ovals surround.
35. **Road Access Control** include retractable bollards
36. **Block Entry Road** Via Bowling Club. Modify to create pedestrian only access. Maintain entry statement.
37. **Proposed play equipment area**
38. **Proposed connection to hockey parking** and fire tank services from North West Entrance
39. **Propsed shaded spectator area**
40. **Proposed home/away dugouts** for football and cricket teams
41. **Relocate Scorers Hut:** From existing location (at 32) to allow greater vehicular access around tennis club.



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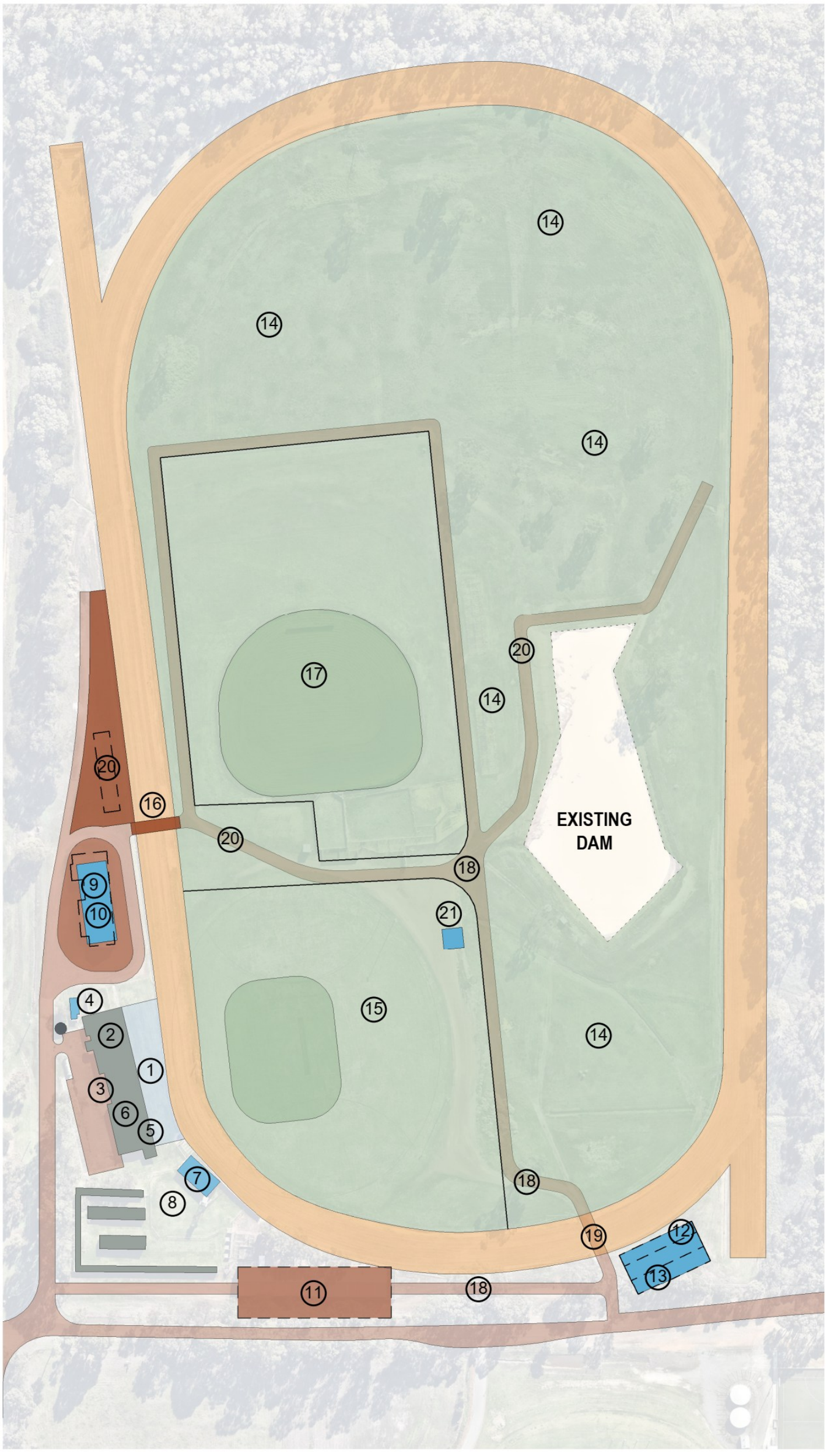
FROST & SOUNNESS PARK MASTERPLAN

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SOUNNESS MP

SK01

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FROST PAVILLION

1. **Open Viewing Area**: Retain existing; consider adding shade structures to the grass banking long term.
2. **Proposed Internal Upgrades**
   a. **Function Area**: Upgrade the internal toilets.
   b. **Kitchen**: Realign the kitchen and upgrade the servery
   c. **Storage**: Double storage space to improve functionality.
   d. **Foyer/Entry**: Add clear entry statement and signage.
3. **Viewing Tower**: Minor upgrades and an extended weather protector for officials.
4. **External Public Toilet**: Remove the detached toilet adjacent to the entry; retain and enclose the separate service box.

TAYLOR DENNIS PAVILLION

5. **Open Spectator Area**: Upgrade BBQ and kitchen equipment. Replace lighting with LEDs.
6. **Proposed Internal Upgrades**
   a. **Storage**: Extend table and chair storage.
   b. **TAB/Tote Area**: Rationalize internal services, replace ceiling, make the roof watertight, and install new LED lighting.
   c. **Public Toilets**: Modern internal fit-out to be retained.

SKINNER PAVILLION

7. **Proposed Internal Upgrades**
   a. **Internal Fit-out**: General upgrade and replacement of infrastructure to create a bespoke facility.
   b. **New Partitions**: Create a social area with a kitchen, waiting room, secure medical/weighing/drug-testing room, male/female toilets, showers, and a new administration area.
   c. **Upgrades**: Replace windows with frosted glass, and install new LED lighting and ceilings.
8. **External**: General ongoing upgrade and maintenance.

EXHIBITION HALL

9. **Demolish Hall** to create central equine parking for trailers and horse boxes.
10. **Proposed New Storage Building**: Complete replacement ~600m² consolidated building.
    a. **8x Separate Storage Compartments**.
    b. **Scouts Comparment** ~ 200m² with an external grassed area.
    c. **Secure Outdoor Storage** ~160m²
    d. **New External-Access Toilets** to service the internal track area (equine activities).
    e. **Internal Fit-out**: Two storage spaces will include a small kitchenette.

SHEEP PAVILLION

11. **Demolish Current Pavilion**: Replace with fenced parking and trailer area, with separate access to the southern boundary.
12. **Storage**: Remove the existing building. Replace it with a new, smaller storage building to house the mobile starting gate, racetrack fencing, maintenance equipment, and a separate chemical store (10m x 5m).
13. **Proposed Indoor Sporting Facilities**
    a. **Enclosed Indoor Archery:** Optional (10m x 8m)
    b. Indoor Cricket Nets

GENERAL SITE

14. **Raise Levels Across Whole Site** with imported material +0.5m
15. **Proposed Equine Arena (Camp Ground Extension)**.
    a. Remove cricket wicket and lighting fixtures
    b. Import material to raise levels to provide a consistent surface
16. **Propsed Track Crossing**
17. **Camp Draft Arena** – raise levels, improve drainage and quality of surface.
18. **Modify & Re-instate Informal Dirt Vehicle Circulation Routes**
19. **Existing Access** - Unaltered
20. **Proposed overflow parking** area for pavillion service and internal equine use. Optional location for archery range.
21. **Concrete Pad** with power provision (to support portable ablutions block)

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CLIENT

FROST & SOUNNESS PARK MASTERPLAN

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FROST MP

SK02

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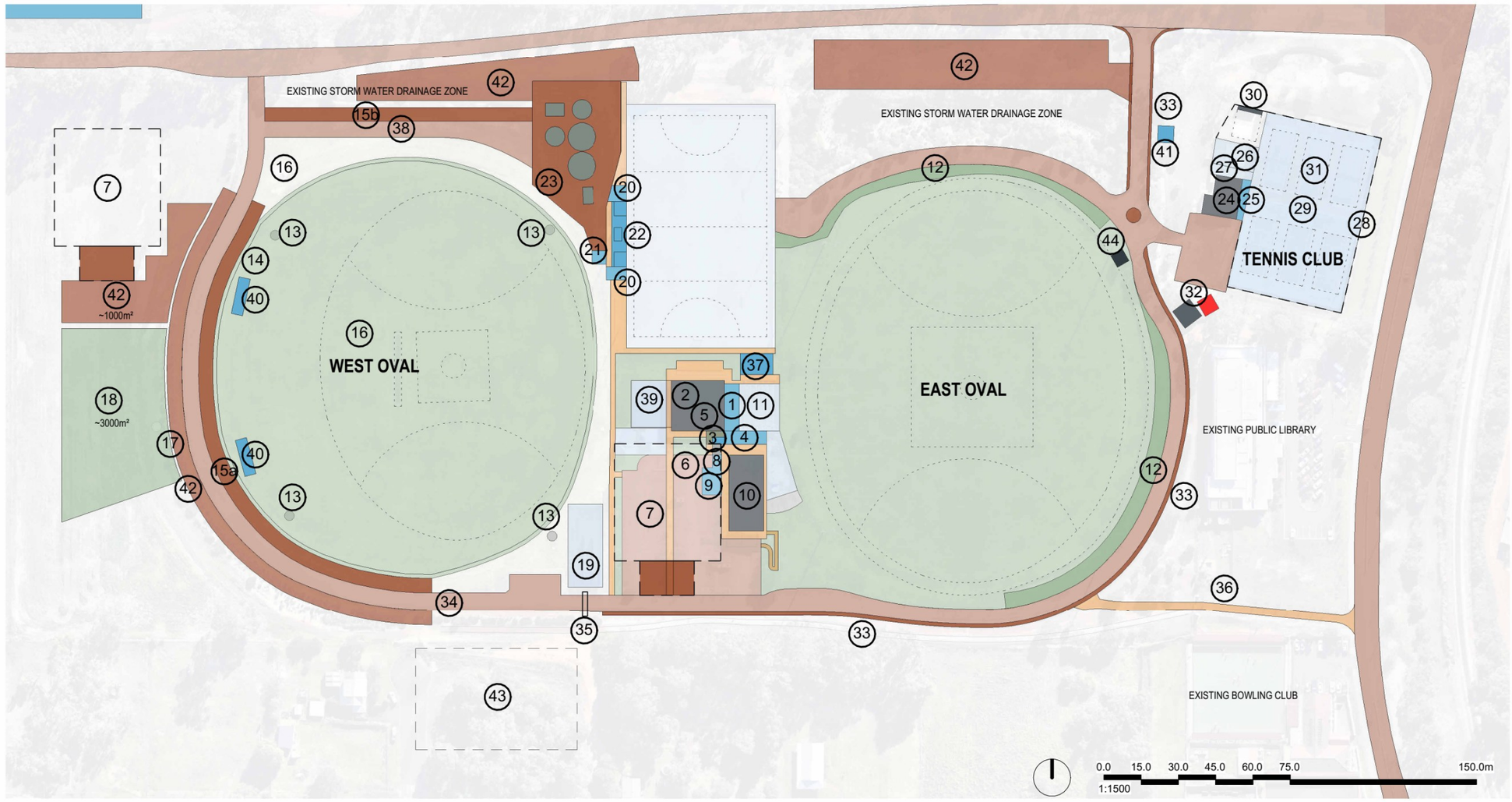
Appendix 8: Draft Master Plan: Opinion of Probable Costs

FROST PARK AND SOUNNESS PARK		SOUNNESS PARK				FROST PARK			
Item	Description	Quantity	Unit	Rate ($)	Total ($)	Quantity	Unit	Rate ($)	Total ($)
1.00	BUILDINGS								
1.01	Allowance for demolition of existing external public toilet including termination of existing services		Note		Excluded	45	m2	150	6,750
1.02	Allowance for demolition of existing exhibition hall		Note		Excluded	727	m2	100	72,700
1.03	Allowance for demolition of existing sheep pavilion		Note		Excluded	1,992	m2	100	199,200
1.04	Allowance for demolition of existing storage building		Note		Excluded	100	m2	100	10,000
1.05	Allowance for demolition of existing kitchen area to existing administration building	60	m2	100	6,000		Note		Excluded
1.06	Allowance for upgrading to kitchen to existing administration building	60	m2	2,400	144,000	60	m2	2,400	144,000
1.07	Allowance for upgrading to change room / umpires rooms / toilets	150	m2	2,300	345,000	60	m2	2,300	138,000
1.08	Allowance for upgrading to internal storage space		Note		Excluded	80	m2	1,750	140,000
1.09	Allowance for internal upgrading to skinner pavilion		Note		Excluded	205	m2	2,500	512,500
1.10	Allowance for upgrading to TAB/Tote area		Note		Excluded	160	m2	2,000	320,000
1.11	Allowance for function room extension	100	m2	3,900	390,000		Note		Excluded
1.12	Allowance for new LED lighting throughout the existing administration building	430	m2	100	43,000		Note		Excluded
1.13	Allowance for new storage building / extension	120	m2	2,600	312,000	600	m2	2,600	1,560,000
1.14	Allowance for shed structure to indoor storage and sporting facilities		Note		Excluded	469	m2	2,000	938,000
1.15	Allowance for cricket nets to indoor sporting facilities		Note		Excluded	1	Sum	10,000	10,000
1.16	Allowance for indoor archery equipment to indoor sporting facilities		Note		Excluded	1	Sum	15,000	15,000
1.17	Allowance for 2 courts indoor sports hall (alternative development)		Note		Excluded		Note		Excluded
	SUBTOTAL FOR BUILDINGS COST				1,240,000				4,066,150
2.00	EXTERNAL WORKS & LANDSCAPING								
2.01	Allowance for general site clearance	15,063	m2	5	75,315	159,949	m2	5	799,745
2.02	Allowance for imported material to raise site level by approx. 0.5m deep		Note		Excluded	70,564	m3	60	4,233,840
2.03	Allowance for demolition of asphalt roads near bowling club	367	m2	30	11,010		Note		Excluded
2.04	Allowance for realignment to existing central carpark linemarking only	2,308	m2	15	34,620		Note		Excluded
2.05	Allowance for removal of existing surface to tennis courts	3,397	m2	5	16,985		Note		Excluded
2.06	Allowance for removal of existing surface to hit up wall area	234	m2	15	3,510		Note		Excluded
2.07	Allowance for removal of cricket nets		Note		Excluded	1	Sum	10,000	10,000
2.08	Allowance for re-orientation of existing cricket nets	1	Sum	10,000	10,000		Note		Excluded
2.09	Allowance for relocation of existing wall enclosure to bin storage area	1	Sum	5,000	5,000		Note		Excluded
2.10	Allowance for relocation of existing scorers hut	1	Sum	10,000	10,000		Note		Excluded
2.11	Allowance for upgrading of BBQ equipment to tennis club/open spectator area	1	Sum	20,000	20,000	1	Sum	20,000	20,000
2.12	Allowance for upgrading of seating area to tennis club	1	Sum	35,000	35,000		Note		Excluded
2.13	Allowance for repainting to hit up wall (assumed 2.4m high)	54	m2	25	1,350		Note		Excluded
2.14	Allowance for upgrading of playground equipment to tennis club and play equipment area	1	Sum	150,000	150,000		Note		Excluded
2.15	Allowance for upgrading of kitchen equipment to open spectator area		Note		Excluded	1	Sum	30,000	30,000
2.16	Allowance for external upgrading and maintenance to skinner pavilion		Note		Excluded	1	Sum	100,000	100,000
2.17	Allowance for compacted gravel to car parking area near west oval	2,740	m2	100	274,000		Note		Excluded
2.18	Allowance for new storage area to hockey court	30	m2	3,500	105,000		Note		Excluded
2.19	Allowance for home/away dugouts to west oval	2	No.	50,000	100,000		Note		Excluded
2.20	Allowance for new recessed player/coach dugouts to hockey court	1	No.	100,000	100,000		Note		Excluded
2.21	Allowance for extending shaded team area to hockey court	87	m2	1,500	130,500		Note		Excluded
2.22	Allowance for new shaded seating area to tennis club	50	m2	1,500	75,000		Note		Excluded
2.23	Allowance for new shaded spectator area	302	m2	1,500	453,000		Note		Excluded
2.24	Allowance for shade structures to open viewing area		Note		Excluded	1,073	m2	400	429,200
2.25	Allowance for weather protector extension to viewing tower		Note		Excluded	1	Sum	10,000	10,000
2.26	Allowance for repainting to existing steel structures to viewing tower		Note		Excluded	1	Sum	20,000	20,000
2.27	Allowance for new LED lighting to open spectator area		Note		Excluded	33	m2	100	3,300
2.28	Allowance for raised viewing deck including waterproof covered area to east oval	302	m2	1,500	453,000		Note		Excluded
2.29	Allowance for new playground area near hockey court	280	m2	250	70,000		Note		Excluded
2.30	Allowance for resurfacing tennis courts	3,397	m2	100	339,700		Note		Excluded
2.31	Allowance for resurfacing to hit up wall area	234	m2	150	35,100		Note		Excluded
2.32	Allowance for new asphalt car parking to hockey court / storage building / equine use	1,807	m2	250	451,750	2,000	m2	250	500,000
2.33	Allowance for widening asphalt roads surrounding ovals and entries	2,229	m2	250	557,250		Note		Excluded
2.34	Allowance for new asphalt roads to north of west oval / track crossing	707	m2	250	176,750	148	m2	250	37,000
2.35	Allowance for new asphalt roads to formalise dirt vehicle circulation routes		Note		Excluded	2,500	m2	250	625,000
2.36	Allowance for covered linkway from new function room to south changing/storage block	10	m	2,500	25,000		Note		Excluded
2.37	Allowance for new pedestrian pavement near bowling club	367	m2	150	55,050		Note		Excluded
2.38	Allowance for new fencing to west oval / dog park / equine / campdraft areas	800	m	250	200,000	400	m	250	100,000
2.39	Allowance for new fencing to tennis courts	239	m	250	59,750		Note		Excluded
2.40	Allowance for new retractable bollards	5	No.	5,000	25,000		Note		Excluded
2.41	Allowance for concrete pad to support ablution blocks (portable ablution blocks not included)		Note		Excluded	103	m2	400	41,200
2.42	Allowance for wayfinding / directional signage / entry signage	1	Sum	50,000	50,000	1	Sum	30,000	30,000
	SUBTOTAL FOR EXTERNAL WORKS AND LANDSCAPING				4,108,640				6,989,285

3.00	**SITE SERVICES**								
3.01	Allowance for removal of existing floodlights to tennis courts	4	No.	10,000	40,000		Note		Excluded
3.02	Allowance for removal of existing floodlights to equine area		Note		Excluded	2	No.	10,000	20,000
3.03	Allowance for floodlights (150 lux) to west oval / tennis courts/ camp ground	4	No.	125,000	500,000	2	No.	125,000	250,000
3.04	Allowance for reticulation upgrades to west oval	1	Sum	320,000	320,000		Note		Excluded
3.05	Allowance for external stormwater drainage upgrades	1	Sum	50,000	50,000	1	Sum	100,000	100,000
3.06	Allowance for general of CCTV and security upgrades	1	Sum	25,000	25,000		Note		Excluded
3.07	Allowance for external power to cricket nets	1	Sum	10,000	10,000		Note		Excluded
3.08	Allowance for external communication upgrades		Note		Excluded		Note		Excluded
3.09	Allowance for external gas upgrades		Note		Excluded		Note		Excluded
3.10	Allowance for maintenance annually		Note		Excluded		Note		Excluded
	SUBTOTAL FOR SITE SERVICES				**945,000**				**370,000**
4.00	**CONTRACTOR PRELIMINARIES**								
4.01	Main Contractor Preliminaries and Margin	15	%		944,046	15	%		1,713,815
	SUBTOTAL FOR CONTRACTOR PRELIMINARIES				**944,046**				**1,713,815**
	TOTAL CONSTRUCTION COSTS - PERTH PRICE SUBTOTAL				**7,237,686**				**13,139,250**
	Regional Loading - Mount Barker	25	%		1,809,422	25	%		3,284,813
	TOTAL CONSTRUCTION COSTS				**9,047,108**				**16,424,063**
5.01	Planning Contingency	5	%		452,355	5	%		821,203
5.02	Design Contingencies	10	%		949,946	10	%		1,724,527
5.03	Construction Contingencies	10	%		1,044,941	10	%		1,896,979
5.04	Headworks and Statutory Charges		Note		Excluded		Note		Excluded
5.05	Building Act Compliance		Note		Excluded		Note		Excluded
5.06	Percent for Public Art	1	%		114,944	1	%		208,668
5.07	Land Costs (if applicable)		Note		Excluded		Note		Excluded
5.08	Other Costs - FFE		Note		Excluded		Note		Excluded
5.09	Other Costs - ICT		Note		Excluded		Note		Excluded
5.10	Professional Fees	10	%		1,160,929	10	%		2,107,544
	SUBTOTAL FOR ON-COSTS				**3,723,115**				**6,758,921**
	TOTAL PROJECT COST				**12,770,223**				**23,182,983**
6.01	Escalation to Jan 2027	7.06	%		901,578	7.06	%		1,636,719
	SUBTOTAL FOR ESCALATION				**901,578**				**1,636,719**
	ESCALATED NET PROJECT COST				**13,671,801**				**24,819,702**
7.01	Special Client Agency Provision		Note		Excluded		Note		Excluded
7.02	Project Director / Professional Fees		Note		Excluded		Note		Excluded
7.03	Administration Fees		Note		Excluded		Note		Excluded
7.04	Commissioning, Relocation Costs and Disbursements		Note		Excluded		Note		Excluded
7.05	Land Acquisition & Native Title Compensation (if applicable)		Note		Excluded		Note		Excluded
7.06	Loose Furniture and Equipment		Note		Excluded		Note		Excluded
7.07	Computing Equipment and Services		Note		Excluded		Note		Excluded
7.08	Other Provisions		Note		Excluded		Note		Excluded
	SUBTOTAL FOR LOCAL AUTHORITY COSTS				**-**				**-**
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST				**13,671,801**				**24,819,702**

Appendix 9: Final Master Plan: Sounness Park and Frost Park

1. **Proposed Function Room Extension** ~ 100m²
2. **General Upgrades:** New CCTV and LED lighting throughout the building; increased IT capability.
3. **Propsed Covered Link:** From new function room extension to the South Changing/Storage block.
4. **Proposed Internal Storage Extension** ~ 40m²
5. **Kitchen Redesign:** Layout to be reconfigured; servery to be realigned to new function space.
6. **Car Parking:** Retain and realign delivery and car parking bays.
7. **Alternative Development:** 2 Court Indoor Sports Hall
   a. Including adjacent change rooms and storage facilties
8. **Proposed Internal Storage Extension** ~ 40m²
9. **Revise bin storage area**
10. **Minor upgrades to change room block**
    a. Compliance with gender neutral standards of provision.
    b. Umpires Rooms to be renovated for better functionality.
11. **Raised Viewing Deck** to be modified for extended function space including an additional waterproof covered area.
12. **Road realignment to main entrance** and increased in width with adjacent car parking around oval
13. **Proposed Floodlights**: (150lux x4) to serve full oval
14. **Proposed Low level Fencing**: Mark oval runoff
15. **Proposed Car parking**:
    a. Outside of fencing
    b. Within stormwater zone to be assessed as a value for money option
16. **Upgrade water supply for reticulation.**
17. **Extend western boundary**:
    a. Create passing areas and carparking overlooking the oval. Stop access short of cricket nets
18. **Proposed "Leash Off" Dog Park** ~3000m². Future aquatic centre site.
19. **Modify Cricket Nets:** Re-orientate to avoid conflict with car parking area; provide external power to nets for potential bowling machines and floodlighting
20. **Extend Shaded Team Area:** North and South
21. **Proposed Storage Area** ~ 30m2
22. **Proposed Recessed Player/Coach Area:** On ground with future spectator viewing & kiosk over
23. **Formalise Parking Area**
24. **Modify Existing Building** to add 40m² of storage space.
25. **Shaded Seating**: Additional seating, tables, and shade covers.
26. **Upgrade Playground Equipment**
27. **Upgrade BBQ and Seating Area**
28. **Upgrade Fencing** inc. site boundary fence
29. **Resurface all courts**
30. **Upgrade Hit Up Wall** and playing surface.
31. **Proposed LED Floodlighting**: Six courts.
32. **Modify Toilets:** Add CCTV and controlled access for site users.
33. **Modify Main Entry**: Retain the game entry control, but improve two-way traffic flow by widening the bitumen up to the cricket nets.
34. **Modify Secondary Entry**: Close off the secondary entry to the Western Oval at 3/4 of the ovals surround.
35. **Road Access Control** include retractable bollards
36. **Block Entry Road** Via Bowling Club. Modify to create pedestrian only access. Maintain entry statement.
37. **Proposed All Abilities/Junior Playground**
38. **Proposed connection to hockey parking** and fire tank services from North West Entrance
39. **Propsed shaded spectator area**
40. **Proposed home/away dugouts** for football and cricket teams
41. **Relocate Scorers Hut:** Allow greater vehicular access around tennis club.
42. **Proposed Car Parking:** Long term development option subject to funding
43. **Proposed future parking site** (Viv Skinner Park)
44. **Current Scorers Hut**



SHIRE OF PLANTAGENET

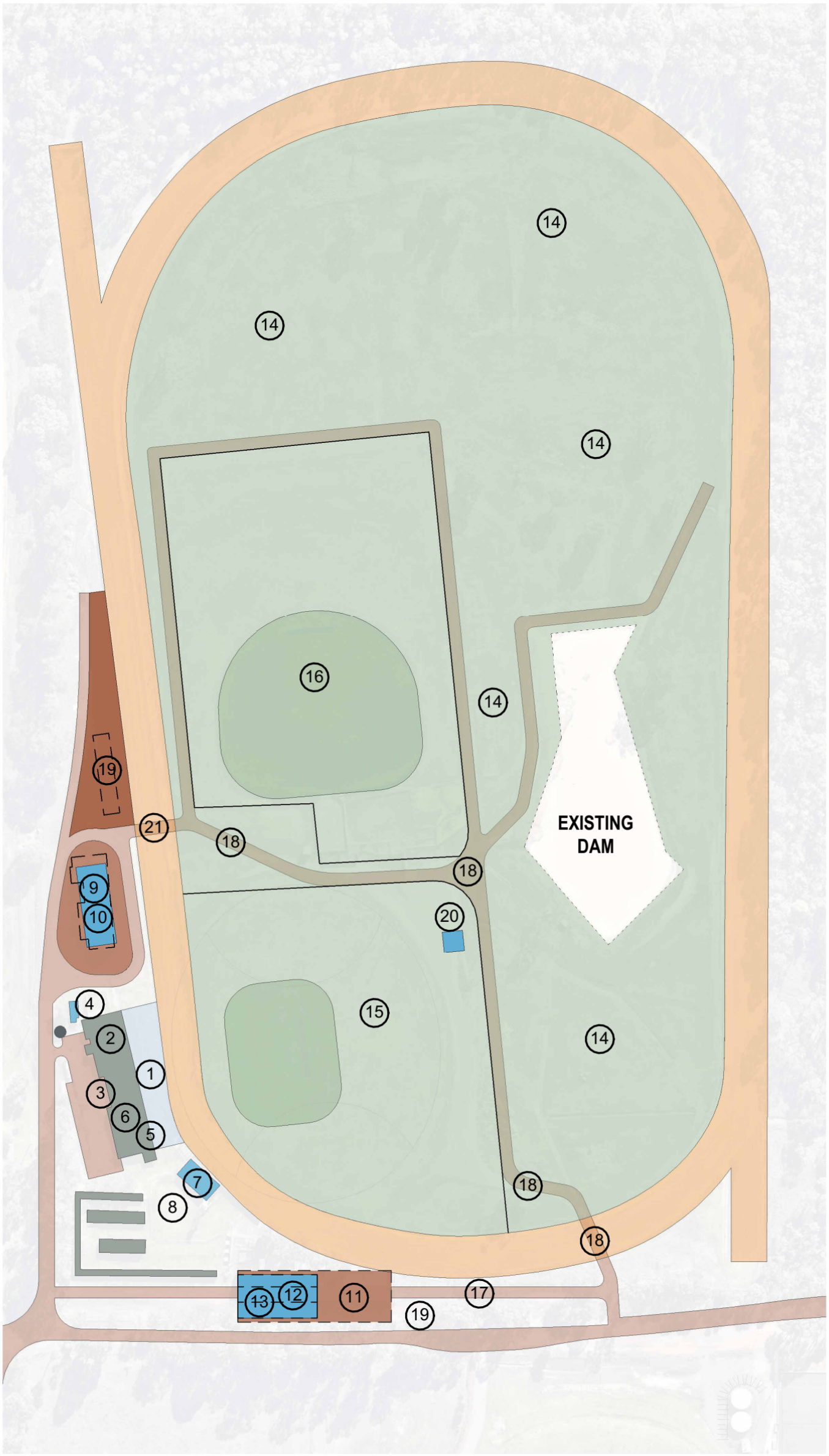
FROST & SOUNNESS PARK MASTERPLAN

The Garden Office Park, L2, Building C/355 Scarb. Bch. Rd, Osborne Park WA 6017
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SOUNNESS MP

SK01

Scale @ A3 1 : 1500
AUGUST REV 2
2026



FROST PAVILLION

1. **Open Viewing Area**: Retain existing; consider adding shade structures to the grass banking long term.
2. **Proposed Internal Upgrades**
   a. **Function Area**: Upgrade the internal toilets.
   b. **Kitchen**: Realign the kitchen and upgrade the servery
   c. **Storage**: Double storage space to improve functionality.
   d. **Foyer/Entry**: Add clear entry statement and signage.
3. **Viewing Tower**: Minor upgrades and an extended weather protector for officials.
4. **External Public Toilet**: Demolish existing toilet block once new public toilet is operational (no. 20)

TAYLOR DENNIS PAVILLION

5. **Open Spectator Area**: Upgrade BBQ and kitchen equipment. Replace lighting with LEDs.
6. **Proposed Internal Upgrades**
   a. **Storage**: Extend table and chair storage.
   b. **TAB/Tote Area**: Rationalize internal services, replace ceiling, make the roof watertight, and install new LED lighting.
   c. **Public Toilets**: Modern internal fit-out to be retained.

SKINNER PAVILLION

7. **Proposed Internal Upgrades**
   a. **Internal Fit-out**: General upgrade and replacement of infrastructure to create a bespoke facility.
   b. **New Partitions**: Create a social area with a kitchen, waiting room, secure medical/weighing/drug-testing room, male/female toilets, showers, and a new administration area.
   c. **Upgrades**: Replace windows with frosted glass, and install new LED lighting and ceilings.
8. **External**: General ongoing upgrade and maintenance.

EXHIBITION HALL

9. **Demolish Hall** to create central equine parking for trailers and horse boxes.
10. **Proposed New Storage Building**: Complete replacement ~600m² consolidated building.
    a. **8x Separate Storage Compartments**.
    b. **Scouts Compartment** ~ 200m² with an external grassed area.
    c. **Secure Outdoor Storage** ~160m²
    d. **New External-Access Toilets** to service Exhibition Hall and the internal track area (equine activities).
    e. **Internal Fit-out**: Two storage spaces will include a small kitchenette.

SHEEP PAVILLION

11. **Demolish Current Pavilion**
12. **Storage**: New storage building to house the mobile starting gate, racetrack fencing, maintenance equipment, and a separate chemical store (40m x 5m).
13. **Proposed Indoor Sporting Facilities**
    a. **Enclosed Indoor Archery:** Optional (40m x 8m)
    b. Indoor Cricket Nets

GENERAL SITE

14. **Raise Levels Across Whole Site** with imported material +0.5m. Staged works subject to funding availibility.
15. **Proposed Equine Arena (Camp Ground Extension)**.
    a. Remove cricket wicket and lighting fixtures
    b. Import material to raise levels to provide a consistent surface
16. **Camp Draft Arena** – raise levels, improve drainage and quality of surface.
17. **Modify & Re-instate Informal Dirt Vehicle Circulation Routes**
18. **Existing Access** - Unaltered
19. **Proposed overflow parking** area for pavillion service and internal equine use.
20. **Proposed Ablution Block**
21. **Temporary Bridged Access** to toilet facility prior to undertaking central ablution block

0.0 20.0 40.0 60.0 80.0 100.0 200.0m
1:2000

SHIRE OF PLANTAGENET
FROST & SOUNNESS PARK MASTERPLAN

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SK02

FROST MP

Scale @ A3 1 : 2000
AUGUST REV 2
2026

Appendix 10: Final Master Plan: Opinion of Probable Costs

FROST PARK AND SOUNNESS PARK		SOUNNESS PARK				FROST PARK			
Item	Description	Quantity	Unit	Rate ($)	Total ($)	Quantity	Unit	Rate ($)	Total ($)
1.00	**BUILDINGS**								
1.01	Allowance for demolition of existing external public toilet including termination of existing services		Note		Excluded	45	m2	150	6,750
1.02	Allowance for demolition of existing exhibition hall		Note		Excluded	727	m2	100	72,700
1.03	Allowance for demolition of existing sheep pavilion		Note		Excluded	1,992	m2	100	199,200
1.04	Allowance for demolition of existing storage building		Note		Excluded	100	m2	100	10,000
1.05	Allowance for demolition of existing kitchen area to existing administration building	60	m2	100	6,000		Note		Excluded
1.06	Allowance for upgrading to kitchen to existing administration building	60	m2	2,400	144,000	60	m2	2,400	144,000
1.07	Allowance for upgrading to change room / umpires rooms / toilets	150	m2	2,300	345,000	60	m2	2,300	138,000
1.08	Allowance for upgrading to internal storage space		Note		Excluded	80	m2	1,750	140,000
1.09	Allowance for internal upgrading to skinner pavilion		Note		Excluded	205	m2	2,500	512,500
1.10	Allowance for upgrading to TAB/Tote area		Note		Excluded	160	m2	2,000	320,000
1.11	Allowance for function room extension	100	m2	3,900	390,000		Note		Excluded
1.12	Allowance for new LED lighting throughout the existing administration building	430	m2	100	43,000		Note		Excluded
1.13	Allowance for new storage building / extension	120	m2	2,600	312,000	600	m2	2,600	1,560,000
1.14	Allowance for shed structure to indoor storage and sporting facilities		Note		Excluded	469	m2	2,000	938,000
1.15	Allowance for cricket nets to indoor sporting facilities		Note		Excluded	1	Sum	10,000	10,000
1.16	Allowance for indoor archery equipment to indoor sporting facilities		Note		Excluded	1	Sum	15,000	15,000
1.17	Allowance for 2 courts indoor sports hall (both alternative developments)		Note		Excluded		Note		Excluded
1.18	Allowance for internal equine ablutions					140	m2	4,900	686,000
	SUBTOTAL FOR BUILDINGS COST				**1,240,000**				**4,752,150**
2.00	**EXTERNAL WORKS & LANDSCAPING**								
2.01	Allowance for general site clearance	19,648	m2	5	98,240	159,949	m2	5	799,745
2.02	Allowance for imported material to raise site level by approx. 0.5m deep		Note		Excluded	70,564	m3	60	4,233,840
2.03	Allowance for demolition of asphalt roads near bowling club	367	m2	30	11,010		Note		Excluded
2.04	Allowance for realignment to existing central carpark linemarking only	2,308	m2	15	34,620		Note		Excluded
2.05	Allowance for removal of existing surface to tennis courts	3,397	m2	5	16,985		Note		Excluded
2.06	Allowance for removal of existing surface to hit up wall area	234	m2	15	3,510		Note		Excluded
2.07	Allowance for removal of cricket nets		Note		Excluded	1	Sum	10,000	10,000
2.08	Allowance for re-orientation of existing cricket nets	1	Sum	10,000	10,000		Note		Excluded
2.09	Allowance for relocation of existing wall enclosure to bin storage area	1	Sum	5,000	5,000		Note		Excluded
2.10	Allowance for relocation of existing scorers hut	1	Sum	10,000	10,000		Note		Excluded
2.11	Allowance for upgrading of BBQ equipment to tennis club/open spectator area	1	Sum	20,000	20,000	1	Sum	20,000	20,000
2.12	Allowance for upgrading of seating area to tennis club	1	Sum	35,000	35,000		Note		Excluded
2.13	Allowance for repainting to hit up wall (assumed 2.4m high)	54	m2	25	1,350		Note		Excluded
2.14	Allowance for upgrading of playground equipment to tennis club and play equipment area	1	Sum	150,000	150,000		Note		Excluded
2.15	Allowance for upgrading of kitchen equipment to open spectator area		Note		Excluded	1	Sum	30,000	30,000
2.16	Allowance for external upgrading and maintenance to skinner pavilion		Note		Excluded	1	Sum	100,000	100,000
2.17	Allowance for compacted gravel to car parking area near west oval	2,740	m2	100	274,000		Note		Excluded
2.17A	Allowance for compacted gravel to north of east and west oval	2,990	m2	100	299,000				
2.17B	Allowance for compacted gravel to land servicing the long term court devlopment option		Note		Excluded				
2.17C	Allowance for compacted gravel to Viv Skinner Park (indicative)	2,400	m2	100	240,000				
2.18	Allowance for new storage area to hockey court	30	m2	3,500	105,000		Note		Excluded
2.19	Allowance for home/away dugouts to west oval	2	No.	50,000	100,000		Note		Excluded
2.20	Allowance for new recessed player/coach dugouts to hockey court	1	No.	80,000	80,000		Note		Excluded
2.21	Allowance for extending shaded team area to hockey court	87	m2	1,500	130,500		Note		Excluded
2.22	Allowance for new shaded seating area to tennis club	50	m2	1,500	75,000		Note		Excluded
2.23	Allowance for new shaded spectator area	302	m2	1,500	453,000		Note		Excluded
2.24	Allowance for shade structures to open viewing area		Note		Excluded	1,073	m2	400	429,200
2.25	Allowance for weather protector extension to viewing tower		Note		Excluded	1	Sum	10,000	10,000
2.26	Allowance for repainting to existing steel structures to viewing tower		Note		Excluded	1	Sum	20,000	20,000
2.27	Allowance for new LED lighting to open spectator area		Note		Excluded	33	m2	100	3,300
2.28	Allowance for raised viewing deck including waterproof covered area to east oval	302	m2	1,500	453,000		Note		Excluded
2.29	Allowance for new playground area near hockey court	180	m2	250	45,000		Note		Excluded
2.30	Allowance for resurfacing tennis courts	3,397	m2	100	339,700		Note		Excluded
2.31	Allowance for resurfacing to hit up wall area	234	m2	150	35,100		Note		Excluded
2.32	Allowance for new asphalt car parking to hockey court / storage building / equine use	1,807	m2	250	451,750	2,000	m2	250	500,000
2.33	Allowance for widening asphalt roads surrounding ovals and entries	2,229	m2	250	557,250		Note		Excluded
2.34	Allowance for new asphalt roads to north of west oval / track crossing	707	m2	250	176,750	148	m2	250	37,000
2.35	Allowance for new asphalt roads to formalise dirt vehicle circulation routes		Note		Excluded	2,500	m2	250	625,000
2.36	Allowance for covered linkway from new function room to south changing/storage block	10	m	2,500	25,000		Note		Excluded
2.37	Allowance for new pedestrian pavement near bowling club	367	m2	150	55,050		Note		Excluded
2.38	Allowance for new fencing to west oval / dog park / equine / campdraft areas	800	m	250	200,000	400	m	250	100,000
2.39	Allowance for new fencing to tennis courts	239	m	250	59,750		Note		Excluded
2.40	Allowance for new retractable bollards	5	No.	5,000	25,000		Note		Excluded
2.41	Allowance for concrete pad to support ablution blocks (portable ablution blocks not included)		Note		Excluded	180	m2	400	72,000
2.42	Allowance for wayfinding / directional signage / entry signage	1	Sum	50,000	50,000	1	Sum	30,000	30,000
	SUBTOTAL FOR EXTERNAL WORKS AND LANDSCAPING				**4,625,565**				**7,020,085**

3.00	**SITE SERVICES**								
3.01	Allowance for removal of existing floodlights to tennis courts	4	No.	10,000	40,000		Note		Excluded
3.02	Allowance for removal of existing floodlights to equine area		Note		Excluded	2	No.	10,000	20,000
3.03	Allowance for floodlights (150 lux) to west oval / tennis courts/ camp ground	4	No.	125,000	500,000	2	No.	125,000	250,000
3.04	Allowance for reticulation upgrades to west oval	1	Sum	320,000	320,000		Note		Excluded
3.05	Allowance for external stormwater drainage upgrades	1	Sum	50,000	50,000	1	Sum	100,000	100,000
3.06	Allowance for general of CCTV and security upgrades	1	Sum	25,000	25,000		Note		Excluded
3.07	Allowance for external power to cricket nets	1	Sum	10,000	10,000		Note		Excluded
3.08	Allowance for external communication upgrades		Note		Excluded		Note		Excluded
3.09	Allowance for external gas upgrades		Note		Excluded		Note		Excluded
3.10	Allowance for maintenance annually		Note		Excluded		Note		Excluded
	SUBTOTAL FOR SITE SERVICES				**945,000**				**370,000**
4.00	**CONTRACTOR PRELIMINARIES**								
4.01	Main Contractor Preliminaries and Margin	15	%		1,021,585	15	%		1,821,335
	SUBTOTAL FOR CONTRACTOR PRELIMINARIES				**1,021,585**				**1,821,335**
	TOTAL CONSTRUCTION COSTS - PERTH PRICE SUBTOTAL				**7,832,150**				**13,963,570**
	Regional Loading - Mount Barker	25	%		1,958,037	25	%		3,490,893
	TOTAL CONSTRUCTION COSTS				**9,790,187**				**17,454,463**
5.01	Planning Contingency	5	%		489,509	5	%		872,723
5.02	Design Contingencies	10	%		1,027,970	10	%		1,832,719
5.03	Construction Contingencies	10	%		1,130,767	10	%		2,015,990
5.04	Headworks and Statutory Charges		Note		Excluded		Note		Excluded
5.05	Building Act Compliance		Note		Excluded		Note		Excluded
5.06	Percent for Public Art	1	%		124,384	1	%		221,759
5.07	Land Costs (if applicable)		Note		Excluded		Note		Excluded
5.08	Other Costs - FFE		Note		Excluded		Note		Excluded
5.09	Other Costs - ICT		Note		Excluded		Note		Excluded
5.10	Professional Fees	10	%		1,256,282	10	%		2,239,765
	SUBTOTAL FOR ON-COSTS				**4,028,912**				**7,182,957**
	TOTAL PROJECT COST				**13,819,099**				**24,637,419**
6.01	Escalation to Jan 2027	7.06	%		975,628	7.06	%		1,739,402
	SUBTOTAL FOR ESCALATION				**975,628**				**1,739,402**
	ESCALATED NET PROJECT COST				**14,794,727**				**26,376,821**
7.01	Special Client Agency Provision		Note		Excluded		Note		Excluded
7.02	Project Director / Professional Fees		Note		Excluded		Note		Excluded
7.03	Administration Fees		Note		Excluded		Note		Excluded
7.04	Commissioning, Relocation Costs and Disbursements		Note		Excluded		Note		Excluded
7.05	Land Acquisition & Native Title Compensation (if applicable)		Note		Excluded		Note		Excluded
7.06	Loose Furniture and Equipment		Note		Excluded		Note		Excluded
7.07	Computing Equipment and Services		Note		Excluded		Note		Excluded
7.08	Other Provisions		Note		Excluded		Note		Excluded
	SUBTOTAL FOR LOCAL AUTHORITY COSTS				**-**				**-**
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST				**14,794,727**				**26,376,821**

Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence,' and these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

Otium Planning Group's advice does not extend to, or imply professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary to address the requirements of the project objectives. There will be differences between projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite, or guarantee the projections' achievability as it is impossible to substantiate assumptions based on future events.

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than the client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.