

SHIRE OF RAVENSTHORPE

SHIRE OF RAVENSTHORPE SPORTS FACILITIES AND SERVICES PLAN

DRAFT REPORT V3

SEPTEMBER 2013



EXECUTIVE SUMMARY

The Shire of Ravensthorpe Sports Facilities and Services Plan has been developed to identify the facilities and services that are required for a healthy, diverse and sustainable sports environment with a solid volunteer base at its core.

The scope of this project includes the following key components:

- Facility Audit
- Consultation with the Shire and local sporting groups
- Identification of future requirements for sports
- Benchmark fees for use of sporting facilities against other Local Government Authorities
- Consider alternative facility and service provision and asset management options
- Investigate the requirements of multi-purpose sporting facilities within the Shire
- Recommend strategies for advancing volunteer engagement

The recommendations within this report aim to ensure that community groups remain at the heart of sports provision into the long term future. This report is a live and working document which the Shire should review annually to ensure the Plan takes into account changes to the social, economic and political environment and data on sporting clubs and facilities remains up to date.

A high proportion of sporting activities in the Shire are currently provided by clubs, and many facilities have been developed and are maintained by clubs (with contributions from the Shire across a number of facilities) with the exception of the ovals, swimming pool and the Ravensthorpe Entertainment Centre (REC). The Shire's sporting clubs play a vital role in facilitating physical activity and community bonding, as evidenced with the winter sports competition where netball, football and hockey are all played at the same time and venue, shared between three towns and often involve participation of mothers, fathers and their children. Clubs are integral to the social fabric of the community and their long term sustainability is vital to maintaining an active and close knit community in the Shire. It is of key importance that the services that the Shire provides for sports clubs to support their development are targeted to the areas of greatest need to ensure the sports clubs remain strong and sustainable for future generations.

There are two key characteristics of the Shire of Ravensthorpe that have affected the structure of this report and the way in which the recommendations have been presented.

First, the Shire features a wide range of sports facilities and notably includes the recently constructed Ravensthorpe Entertainment Centre featuring two multi-use indoor courts, an indoor firing range, health and fitness facilities, a crèche, and a large elevated function room with a kitchen and bar. The Shire also has good quality playing fields in Hopetoun and Ravensthorpe, three functioning outdoor tennis court facilities, three golf clubs, two lawn bowls clubs and equestrian, ballistics and motorsports clubs. The current membership numbers of the clubs are generally quite small, thus the facilities on offer have high capacity for participation growth.

Second, whilst the population of the Shire has grown in recent years and has potential for further growth in the future, the impacts of the fluctuating nature of local mining activity, the ageing population and the move towards fly in fly out workforces, 12 hour shifts and increasing size of farms mean that future growth in demand for sports facilities is likely to be limited within the Shire of Ravensthorpe. Therefore, the overall capacity within the Shire's existing sports facilities is likely to meet any additional demand that may come from local population growth.



These two key factors have resulted in the report focussing on opportunities to improve and optimise existing facility and services provision in order to improve sustainability, improve accessibility, encourage greater player, volunteer and spectator participation, fill gaps in provision where they exist and reduce instances of unnecessary duplication.

Local participation rates are mixed. Some clubs are growing, some have relatively stable numbers and some have had declines in recent years. Many have noted the challenge of maintaining good membership numbers with farming families selling and moving away in the trend towards larger farms being formed.

Facility needs expressed by the clubs are based around provision of basic requirements to conduct their activities including power generators, ablutions, storage and improved playing surfaces. Needs have also been identified for master planning of the Shires two major sports complexes in Hopetoun and Ravensthorpe to ensure future facility improvement decisions are made strategically and for sporting clubs with leased premises to be held to a higher level of accountability to ensure their premises are well maintained.

Consultation and research undertaken within this report indicates a strong need to maintain and improve the levels of support provided to sports clubs to ensure they are able to continue to be the primary providers of sport and maintain strong community bonds within the Shire. This includes ensuring the Club Development Officer is able to spend more time in direct contact with local sporting clubs and for a stronger emphasis on club volunteer recruitment and support so that clubs are able to generate new, enthusiastic volunteers that are integral to successful, sustainable sporting organisations.

31 prioritised recommendations have been made within this report. The recommendations can be viewed with their supporting needs analysis in Sections 12 and 13 and within a recommendations summary table in Section 14.



CONTENTS

1	INTRODUCTION	4
2	BACKGROUND	5
3	DEMOGRAPHIC REVIEW.....	6
3.1	SHIRE OF RAVENSTHORPE DEMOGRAPHICS.....	6
3.2	POPULATION BY TOWN	7
4	POPULATION PROJECTIONS	8
5	RELEVANT INDUSTRY TRENDS AND ISSUES.....	10
6	FACILITY AUDIT KEY FINDINGS	19
7	FEES FOR USE OF SPORTS FACILITIES	20
8	LOCAL PARTICIPATION TRENDS.....	23
9	COMPARATIVE REVIEW.....	28
10	CONSULTATION KEY FINDINGS.....	32
11	CONSIDERATIONS	38
11.1	DISABILITY ACCESS AND INCLUSION PLANNING.....	38
11.2	TRAILS OPPORTUNITIES	38
12	FACILITY NEEDS FOR THE SHIRE OF RAVENSTHORPE.....	40
12.1	ACTIVE RESERVE SPACE	40
12.2	INDOOR COURTS.....	40
12.3	OUTDOOR COURTS.....	41
12.4	HOPETOUN AND DISTRICTS RECREATION ASSOCIATION PAVILION	42
12.5	BOWLS FACILITIES	43
12.6	GOLF COURSES	43
12.7	RAVENSTHORPE COMMUNITY POOL	43
12.8	EQUESTRIAN FACILITIES	44
12.9	RAVENSTHORPE SPORTS PRECINCT MASTER PLAN	45
12.10	HOPETOUN SPORTS PRECINCT MASTER PLAN.....	45
12.11	ANCILLARY FEATURES	46
12.12	BALLISTICS SPORTS.....	47
12.13	RAVENSTHORPE ENDURO CLUB	47
12.14	MUNGLINUP SPORTS PRECINCT FACILITIES.....	48
12.15	JERDACUTTUP SPORTS FACILITIES	48
12.16	ACCOUNTABILITY FOR MAINTENANCE OF FACILITIES	49
13	SERVICES NEEDS FOR THE SHIRE OF RAVENSTHORPE.....	50
13.1	DEVELOPMENT OF A NEW GENERATION OF VOLUNTEERS.....	50
13.2	CLUB DEVELOPMENT OFFICER SCHEME	52
13.3	COMMUNICATIONS	54
14	RECOMMENDATIONS.....	55
15	APPENDICES	58

1 INTRODUCTION

The Shire of Ravensthorpe, in conjunction with the Department of Sport and Recreation, engaged A Balanced View (ABV) Leisure Consultancy Services to conduct the Shire of Ravensthorpe Sports Facilities and Services Plan.

The scope of this project includes the following key components:

- Facility Audit
- Consultation with the Shire and local sporting groups
- Identification of future requirements for sports
- Benchmark fees for use of sporting facilities against other Local Government Authorities
- Consider alternative facility and service provision and asset management options
- Investigate the requirements of multi-purpose sporting facilities within the Shire
- Recommend strategies for advancing volunteer engagement

This study has been underpinned by a broad consultative process that has enabled the community sporting groups and key stakeholders to express views and needs with regards to future sports services and facility provision.

This report will assist the Shire in providing a well planned, sustainable sports environment with a solid volunteer base at its core. The community, with some assistance from the Shire, has been responsible for developing a rich range sports opportunities within the Shire over many decades. The recommendations within this report aim to ensure that community groups remain at the heart of sports provision into the long term future.

This report is a live and working document which the Shire should review annually to ensure the Plan takes into account changes to the social, economic and political environment and data on sporting clubs and facilities remains up to date.



2 BACKGROUND

The Shire of Ravensthorpe is a small regional Shire on the south coast of WA with a total population of 2,400. Ravensthorpe and Hopetoun are the two main towns in the Shire in which the majority of the Shire's sporting infrastructure is located. The two very small satellite towns of Munglinup and Jerdacuttup also have some basic sporting facilities.

Mining and agriculture are the primary industries in the region as well as a small but growing tourism industry. The mining industry has had a high degree of variability over the decades with mines opening and closing nearby, most recently with the Ravensthorpe Nickel mine opening in 2008, closing in early 2009 and then recommencing in 2011. Farms in the region continue to merge and become larger to improve efficiencies, and corporate farming continues to grow thus seeing less farming families in the area and a greater presence of seasonal workers that arrive for seeding and harvesting.

A high proportion of sporting activities in the Shire are currently provided by clubs, and many facilities have been developed and are maintained by clubs (with contributions from the Shire across a number of facilities) with the exception of the ovals, swimming pool and the Ravensthorpe Entertainment Centre (REC). The Shire's sporting clubs play a vital role in facilitating physical activity and community bonding, as evidenced with the winter sports competition where netball, football and hockey are all played at the same time and venue, shared between three towns and often involve participation of mothers, fathers and their children. Clubs are integral to the social fabric of the community and their long term sustainability is vital to maintaining an active and close knit community in the Shire. It is of key importance that the services that the Shire provides for sports clubs to support their development are targeted to the areas of greatest need to ensure the sports clubs remain strong and sustainable for future generations.

The Shire features a wide range of sports facilities and notably includes the recently constructed REC featuring two multi-use indoor courts, an indoor firing range, health and fitness facilities, a crèche, and a large elevated function room with a kitchen and bar. In an overall sense the Shire appears to have all of its major sporting infrastructure requirements met, however, opportunities exist to improve and optimise current facility provision in order to improve sustainability, improve accessibility, encourage greater player and spectator participation, fill gaps in provision where they exist and reduce instances of unnecessary duplication.



3 DEMOGRAPHIC REVIEW

3.1 Shire of Ravensthorpe Demographics

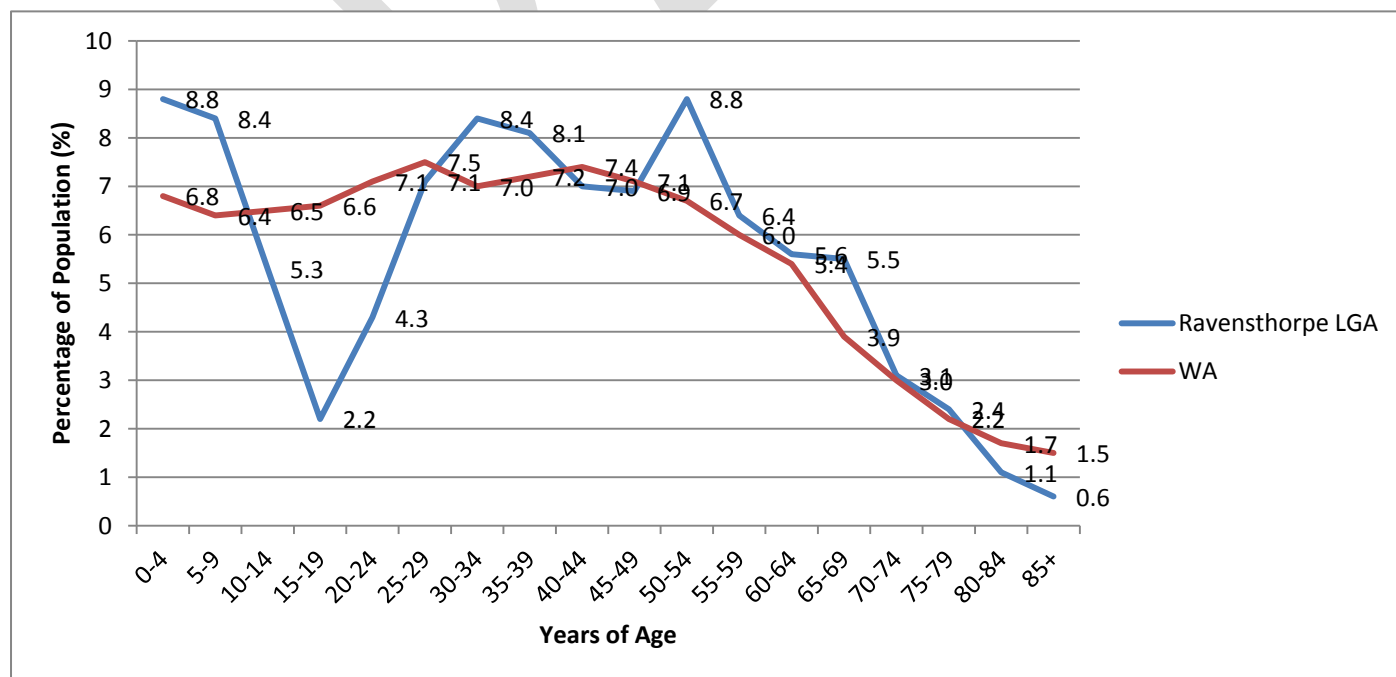
When comparing the Shire of Ravensthorpe as a Local Government Authority to the State overall, the following key comparisons can be made:

Table 1. Shire of Ravensthorpe Demographic Overview

Category	Shire of Ravensthorpe LGA	WA	Difference of Ravensthorpe LGA from WA
Population (Estimated Resident Population 30 June 2011)	2,416	2,349,325	-
Median Age	39	37	+2 years
Born in Australia	76.1%	62.9%	21% greater
Median Weekly Household Income	\$1,361	\$1,415	4% lower
Single Parent Families	7.0%	14.5%	52% lower
Index of Relative Socio-Economic Advantage and Disadvantage	65 th Percentile	-	-

* Compared to other West Australian LGA's, the Shire of Ravensthorpe ranks in the 65th Percentile (1 being the lowest, 100 being the highest).

Figure 1. Shire of Ravensthorpe Age Distribution Profile



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011.

Regional Population Growth Australia, 3218.0 ABS, 2012

2033.0.55.001 Socio-Economic Indexes for Areas (SEIFA), ABS, 2011

The key feature of these statistics is the vastly lower proportion of older teenagers and young adults in the Shire of Ravensthorpe as compared to the WA average. This is typical of many rural areas where people have to relocate to the major regional city centres or Perth to access higher education and career opportunities. The low proportion of older teenagers and young adults in relatively low population areas can make it very difficult to field senior teams in traditional sporting competitions such as Australian Rules football and cricket etc.

3.2 Population by Town

The Shire of Ravensthorpe has two major towns – Ravensthorpe and Hopetoun, and three satellite town's/localities being Munglinup, Jerdacuttup and Fitzgerald. Their key demographic statistics are as follows:

Table 2. Town/Locality Population

Town / Gazetted Locality	Usual Resident Population (2011)	Median Age	Median Weekly Household Income
Ravensthorpe Town-Site	391	34	\$1,375
Hopetoun/Fitzgerald (inclusive of Ravensthorpe town hinterland – 318)	1,398	39	\$1,453
Munglinup/Jerdacuttup	341	39	\$939
Total	2,130		

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011.

Note:

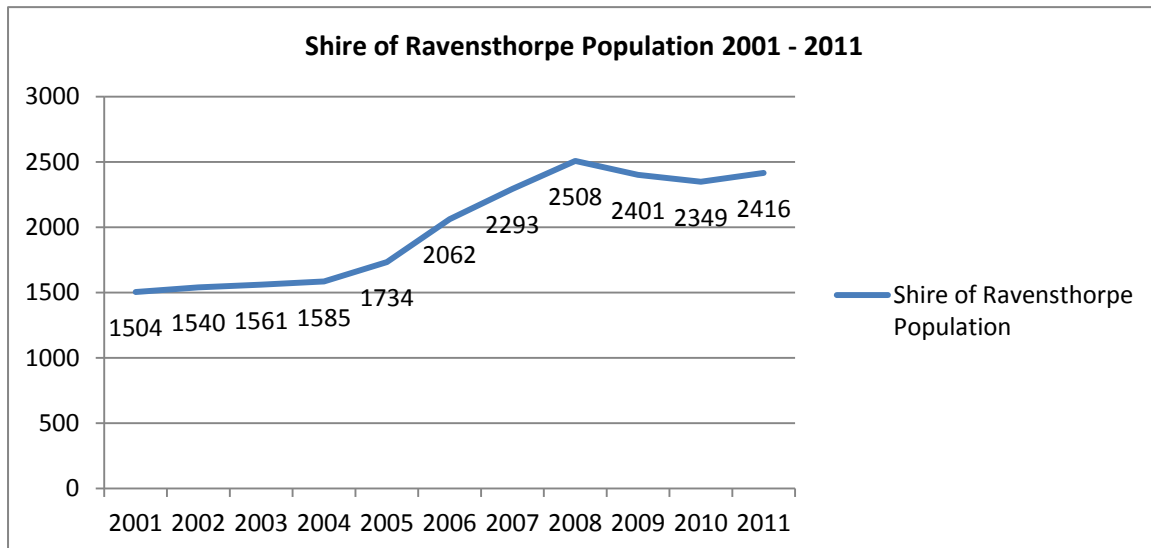
- The sum of these Usual Resident Population (URP) figures (2,130) is lower than the Estimated Resident Population (ERP) for the whole of the Shire (2,416 as per Table 1), as the ERP has not been calculated for each of these areas which takes into consideration persons who were not picked up at the Census. Actual population figures (in line with the ERP for the Shire) for each of these sites may be 10-15% greater.
- ABS does not provide separate population statistics for Hopetoun and Fitzgerald, or Munglinup and Jerdacuttup. Furthermore, the Hopetoun/Fitzgerald population count includes the Ravensthorpe town hinterland area which accommodates approximately 318 residents.
- Given the information listed in the two dot points above, a more reflective representation of population breakdown between Hopetoun and Ravensthorpe may be Hopetoun – approximately 1,225 residents, Ravensthorpe – approximately 805 residents, and Munglinup/Jerdacuttup – approximately 385 residents.

These demographics show that Hopetoun is the larger of the two major towns in the Shire, however, it has a significantly older age demographic. Munglinup and Jerdacuttup are small communities with a combined population of under 400 and has a significantly older age demographic.



4 POPULATION PROJECTIONS

During the decade from 2001 – 2011, the Shire of Ravensthorpe’s population grew by over 60%, as shown in the graph below:

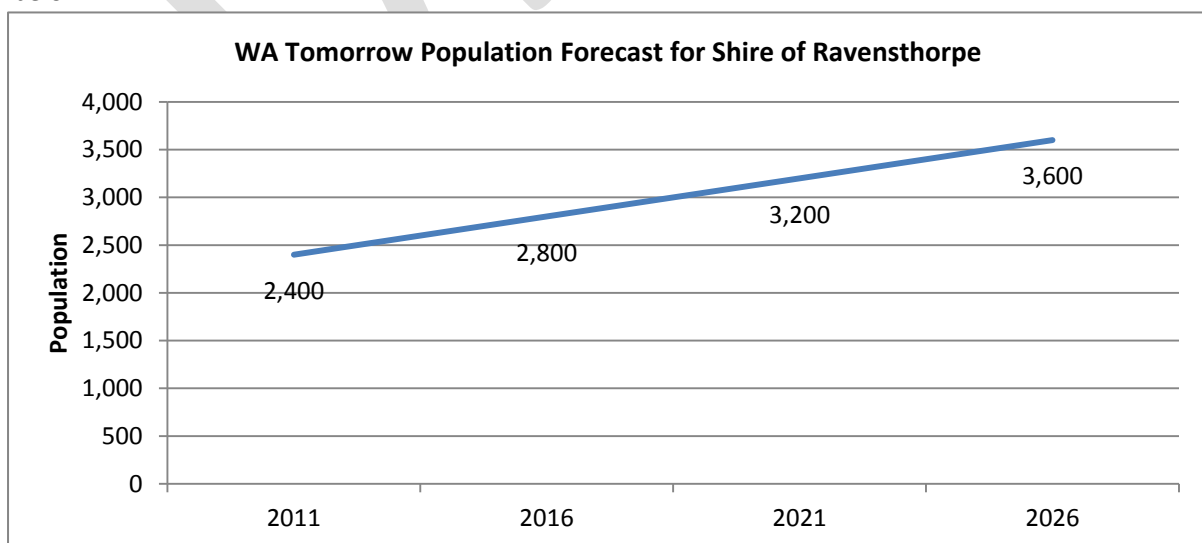


Regional Population Growth Australia, 3218.0 ABS, 2012

As can be seen in the graph above, the population peaked in 2008 and then dropped slightly in 2009 at around the time the BHP decided to close down its nickel mine due to the changing economic environment.

In the future, it is anticipated there may be some population growth. The latest population forecast document released by the WA Planning Commission (WAPC) is the WA Tomorrow Population Report No. 7. This is the only population forecast material available for the Shire of Ravensthorpe at this time, however, the Planning Our Future: A Growth Plan for Esperance and the South East Region report reveals that a future review of the Growth Plan will include population projection analysis for the Shire’s of Ravensthorpe and Dundas.

The WA Tomorrow future population projection for the Shire of Ravensthorpe is shown in the graph below:



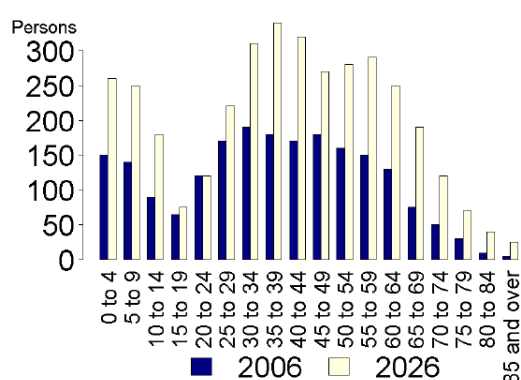
Source: WA Tomorrow Population Report No. 7, Western Australian Planning Commission 2012

This graph shows population growth of 50% over a 15 year period. The WA Tomorrow report does, however, allow for a wide variation in the high and low estimates. The high range of the forecast is a population of 5,200 being reached by 2026, whilst the low range of the forecast is a population of 2,100 being reached by 2026.

It is difficult for small rural Shire's to make long term population forecasts when they can be highly affected by changes to local industry, as was the case with the Ravensthorpe Nickel Mine opening in 2008, closing in 2009 and then reopening in 2011.

The future age profile is also difficult to predict with any degree of confidence, however, as with most of the rest of WA, an ageing population is predicted.

The WA Tomorrow Report shows the following:



Source: WA Tomorrow Population Report No. 7, Western Australian Planning Commission 2012

This graph shows that despite a significant projected increase in population, there is little to no population increase projected within the 15-29 year old age groups. The vast majority of new population will arise from persons aged 30 and over. This suggests that there could be little additional participation demand arising for active sports in the older youth and seniors (i.e. football, hockey, cricket, basketball etc) despite a growing population.

Growth is projected within the 0-14 year old age groups, thus increased participation demand could be anticipated within these age groups in the future, should population growth occur.

Other sporting activities that tend to be inclusive of a wider range of age groups such as tennis, bowls, golf, shooting, equestrian etc could experience greater participation demand arising from any significant increase in population from the older age groups, however, people in these age groups favour passive recreation pursuits with walking being a major activity. This provides additional justification for the development and management of quality trails (See Section 11.1 for further details).

If there is little or no population growth in the Shire of Ravensthorpe over the long term, then the ageing population would result in a decreasing number of older youth and young adults, thus reducing demand for active organised sports.

Future facility planning requires flexibility within the existing sports infrastructure to cater for new sporting activities that may arise with an increased population, and be considerate of potential for expansion of key facilities should population growth reach a point in the future where additional capacity becomes necessary.

5 RELEVANT INDUSTRY TRENDS AND ISSUES

5.1 Benefits of Sport in Regional Communities

DSR commissioned a study into the benefits of sport for regional communities titled *Sport and Community Cohesion in the 21st Century*, Kim M. Atherley, University of Western Australia. This report reveals direct links between participation in sport and the development of cohesive social environments within communities. The report provides evidence of sport being linked to social benefits in the individual and community such as community integration, social bonding, cohesion, cooperation, and community identity and pride.

Local sporting clubs such as the local football, netball or golf club have played a key role in regional communities across Australia providing better physical and mental health outcomes for people of all ages. They also help teach values, volunteerism, cooperation, leadership, teamwork, and help in overcoming adversity.

All levels of government recognise the importance of local sport and recreation clubs for the well being of regional communities and the need to provide support to these groups to enable them to meet the significant challenges they face. This is exemplified in the \$20 million fund called *Sports for All* coordinated by DSR. This program includes financial support for membership fees for children from low income households, additional support for clubs to manage volunteers and support for clubs to utilise the latest in communications technology. DSR states that this money is recognition of the great value of grass roots sport and recreation and that the State Government understands that investing in young people is a cost effective investment in the future.

Overall, there is a clear argument that investment in the capacity of local sports clubs is an important tool for improving the health and wellbeing of the community.

5.2 Regional Leisure Trends

Over the last decade ABV has participated in a variety of projects in regional and remote parts of WA. During this time a range of factual and anecdotal evidence has emerged through consultation with various local governments, regional sport and recreation groups, regional DSR staff, community members and other stakeholders.

A synthesis of this experience is provided here as a snapshot of the sport and recreation scene within the context of regional and remote WA.

The trends and information provided here are generic in nature but in general appear to have strong relevance to the Shire of Ravensthorpe.

Societal

- It is now highly recognised by all levels of government that sport and recreation in regional communities are integral to bringing people together and improving community cohesion, social capital and resilience. It is also recognised that sporting and community groups, the key providers of sport and recreation in regional communities, are facing enormous challenges to remain operational.



- The number of farming families is decreasing year on year as the pressure to increase economies of scale by creating larger farms continues to grow. Farms once run by families are being taken over by corporations and often farmed with non resident managers and labour. This is resulting in population decline in many rural shires and is having a detrimental impact on the many sporting groups that had formed during the 1950's, 60's and 70's when farms were labour intensive and employed many young men with young families.
- In regional communities, sport and recreation providers are typically volunteers. For various reasons (e.g. declining populations, fly in fly out (FIFO), 12 hr shifts, volunteer burnout, compliance obligations) the number of people available to offer their services is diminishing. The Shire of Ravensthorpe, as with the majority of regional WA, has been heavily affected by these trends.
- Many regional communities are being affected by a drying climate. Sport and recreation is important during this time for social and emotional health. However, due to the financial and emotional strain from increasing frequency of seasons of poor rainfall, many individuals, families and local businesses are leaving these communities and this further contributes to declining memberships and reduced financial capacity of clubs.
- Society is ageing and there are also increasing numbers of people identified as having a disability (estimated at one in five). Sport and recreation programs increasingly need to cater for such demographics.
- With changing work patterns and declining numbers of clubs run by volunteers, there is often growing demand for casual sport and recreation opportunities free of obligations to assist with coaching, umpiring, administration etc. This is evident around many mining towns that have been hardest hit by FIFO, shift work and corporate farming.
- There is growing trend towards employment of local government sport and recreation personnel. "Experiences in Western Australia and throughout the world have reaffirmed the importance of dedicated salaried positions to coordinate and support community development efforts¹". The Club Development Officer program run by DSR in WA has proven to be highly successful with many LGA's on the waiting list to join the program.
- Smaller local governments typically have greatest need for external funding for sport and recreation programs / facilities. However, they often have limited available capacity to source, administer and acquit funding. Ongoing reliance on external funding is a significant frustration for local governments¹.
- A reduction in sport and recreation opportunities for youth is believed to contribute to an increase in juvenile crime and antisocial behaviour in regional communities.
- Cultural issues are an important consideration for sport and recreation in regional and remote communities, especially those with high indigenous populations. Unless properly accounted for, feuding and other family conflicts can impact negatively on the effective conduct of sport and recreation programs.
- Transient communities may experience reduced ownership of community sport and recreation programs.
- There is growing recognition of the economic impact of sport and recreation in some regional communities leading to more communities offering major events to attract sports tourism income e.g. Leonora Gift.



Participation

- There is an increasing trend of participation in non-traditional recreation by youth e.g. active recreation, 'electronic' recreation etc. Time spent on social media is becoming an increasing concern.
- Growing awareness of the need to engage people who do not traditionally participate in sport and recreation e.g. people with disabilities, teenage girls, culturally diverse groups. There is a greater need to offer opportunities to capture imagination and interest.
- With populations impacted by FIFO, irregular work patterns and transience etc there is often difficulty coordinating team sports. Growing trend towards more casual options requiring small groups of people and minimal coordination e.g. squash, racquetball, walking, cycling etc.
- "Fast food sports" (competitions organised by Shire's recreation centres) are increasing in regional areas where the local communities are losing capacity to organise competitions within traditional club structures. Anecdotal evidence suggests that once the Shire starts organising sporting competitions (i.e. netball, basketball etc) in place of clubs, the more serious players travel to participate in a higher standard competition and the local competition becomes more social, which decreases the chances of a club reforming in the future to manage the competition once again.
- Participation levels in regional communities do not reflect the state or national statistical averages. Sports that are popular in highly populated areas may not even exist in a country town. Regional communities tend to have significantly higher than average participation in a select few sports, and no participation in others that are not conducted in that town. Participation in regional sports is much more affected by the enthusiasm and dedication of local voluntary or paid sports administrators rather than national or state sporting trends.
- Physical activity participation levels in the more remote parts of a region may be even lower than the regional average (perhaps due in part to limited available sport and recreation personnel, volunteer numbers and quality of facilities). Sporting precincts located in the centre of town are better able to be attended by children after school and on weekends than those located even a short distance outside of town. This is particularly the case for children from disadvantaged backgrounds who do not have the same level of support in terms of vehicle transportation to sporting activities.
- Transportation is a significant impediment to participation in regional areas, emphasising importance of footpaths and cycle paths leading to facilities.
- Growing recognition that participation in sport and physical activity can have a positive impact on educational outcomes, school attendance, juvenile crime, antisocial behaviour, population health etc and are being specifically used as tools to improve outcomes in these areas.



Facilities / Infrastructure

- The cost to develop sport and recreation facilities has escalated rapidly in recent years however with the recent economic downturn this appears to have stabilised for the short term. Despite the stabilisation of construction cost escalations, building costs are still very high particularly in regional and remote locations.
- Due to the high construction costs, and with the added factors of higher building standards and increased regulation, sporting and community groups do not have the capacity to build sporting facilities on their own as they once did in the past. An indoor court or clubhouse facility now costs several million dollars to construct; therefore there is a very high reliance on Local, State and Federal Government support to fund the majority of new infrastructure developments.
- Local governments are increasingly considering co-location of sports facilities as a more financially sustainable option e.g. amalgamation of aquatic and dry facilities, multipurpose playing surfaces, sharing of changerooms / social facilities etc. This is often a condition of acquiring funding from State and Federal Government funding programs.
- The maintenance backlog with sport and recreation facilities continues to rise (recently estimated as \$1.75 billion in WA). With building cost escalations and trade shortages the cost to keep existing facilities alive in regional areas continues to grow.
- Water shortages in regional areas have significant impact on ability to maintain quality natural grass playing fields. By necessity this is causing local governments to increasingly consider alternative water sources, water conservation / harvesting and more efficient provision of grassed playing surfaces.
- Drought impact is also resulting in greater trend towards use of synthetic playing surfaces in regional and remote communities.
- Solar panels are rapidly becoming more affordable and are increasing in cost effectiveness to install. Large installations are being placed on recreation/aquatic centre roofs.

¹ Tania Wiley and Ann Larson (2008) *A Review of the Effectiveness of Community Development Officers in the Murchison*. Geraldton, WA: Combined Universities Centre for Rural Health.



5.3 Physical Activity Participation Trends

Participation statistics provide an indication of trends that are occurring nationally or across the State that may have an impact on the Shire of Ravensthorpe. However, it should be noted that regional communities do not have the population base to support many of the sports listed in state and national participation rates. Furthermore, regional sporting trends are much more heavily influenced by local factors, not least of all including the availability of facilities, the presence of key sporting organisers in the community, and local socio-economic factors such as the challenges of long mining shift work hours. Sports participation in rural communities can be cyclical depending on a range of circumstances; therefore, the key for Shire planning is to provide facilities that are flexible in use.

The following national sports and physical activity trends are as follows:

5.3.1 Adult Physical Activity Participation

Research over the past five to ten years indicates that Australians are gradually lifting their physical activity levels. This correlates with the strong emphasis government and health organisations have placed on increasing physical activity levels as a means for reducing obesity and its related illnesses.

The Exercise, Recreation and Sport Survey (ERASS) has been conducted by the Standing Committee on Recreation and Sport, Australian Government, annually from 2001 to 2010. It is the most detailed sport and physical activity survey to be conducted across the Australian population. ERASS collected information on the frequency, duration, nature and type of physical activities that are participated in by persons aged 15 and over with 21,603 surveys across Australia being collected in 2010.

Key findings of the various forms of physical activity are provided below.

Non Organised Physical Activity

- The regular participation rate for non organised physical activity in 2010 was 38.5%. This is a significant increase of 38% from 2001 (27.9%).
- Women had higher participation in regular non organised physical activity (41.5%) than men (35.3%)
- Regular participation in non organised physical activity gradually increased with age peaking at 55 – 64 yrs among women and 65+ among men.
- The top 10 non organised physical activities in 2010 (total number of participants) were walking, aerobics/fitness, swimming, cycling, running, bushwalking, tennis, golf, weight training, and fishing. Of these, walking, running and cycling are experiencing strong growth in participation.

This data indicates that planning for pathways is particularly important in order to cater for four of the top ten most popular non organised physical activities being walking, cycling, running and bushwalking. This is particularly important for older persons who have the highest participation in non organised physical activity. The message for increasing physical activity appears to be reaching the community and it is important to ensure that recreation facilities are accessible to the public for casual / informal use.



Organised Physical Activity

- The regular participation rate for organised physical activity was 12.0% in 2010 having increased by 28% from 2001 (9.4%).
- Regular participation in organised physical activity is highest amongst the 15-24 year olds, with participation tending to decline with age. The largest decrease is between the 15-24 age group and 25-34 age group. The decline in participation between age groups is very gradual from there-on, however participation changes from high intensity sports to low intensity sports as age increases.
- Notable increases (increase of 25% or more) in organised sports participation rates between 2001 and 2010 include:
 - Australian rules football +44%
 - Cycling +88%
 - Running +67%
 - Soccer (Outdoors) +36%
 - Walking (other than bush walking) +88%
 - Dancing +36%
 - Indoor Soccer +63%
 - Table Tennis +50%
 - Yoga +80%

Notable decreases (decrease of 25% or more) in organised sports participation rates between 2001 and 2010 include:

- Baseball -66%
- Softball -50%
- Swimming -41%
- Tennis -28%
- Badminton -25%
- Indoor Cricket -38%
- Indoor Hockey – 50%
- Squash/Racquetball -38%

Overall, it is interesting to note that some of the major traditional sports such as football and soccer are experiencing significant growth in participation rate in a time when the population is ageing and one would expect a decrease in these more active types of sports.

There is also a high growth trend apparent in organised activities that are easily participated in by large sections of the community including cycling, walking and running. This reinforces the need for LGA's to place a high priority on the provision of dual use pathways to accommodate and further encourage this type of physical activity.

Swimming and tennis are high participation organised sports that have both experienced significant declines in participation. It is possible that some of the persons that are leaving these activities are taking up activities such as cycling, walking and running which have grown significantly over the same time period. The strong government emphasis on development of pathways and trails is likely to continue the growth in cycling, walking and running participation rates in the future.



Club Based Physical Activity

- Between 2001 and 2010 regular club based participation increased by 31% from 4.8% to 6.3% of the population.
- The strongest increases in total (participated in once per year or more) participation numbers have been soccer (56%), Australian rules (71%), and outdoor cricket (49%) over the 2001-2010 period.
- In 2010, the club-based activity with the highest regular participation rate was outdoor soccer (0.5%).
- The other club-based activities that attracted the greatest number of regular participants were Australian rules football (0.5%), cycling (0.4%), basketball (0.3%), outdoor cricket (0.3%), netball (0.3%), golf (0.3%), martial arts (0.3%), lawn bowls (0.3%), and horse riding (0.3%).

These increases in club based physical activity correspond with increases in organised participation as reported in the previous section. It provides evidence that despite the challenges facing community sporting organisations, government policies at the local, state and federal level to support community sporting clubs appears to be achieving positive results and lifting clubs sports participation rates. The implication for LGA's is that it is generating greater demand for facilities.

5.3.2 Children's Organised Physical Activity Participation

Children are by far the largest participant group in organised sports; it is a key component of childhood development in the western world. The Children's Participation in Cultural and Leisure Activities report (ABS, Cat. 4901.0, April 2012) measured the participation rates of children aged 5-14 years across a variety of cultural and leisure activities in the 12 months prior to April 2012. The Study found that organised sport participation has increased slightly amongst both boys and girls from 59% in 2000 to 66% in 2012. In 2012, the average time that children aged 5-14 years spent participating in sport and/or dancing in the two weeks prior to interview was 5 hours and 24 minutes which has remained constant since 2000.

Notable increases (increase of 25% or more) in organised sports participation rates between 2000 and 2012 include:

- Boys Martial Arts +45%, Girls Martial Arts +48%
- Boys Rugby Union +49%
- Boys Swimming/Diving +26%
- Boys Indoor Soccer +72%, Girls Indoor Soccer +200%
- Boys Dancing +106%, Girls Dancing +39%
- Girls Outdoor Soccer +125%

Boys hockey is the only sport to have decreased by a large amount over the same time period (-44%); however, girls tennis, girls hockey and boys athletics have each recorded declines of around 20%.

These statistics show that children's participation rates in organised sports are generally steady or growing and could indicate that even with a population that is not growing, an LGA could still experience increasing demand for sporting facilities if these trends continue into the future.



5.3.3 Children's Wheeled Recreation Participation

Wheeled recreational activities (skate boards, scooters, BMX, roller blades etc) is self evidently highly popular amongst children and youth. Riding a bike, skateboards, scooters and other types of wheels is a fun and energetic activity that almost all children can participate in almost anywhere and anytime, whether at home, on the way to school or shops, at a park, on a quiet street and at a skate park. Although the vast majority of participation is informal, wheeled recreational activities are also sports in their own right as evidenced by major international events such as the X Games and the increasing number of community competitions held at skate park venues around the State.

Actual participation rates in wheeled activities have been collected in several major State and National children's sport and recreation studies, however, as yet these statistics are not broken down into organised and non organised participation. Western Australian children's participation in wheeled recreation activities is as follows:

Trends in Physical Activity, Nutrition and Body Size in Western Australian Children and Adolescents: the Child and Adolescent Physical Activity and Nutrition Survey (CAPANS) 2008. Be Active WA, Physical Activity Task Force.

In 2008, the Physical Activity Taskforce (Government of Western Australia) commissioned a survey into nutritional and physical activity habits of Western Australian primary school children in years 3, 5 and 7 and secondary school children in years 8, 10 and 11. A total of 34 schools were surveyed.

Key findings from the report are shown in the table below:

Western Australian Children's Participation Rates in Wheeled Active Play Activities, 2008.

Type of Wheels used for ACTIVE PLAY*	Children in Years 5 & 7		Adolescents in Years 8, 10, 11	
	Boys	Girls	Boys	Girls
Bike	66% ²	64% ⁵	41% ³	24% ⁴
Scooter	50% ⁶	47% ⁸	13% ⁶	6% ⁹
Skateboard	34% ¹⁰	18% ¹³	11% ⁷	3% ¹³
Roller Blade	16% ¹²	30% ¹⁰	2% ¹³	4% ¹²

*In 7 days prior to the survey.

¹ Ranking of most popular active play activities.

These statistics show that bike and scooter riding for play is very popular amongst boys and girls in primary school years 5 and 7.

Skateboarding for play was also participated in by 1/3 of primary school boys in the week before the survey, and amongst 18% of girls. The situation is reversed for rollerblading, where 30% of primary school girls roller blade compared to 16% of boys.

Participation in active play on wheels is substantially reduced amongst adolescents; however, bike riding is still participated in by 41% of boys and 24% of girls.

Of interest is that scooter riding drops from approximately half of all boys and girls in primary school to 13% and 6% for adolescent boys and girls respectively, thus showing scooters are much more popular amongst younger children. Note: anecdotal evidence suggests scooter riding has been rapidly increasing in popularity in recent years, thus today's scooter participation rates could be substantially higher.

Skateboarding for play is reduced to 11% of adolescent boys and 3% of girls, and rollerblading is reduced to 2% and 4% respectively.

It is interesting to note that bike riding is on par with movement based video games amongst each group, and overall has only a marginally lower participation rate than the other highest ranking active play activities including playing with pets, walking the dog and playing on playground equipment. This signifies that skate parks should include special consideration of ramps/jumps for bikes.

Overall, these statistics show that skate parks should be considered as an integral recreational/sporting facilities for children and youth (and indeed young adults), as well as providing further justification for ensuring other sporting facilities are safely accessible via cycling, skating or scooter riding.

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6 FACILITY AUDIT KEY FINDINGS

The Facility Audit is attached as Appendix 1 to this report, including photos, a description, usage details and a SWOT analysis of each sporting facility within the Shire of Ravensthorpe. 16 venues were recorded. Key findings from the Facility Audit are provided below:

- A large proportion of the sporting facilities within the Shire are under peppercorn lease arrangements whereby the Club is able to lease the land for a nominal fee but are traditionally responsible for developing and maintaining their own facilities (noting that the Shire of Ravensthorpe does provide significant levels of assistance). The primary sports facilities the Shire is responsible for are the Hopetoun and Ravensthorpe ovals, the Ravensthorpe Swimming Pool and the Ravensthorpe Entertainment Centre.
- The buildings under club lease generally appear to be in good condition, with some in very good condition (i.e. Hopetoun Everett Golf Club and Munglinup Community Centre).
- All sporting facilities have sufficient capacity for current usage and for increased usage that may arise from population growth; however, there are opportunities for optimisation and improvements to existing facilities to ensure maximum benefit to the community over the long term.
- An observation of the club facilities that are out of town is that the clubs are making use of cheaper construction methods such as portable buildings and steel clad buildings. These facilities do not have the same aesthetic appeal as traditional brick built clubhouses but enable clubs to have access to facilities that they could not otherwise afford.
- The Hopetoun and Ravensthorpe sports precincts would both benefit from master planning to guide future developments at the venues to ensure new/redeveloped facilities are designed and located for optimal efficiency and shared use.
- The Ravensthorpe and Hopetoun ovals are kept to a reasonable standard by the Shire. The Jerdacuttup Oval is not maintained, whilst the Munglinup Oval is mowed by the local community but not watered – therefore having poor turf coverage. There are no club sports played on turf in Jerdacuttup or Munglinup, therefore there is limited need for sports grade turf in these towns.
- Jerdacuttup does not have any useable sporting facilities apart from the Primary School facilities. This is likely due to its relatively close proximity to Ravensthorpe, where most residents would travel for sports. An opportunity could be for the refurbishment of 2 tennis courts for social tennis.
- Munglinup has a high standard community facility at the sports precinct site, and 4 recently redeveloped synthetic grass tennis courts. The oval receives a low level of maintenance; however this seems adequate for the occasional use it receives.
- The Shire has three golf clubs (18 holes, un-reticulated, sand greens) that are all well kept. The Hopetoun Club has a large clubhouse with the Ravensthorpe and Munglinup pavilions smaller in size, all in good condition.
- The Hopetoun Youth Space and Skate Park, due for completion in mid 2014 with funding from the Shire and external State funding bodies, will service the Shire's youth aged between 12-25.
- The Hopetoun Districts Recreation Association Pavilion is an ageing shared use facility. It is a key community facility and is in need of refurbishments and the addition of spectator viewing towards the oval.



7 FEES FOR USE OF SPORTS FACILITIES

7.1 Fees and Charges Data

Information was collected on fees and charges for sports club use of sporting facilities (other than active reserves) across 17 LGAs in WA. A range of population sizes were sought from small rural Shires to the large regional and metropolitan councils in order to identify patterns and trends and best practice examples occurring across the spectrum. Information was collected from:

- Shire of Ravensthorpe
- Shire of Esperance
- City of Albany
- Shire of Augusta-Margaret River
- City of Busselton
- Shire of Gnowangerup
- City of Greater Geraldton
- City of Kalgoorlie Boulder
- City of Joondalup
- Shire of Lake Grace
- Shire of Moora
- City of Rockingham
- Shire of Roebourne
- City of Swan
- Shire of Wagin
- City of Wanneroo
- Shire of Wongan-Ballidu

Key findings revealed from the data are as follows:

Peppercorn Lease Agreements

Peppercorn lease arrangements are widely used throughout regional/rural LGA's. The LGA leases the land to the club for a nominal fee, providing the club the opportunity to develop and manage facilities to meet their requirements.

- Peppercorn lease arrangements are a key feature in Ravensthorpe, providing clubs the opportunity to develop and manage their own facilities (noting significant support has been provided by the Shire for numerous projects), with the Shire's main responsibilities for the REC, the Hopetoun and Ravensthorpe ovals and the Ravensthorpe Swimming Pool. The City of Greater Geraldton and the Shire of Esperance also have almost all of their sporting facilities provided on peppercorn lease arrangements.
- Some of the most generous arrangements for buildings and other facilities occur in the smallest LGA's.
 - The Shire of Lake Grace does not charge sports club for use of any facilities.
 - The Shires of Wongan-Ballidu and Gnowangerup assist lessee clubs with maintenance on their facilities.

Indoor Court Hire Fees

Indoor Court Hire Fees – where available, are around \$30-\$40 per hour for a community rate. There is a \$5-\$10 difference between peak and off peak rates. The Ravensthorpe Entertainment Centre court fees are quite low comparatively when considering the private community rate is \$16.50 p/h and affiliated clubs are not charged.

Clubhouse facilities

Regional LGA's largely do not manage clubhouse facilities as they are mostly leased facilities, with the exception being some of the small regional LGA's and the Shire of Roebourne.

- Shire of Ravensthorpe and Lake Grace do not charge for clubhouse use by sporting clubs.
 - Shires of Moora and Wagin's seasonal charge to users of the main oval includes use of the clubhouse and amenities.
 - Shire of Moora charges Netball and Basketball \$650 p.a. each to use outdoor courts and clubhouse facilities.
 - Shire of Roebourne: Clubs pay applicable community group hourly rate for the desired facility (approx \$23 p/h, 30% for juniors).
- The metropolitan LGA's have fees for pavilion use at their active reserves that range from \$15 - \$35 p/h with up to 100% discount for juniors.

7.2 Key Findings

These fees show that the Shire of Ravensthorpe is at the low fee range of the spectrum for sports club usage charges. It also has a significant number of sports facilities that are under peppercorn lease agreements with the user clubs which provides the clubs with the opportunity to develop and manage their own facilities. This is similar to other small regional Shires.

Participation in club sports is under significant pressure in small regional Shires, with many clubs operating on a year to year basis due to difficulties in attracting players and volunteers, which is the case within the Shire of Ravensthorpe. Small regional Shires are assisting the clubs to remain viable by keeping facility usage fees low, enabling the clubs to keep their fees low to participants. Participation in sports can be highly price sensitive, particularly within the lower income brackets, with evidence of this apparent with the Kids Sports program (run by DSR) which provides \$200 vouchers for club membership fees. Approximately half of all recipients of these vouchers have never played club sports before.

The Shire's fees for use of the REC to sporting clubs are equitable in that usage is free to all affiliated user groups, with members of the affiliated groups required to be members of the REC at a cost of \$50 p.a. REC membership is for a full 12 months per person and children are included within an adult membership. Free entry for guests is also included within the membership fee (although Associations may charge a fee of their own). Most pavilions are managed by clubs under peppercorn lease agreements, having largely been developed by the clubs themselves (noting significant assistance has been provided by the Shire to enable many projects to proceed), with an exception being the pavilion at the Ravensthorpe tennis courts which is hired for free to affiliated user groups of the REC.

The Recreation and Community Services Manager reports that at the current time, collection of membership fees is poor and the Shire is working on a new system to ensure all members are up to date with payment of fees. This will enable more efficient and equitable donation of activity revenue (i.e. functions, REC donations, equipment etc.) to the facility and its user groups through recommendation to council from the REC Management Committee.



Whilst the cost recovery for the Shire's primary sports facility is quite low, it would appear there is limited capacity within the community for significant fee increases. The sporting clubs currently in existence have limited financial capacity and some are experiencing declines in participation. Any significant increase in fees and charges to clubs for use of sporting facilities could have a considerable impact on participation. This would then limit the amount of additional revenue that would be raised from any increase in fees. In the interest of maintaining community sports participation it may be best for the Shire to maintain its current low fee structure and focus efforts on improving fee collection.

One of the major justifications for keeping fees low to support sports club participation in small regional shires is the key role sports have in developing and maintaining strong community bonds. Therefore the high levels of subsidisation for users of the facility can be viewed not just as support for sporting clubs, but also as support for overall community health and well being. The low cost recovery of sports facilities usage fees is justified as it is considered a primary service of the Shire that supports a range of local sporting and community groups; however, there may be minor capacity for review of the fees and charges schedule for improved revenue.

The overall finding of this fees and charges review is that the current levels of fees are reasonable and fit the circumstances of the Shire. Alterations may be required in the future to meet changing needs/circumstances and close any 'loopholes' that may currently exist or develop in the future, however, there does not appear to be any significant need for a major overhaul of the Shire's fees and charges for use of sporting facilities at the present time. Specific to the Ravensthorpe Entertainment Centre and Sports Complex, the Shire should review fee collection methods to ensure all users are treated equitably and pay for use of the facilities where required to do so.

It is recommended that the Shire of Ravensthorpe review membership processing methods for the Ravensthorpe Entertainment Centre and Sports Complex to ensure all users are treated equitably and funds distribution can occur sustainably.

8 LOCAL PARTICIPATION TRENDS

8.1 Sports Club Participation Data

The following key sports participation data has been obtained through the consultation process:

8.1.1 Australian Rules Football

There are three clubs within the Ravensthorpe and Districts Football Association – Ravensthorpe, Southerners (Hopetoun) and Lakes (from Shire of Lake Grace).

The RDFA is struggling to remain viable. In 2012, two thirds of the fixtured senior matches were forfeited (10 out of 15) due to a lack of players being available to meet the minimum league requirements. Scratch matches are often played in its place.

It appears that it will become increasingly difficult for the football clubs to attract sufficient numbers of players in the future as the trends contributing to loss of players look set to continue, most notably the increasing farm sizes – thus decreasing numbers of resident workers required to run them.

If senior football is unable to be played in traditional league format in the future, then it is possible that a more social competition could be formed such as a small sided 9's or 11's format which is akin to touch rugby and can cater for mixed competition.

Junior football participation is reportedly strong (each club has one junior team of predominantly primary school aged children, with Hopetoun also having 30-40 sub-junior children. It is not until senior high school and university that young people start to move away from the Shire. Junior football participation could be expected to continue to be strong into the future.

8.1.2 Basketball

The Ravensthorpe Basketball Association has enjoyed a recent resurgence in participation over the past few years with a women's competition reforming and now having 5 teams, and men's increasing from 2 teams to 6. There are also now 30 children in the 13-16 year age group, whereas previously there were none.

The sudden increase in participation is attributed to a new proactive committee. Basketball is a popular sport in many regional Shires and could be expected to remain a key feature in the Shire of Ravensthorpe, particularly given the state of the art indoor stadium that is available for use.

There is no basketball competition conducted in Hopetoun and there are no facilities to enable this to occur (the multi-use courts at the Hopetoun Sporting Complex do not have any goals erected). It would appear to be unlikely that a competition would form in Hopetoun in the foreseeable future as the indoor stadium is located in Ravensthorpe and is a vastly more attractive facility for basketball and other indoor sports to be played in when compared to the option of playing on outdoor hard courts. Although Hopetoun is the larger town, it is not feasible for the Shire to build a second indoor stadium, thus participants will have to continue to travel to Ravensthorpe to play club basketball.



8.1.3 Lawn Bowls

The number of capitated members according to Bowls WA has been relatively steady within the Shire in recent years. The Ravensthorpe Club increased from 17 members to 23 members between 07/08 – 11/12 whilst the Hopetoun Club decreased from 40 to 36.

Local bowls membership appears unlikely to increase significantly in the future despite population growth if trends around the State apply to the Shire. Whilst WA's population has been growing strongly over the past decade (approximately 3% p.a.), bowls participation (capitated members) continues to decline at around 1% – 3% per year. Recent ABV studies into bowls reveals that even in rapid population growth areas such as in the Peel region, participation numbers in bowls is decreasing.

8.1.4 Golf

The Ravensthorpe Golf and Bowls Club reports membership having decreased by around 30% from 100 members to 70 over the past 5 years, with a membership split of approximately 50/50.

The Hopetoun Everett Golf Club has 50 members which has remained relatively steady over the past 5 years.

The Munglinup Golf Club has 28 seniors and 10 juniors.

8.1.5 Tennis

The Ravensthorpe Tennis Club has 15-20 social tennis members.

The Munglinup Tennis Club has 22 juniors and 35 senior players – experiencing a slight drop in the past 5 years. The Club is expecting numbers to recover as some young adults return to the locality in the coming years.

Hopetoun does not have a tennis club, although it has three hard courts.

Tennis is a common social outlet in small regional towns, where local families gather to play socially and have a barbeque. It is an inclusive social activity that can be played both mixed sex and intergenerational and does not require large teams to be formed. Assuming the population remains steady or increases, social tennis participation could be expected hold steady or show some growth.

With the larger population in Hopetoun and potential for future growth, it could be expected that demand may be building up and could result in the formation of a tennis club there in the short/medium term.

8.1.6 Cricket

Cricket has recently been reactivated in the Shire of Ravensthorpe. In 2012/13, four T20 social matches and five 50 over matches were organised at the Hopetoun cricket oval, as well as six Milo cricket sessions.

Two senior teams were formed for the 50 over matches (Hopetoun V Ravensthorpe) and mixed teams were formed on the day for the T20 matches with around 20-25 turning up each week. There were 35 Milo participants.

The Ravensthorpe Cricket Association (RCA) has now been affiliated with WACA and has taken up insurance. Fundraising has already begun. The next step for the association is to hold an AGM and elect committee members, and then become incorporated. There is potential that the RCA could join the Lake Grace Kukerin Association, however this would be decided at the AGM.

It is reported that there has been a good level of interest in participating in cricket coming from around the Shire.

It is anticipated that the Shire will be hosting 2 senior cricket teams for the 2013/14 season. It is expected that juniors will follow with potentially 2-4 teams forming in the coming years, and Milo cricket could grow from its current 35 participants.

8.1.7 Netball

Netball is played in conjunction with Hockey and Football in a competition including the Hopetoun, Ravensthorpe and Lakes clubs.

In each club there are 2 senior netball teams (A and B), a nippers/sub-juniors team and a junior's team.

A netball carnival was held in April 2013 that attracted 5 clubs from the region. It is reported that up to 10 clubs could have been attracted if additional outdoor courts were available at the Ravensthorpe Sports Complex.

Netball participation is reported to be healthy and expected to continue to be so in the future. A concern is that if football competition were to ever cease being played, it could negatively impact on the netball and hockey competition as many families would begin travelling to Esperance each weekend to play football.

8.1.8 Hockey

Hockey is played in conjunction with Netball and Football in a competition including the Hopetoun, Ravensthorpe and Lakes clubs.

In each club there is 1 senior team (women's) and 1 junior team.

Hockey participation is reported to be healthy and expected to continue to be so in the future. A concern is that if football competition were to ever cease being played, it could negatively impact on the netball and hockey competition as many families would begin travelling to Esperance each weekend to play football.

8.1.9 Ballistics

Hopetoun Clay Target Club

The Hopetoun Clay Target Club has 20-25 members and is reportedly increasing due to a proactive committee and inviting other sporting clubs and organisations to come and use its facilities. It expects growth to continue into the future.

Clay target shooting is a special interest sport. It is an individual sport that can be participated in by a wide range of ages, and therefore changing demographics and trends that are affecting some team sports will not have the same degree of effect on shooting sports.



As a non mainstream sport, future participation in clay target shooting will be most dependent on the efforts of the club committee to promote itself and provide an enjoyable and fulfilling sporting activity.

Ravensthorpe Hand Gun Club

The club currently has 22 members. This number has declined from around 30 down to 15 in recent years due to some long time member families leaving; however in 2013 numbers have picked up. The Club hopes the trend will continue in the future.

8.1.10 Ravensthorpe Enduro Club

The Ravensthorpe Enduro Club has 80-90 members including family memberships. Membership has been solid and some new members have been coming from Hopetoun in recent years.

8.1.11 Equestrian

Munglinup Bushmen's Association

The MBA has 45 members of all ages, having increased by 15 from 5 years ago. The Association reports that growth seems to have come from people interested in Team Penning, an event involving the rounding up of cattle on horseback which is an easier event for less experienced riders to participate in.

Munglinup Pony Club

The Pony Club has 37 members (28 riding members plus support personnel) aged 3 – 21. It tends to fluctuate from 25 – 40 as families come and go. It is hoped that with improved facilities including ablutions and social area, that membership will increase in the future.

Ravensthorpe Equestrian Club

The Ravensthorpe Equestrian Club has approximately 10-15 family memberships (can be multiple riders per membership) which fluctuates over time as families come and go. It is difficult when farming families leave as these tend to be 'core' members. It is expected this trend will continue in the future.

8.1.12 Shire of Lake Grace

The Shire of Lake Grace was consulted in regards to trends in sports participation in their local area, as changes in participation rates may impact on Ravensthorpe District competitions (i.e. football, netball, and hockey). Lee Holben, Manager of Community Services provided the following information:

- Sports club participation (senior and junior) has been declining in the Shire noticeably over the past 5-6 years.
- One of the major causes is a recent trend of mothers moving to a nearby regional centre (i.e. Albany) with the children to enable them to access the desired school, and coming home during holidays. This growing trend is having a significant impact on the number of participants and volunteers able to run club sports.
- The trend of families moving away for schooling is having a snowball type effect, as pupil numbers in the smaller schools are dropping below the minimum threshold, forcing them to close, which in turn forces more families to move away for schooling.
- Clubs are merging to stay viable, where possible.



- Lake King sporting clubs are struggling; their future continuation is on a year to year basis. It appears that conditions for sports Lake King will continue to become more difficult in years to come.

8.2 Key Findings

Overall it can be seen that the majority of the Shire's sporting clubs are relatively small tending to have around 20-40 members. Participation overall appears to be holding steady although some clubs are experiencing declines or difficulty in fielding teams on a weekly basis, whilst some clubs are showing growth such as the Ravensthorpe Basketball Association, which over the past five years has grown from a small women's competition to a competition with 5 women's and 6 men's teams and 30 juniors. This growth has been attributed to the efforts of a new and pro-active committee.

This data shows that maintaining participation may continue to be a struggle for some clubs however the efforts of innovative and enthusiastic management committees may yield good results.

As a general observation, traditional regional sports are present in the Shire, however, demand for other sports opportunities such as volleyball and soccer may arise in the future. The Shire is well equipped with multi-purpose facilities to cater for a range of additional sports, although some equipment purchases may be necessary to enable these sports to be conducted (i.e. goals and nets) if and when the need arises.

9 COMPARATIVE REVIEW

A Comparative Review of other small regional LGA's was conducted to gain an understanding of trends and issues that may have relevance to the Shire of Ravensthorpe and can assist in guiding future decision making. Five LGA's were interviewed for this review including: Shire of Gnowangerup, Shire of Wongan-Ballidu, Shire of Wagin, Shire of Moora and the Shire of Lake Grace.

9.1 Comparative Review Results

The results from the Comparative Review are as follows:

Health of Sports Clubs

- There are a number of clubs that are experiencing difficulty in maintaining their numbers or are decreasing.
- The LGA's report the expansion of corporate farming having a major impact on sports club participation as the farming families are leaving. In addition, the Shire of Lake Grace reports a trend is occurring where mothers and the children are relocating to major towns for their children's education whilst the father stays to work on the farm. This results in school closures due to lack of numbers which then increases the number of families leaving the Shire for education. This is having a major impact on both senior and junior sports club participation.
- A lack of volunteers/volunteer burnout is a significant issue reported by the LGA's.
- The Shire of Moora reports that their tennis club participation has dropped from 80 to 30 over the past 5 years, and the two football clubs are merging to one. The Shire of Gnowangerup report tennis, golf and cricket are struggling, with adult participants aged 20-30 disappearing.
- The Shire of Lake Grace reports that several clubs are struggling to maintain sufficient participation and that their operation in future years is uncertain.

Major Sporting Facility Developments

- Shire of Gnowangerup:
 - The Gnowangerup Sports Complex was recently rebuilt in 2012 and now contains a large function room, kitchen, bar, indoor courts, meeting room and a courtyard with BBQ facilities. It currently provides facilities for football, netball, hockey, basketball, volleyball, cricket and badminton. A new multi-purpose synthetic turf for tennis (4 courts with lighting) and hockey is due to be completed in 2013.
 - The Borden Pavilion Committee has just completed stage one of their precinct developments which includes 2 new multi-purpose courts, new cricket nets and pavilion improvements. Stage two of the development will see the construction of a new synthetic bowling green alongside the Pavilion and is expected to be completed in 2013.
 - Ongerup Bowling Club is installing a synthetic bowling green in 2013.
- Shire of Wongan-Ballidu: Wongan Hills Sporting Pavilion has recently been redeveloped and the Ballidu Bowling Club has recently had a synthetic surface installed.
- Shire of Wagin: Investigating collocating a clubroom for hockey, cricket and tennis at the swimming pool.



- Shire of Moora: Bowling Club has installed synthetic greens; the grandstand at the oval is to be upgraded including changerooms. The Tennis Club has made a funding application for four courts to be redeveloped with lighting and synthetic grass.
- Shire of Lake Grace: The Lake Grace Sports Pavilion committee has made an application for a major upgrade of its facilities including new changerooms.

Shared Use of School Ovals

- The LGA's interviewed do not have shared use arrangements for ovals on DET land and there is no expectation that such a need will arise in the foreseeable future. It is common for Schools to make use of Shire sporting facilities however, as the schools tend to be small and have limited ability to develop and maintain sporting facilities of their own. This is the case with the Hopetoun Primary School, which has an agreement with the Shire to use the Hopetoun football oval.

Leasing Arrangements with Sports Clubs

- Each LGA has significant levels of peppercorn lease arrangements with sports clubs. It is a principal method for the provision and management of sports facilities in these regional LGAs.
- A notable difference between the smaller regional LGA's and larger ones such as Esperance, Kalgoorlie-Boulder, Albany etc is that the small Shires are more involved in the maintenance of leased facilities, whereas the larger LGA's have little or no involvement. This would appear to be related to the limited capacity of small shire sporting clubs to undertake building maintenance as they have smaller membership bases to draw upon and limited revenue potential from other streams such as venue hire and sponsorship.

Support Services for Sports Clubs

- The LGA's reported a variety of different ways in which they supported sports clubs. These include:
 - Provision of a Club Development Officer or Be Active Coordinator, shared across multiple Shires to promote physical activity and develop the capacity of clubs.
 - Sponsorship of clubs for various activities throughout the year.
 - Implementation of the Kids Sport program, providing vouchers for membership fees for children from disadvantaged backgrounds.
 - Providing administrative support to clubs such as grant writing. The Shire of Wongan-Ballidu runs the Community Resource Centre and has recently begun assisting clubs with grant writing and other activities that club volunteers have difficulty doing properly and often put in the 'too hard basket.' Successes are having knock on effects. The Shire of Moora is also looking at a similar initiative, providing support to treasurers and secretaries, grant writing etc. The idea is still in its infancy stages and will require partnership funding.
- The LGA's reported a number of issues related to efforts to improving the capacity of sports clubs including:
 - Declining volunteerism is a major issue the LGA's are trying to turn around.



- Many clubs in the small Shires have small membership bases. There is an understanding that these clubs require greater assistance than the bigger clubs from the major population centres. Often they simply do not have the capacity to take on tasks that are not related to their immediate survival.
 - Clubs only tend to do planning when they need to do so to be eligible for a grant.
 - The small clubs are not interested in much of the capacity building exercises such as governance seminars, strategic planning etc. They see little need for it and are just focussed on day to day issues as they have limited time/capacity for such training and development. Often the club volunteers are committee members of multiple clubs as well as having full time work. Furthermore, the intent of many sports clubs in small shires is at least equally a social activity as it is a sporting activity; therefore club development can be a lower priority for these clubs for these reasons.
- The Shire of Gnowangerup has had a Club Development Officer (shared with other neighbouring Shires) for the past 9 years and has achieved good results. Some clubs are not interested but others have used the CDO extensively, particularly for acquiring funding. The CDO also fosters greater communication and cooperation between clubs and the Shire, DSR and SSA's.
 - The Shire of Wagin has previously had a CDO however has had trouble filling the position with a suitably qualified person recently. It is investigating a similar type position being appointed through the YMCA.
 - The Shire of Moora has had a Be Active Coordinator for the past 10 years it shares with the Shire of Chittering and Victoria Plains. It has been very successful in promoting health and well being through development and coordination of a wide range of physical activities as well as providing club development services including training seminars, assistance with grant writing etc.
 - The Shire of Lake Grace is investigating ways in which it can provide greater support to volunteers as they are under significant strain from declining numbers and burnout. The current path is not sustainable and further declines will have a major impact on the functioning of sports in the Shire.

9.2 Key Findings

Key findings from the Comparative Review Results are as follows:

- In general there are significant pressures impacting the future viability of many sports clubs in small regional LGA's. The corporatisation/increasing size of the farms is resulting in many farming families leaving which is having a significant impact on people being available to participate in sports and volunteer. The outlook for a number of sporting clubs across the Shires is uncertain.
- Significant facility developments in the small LGA's centre around development/redevelopment of shared use pavilions and sporting facilities and the installation of synthetic bowling greens. These developments aim to reduce duplication and improve sustainability.
- Shared use of school facilities is not a priority in small Shires. It is common for schools to make use of Shire sporting facilities however, as the schools tend to be small and have limited ability to develop and maintain sporting facilities of their own.



- Whilst many sporting facilities are managed and maintained under lease arrangements in small LGA's, the LGA's provide greater levels of assistance in maintaining the facilities for the sporting organisations than larger LGA's provide. There is recognition that without assistance, some clubs would not have the capacity to maintain these facilities on their own, and therefore the community would miss out on access to key facilities such as golf, bowls and tennis.
- There is recognition that clubs in small LGA's require a greater level of administrative support than clubs from larger population centres as they simply do not have the capacity of larger clubs. Club volunteers often sit on committees of multiple clubs, and the clubs tend to be social in nature, therefore they have limited capacity and appetite to invest time and effort in club development activities.
- Club Development Officers (or Be Active Coordinators) are highly valued. Shires that do not have them are seeking to appoint one. Whilst a number of clubs are highly independent, those that do collaborate with the CDO's are finding greater success in funding applications and creating greater links between clubs and the Shire, SSA's and DSR.

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10 CONSULTATION KEY FINDINGS

Extensive consultation was undertaken for this project including:

- Shire staff
- Sporting clubs and associations
- Schools
- West Australian Football Commission
- Lotterywest
- Regional Department of Sport and Recreation offices across WA and interstate
- Other regional Shires

The full Consultation Document can be seen attached as Appendix 2 to this report. LGA consultation is provided within the Comparative Review (Section 9). Key findings from the consultation are as follows:

10.1 Shire Staff Consultation

Consultation with relevant Shire Staff was conducted through the course of the Study. The following key points were raised:

- In general the level of sporting facility provision for the Shire is adequate. The Shire has a fluctuating population from mining activity that comes and goes, however, participation rates in clubs sports are not expected to grow significantly in the future as mine workers have limited capacity to participate.
- In the past few seasons club football in the Shire has been struggling with numerous forfeited rounds through the season. The Clubs struggle to get sufficient numbers of player on the field each week; however the 2013 season has been recording greater success with changes to the playing format being trialled.
- A master plan is required for the Ravensthorpe Sports Precinct and Hopetoun Sports Precinct to properly plan for future facility additions/changes. Some improvements such as playgrounds, spectator facilities and potential rationalisation or relocation of some facilities need to be adequately planned for.
- The Shire is planning the development of the Hopetoun Community Centre which will accommodate multiple services for the community and have a hall with capacity for 300 in theatre style seating. It will be the main function venue for the Town.
- Most of the Shire's sporting facilities are under peppercorn lease arrangements where clubs look after day to day maintenance requirements, and can seek Shire assistance for major maintenance items. In general this arrangement has worked well over many years.
- Multi-sport management committees are responsible for the management of multi-use sporting facilities across the Shire and is the Council's preferred management model.



- The Club Development Officer Scheme (CDO) which is currently shared with the Shire of Esperance requires an in-depth review to ensure satisfactory value and outcomes are achieved for the Shire of Ravensthorpe.
- Club planning is difficult for the Shire's small clubs. The Shire does provide planning assistance to clubs where it is able to through the Manager of Recreation and Community Services (MRCS).
- The Shire would like to see some individual forward strategic thinking from their clubs, even at a basic level. This could include some kind of basic annual survey the clubs fill out that asks what their current and future facility needs and plans are. These individual club plans will tie into the ongoing review of this sports facilities and services plan and relevant Council corporate planning processes.
- The Shire has a good level of human resources dedicated towards sport and recreation including the part time CDO, MRCS and the part time Administration Support Officer for the RECMC and MRCS. It is important for the Shire to ensure these resources are being used as efficiently and effectively as possible.
- The Shire's fees and charges for sporting facilities (focussed primarily on the REC) are low. The Shire does not recoup much from the Clubs. REC affiliated clubs do not pay for individual use, as each Club member pays an annual fee of \$50.00. Each person only has to pay the fee once, even if they are members of multiple sporting groups. Children do not pay if one of the parents is a member already. Guests of the affiliated Clubs do not pay either (unless the Association charges a fee).

10.2 Schools Consultation

Two schools provided input into this sports facilities study. The information they provided is as follows:

- The Ravensthorpe Senior High School (RSHS) is generally happy with its facilities. It would like to re line its basketball courts and develop some cricket nets.
- RSHS makes use of the REC nearly every school day. It regards it as an excellent facility; however, it would be highly beneficial if the oval had a grandstand for children/spectators to be seated and out of the sun/weather.
- The Munglinup Primary School makes use of community facilities including the golf course during winter and the tennis courts during summer. The School also uses the Town Oval for sports days.
- The sporting facilities available to the Munglinup Primary School are adequate for its needs.
- The Hopetoun Primary School utilises the Hopetoun Sports Precinct football oval for its daily school activities under agreement with the Shire.



10.3 Sports Clubs Consultation

The Shire's sporting clubs were consulted via an online survey, one on one meetings and phone interviews where possible. A total of fourteen sports clubs and associations out of a possible sixteen were captured within the consultation process. The following information was revealed:

Facilities Needs for the Future

The Shire's sports clubs were asked about their perceived sports facility development needs. They reported the following needs:

- The HDRA reports a need for refurbishment and upgrade of the HDRA pavilion including expansion of the social, kitchen and bar areas.
- The Munglinup Bushmen's Association reports a need for the development of a social/storage/changeroom shed at the Munglinup Equestrian Grounds and permanent arena fencing and yards to be constructed.
- The Ravensthorpe Basketball Association reports a need for the refurbishment of two outdoor courts at the Sports Complex.
- The Ravensthorpe Tennis Club reports a need for additional fencing for the tennis courts, repair of two light poles and the development of a fenced playground.
- The Hopetoun Clay Target Club reports a need for equipment – being a 20KVA generator and an additional clay target trap.
- The Ravensthorpe Equestrian Club and the Ravensthorpe Enduro Club report a need for ablution facilities.
- The Ravensthorpe Hand Gun Club reports a need for a 20KVA generator to meet its power requirements.
- The Munglinup Golf Club reports a need for additional storage for club, members and junior equipment.
- The Munglinup Tennis Club reports a need for the replacement of its playground which is currently in very poor condition.

Strategic Business Plan

- Several clubs including the Ravensthorpe Basketball Association, Ravensthorpe Tennis Club, Hopetoun Everett Golf Club and the Munglinup Tennis Club have expressed a desire for assistance with preparing strategic business plans for their organisations.
- Limited time and capacity of committee members is reported as an issue that makes strategic planning difficult.

Greatest Challenges

The Shire's sporting clubs were asked to list the greatest challenges they are facing that affect their future sustainability. The following responses were provided by the sporting clubs:

- Declining school student numbers.
- Increasing size of farms and machinery results in less people being required to run them, therefore less people in the community.
- Ageing community, less younger people returning to their home town.



- Very high pressure on volunteer involvement, people are required to volunteer a lot more of their time to comply with 'red tape' and fill out detailed applications for grants which may not be successful.
- Difficulty in attracting new committee members to replace existing committee members who no longer want the role.

10.4 Regional Department of Sport and Recreation Offices

Regional Department of Sport and Recreation (DSR) Offices were contacted across Western Australia and Victoria (SRV) to ascertain the types of services that are being provided to support and strengthen the sporting clubs in their local areas. Within Western Australia the managers of the Great Southern, Mid West and Pilbara DSR offices were interviewed as well as the Perth Head Office, and from Victoria the Barwon South West and Grampians office managers were contacted. Key findings from this consultation are as follows:

10.4.1 Western Australia

The WA DSR offices report that the Club Development Officer (CDO) scheme is the key tool they are using to support sports clubs in their regions. Club Development Officers are yielding good results where they are implemented.

- The DSR Managers are noticing the following effects from the CDO scheme:
 - Clubs are applying and being successful for more grants as they are becoming more aware of them and are being given direction and assistance on how to apply for them. The quality of grant applications is significantly improving.
 - Stronger links are being created between clubs and the Council, DSR and their State Sporting Associations, and between the clubs themselves.
 - CDO's are also helping to facilitate shared use of facilities between sporting clubs. They are able to gain the trust of clubs and have some influence on their decision making as they are seen as partially removed from the Council with whom not all clubs have a strong relationship.
 - There are numerous LGA's that have significant interest in becoming involved in the CDO scheme due to the benefits that are apparent.
 - State Government funding for this scheme is limited, therefore any LGA's that wish to employ a CDO would have to fully fund the position themselves, or delay the appointment until the State Government decides to continue and expand the scheme into the future, if at all.

An issue that some are noticing is that CDO's are being asked to do more and more, but their remuneration has not been increasing to reflect their expanded roles, thus it can be hard to fill the positions with people adequately qualified to do all they are being asked to do.

An important aim of the CDO scheme is to benchmark the health of the clubs in their area via the Club Health Checklist available from the DSR web site and then up-skill them accordingly via training workshops etc.

In future, the DSR Regional Office Managers see the Club Development Officer scheme continuing to be the primary method by which support is provided to sports clubs, and ideally this scheme could be expanded upon if funding permits. It is via the CDO scheme that DSR is able to efficiently implement the various programs and support packages it provides for sporting clubs.

The recent implementation of the \$10 million DSR WA **Kids Sport** program is proving to be highly successful at increasing participation amongst children from disadvantaged backgrounds, through the provision of vouchers to pay for sports club membership fees. The Midwest Office has estimated in that 55% of all recipients of the Kids Sport program have never been part of a sports club before. Anecdotal evidence suggests that some sporting clubs are experiencing increases in membership as a direct result of this program. Many regional LGA's are signing up to this program.

DSR WA is also implementing the **Community Volunteer Project (CVP)**. This project aims to address the following key areas:

- Educate, retain and train existing and potential volunteers.
- Ensure appropriate recognition and rewards for volunteers.
- Roll out volunteer workplace planning support to sport and recreation bodies that have significant volunteer systems to make it easier for volunteers to be involved.
- Develop volunteers with new skill sets in sectors of our community that are not involved e.g. young people, low socioeconomic, remote, Culturally and Linguistically Diverse (CaLD) and Aboriginal.

DSR is conscious that it is critical that volunteers are consistently and continually supported to get involved and stay involved in the future. Volunteers are recognised as being crucial to the delivery of sports in local communities whose equivalent economic contribution far outweighs the value of contributions from Local Government or any other funding body.

CVP has recently conducted a small grant program where sports clubs put together a simple volunteer management plan document, and if successful, CVP awards up to \$2,000 to implement some of the identified strategies. This may include funds to engage a local provider to run workshops for club volunteers or paying for travel and enrolment fees for a club volunteer to attend a course.

DSR WA does not provide funding for clubs to engage professional assistance to prepare a strategic business plan, which is a requirement for clubs to be eligible for large facility grants. DSR feel it is an important capacity building exercise for clubs to develop their own plans and they will have greater ownership of the document. It is noted that Lotterywest do provide grants to community groups to engage a consultant to prepare a strategic business plan, however, sporting clubs are not eligible to apply.

10.4.2 Victoria

Within regional Victoria, the Victorian Government supports community sports clubs via Regional Sports Assemblies (RSAs). The RSAs have a similar purpose to the Club Development Officer Scheme in WA. They are volunteer based organisations established to support the growth, development and promotion of sport and recreation at the grass roots level. RSAs provide a link between local clubs and state and national bodies including Sport and Recreation Victoria, VicHealth, Local Government and health agencies to meet the needs of the region.



The RSAs in Victoria and CDOs in WA have some similar methods for improving the capacity of sports clubs. They include:

- Using a checklist survey (see www.clubhelp.org.au) – similar to the Club Health Checklist utilised by DSR WA, to assess the strengths and weaknesses of the clubs and link the clubs with the specific support they need to strengthen and grow.
- Providing training workshops and seminars for a range of topics including governance, grant writing, strategic planning, marketing and promotion etc.
- Conducting a club volunteer development project, called the ‘Club Leadership Project,’ to develop the next generation of club volunteers.

Phil Currie, Community Development Coordinator for Barwon South West reveals that in the past, support for grass roots sports had a one size fits all approach and was primarily about delivering seminars and newsletters. However, it was found that this approach helped the high performing clubs become stronger whilst the smaller clubs were missing out as they do not have the same willingness or capacity to undergo the training required to complete strategic business plans, asset management plans, volunteer management plans and the many other worthwhile components of developing a strong club.

Support for sporting clubs is now much more targeted. Any club seeking support is directed to fill out a Club Help survey, which provides the Regional Sports Assembly with the information they then use to provide targeted support including one on one assistance with RSA staff.

10.5 Lotterywest

Lotterywest was consulted in regards to potential support for sporting clubs to undertake strategic business planning.

Grant Consultant Faye Baxter reveals that Lotterywest provides extensive support for organisational development for community groups both large and small, with grants typically ranging from \$10,000 to \$20,000 to undertake various strategic planning exercises including the preparation of strategic business plans.

However, sporting groups are not eligible to apply for organisational development funding. As a general rule, Lotterywest does not provide funding that falls under DSR’s ‘jurisdiction,’ and this applies to grants for strategic business planning even though DSR does not provide funding to sports clubs for this area either.



11 CONSIDERATIONS

11.1 Disability Access and Inclusion Planning

The Shire of Ravensthorpe has recently updated its Disability Access and Inclusion Plan (DAIP) for the period 2013 – 2018. The Shire recognizes that it is important to ensure that people with disabilities have the opportunity to make their own contribution to the social, economic and cultural life of the community. The objectives within the DAIP 2013 – 2018 aim to ensure that barriers to access and inclusion to facilities and participation in social life are addressed wherever identified, to the best of the Shire's ability.

This Sports Facilities and Services Plan strongly supports the objectives of the DAIP 2013 – 2018. It is now well entrenched in leisure planning that accessibility and inclusion is essential in all sports and recreation related developments. All improvements to sports facilities and services in the Shire should ensure they are congruent with the DAIP 2013 – 2018.

11.2 Trails Opportunities

Trails are not sporting facilities in the like of hockey, football, golf and tennis facilities that promote organised sports and therefore is considered to fall outside the scope of this study. However, trails are a vital recreation component of every community and analysis of the sporting environment in the Shire of Ravensthorpe reveals that trails may have a heightened level of importance locally. Whilst organised sports provide an essential social function for small regional communities such as the Shire of Ravensthorpe, the challenges they are facing are such that they are limited in their scope for providing physical recreation opportunities for large sections of the community. The provision of trails may significantly enhance the physical recreation opportunities for the whole community.

Factors such as shiftwork, corporatisation of farms, the ageing population, small population bases, isolation from larger population centres and declining volunteerism are impacting on peoples' ability to participate in sports within the Shire of Ravensthorpe, heightening the need to provide access to alternative physical recreation opportunities that individuals are able to fit in around their work patterns and life circumstances. Trails are arguably best suited for this purpose, as they are able to cater for people of all interests, backgrounds, abilities and ages, and people can use them at their leisure.

The importance of trails is widely recognised and is a major focus for the Department of Sport and Recreation. The DSR defines trails as areas that provide an opportunity for the community to experience recreational, health and wellbeing, environmental, economic and cultural enrichment through interaction with the environment. (Source: Western Australian Trails Strategy 2009-2015, Department of Sport and Recreation)

The Shire advises that a Trail Master Plan for the Shire of Ravensthorpe has been completed which proposes five priority trails with simple development plans for the Hopetoun and Ravensthorpe towns, and for the Kundip, Mt Desmond and Cocanarup localities. The development of a master plan to guide future development of trails is a key component of ensuring that available resources are used efficiently and effectively to develop a network of trails that minimises gaps and avoids duplication of trails, and makes best use of tracks and facilities that are already available.



The construction of trails is one component of maintaining an effective trails network and in many instances it can be the easiest part. The success of trails is also dependant on ongoing maintenance and promotion of the trails including up to date signage, maps and website information. Trails need to be properly maintained and promoted to ensure they remain safe and accessible and people know where they are to take advantage of them. Trails also need extensive supporting facilities such as minor trails and paths linking from the major trail heads to the town centre, public toilet and changeroom facilities, bike racks, water fountains picnic facilities and parking.

Further to developing a well planned, maintained and promoted trails network, the Shire of Ravensthorpe may be well placed to embrace the 'Trails Hub' concept that is being developed by DSR. A Trails Hub attracts users to a centralised area for trail based recreational activity in the immediate area and satellite locations. The State Government has developed the **World Class Trails Hub Strategy for Western Australia** (July 2012) to create a blueprint for the development of major trails hubs across the State.

The towns of Dwellingup and Pemberton have been identified as pilot trails hub locations and strategic planning has been undertaken to chart a course for these locations to develop into Trails Hubs of international standards.

The physical elements of an optimal trails hub include:

- Major trails that are signed, mapped, and maintained
- Minor trails that loop back to town also signed, mapped and maintained
- Services and supplies i.e. shops, medical practices, drop off/pick up etc
- Range of accommodation types
- Transportation infrastructure (major roads, train, bus etc)
- Activities and attractions such i.e. restaurants, wineries, festivals etc
- Setting drawcards – national parks, beaches etc
- Visitor hub acting as a focal point for tourist information, toilets and showers, dining, public transport etc.

The Shire of Ravensthorpe would appear to meet much of the criteria for a Trails Hub Concept and the economic, social and physical health benefits of increased trails use warrants the Shire giving careful consideration in regards to whether it would like to pursue the concept. Hopetoun would be the natural choice for the development of a trails hub given that it is already a tourist drawcard situated on the coast line. The development of trails for the promotion of tourism has been identified as a priority within the **Tourism Strategy for the Shire of Ravensthorpe, 2010**.

Trails planning, development, maintenance and promotion spans across a range of community and government organisations as well as private businesses. It is important for a Trails Strategy to be developed for the Shire of Ravensthorpe that guides all aspects of trails planning, development (incorporating the Trails Master Plan under development) and ongoing management in a cohesive manner. This strategy should also investigate and determine to what extent, if any, the Shire would like to pursue the trails hub concept under development by DSR.

It is recommended that the Shire of Ravensthorpe develop a Trails Hub Strategy for the Shire of Ravensthorpe that encompasses all aspects of trails planning, development and ongoing management including consideration of the trails hub concept being developed by the Department of Sport and Recreation.

12 FACILITY NEEDS FOR THE SHIRE OF RAVENSTHORPE

This Study aims to provide the strategic direction for facility provision in the Shire of Ravensthorpe to meet the needs of the community over the long term.

The strategies proposed within this report to address the identified areas of facility need in a manner consistent with one of the key challenges identified in the Western Australia sport and recreation industry planning framework document - **Strategic Directions 5 (SD5), 2011 – 2015**. Challenge 1 of 'Places and Spaces' states:

Affordable and sustainable provision models must be applied to manage the long-term impacts of the strong investment in sport and recreation infrastructure and spaces in regional WA.

With this core principle in mind, this report seeks to make facility development recommendations that are cost effective and practical to implement, making the best use of the range of facilities that are already available as opposed to proposals for extensive new infrastructure developments.

The identified facility needs, and the recommendations to meet these needs, are proposed as follows:

12.1 Active Reserve Space

12.1.1 Needs Analysis

The Shire of Ravensthorpe has sufficient active reserve space for its current and future needs.

The main active reserve spaces in the Shire are a football oval and a cricket/hockey oval in Hopetoun, and a football oval and a hockey field in Ravensthorpe. The ovals receive relatively limited use as there is only 1 senior team and one junior team in hockey and football in the Hopetoun and Ravensthorpe Clubs. Cricket is in the process of being reformed and may include two senior teams and 2-4 junior teams.

The Demographic Review reveals there is unlikely to be any significant growth in the older junior and senior age groups, however, there could be potential for some growth in the younger juniors which could easily be accommodated within existing active reserve provision.

The ovals can be considered multi-use playing facilities and have capacity to accommodate other sports in the future should they arise.

12.2 Indoor Courts

12.2.1 Needs Analysis

The Shire of Ravensthorpe has a state of the art two court indoor stadium providing for the Shire's current and future needs at the Ravensthorpe Sports Precinct (REC). Any duplication of indoor court facilities at Hopetoun or elsewhere would impact on utilisation of the REC and further increase the operating deficit that is incurred by the Shire.

Overall the facility is very well equipped; however, the management committee and the Shire should continue to seek to optimise the facility in an ongoing process, considering opportunities as they arise for improvements to accessibility, management and sustainability.

12.3 Outdoor Courts

12.3.1 Needs Analysis

Ravensthorpe

The Ravensthorpe Sports Precinct has four hard court tennis courts in good condition and two outdoor basketball/netball hard courts in poor condition located adjacent to the hockey field. The Ravensthorpe Basketball Association has indicated that upgrading of the outdoor courts would allow them to hold larger regional carnivals which is an important feature of country basketball and netball.

Given the relatively small size of the Ravensthorpe Tennis Club (15-20 social members), consideration should be given to rationalisation of the two outdoor BB/NB courts and upgrade of two of the tennis courts to multi-use courts. This would require sleeves to be inserted for netball poles and the addition of swing out basketball goals. Fencing of the hockey field side of the courts and repairs to the court lighting should also be included in the upgrade.

The alternative option of refurbishing the existing two BB/NB courts could be considered an unnecessary duplication of resources simply to cater for occasional use. The upgrade of two tennis courts into multi-use courts should be considered within a Ravensthorpe Sports Precinct Master Plan as detailed in Section 12.9.

Hopetoun

The Hopetoun Sports Precinct has 3 outdoor hard courts in very good condition with two of these marked for tennis, netball and basketball and one marked for tennis only. This is sufficient for current utilisation by the netball club and casual use by the community and is likely to continue to be sufficient for future needs based on the findings of the Demographic Review.

It is noted that the swing out basketball goals have not yet been installed. There appears to be limited need for two basketball courts in Hopetoun, as club basketball is played in Ravensthorpe in the REC and should be encouraged to remain there. Consideration should be given to providing basketball goals to one court only as this would be sufficient for casual use by the community and for activities to be run by local youth groups and holiday programs.

There are a further 6 outdoor hard courts at the Sports Precinct that are no longer in serviceable condition and used as parking space, with one used for a skate park. There is no need for these courts to be refurbished or replaced elsewhere on site as the existing functioning courts are sufficient for current and future needs. The old outdoor courts space should be considered for parking, skate park and other potential uses within a Hopetoun Sports Precinct Master Plan as detailed in Section 12.10.

12.3.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Consider the rationalisation of the two outdoor basketball/netball courts and upgrade of two tennis courts to include basketball and netball at the Ravensthorpe Sports Precinct.
- Install basketball goals on one of the existing outdoor multi-use hard courts at the Hopetoun Sports Precinct.
- Consider alternative uses for the unused outdoor courts at the Hopetoun Sports Precinct.



12.4 Hopetoun and Districts Recreation Association Pavilion

12.4.1 Needs Analysis

The HDRA Pavilion, located at the Hopetoun Sports Precinct is a functional multi-use facility with capacity for 120 persons; however, it is approximately 30 years old and is in need of refurbishment.

Users have reported a need for some expansion of the facility including to the social room, bar and kitchen, however, the need for a higher capacity social/function venue will be met through the development of the Hopetoun Community Centre Facility which will have capacity for up to 300 persons. This facility will be completed within the next 12-24 months.

Demand for use of the HDRA Pavilion is unlikely to grow significantly from the current sporting club user groups as the Demographic Review suggests there will be little growth amongst the senior sports participation age groups. It is also noted that the Bowls Club has built an additional social area and basic amenities beside the bowling green for easier accessibility for bowlers which means they may have a reduced overall need for the HDRA pavilion.

Currently there is no spectator viewing from the pavilion towards the football oval, therefore there is rationale for the development of a sheltered spectator area extending from the pavilion towards the oval.

The HDRA Pavilion is an important sporting and community facility, however, this study finds that its general size and specifications are suitable for the current and future needs of the sporting community, when including the addition of a large patio for sheltered spectator viewing towards the oval. The building provides the amenities required for conducting sporting activities including changerooms, toilets and a kitchen, as well as providing a social room that is suitable for after game socialising and for small and medium sized functions.

The building is likely to have 20+ years life expectancy remaining if properly maintained, therefore, plans should be prepared for a major refurbishment of the facility and the addition of a large spectator shelter extending towards the oval. Consideration should also be given to some potential internal remodelling of the kitchen and bar to provide spaces that may be more user friendly. A building consultant should be appointed to prepare a detailed assessment of the condition of the building and provide a list all recommended maintenance/renewal items with cost estimates.

12.4.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Engage a suitably qualified building consultant to conduct a detailed assessment of the HDRA Pavilion and provide a list of all recommended maintenance and renewal works with cost estimates.
- Prepare plans for the refurbishment and upgrade of the HDRA Pavilion including consideration of potential internal modifications to the kitchen and bar facilities, the addition of a large patio for sheltered spectator viewing towards the football oval and the recommendations from the detailed building assessment.



12.5 Bowls Facilities

12.5.1 Needs Analysis

The Shire has two bowls facilities, one in Ravensthorpe and the other in Hopetoun. Each has a single synthetic bowling green. The facilities are in good condition and meet the needs of the clubs. The memberships of the bowling clubs are relatively low (Ravensthorpe 23, Hopetoun 36), therefore there is significant capacity within the facilities to accommodate future participation growth should it ever occur.

12.6 Golf Courses

12.6.1 Needs Analysis

The Shire has three 18 hole golf courses (non reticulated fairways, sand greens), one in Ravensthorpe, one in Hopetoun and another in Munglinup. The facilities are in good condition. One club would be sufficient for the sporting needs of the Shire, however, the facilities are managed and maintained by the clubs themselves with no significant impost on the Shire, and they provide an important social function for the local residents that they serve, therefore the status quo regarding golf facility provision appears to be an adequate arrangement at the current time.

There is justification for some basic improvements to the existing facilities that make the facilities more user friendly and thus encourage greater participation. The Munglinup Golf Club requires some additional storage space for Club equipment, members and junior players. The Hopetoun Everett Golf Club is seeking to complete reticulation of the tee boxes for the course.

The Ravensthorpe Golf and Bowls Club has not indicated a need for improved facilities.

12.6.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Support the Munglinup Golf Club's plans for increased storage.
- Support the Hopetoun Everett Golf Club's plans for completion of reticulation of the tee boxes.

12.7 Ravensthorpe Community Pool

12.7.1 Needs Analysis

The Ravensthorpe Swimming Pool is a modest outdoor facility that is unmanned, for use by members and the School and is managed by a pool committee under a 20 year agreement between the Shire of Ravensthorpe and the Western Australian Government Minister for Education. The facility is in good condition and appears to be well suited to the training/sporting needs of the community. The modest size of the facility and the fact that it is unmanned means that it operates at a much lower cost to the Shire than a typical seasonal or year round aquatic facility can incur, often with deficits of several hundred thousand dollars per year.

Given that the existing level of aquatic provision appears to serve the community well, there is limited justification for an expansion of facilities that would likely come with a high construction and ongoing operational cost.



The management agreement expires in 2015, as such it is worth the Shire considering the management structure and whether changes are required to ensure future community access is sufficient.

12.7.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Investigate alternative management arrangements for the Ravensthorpe Community Pool to replace the existing agreement at its expiry.

12.8 Equestrian Facilities

12.8.1 Needs Analysis

Munglinup Equestrian Grounds

The Munglinup Equestrian Grounds is home to the Munglinup Pony Club and Munglinup Bushmen's Association. Some structures and fencing are in poor condition and require maintenance or replacement, however, as a leased facility this is the responsibility of the user groups.

The Munglinup Bushmen's Association is progressing plans to develop a shed (approximately 15m x 9m) to provide storage area / social space on event days, a small office and a toilet/changeroom facility which may be in the form of a demountable facility that can be acquired from mine site auctions. The Association has received quotations in the order of \$80,000 for completion of the full project including electrical works and plumbing. It incorporates the use of voluntary labour. This facility would enable it to provide enhanced facilities for its members to utilise and may result in more events being scheduled and thus supporting social bonding. The Munglinup Pony Club supports the Bushmen's Association's plans as these facilities are much needed by the Pony Club also.

The Association does not intend ask for financial support from the Shire, however, it may require a letter of support for its grant applications to other funding agencies including the Lottery West and the Department of Sport and Recreation. Should the Association fail to secure a sufficient level of funding it is seeking from other agencies (approximately 2/3 total) it may then seek assistance from the Shire.

Ravensthorpe Equestrian Club

The Ravensthorpe Equestrian Club generally has good facilities, however, it is lacking toilets for members and spectators to utilise which detracts from the overall accessibility of the venue and its ability to attract and cater for new families that wish to join. Currently participants are required to travel into town to use the public toilets there.

There is a need for ablutions at the Club, which will ensure the Club has all of the basic facilities required to adequately accommodate members and spectators alike.

12.8.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Provide a letter of support for the Munglinup Bushmen's Association grant applications for the development of a club shed and amenities.



- Provide administration support to the Munglinup Bushmen's Association for the development of a club shed and amenities.
- Support the development of ablution facilities at the Ravensthorpe Equestrian Club.

12.9 Ravensthorpe Sports Precinct Master Plan

12.9.1 Needs Analysis

The Ravensthorpe Sports Precinct is the primary sporting hub for the Ravensthorpe community. It contains the REC, a football oval, a hockey field, four tennis courts with a pavilion and two unused outdoor basketball/netball courts that are in very poor condition.

The research and consultation conducted as part of this study has revealed a number of potential facility upgrades and improvements that could improve the sports precinct and make it more sustainable and user friendly. This includes a sheltered grandstand or viewing platform for the oval, a new centrally located playground, skate park development, upgrades to the tennis court facilities/potential rationalisation of the outdoor basketball/netball courts, the addition of a cricket wicket and practice cricket nets and the development of connectivity pathways and disabled ramp accessibility throughout the site.

Potential upgrades and improvements for the precinct should be considered within a master plan to avoid adhoc decision making and placement of facilities. Given there are no major new pieces of sporting infrastructure viewed as necessary for the precinct, the master planning process could be led by Shire Staff with external concept plan drawing services engaged if required.

12.9.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Conduct a Master Plan for the Ravensthorpe Entertainment and Sports Complex that considers potential facility upgrades and improvements including but not limited to:
 - Viewing platform over the oval
 - Centrally located playground
 - Youth Space
 - Tennis court upgrades including two courts to multi-use (tennis, netball, basketball)
 - Removal of the old outdoor netball/basketball courts
 - Cricket practice nets
 - Connectivity pathways and disabled ramp access

12.10 Hopetoun Sports Precinct Master Plan

12.10.1 Needs Analysis

The Hopetoun Sports Precinct is the primary sporting hub for the Hopetoun community. It contains the HDRA Pavilion, a football oval, a cricket/hockey oval, a synthetic bowling green, three outdoor courts and a skate park.

The research and consultation conducted as part of this study has revealed a number of potential facility upgrades and improvements that could improve the sports precinct and make it more sustainable and user friendly. This includes refurbishment of the HDRA Pavilion and addition of spectator shelter with viewing towards the oval, the addition of cricket practice nets, the addition of basketball goals to one of the outdoor courts, the development of connectivity pathways and disabled ramp accessibility and the upgrade of the skate park.



Potential upgrades and improvements for the precinct should be considered within a master plan to avoid ad hoc decision making and placement of facilities. Given there are no major new pieces of sporting infrastructure viewed as necessary for the precinct, the master planning process could be led by Shire Staff with external concept plan drawing services engaged if required.

12.10.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Conduct a Master Plan for the Hopetoun Sports Precinct that considers potential facility upgrades and improvements including but not limited to:
 - Refurbishment of the HDRA Pavilion
 - Spectator shelter addition facing the oval
 - Cricket practice nets
 - Basketball goals on one of the outdoor hard courts
 - Connectivity pathways and disabled ramp accessibility
 - Upgrade of the skate park

12.11 Ancillary Features

12.11.1 Needs Analysis

There are numerous ancillary features that enhance the useability of sports facilities. These can include items such as spectator shelters, bench seating, a drinking water fountain, practice cricket nets, playground equipment etc. These features often have the purpose of making the facilities more comfortable and inviting for spectators who are an important component of community sports.

Participation can be affected by the provision of some ancillary features. A small playground at a reserve can make it significantly easier for a parent to participate in an activity if the parent has some form of entertainment for their children whilst the parent is playing/training in a sporting activity. It also assists families with multiple siblings. It can reduce barriers for poorly represented groups such as young single mothers.

Ancillary features make sporting facilities more user friendly for organised sports participants and spectators, and also for general recreational users of the facilities. An oval with a playground and water fountain is a more attractive and interesting venue for children and families to visit than an oval that is not supported by such features.

There is rationale for the Shire to support requests for ancillary feature provision at sports facilities and consider their inclusion within master planning exercises for the Ravensthorpe and Hopetoun Sports Precincts.

12.11.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Continue to support requests for ancillary feature provision at sports facilities and consider their inclusion within the proposed Ravensthorpe and Hopetoun Sports Precinct Master Plans.



12.12 Ballistics Sports

12.12.1 Needs Analysis

Ravensthorpe Hand Gun Club

The Ravensthorpe Hand Gun Club is a self sufficient club that has its primary facility needs met including a recently installed demountable ablutions facility with disability access. Power is an issue for the Club however, as a larger generator (20KVA) is required to be brought in for larger events, including the State Championships every fourth year, to meet power demand.

Hopetoun Clay Target Club

The Hopetoun Clay Target Club has recently constructed a new pavilion and four national standard layouts; therefore it has its primary facility requirements met. It has expressed a need for a 20KVA generator and an additional trap to enable it to be more sufficient rather than having to hire/borrow these pieces of equipment for events.

DSR identifies the generator and the trap as pieces of equipment rather than infrastructure; therefore these items do not qualify for the CSRFF program. However, these items are core requirements for the operation of the Club; therefore they warrant consideration for financial support from the Shire through its standard community development funding processes should a funding application be made by the Club.

12.12.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Support the purchase of a 20KVA generator for the Ravensthorpe Hand Gun Club.
- Discuss equipment requirements of the Hopetoun Clay Target Club in further detail with the Club and consider providing financial support for the purchase of the required equipment.

12.13 Ravensthorpe Enduro Club

12.13.1 Needs Analysis

The Ravensthorpe Enduro Club has clubroom facilities and multiple riding tracks on its leased property. It is a self sufficient club that has been progressively upgrading its facilities with its own resources. The facilities generally meet the needs of the Club, however, the ablutions are basic and in poor condition. The female ablutions have no showers, and the male showers are wood fire heated. The Club is endeavouring to ensure it maintains a family friendly environment, and an improvement to the toilet/shower facilities is an important aspect for ensuring females, children and persons with disabilities are welcome to attend and participate in the Club's activities.

The Club is seeking to acquire and install demountable toilet/shower facilities, male and female, at a cost of approximately \$90,000. It is seeking to acquire 2/3 funding from funding agencies. The Enduro Club is one of the larger clubs of the Shire that is seeking to be more inclusive of the wider community; therefore there is rationale for the Shire to support the Club's plans for a modest ablution facility development.

12.13.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Support the Ravensthorpe Enduro Club's plans for new ablution facilities.

12.14 Munglinup Sports Precinct Facilities

12.14.1 Needs Analysis

Munglinup is small town/locality with a combined population with Jerdacuttup of 341. The primary sporting facilities available in the community are the 18 hole golf course, the tennis club with 4 lit synthetic grass courts, a full size oval with a cricket wicket (not currently being watered) and the Munglinup Equestrian Grounds. The Munglinup Primary School also contains a small grassed playing area and a single bitumen hard court.

The Munglinup Sports Precinct in which the tennis courts and oval are located also contains the Munglinup Community Centre which provides a very high standard of amenities and social facilities for the community.

These facilities are considered appropriate for the small Munglinup community, with residents able to access a greater range of sports facilities and activities at Ravensthorpe or Esperance.

There are some dilapidated old outdoor courts at the Munglinup Sports Precinct that detract from the aesthetic appeal of the site and may pose a safety hazard to children. These courts should be removed.

The Munglinup Tennis Club is planning to develop a new playground to replace the existing old facility. Playground equipment assists supervision of young children when parents or siblings are playing sport, thus supporting increased sports participation as well as providing an overall more family friendly venue for the community in which a wide range of meetings and social events are conducted.

12.14.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Encourage a site tidy up of the Munglinup Sports Precinct.
- Consider providing support to the Munglinup Community Group for the development of a new playground at the Munglinup Sports Precinct.

12.15 Jerdacuttup Sports Facilities

12.15.1 Needs Analysis

Jerdacuttup is a locality with a small population (341 shared with Munglinup) with the town site consisting of the primary school and the community hall and oval that services the surrounding farming families.

Sports facilities in Jerdacuttup are limited to an oval (unused, not maintained in a useable condition) and four tennis courts in very poor condition at the Jerdacuttup Recreation Precinct. The Jerdacuttup Primary School also contains a small grassed playing area and a single bitumen hard court. There is a recently refurbished hall at the Jerdacuttup Sports Precinct and some recently installed playground equipment.

Given the small population of Jerdacuttup and the trend towards larger farms resulting in fewer family farmers, there is limited rationale for any increase in the existing level of sports facility provision. Jerdacuttup residents are able to access a wider range of sports facilities in Hopetoun, Ravensthorpe and Munglinup.



The Shire may wish to consider supporting the refurbishment of two of the bitumen tennis courts at Jerdacuttup and upgrading one of those courts for multi-purpose use including basketball and netball to provide some social/informal physical recreation opportunities in Jerdacuttup when social gatherings and community meetings do occur. The remaining two courts should be removed or used as a sealed parking area.

12.15.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Consider supporting the refurbishment of two tennis courts including one upgraded to a multi-purpose court at the Jerdacuttup Sports Precinct and removing the remaining two courts or changing their use to a sealed parking area.

12.16 Accountability for Maintenance of Facilities

12.16.1 Needs Analysis

A number of the Shire's sporting clubs have demonstrated their capacity over several decades to build, maintain and progressively upgrade their facilities and continue to do so. The overall appearance of the facilities is not of the same standard as facilities that are managed commercially or by the Shire which is to be expected due to the not for profit, volunteer basis of the sporting clubs.

However, the site visits to the sports facilities located throughout the Shire revealed that a number of the facilities had old and unused items and facilities on site. An example of this is the dilapidated old outdoor courts at the Munglinup Sports Precinct. This presents poorly to potential new members, and can raise questions to potential funding agencies as to the future viability of the organisation and their capacity to undertake significant new projects.

Ensuring the leased facilities are neat and tidy and well maintained is primarily the responsibility of the lease holder according to the Shire's lease agreements.

There is justification for the Shire to undertake annual inspections of leased club facilities as other larger LGA's are doing, to allow the Shire to monitor the condition of the facilities and prompt the leaseholders to undertake remedial actions for any significant issues.

The inspection may simply be a walkthrough of the facility with any visually obvious issues noted and recorded by the Shire, with feedback provided to the leaseholder. An increased presence by the Shire at these facilities that may otherwise be out of sight and out of mind should improve the accountability of these clubs, and encourage a higher standard of upkeep without needing to be prompted by the Shire.

12.16.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Consider the implementation of an inspection program of all sports club leased facilities through the appropriate department, including provision for feedback to be provided to clubs where significant issues exist.



13 SERVICES NEEDS FOR THE SHIRE OF RAVENSTHORPE

In addition to the analysis of future sports facility requirements for the Shire of Ravensthorpe, this Study has also investigated the types of services that are required in the Shire to move sports clubs on to a path of increasing sustainability and self sufficiency. It is suspected that without concerted action by the Shire, the challenges that sports clubs are facing will continue to reduce the clubs' capacity to provide sports facilities and programs, and ever increasing demands are likely to be placed on the Shire to take over these roles traditionally undertaken by the clubs.

Increased reliance on the Shire to provide sporting programs would result in reduced levels of social capital that is developed when the community works together to provide organised sports. There would also be reduced sporting opportunities overall as it would be financially unfeasible for the Shire to provide the same diversity of sporting opportunities due to its reliance on paid staff rather than volunteers. Therefore, the following recommendations are aimed at ensuring that sporting clubs continue to be the primary sports provider for the community.

13.1 Development of a New Generation of Volunteers

13.1.1 Needs Analysis

As stated on the Department of Sport and Recreation website, *"Volunteers are crucial to the culture of Western Australia and form the backbone of delivery in local communities."* (<http://clubsonline.dsr.wa.gov.au/community-volunteer-project>)

The range of sporting activities that are available in the Shire of Ravensthorpe are due to groups of like minded people coming together and voluntarily working very hard together to build facilities and run programs which, over several generations, have become part of the fabric of the local community.

The overall health of sports clubs in the Shire is directly linked to the health of the culture of volunteerism. Unfortunately, it is well documented in State, National and International literature that the culture of volunteerism is facing major challenges. A number of clubs in the Shire have reported a lack of volunteers as a major concern. With increasing demands on peoples' time, the easy option of simply paying for a service, rather than joining and being committed to a club, is becoming increasingly popular. The culture of volunteerism is being lost in the younger generations everywhere. This is a trend that needs to be avoided for the Shire to maintain a wide array of healthy and sustainable sports clubs into the future.

The development of a new generation of volunteers is a major focus of the West Australian Government, having been identified as a key challenge in DSR's *Sport and Recreation Industry Strategic Directions: 2011-2015* document (SD5) from which the *Community Volunteer Project* has emerged, tasked with this specific objective.

The development of a new generation of volunteers is crucial to the long term health of sports clubs in the Shire of Ravensthorpe. It is self evident that clubs with vibrant and committed volunteers to sit on committees, coach the participants and coordinate the activities are the ones that enjoy strong membership bases and have remarkable capacity to plan, fundraise, seek sponsorship and grants, and call upon internal resources to build and maintain substantial facilities.

In acknowledging the vital role that sports club volunteerism has in the Shire of Ravensthorpe, and acknowledging that culture of volunteering is in decline, it is clear that the area of greatest need for Shire support within the sporting sphere is volunteer development.



There is already a large degree of volunteer development support provided to sports clubs and to not for profit community organisations in general, however, there is still a significant gap that needs to be overcome.

Sports clubs are able to access a wide range of volunteer training resources through the Department of Sport and Recreation including the *Community Volunteer Project*, the *Clubs Online* website and through the jointly funded Esperance/Ravensthorpe *Club Development Officer* who regularly organises training seminars for club volunteers as part of his Club Development role.

The major issue with the support that is currently provided to sports clubs to develop their volunteer base is that it requires significant effort from the clubs' existing volunteers to take advantage of the support on offer. However, in many cases, the smaller and weaker clubs have volunteers that are simply there to keep the doors open and the club operational. They do not have the time or willingness to attend training sessions, expand their role into volunteer coordinators, and undertake volunteer management plans and the like. The clubs that take advantage of the volunteer development support on offer are the stronger clubs that already have enthusiastic committee members, whilst the weaker clubs are left behind.

The key ingredient for clubs to take advantage of the wealth of support that is available for volunteer development, and indeed almost all other forms of club development support available to sports clubs, is enthusiastic committee members. New enthusiastic volunteers are required to join club management committees and take the places of those who no longer want to be there. This is where the gap lies – there is little direct support provided to clubs to recruit new club volunteers. **In order to increase the strength and capabilities of clubs, this Study has identified a strong need for a significant increase in the Shire's involvement in the recruitment of volunteers for sports clubs.**

It is considered that the Shire will achieve the greatest outcomes in volunteer development through the commitment resources towards having someone locally on the ground working with sports clubs to recruit new volunteers. Part of this role should also include supporting these new volunteers as they learn the various responsibilities of their position to ensure their successful transition into volunteering.

Providing direct support to new volunteers is considered integral to recruitment in the younger generations, as it means that the sports clubs can attract people with little or no experience in volunteer capacities and give them confidence that they will be well supported as they make their first foray into the coordination of sporting club activities.

Support may include such things as being available on the phone and in person to discuss issues as they arise, provide materials directly relevant to the volunteer's new role, and provide assistance with specific tasks as they are encountered by the new volunteer recruits for the first time.

Recruitment activities would be undertaken in partnership with the sports clubs, and it is anticipated that the relevant staff members would trial innovative new ways of converting club members into volunteers.

It is anticipated that the Shire's investment in recruiting and supporting new volunteers will have a multiplying effect for sports club development in the Shire. Clubs with vibrant committees will have greater willingness and capacity to:

- Undertake volunteer training and development opportunities provided by DSR
- Develop Strategic Business Plans



- Work with the Club Development Officer to achieve key club development outcomes
- Seek funding and grants from a wide range of sources, both public and private
- Respond to changing needs of members and drive future participation growth
- Seek greater support from State Sporting Associations
- Improve management of their facilities through development of Asset Management Plans
- Take advantage of shared use opportunities

Consultation should occur with key stakeholders (including the Shire of Esperance and DSR) regarding the provision of additional human resources for the purpose of volunteer recruitment and support. The Shire of Esperance is currently considering a similar proposal as the issue of declining volunteerism is equally important to them, therefore there may be an opportunity to combine resources to provide volunteer recruitment and support across both Shires in a similar fashion to the Club Development Officer Scheme which also covers both Shires.

With the spotlight that is currently placed on the impact on declining volunteerism and decreased club capacity in regional WA due to a variety of social and economic factors, there may be opportunities for public and private funding partnerships for this initiative.

13.1.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Recognise the need to recruit and support the next generation of sports club volunteers.
- With key stakeholders, consider allocating resources specifically to the task of recruiting new volunteers and providing them with direct support as they learn their new roles.
- Seek public and private funding partnerships for the costs associated with the allocation of resources towards volunteer recruitment and support.

13.2 Club Development Officer Scheme

13.2.1 Needs Analysis

The Shire of Ravensthorpe, in conjunction with the Department of Sport and Recreation, Shire of Esperance and the Esperance District Recreation Association, employs a full time Club Development Officer (CDO) whose role is to support the 126 clubs in the Esperance/Ravensthorpe region.

The CDO's responsibilities include:

- Initiate contact with Clubs, Sporting Associations and Shires of Ravensthorpe and Esperance to develop and implement plans to deliver development programs
- Work to support clubs with funding, workshops and programs on offer
- Update and maintain a club database
- Create annual sporting calendars
- Help identify club needs and provide continued support
- KidSport contact in the Shire of Esperance & Shire of Ravensthorpe

Consultation with other regional LGA's and regional DSR Offices confirms that CDO's play an integral role in supporting and developing the capacity of sports clubs. Some of the reported benefits include:



- More clubs are applying for facilities grants and the quality of grant applications is improving.
- Stronger links are being created between clubs and the Council, DSR and their State Sporting Associations, and between the clubs themselves.
- Facilitation of shared use of facilities between sporting clubs.

Many regional LGA's have observed the benefits that CDO's provide and are seeking to appoint their own through the same CDO scheme that DSR provides.

Given that the CDO position is co funded by DSR, there is a degree of uncertainty about the long term future funding of this position. This report finds that the CDO scheme is of high value to the Shire of Ravensthorpe, and this position should be continued into the long term future even if DSR were to cease their contributions at some point in the future.

Whilst noting the high value of the CDO's in developing the capacity of sports clubs, the Club Development Officer Scheme which is currently shared with the Shire of Esperance requires an in-depth review to ensure satisfactory value and outcomes are achieved for the Shire of Ravensthorpe. Face to face contact with Shire of Ravensthorpe sporting clubs is very important as many of the clubs are small and have limited time and capacity to undertake club development training and often find funding application processes too onerous to undertake. Direct contact with a Club Development Officer is very important for overcoming these difficulties.

The Shire should also ensure it has a high degree of involvement in strategic club development planning for the region undertaken by the Department of Sport and Recreation Goldfields Office to ensure that future modifications and improvements to the CDO scheme and other club development initiatives are considerate of the needs of the Shire's sporting clubs.

13.2.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Recognise the importance of the maintaining the Club Development Officer position in to the long term future to support the continued development of the Shires sports clubs.
- Review the current Club Development Officer sharing arrangements in discussions with the Club Development Officer, Department of Sport and Recreation and the Shire of Esperance.
- Liaise with the Department of Sport and Recreation Goldfields Office to ensure the Shire has a high level of contribution to future club development strategic planning for the region.



13.3 Communications

13.3.1 Needs Analysis

Effective communications between the Shire and the sports clubs is an integral component of club development. It is presumed through the consultation process that communications between the clubs and Shire is generally good, poor communications has not been raised as an issue during the consultation process, likely due in part to the significant efforts of the Manager of Recreation and Community Services to meet with club representatives to discuss their needs and concerns.

Whilst it is acknowledged that there are sports clubs that have been 'off the radar' of the Shire's officers, this is due to mainly to the concerned clubs keeping to themselves and not seeing a need to make contact with the Shire.

Facebook and other social media are becoming more and more entrenched in the way in which modern society communicates, and this will need to feature in the Shire and CDO's communication methods with Clubs in the future.

The use of online surveys such as Survey Monkey is also an effective communication technique. It significantly enhances the ability of the Shire to quickly and effectively collect and analyse information from clubs or the general community, whether it is simply seeking RSVP's to training seminars, updating contact details or conducting a comprehensive club survey seeking a wide range of club information.

Clubs also have a lot to benefit from taking advantage of the latest advances in communication. Effective communication techniques can help them better respond to members needs and promote their clubs in the community. Effective communication is an area of club development that DSR has a strong focus on, as demonstrated with its Club Talk initiative which is tasked with rolling out cost effective information communication technology to all not for profit sporting organisations. Further information can be found at <http://www.clubsonline.dsr.wa.gov.au/clubtalk>.

Whilst embracing the latest communication technologies and trends, direct one on one consultation with club representatives will always remain a key ingredient for effective communication with the Shire's sporting clubs.

There is rationale for the Shire to consider the development of a *Sports Communications Strategy*, updated annually, that focuses on improving communication between the Shire and the sports clubs and the general community, and between the sports clubs and their members and the general community, to ensure that the latest technologies and techniques are being used to their full potential.

13.3.2 Recommendations

It is recommended that the Shire of Ravensthorpe:

- Develop a Sports Communications Strategy, updated annually, for the purpose of maintaining and enhancing communications between the Shire, sports clubs and the general community.



14 RECOMMENDATIONS

The following table presents the recommendations as proposed within Section 12 and Section 13 of this report to meet the sports facilities and services needs of the community. The recommendations are prioritised Low, Medium, High and Very High so as to provide guidance for the Shire on setting priorities.

This report finds that there is sufficient capacity within existing facilities to cater for the long term future needs of the community. Whilst there is potential for growth in the population which could therefore increase participation, the Shire's multiple indoor and outdoor courts, playing fields, golf courses, bowling clubs and other sporting facilities ensure substantial capacity for increased use. Therefore, the facilities recommendations of this report are based around the improvement and optimisation of facilities rather than the development of major new facilities to be brought online at particular points in the future. A timeframe has not been developed as all recommendations within this report would ideally be carried out in the short term; rather, the recommendations have been prioritised for the Shire's consideration so that the Shire can plan for the implementation of these recommendations within a practical timeframe that is considerate of available resources.

The recommendations related to services centre on supporting sports clubs to ensure they are able to continue in their invaluable community role as primary providers of sports in the Shire.

Area	Recommendation	Priority
Facilities	It is recommended that the Shire of Ravensthorpe:	
Outdoor Courts	1. Consider the rationalisation of the two outdoor basketball/netball courts and upgrade of two tennis courts to include basketball and netball at the Ravensthorpe Sports Precinct.	Medium
	2. Install basketball goals on one of the existing outdoor multi-use hard courts at the Hopetoun Sports Precinct.	Medium
	3. Consider alternative uses for the unused outdoor courts at the Hopetoun Sports Precinct.	Medium
HDRA Pavilion	4. Engage a suitably qualified building consultant to conduct a detailed assessment of the HDRA Pavilion and provide a list of all recommended maintenance and renewal works with cost estimates.	Medium
	5. Prepare plans for the refurbishment and upgrade of the HDRA Pavilion including consideration of potential internal modifications to the kitchen and bar facilities, the addition of a large patio for sheltered spectator viewing towards the football oval and the recommendations from the detailed building assessment.	Medium
Golf Courses	6. Support the Munglinup Golf Club's plans for increased storage.	Low
	7. Support the Hopetoun Everett Golf Club's plans for completion of reticulation of the tee boxes.	Low
Ravensthorpe Community Pool	8. Investigate alternative management arrangements for the Ravensthorpe Community Pool to replace the existing agreement at its expiry.	High

Area	Recommendation	Priority
Facilities	It is recommended that the Shire of Ravensthorpe:	
Equestrian Facilities	9. Provide a letter of support for the Munglinup Bushmen's Association grant applications for the development of a club shed and amenities. 10. Provide administration support to the Munglinup Bushmen's Association for the development of a club shed and amenities. 11. Support the development of ablution facilities at the Ravensthorpe Equestrian Club	High High Medium
Ravensthorpe Sports Precinct Master Plan	12. Conduct a Master Plan for the Ravensthorpe Sports Precinct that considers potential facility upgrades and improvements including but not limited to: <ul style="list-style-type: none"> – Viewing platform over the oval – Centrally located playground – Skate park – Tennis court upgrades including two courts to multi-use (tennis, netball, basketball) – Removal of the old outdoor netball/basketball courts – Cricket wicket and practice nets – Connectivity pathways and disabled ramp access 	High
Hopetoun Sports Precinct Master Plan	13. Conduct a Master Plan for the Hopetoun Sports Precinct that considers potential facility upgrades and improvements including but not limited to: <ul style="list-style-type: none"> – Refurbishment of the HDRA Pavilion – Spectator shelter addition facing the oval – Cricket practice nets – Basketball goals on one of the outdoor hard courts – Connectivity pathways and disabled ramp accessibility – Upgrade of the skate park 	Medium
Ancillary Features	14. Continue to support requests for ancillary feature provision at sports facilities and consider their inclusion within the proposed Ravensthorpe and Hopetoun Sports Precinct Master Plans.	Low
Ballistics Sports	15. Support the purchase of a 20KVA generator for the Ravensthorpe Hand Gun Club. 16. Discuss equipment requirements of the Hopetoun Clay Target Club in further detail with the Club and consider providing financial support for the purchase of the required equipment.	Low Low
Ravensthorpe Enduro Club	17. Support the Ravensthorpe Enduro Club's plans for new ablution facilities.	



Area	Recommendation	Priority
Facilities	It is recommended that the Shire of Ravensthorpe:	
Munglinup Sports Precinct Facilities	18. Encourage a site tidy up of the Munglinup Sports Precinct.	Medium
	19. Consider providing support to the Munglinup Community Group for the development of a new playground at the Munglinup Sports Precinct.	Medium
Jerdacuttup Sports Facilities	20. Consider supporting the refurbishment of two tennis courts including one upgraded to a multi-purpose court at the Jerdacuttup Sports Precinct and removing the remaining two courts or changing their use to a sealed parking area.	Low
Accountability for Maintenance of Facilities	21. Consider the implementation of an inspection program of all sports club leased facilities through the appropriate department, including provision for feedback to be provided to clubs where significant issues exist.	Medium
SERVICES	It is recommended that the Shire of Ravensthorpe:	
Development of a New Generation of Volunteers	22. Recognise the need to recruit and support the next generation of sports club volunteers.	Very High
	23. With key stakeholders, consider allocating resources specifically to the task of recruiting new volunteers and providing them with direct support as they learn their new roles.	Very High
	24. Seek public and private funding partnerships for the costs associated with the allocation of resources towards volunteer recruitment and support.	High
Club Development Officer Scheme	25. Recognise the importance of the maintaining the Club Development Officer position in to the long term future to support the continued development of the Shires sports clubs.	Very High
	26. Review the current Club Development Officer sharing arrangements in discussions with the Club Development Officer, Department of Sport and Recreation and the Shire of Esperance.	Very High
	27. Liaise with the Department of Sport and Recreation Goldfields Office to ensure the Shire has a high level of contribution to future club development strategic planning for the region.	Very High
Communications	28. Develop a Sports Communications Strategy, updated annually, for the purpose of maintaining and enhancing communications between the Shire, sports clubs and the general community.	Medium
OTHER	It is recommended that the Shire of Ravensthorpe:	
Trails	29. Develop a Trails Hub Strategy for the Shire of Ravensthorpe that encompasses all aspects of trails planning, development and ongoing management including consideration of the trails hub concept being developed by the Department of Sport and Recreation.	High
REC Fee Collection	30. Review membership processing methods for the Ravensthorpe Entertainment Centre and Sports Complex to ensure all users are treated equitably and funds distribution can occur sustainably.	High
Annual Review of the Sports Facilities and Services Plan	31. Review the Shire of Ravensthorpe Sports Facilities and Services Plan on an annual basis to monitor progress of the implementation of the recommendations, update information on sporting clubs and facilities and to account for any changes within the financial, social, environmental or political operating environments that may impact on the sports facilities and services needs of the community.	Very High

Note: Action timelines, responsibilities, and costings will be reflected in the Shire's Corporate and Business Plan and Long Term Financial Plan.



15 APPENDICES

APPENDIX 1 FACILITY AUDIT

Appendix 2 CONSULTATION DOCUMENT

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APPENDIX 1

FACILITY AUDIT



CONTENTS

1	INTRODUCTION	3
2	SHIRE OF RAVENSTHORPE SPORTS FACILITIES AUDIT	4
2.1	RAVENSTHORPE COMMUNITY POOL	4
2.2	RAVENSTHORPE ENDURO CLUB.....	5
2.3	RAVENSTHORPE SPORTS PRECINCT	7
2.4	RAVENSTHORPE BOWLS AND GOLF CLUB	8
2.5	RAVENSTHORPE EQUESTRIAN CLUB	9
2.6	RAVENSTHORPE HAND GUN CLUB.....	10
2.7	HOPETOUN EVERETT GOLF CLUB.....	11
2.8	HOPETOUN DISTRICTS RECREATION ASSOCIATION SPORTING PAVILION	12
2.9	HOPETOUN SPORTS PRECINCT	13
2.10	JERDACUTTUP SPORTS PRECINCT	15
2.11	MUNGLINUP EQUESTRIAN GROUNDS.....	16
2.12	MUNGLINUP GOLF CLUB	17
2.13	MUNGLINUP SPORTS PRECINCT	18



1 INTRODUCTION

This Facility Audit was undertaken by ABV Consultants and included desktop research and a site visit to each facility in September 2012. The Shire and relevant sporting clubs have provided input. This document should be considered a live and working document to be updated on a regular basis as per recommendation 27 of the main report.

Limited information was able to be obtained regarding strategic planning for each of the facilities; however, it is envisaged these gaps will be filled in time due to the continuing efforts of the Shire to engage with the sporting clubs and learn more about their facilities and their plans for the future.



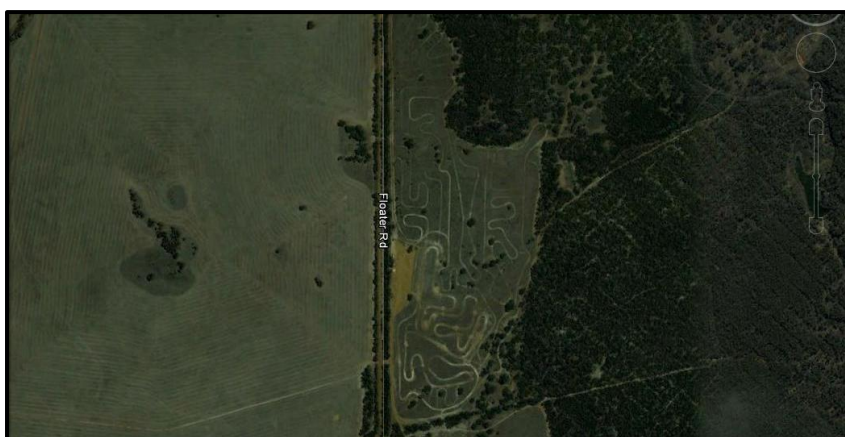
2 SHIRE OF RAVENSTHORPE SPORTS FACILITIES AUDIT

2.1 Ravensthorpe Community Pool



Location	At Ravensthorpe District High School (DET Land), Ravensthorpe-Hopetoun Rd	
Description / Condition	<ul style="list-style-type: none"> Small lap pool (approx 22m x 12m) with small toddlers' pool and changeroom block. Good condition. Suitable for community recreation and learn to swim lessons. 	
Usage	<ul style="list-style-type: none"> During the summer months the pool is open from sunrise to sunset. This pool is not supervised by a manager and therefore requires users to pay a membership fee and undergo safety training to qualify for a key. 	
Strengths <ul style="list-style-type: none"> Facility is appropriate size/scale for the community. Allows training, learn to swim and cooling off. 		Weaknesses <ul style="list-style-type: none"> Less accessible for general public to use given that it is unstaffed. Lack of interesting features.
Opportunities <ul style="list-style-type: none"> 0 depth water playground open to public built adjacent to the pool enclosure. 		Threats <ul style="list-style-type: none"> Acquiring land and sufficient water supply and access to changerooms/toilets for water playground.
Management	Managed by the Ravensthorpe Community Pool Management Committee under an agreement with the Minister for Education (WA) and the Shire. Users must pay for membership and be sufficiently qualified to gain a key.	
Comments	The management agreement is due to expire in 2015 upon which a new agreement will be required. Alternative options should be considered.	

2.2 Ravensthorpe Enduro Club



Aerial View



Motocross Track



Old Portable Buildings



Pavilion Balcony



Pavilion Outdoor Area

Location	Floater Road, 4km North of Ravensthorpe town site	
Description/ Condition	<ul style="list-style-type: none"> Clubhouse/Bar with undercover entertaining area, BBQ setup. Constructed with portable buildings, basic but good condition. Male and female toilets with showers in the men's toilets, very basic. Several Bush Loops Motocross track with the option of full or short course circuit and a Flat track for karts. Recently developed large Skills & Training area for juniors. The Club and its events are not affiliated with a State or National body. 	
Usage	<ul style="list-style-type: none"> Club meets every second Tuesday of the month at 7:00 pm to 9:00 pm at the Enduro Clubhouse - members and their guests are welcome. The Club uses it's the tracks on its own lease as well as riding on trails through forestry. There are 80-90 members including family memberships, main events can have 120 people in attendance. 5-15 riders for regular monthly rides at the Club There are two major events in the year, 'Rat Run' and the 'Pony Express' that attract members from a wide area of the State. 	
Strengths		Weaknesses
<ul style="list-style-type: none"> Facilities meet functional needs of the Club Close proximity to town. Access to high quality trails through forestry. Solid membership base, showing some growth from Hopetoun area. Club is financial and is able to conduct significant fundraising activities as required. Strong committee. 		<ul style="list-style-type: none"> Toilets/showers are in poor condition. No female showers or disabled facilities. Hot water is wood fired.

Opportunities <ul style="list-style-type: none"> Club is seeking funding for new toilet/shower facilities. 		Threats <ul style="list-style-type: none"> Cost of insurance
Management	Peppercorn lease by club	
Comments	Facility that built by the club that meets their needs and is progressively improved over time, according to the capacity of the Club. Apart from the toilets/showers, the club is very satisfied with the overall facilities.	



2.3 Ravensthorpe Entertainment Centre and Sports Complex



Play Area at Tennis Club



Hockey Field with Lighting



Tennis Pavilion



Basketball and Tennis Courts



Stadium



Football Oval

Location	Ravensthorpe Hopetoun Rd, Ravensthorpe		
Description/ Condition	<ul style="list-style-type: none">Indoor Stadium, 2 multi use indoor courts, function facilities, gym, indoor shooting range, crèche, meeting room. Excellent condition.Single hockey field (natural turf) with competition lighting, good condition.Football/Cricket oval with training lighting, good condition. Cricket wicket in poor/average condition.Four hard court tennis courts (acrylic surface), 2 with lighting, good condition.2 outdoor hard court basketball/netball courts, poor condition.Tennis club pavilion with fenced playground area, good conditionREC is high standard and can host regional indoor sporting competitions. Tennis, football and hockey facilities are suitable for community competition.		
Usage	<ul style="list-style-type: none">Tennis courts used on Sundays for social tennis club meetingsOval used every third week for football club competition, and newly reformed cricket competition during summer.Stadium used for basketball and netball competitions and community use for functions and events.Facilities used by Ravensthorpe District High School		
Strengths <ul style="list-style-type: none">Excellent indoor stadium/function facility.Close proximity to townCollocation of key sporting infrastructure.Ovals are in good condition and have lighting		Weaknesses <ul style="list-style-type: none">Lacking sheltered seating out towards oval.Tennis pavilion is ageingTennis courts lacking fencing on one side.Outdoor BB/NB courts in poor conditionOverall layout of facilities at complex is not idealDisabled access is poor.	
Opportunities <ul style="list-style-type: none">Create grand stand or viewing platform on REC towards the oval.All abilities play spaceUpgrade two tennis courts to multi use.Long term, explore potential for moving courts adjacent to the RECConnectivity pathways and disabled rampsCricket wicket and practice nets.		Threats <ul style="list-style-type: none">Senior participation is struggling in some sports such as football.Moving courts may require clearing of bushland.May be some resistance from part of the community to putting a cricket wicket on the football oval.	

Management	<ul style="list-style-type: none"> Managed by Ravensthorpe Entertainment Centre Management Committee. 0.5FT Recreation Administration person has been appointed to assist the RECMC in 2013.
Comments	Is a substantial recreation precinct that provides a range of recreation opportunities for the Ravensthorpe community and Shire as a whole.

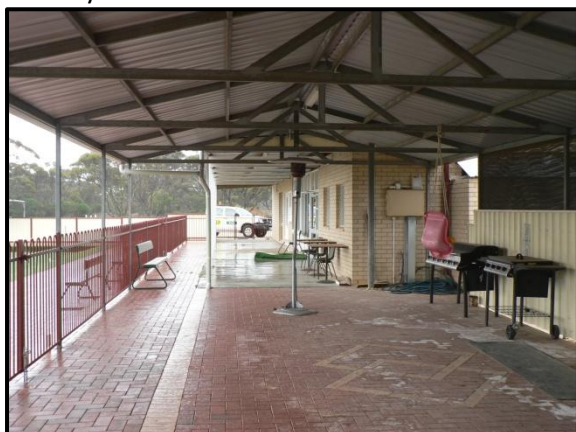
2.4 Ravensthorpe Bowls and Golf Club



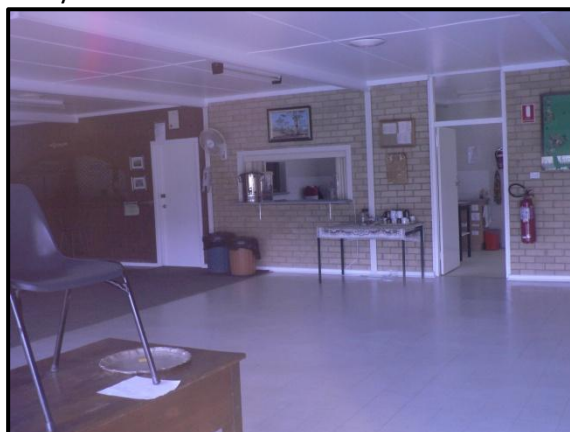
Fairway



Synthetic Green



Patio and Clubrooms overlooking green



Social Room

Location	Hopetoun Ravensthorpe Rd, Ravensthorpe (at back of Ravensthorpe Sporting Complex)	
Description/Condition	<ul style="list-style-type: none"> 18 hole un-reticulated golf course with oil sand greens, good condition. Single synthetic green, very good condition (3 years old) Pavilion with large patio area, ageing but good condition Suitable for community competition. 	
Usage	70 members, bowls in summer, golf in winter.	
Strengths <ul style="list-style-type: none"> Meets users needs Facilities in good/very good condition Close proximity to town. Club is setting aside funds for asset replacement 		Weaknesses <ul style="list-style-type: none"> Declining membership will make it more difficult for the club to maintain the facilities in the future.
Opportunities <ul style="list-style-type: none"> Potential for pathway linkage to sports complex and town. 		Threats <ul style="list-style-type: none"> Future declines in membership and volunteerism. Improvements to Hopetoun Course could pull non- core members away.
Management	Peppercorn lease held by Club.	
Comments	<ul style="list-style-type: none"> Club is setting aside funds for asset replacement including synthetic green. Is a good example of a self sufficient facility kept to a high standard. 	

2.5 Ravensthorpe Equestrian Club



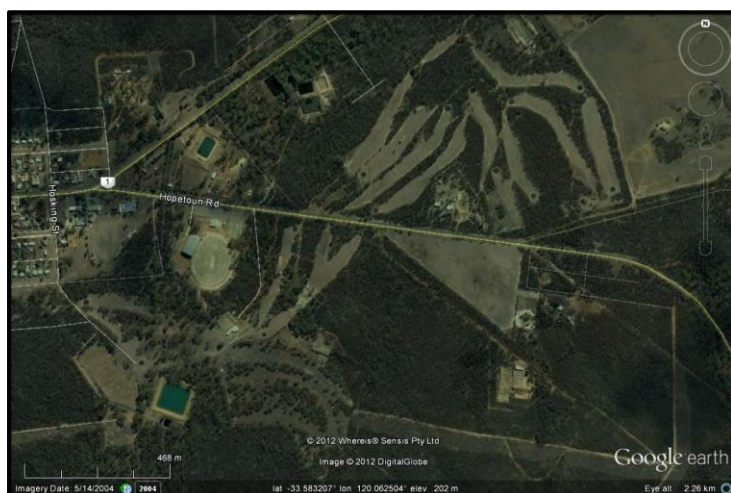
Storage/Shelter



Grounds



Storage/Shelter and Yards



Aerial View

Location	Hopetoun Ravensthorpe Rd, Ravensthorpe	
Description/Condition	<ul style="list-style-type: none"> Basic Storage/Shelter shed, good condition. Grounds – large open paddock area Steel horse/stock yards. Facility suitable for community club use. 	
Usage	<ul style="list-style-type: none"> Club meets once per month. It is a meeting point for going for trail riding as well as holding events. Club is for adult riders. Juniors have the Munglinup Pony Club. Currently has 10-15 family memberships. 	
Strengths <ul style="list-style-type: none"> Grounds are good Has clubroom with spectator shade shelter Close proximity to town Access to high quality trails 		Weaknesses <ul style="list-style-type: none"> Facility does not have toilets Low revenue from low membership has to cover significant costs i.e. insurance etc.
Opportunities <ul style="list-style-type: none"> Installation of demountable toilet block 		Threats <ul style="list-style-type: none"> Future decline in membership or volunteers
Management	Peppercorn lease held by Club	
Comments	Club is self sufficient and has all facility requirements apart from toilets.	

2.6 Ravensthorpe Hand Gun Club



Social Area



View of Pavilion from Shooting Range



New Toilet Block



Shooting Range

Location	Hopetoun Ravensthorpe Rd, Ravensthorpe (2km out of town)	
Description/Condition	<ul style="list-style-type: none"> ▪ Pavilion is shed type construction, basic but good condition. ▪ Firing range partially turfed, good condition. ▪ Toilet block has disabled access and is new. ▪ State level standard facilities. 	
Usage	<ul style="list-style-type: none"> ▪ Disciplines: Field Rifle RF, Shotgun, Mandar RF & CF, Standard Revolver RF & CF, Air Pistol ▪ Club has 22 members. ▪ Hosts State Championships every four years. 	
Strengths <ul style="list-style-type: none"> ▪ Facilities are all in good condition. ▪ New toilet block with disabled access toilets 		Weaknesses <ul style="list-style-type: none"> ▪ Power generator is too small to cater for the larger events.
Opportunities <ul style="list-style-type: none"> ▪ Installation of 20kva power generator. 		Threats <ul style="list-style-type: none"> ▪ Future decline of membership or volunteers.
Management	Peppercorn lease held by Club.	
Comments	All needs of the club are met apart from sufficient power supply.	

2.7 Hopetoun Everett Golf Club



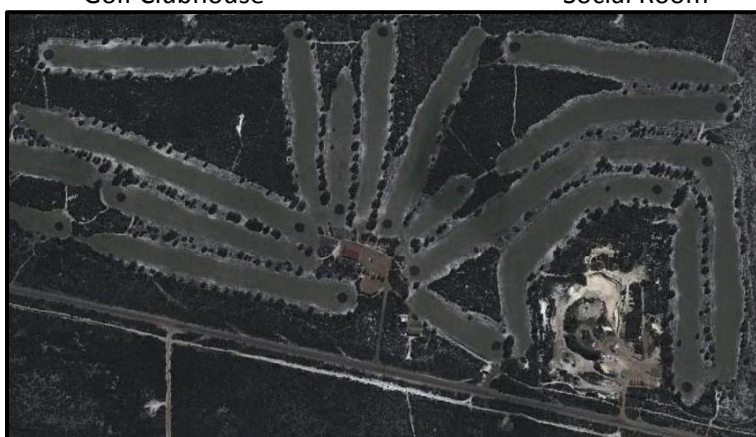
Golf Clubhouse



Social Room



Bar/Kitchen



Aerial View



Tee Off and Fairway

Location	Hamersley Drive, Hopetoun	
Description/Condition	<ul style="list-style-type: none"> 18 hole golf course (un-reticulated) with sand oil greens, very good condition. Large modern licensed clubhouse, very good condition. Recently upgraded storage. Community competition standard. 	
Usage	<ul style="list-style-type: none"> Open to public year round Saturday golf competition (12 noon tee off) 50 members total with 10-15 competitors in club competitions. 250+ casual non member visits via honorary system. Numerous receptions and functions throughout the year. 	
Strengths	<ul style="list-style-type: none"> The Club's course and clubhouse facilities are of a high standard and very well kept. Ample upgraded storage Provides a modern accessible function venue for the community. Course set in beautiful environment. Front 9 tee boxes are reticulated. 	Weaknesses <ul style="list-style-type: none"> Membership has not been growing in recent years. Lack of volunteers to staff the bar etc to maximise use of the facility.
Opportunities	<ul style="list-style-type: none"> Have completed reticulation on front 9 tee boxes, planning to reticulate back 9. Reticulation of clubhouse grounds. Progress the Club Plan Water sustainability measures Additional marketing strategies to widen target market 	Threats <ul style="list-style-type: none"> Competition with Ravensthorpe Golf Club Competition with other adventure sports i.e. enduro motor bikes. Licensing regulations making it difficult to attract volunteer bar staff. Future decline of membership or volunteers
Management	10 year Peppercorn lease held by Club, recently renewed.	
Comments	Small club but financial, sound position.	

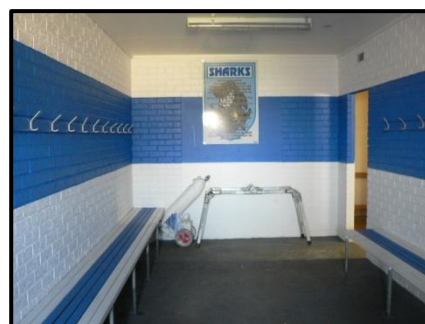
2.8 Hopetoun Districts Recreation Association Sporting Pavilion



Pavilion View from North



Pavilion View from Oval



Home Changeroom



Social Room



Kitchen



Rusting Door Frames

Location	Veal Street, Hopetoun	
Description/Condition	<ul style="list-style-type: none"> Pavilion is ageing (approx 30 years old). Appears to be structurally sound but showing signs of corrosion from salt in the air. Has modest kitchen and small bar, social room with capacity for approx 120, toilets and changerooms. Building is split level with raised views from social room overlooking the bowling green. Oval is at back of the pavilion, with only viewing from kitchen windows. Stairway access from bowling green to social room/kitchen. Playground adjacent the building. Bowls Club hosts high level regional bowling events 	
Usage	<ul style="list-style-type: none"> Shared use pavilion – Southerner's Sports Club (football, hockey, netball) and the Bowling Club. Bowls summer, Southerner's Sports Club in winter Available for hire to the community. 	
Strengths	<ul style="list-style-type: none"> Raised viewing over the bowling green (although facing afternoon sun) Centrally located in the reserve. 	Weaknesses <ul style="list-style-type: none"> No spectator viewing over the oval. Stair access to social room/kitchen from bowling green. Corrosion setting in Ageing – requiring significant refurbishment.
Opportunities	<ul style="list-style-type: none"> Provide spectator viewing to oval (e.g. verandah) Refurbishment to renew the facility 	Threats <ul style="list-style-type: none"> Difficult site to work with given differing levels of bowling green and oval. Future decline of membership or volunteers of key user groups.
Management	<ul style="list-style-type: none"> Under lease to HDRA Management Committee, due to expire in coming years. Lease agreement requires update and progression. 	
Comments	<p>Whilst clubs would like to see expansion of parts of the facility, this would be a costly exercise on what is already a functional facility, however, refurbishment and spectator viewing towards the oval is warranted.</p>	

2.9 Hopetoun Sports Precinct



Aerial View



Synthetic Green & Bowls Shelter



Multi-Use Outdoor Courts



Cricket/Hockey Oval



Skate Park/Parking



Cricket Practice Nets



Cricket Club Pavilion



Football Oval

Location	Veal St, Hopetoun (centre of town)
Description/ Condition	<ul style="list-style-type: none"> Cricket/Hockey oval 120m x 120m, fair/good condition (turf is patchy in outfield) Picket fenced, has small basic cricket pavilion/shelter in the north western corner. Synthetic wicket, good condition Football Oval – 172m x 125m, turf is in fair/good condition with bare patches in areas. Two training light poles Pavilion on western side of oval, changerooms on lower level. Practice cricket nets (2 synthetic wickets) on northern end. Multi-use outdoor courts, Very good condition <ul style="list-style-type: none"> 3 tennis, 2 BB/NB, acrylic hard court surface, lit Basketball poles not yet put up. Synthetic Bowling Green Next to Shared Pavilion, also has own equipment shed with spectator shelter and basic catering facilities, at same ground level as the bowling green. Basic skate park equipment on bitumen surface (new skate park being planned for 2014). Old multi-use outdoor courts (6 total, 1 used as skate park), very poor condition.

	Used as parking area. <ul style="list-style-type: none"> ▪ Skate park, portable ramps on bitumen surface, ageing, very basic facility. 	
Usage	<ul style="list-style-type: none"> ▪ Cricket reactivated in 2013, several social games played. ▪ Football/hockey/netball played in winter every third week. ▪ Bowls played year round, predominantly summer. 	
Strengths <ul style="list-style-type: none"> ▪ Central location for residents ▪ Collocated with Primary School 		Weaknesses <ul style="list-style-type: none"> ▪ Driveway/parking is poorly laid out. ▪ Old hard courts (including remaining basketball rings) are in very poor state, detracting from aesthetics ▪ Skate park is very basic, portable ramps on bitumen.
Opportunities <ul style="list-style-type: none"> ▪ Remove unnecessary hard courts ▪ Improve driveway and parking layout ▪ Upgrade the skate park 		Threats <ul style="list-style-type: none"> ▪ Future decline of members or volunteers of key user groups.
Management	<ul style="list-style-type: none"> ▪ All grounds apart from synthetic bowling green are managed by the Shire. ▪ Pavilion managed by HDRA. 	
Comments	A master plan of the precinct is required to guide future development.	



2.10 Jerdacuttup Sports Precinct



Aerial View



Community Hall



Playground Equipment



Hall Being Renovated



Old Tennis Shelter



Very Poor Condition Tennis Courts

Location	Jerdacuttup Road (behind Primary School)	
Description/Condition	<ul style="list-style-type: none"> ▪ Oval is in disused condition. Turf coverage is very poor and uneven. ▪ The Community Hall has been refurbished (Late 2012). ▪ Four bitumen tennis courts are in very poor condition with extensive cracking, weeds growing through and lumpy surfaces. Unsure if lighting still working. ▪ The Tennis shelter is in poor condition. Hit up wall in good condition. ▪ Playground equipment is relatively new. ▪ Sporting facilities are not currently in a usable standard, future use with upgrades would be for local social use only. 	
Usage	<ul style="list-style-type: none"> ▪ Oval appears to receive no use. No sporting clubs based in Jerdacuttup. ▪ Tennis courts little to no use. ▪ Hall managed by Jerdacuttup Community Association for community activities, meetings etc. 	
Strengths <ul style="list-style-type: none"> ▪ Hall has recently been renovated, is in very good condition. 		Weaknesses <ul style="list-style-type: none"> ▪ Tennis facilities and oval in very poor condition.
Opportunities <ul style="list-style-type: none"> ▪ Refurbishment of 2 tennis courts, removal of other 2 courts or convert to parking. ▪ Basketball/netball poles on one of the courts for casual community use. 		Threats <ul style="list-style-type: none"> ▪ Further declines in rural population due to increasing farm sizes
Management	Leased from Shire by Jerdacuttup Community Association	
Comments	Jerdacuttup residents play sports in Ravensthorpe due to close proximity, therefore there is no need for a competition grade oval	

2.11 Munglinup Equestrian Grounds



Main Arena Area



Dressage arena



Equipment Shed and Shelter



Officials Boxes

Location	Yorrel Street, Munglinup	
Description/Condition	<ul style="list-style-type: none"> Large paddock with jumps, arena barriers etc. Grass is overgrown. Equipment/shelter shed is quite new, very good condition. Basic toilet facility. Main arena has limited basic facilities including fencing and officials' boxes. Facilities suitable for community equestrian events. 	
Usage	<ul style="list-style-type: none"> Pony Club & Bushmen's Association. Bushmen's Association has 45 members, increased by 15 over past 5 years. Pony Club has 37 members (28 riders plus support personnel) Bushmen's currently use grounds 3-4 times per year. Pony Club meets on a monthly basis plus training clinics etc. 	
Strengths <ul style="list-style-type: none"> Pony Club shed in very good condition Large area of land. Strong and active management committee. Attracts members from a wide area. 		Weaknesses <ul style="list-style-type: none"> Lack of changerooms/toilets Lack of sheltered area and admin room Lack of storage space for Bushmen's Lack of permanent fencing Difficult to stage events without satisfactory basic amenities such as toilets and storage.
Opportunities <ul style="list-style-type: none"> Renewal of facilities required. Bushmen's Club has plans to develop a shed for storage, office and social space and the addition of a demountable changeroom facility. 		Threats <ul style="list-style-type: none"> Availability of demountable facilities ex mine site comes and goes. Plans rely on extensive voluntary contribution. Future decline of members or volunteers.
Management	Peppercorn lease held by Bushmen's Association, sub let to Pony Club.	
Comments	The Bushmen's Association is progressing plans to build a club shed, plans to do it without Shire assistance.	

2.12 Munglinup Golf Club



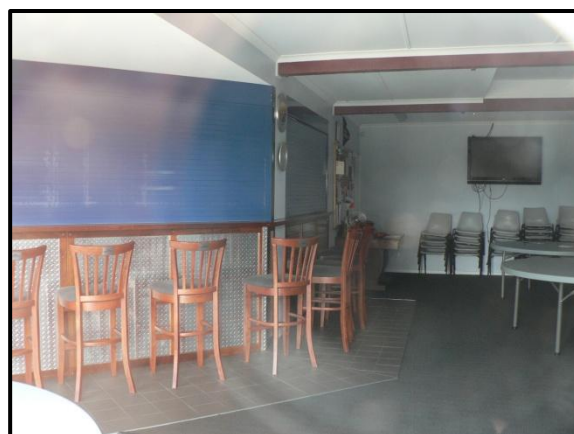
Golf Course Tee Box



Un-reticulated Fairways



Clubhouse with Fenced Play Equipment



Bar and Social Area

Location	Reynolds Road (Corner South Coast Highway), Munglinup	
Description/ Condition	<ul style="list-style-type: none"> 18 hole sand green golf course, non reticulated fairways. Very good condition. Clubhouse including social facilities, ageing but well kept, very good condition, refurbished in 2009. Overall the course is in very good condition, suitable for community competition. 	
Usage	<ul style="list-style-type: none"> Used by golf club and for school sporting activities during the winter. Good junior sports program through Active After School funding. 20 men, 8 women and about 10 junior members. Also a small number of casual walk on's. 	
Strengths <ul style="list-style-type: none"> Course and Clubhouse in very good condition. Strong management committee. 		Weaknesses <ul style="list-style-type: none"> Poor drainage in areas. Lack of storage.
Opportunities <ul style="list-style-type: none"> Require better storage for club and members equipment. Junior storage to support access and participation is also required. Improved signage and honour box system and better drainage on site will also improve the course and its usage. 		Threats <ul style="list-style-type: none"> Lack of volunteers Low membership numbers
Management	Peppercorn lease by Munglinup Golf Club	
Comments	Modest facilities kept in very good condition by a self sufficient club.	

2.13 Munglinup Sports Precinct



Munglinup Community Centre



Synthetic Tennis Courts



Disused Bowling Green



Synthetic Cricket Wicket



Old Playground



Disused Hard Courts

Location	Memorial Drive, Munglinup	
Description/Condition	<ul style="list-style-type: none"> ▪ Oval approx 175m x 130m, not being irrigated, turf is in poor condition, full of weeds. Low level training lighting. Suitable for local social use. ▪ Synthetic cricket wicket needs cleaning. ▪ Old hard courts at southern end of the oval, unusable condition requires removal (planned to occur late 2013) ▪ 4 synthetic tennis courts with lighting, very good condition. Lighting to be upgraded soon. Suitable for community competition. ▪ Multi-Use Community Hall Including Ambulance Base and Library, very good condition. Includes a large function room and verandah, centrally located between tennis courts, bowling green and oval. ▪ 1 natural grass bowling green, not currently used, not in playable condition. ▪ Old playground equipment in poor condition. 	
Usage	<ul style="list-style-type: none"> ▪ User groups include Munglinup Community Group, Munglinup Tennis Club, and St John's Ambulance. ▪ Munglinup Tennis Club meets every Saturday for social tennis for 6 months of the year. Junior Tennis training held after schools during Term 4 and 1. ▪ There is no longer any bowling, hockey, football or cricket held at the grounds. 	
Strengths	<ul style="list-style-type: none"> ▪ Excellent shared use community hall, very good condition. ▪ Tennis Courts in very good condition. 	Weaknesses <ul style="list-style-type: none"> ▪ Bowling green turf good but not in playable condition. ▪ Playground equipment in poor condition. ▪ Oval in poor condition.
Opportunities	<ul style="list-style-type: none"> ▪ Renew playground area 	Threats <ul style="list-style-type: none"> ▪ Declining volunteerism. ▪ Increasing size of farms resulting in more families leaving resulting in fewer members.
Management	Community Centre is managed and maintained by the Munglinup Community Group, which other groups are a part of including the Munglinup Tennis Club.	
Comments		



CONTENTS

1	SHIRE OF RAVENSTHORPE CONSULTATION DOCUMENT	3
1.1	SHIRE STAFF	3
1.2	WESTERN AUSTRALIAN FOOTBALL COMMISSION	5
1.3	SHIRE OF LAKE GRACE	5
1.4	SCHOOLS	6
1.4.1	<i>Ravensthorpe Senior High School</i>	<i>6</i>
1.4.2	<i>Munglinup Primary School.....</i>	<i>6</i>
1.5	SPORTS CLUBS.....	6
1.5.1	<i>Hopetoun and Districts Recreation Association.....</i>	<i>6</i>
1.5.2	<i>Ravensthorpe Basketball Association</i>	<i>7</i>
1.5.3	<i>Ravensthorpe Bowls and Golf Club.....</i>	<i>7</i>
1.5.4	<i>Ravensthorpe Tennis Club.....</i>	<i>8</i>
1.5.5	<i>Hopetoun Everett Golf Club</i>	<i>8</i>
1.5.6	<i>Lake King Winter Sports Club.....</i>	<i>9</i>
1.5.7	<i>Hopetoun Clay Target Club</i>	<i>9</i>
1.5.8	<i>Munglinup Tennis Club</i>	<i>10</i>
1.5.9	<i>Munglinup Bushmen's Association</i>	<i>11</i>
1.5.10	<i>Ravensthorpe Enduro Club</i>	<i>12</i>
1.5.11	<i>Munglinup Golf Club.....</i>	<i>13</i>
1.5.12	<i>Ravensthorpe Equestrian Club.....</i>	<i>13</i>
1.5.13	<i>Munglinup Pony Club.....</i>	<i>14</i>
1.5.14	<i>Ravensthorpe Hand Gun Club.....</i>	<i>15</i>



1 SHIRE OF RAVENSTHORPE CONSULTATION DOCUMENT

1.1 Shire Staff

Senior Shire Staff were consulted with throughout the course of this study including the CEO, Deputy CEO, Manager Recreation and Community Services and the Esperance/Ravensthorpe Club Development Officer. Key points raised in this meeting are as follows:

- The ovals in Ravensthorpe and Hopetoun are very good. No additional oval space is required.
- The Shire could benefit from annual sporting events that can draw participants from a wide area such as round robin type sporting carnivals. These events can be tourist drawcards and provide a boost to the local economy.
- In general the level of sporting facility provision for the Shire is adequate. The Shire has a fluctuating population from mining activity that comes and goes; however, participation rates in clubs sports are not expected to grow significantly in the future as mine workers have limited capacity to participate.
- Club football in the Shire is struggling (10 of the 15 regular season fixtures in 2012 were forfeited, with the Lakes Club not participating in any except the preliminary final). The Clubs struggle to field enough players for teams each week, and often include several juniors, veterans and occasional passers by for league matches. There is speculation that the Lakes Club may leave the Ravensthorpe Football Association (currently made up of three clubs), which would render the competition unviable, thus senior football and potentially junior football could cease to exist in the Shire.
- There are limited pathways for juniors in sports due to limited senior competitions.
- A master plan is required for the Ravensthorpe Recreation Precinct to properly plan for future facility additions/changes such as the development of a playground. Previous facility development has missed out on sharing opportunities due to poor placement at the reserve.
- The golf and bowling clubs in the Shire are generally doing well.
- The Hopetoun Multi Purpose Sports Pavilion is ageing and is due for some refurbishment. Spectator viewing toward the oval would also be beneficial.
- The Shire is planning the development of the Hopetoun Community Centre which will accommodate multiple services for the community and have a hall with capacity for 300 in theatre style seating. It will be the main function venue for the Town and is due to be constructed in 2013/14.
- The Shire does not have an asset management plan that covers leased sporting facilities. They are mostly peppercorn lease arrangements where clubs look after day to day maintenance requirements, and can seek Shire assistance for major maintenance items.
- The Shire has allowed for 40% of the Manager of Recreation and Community Services to be spent towards managing the REC & SC and also a 0.5FTE Recreation Administration Assistant to assist in the management of the REC & SC until the management committee is able to do so on its own.
- The REC is the function centre for the Town. The Shire recognises that the scale of the facility is too large for a multi-sport management committee to manage on its own given the small population base from which to draw volunteers and members.
- The other towns that have shared facilities are generally effective in managing their facilities through multi sport management committees, which is the Council's preferred management model.



- The Hopetoun Primary School does not have an oval of its own and uses the adjacent Shire ovals for school activities.
- A new Manager of Recreation and Community Services has recently been appointed (October 2012). He has been proactive in meeting with community sporting groups to ascertain their needs. The following issues were discussed:
 - The Club Development Officer Scheme which is currently shared with the Shire of Esperance requires an in-depth review to ensure satisfactory value and outcomes are achieved for the Shire of Ravensthorpe.
 - Only a small number of the Shires club's are actively using the CDO's services. Clubs in the Shire require significant face to face time to develop a relationship with the CDO which isn't happening under current arrangements.
 - Business planning is difficult for the Shire's small clubs due to volunteer time constraints and commitments to family, business and other clubs. The clubs are small and social in nature, and will often place strategic planning and the whole grant application process in the 'too hard basket.' The Shire does provide assistance to clubs to put business plans together. The MRCS has been assisting in this regard.
 - The Shire would like to see some forward strategic thinking from their clubs, even at a basic level. This could include some kind of basic annual survey the clubs fill out that asks what their current and future facility needs and plans are.
 - The Shire has a good level of human resources dedicated towards sport and recreation including the part time CDO, Manager of Recreation and Community Services (MRCS) and the part time Administration Support Officer for the RECMC and MRCS. It is important for the Shire to ensure these resources are being used as efficiently and effectively as possible.
 - The Shire's fees and charges for sporting facilities (focussed primarily on the REC) are low. The Shire does not recoup much from the Clubs. Affiliated Clubs do not pay for use, as each Club member pays an annual fee of \$50.00. Children do not pay if one of the parents is a member already. Guests of the affiliated Clubs do not pay either (although Associations may charge a fee).
 - It is also noted that a high percentage of members from one affiliated club are also members of the next club, so each person is only charged once for an entire year of sports. A user pays or partial cost recovery model of some sort might be considered.



1.2 Western Australian Football Commission

Brent Sheridan, Great Southern Regional Manager

Brent Sheridan was consulted in regards to the state of the Ravensthorpe and Districts Football Association (RDFA).

- Whilst many League games were forfeited officially in the 2012 season, most weeks a game was played informally. The Lakes Football Club in particular had difficulty in fielding a League team this year.
- The RDFA, along with many other rural districts, are experiencing similar difficulties with falling participation as farms become bigger with fewer workers, and many young adults are attracted to shift work on the mines. It is something the WAFC is working to address.
- Junior football is healthy in the RDFA; it is not until the children start leaving for university and work that participation becomes a problem.
- The RDFA has been adept at adapting and modifying their rules to ensure games are played most weeks.
- Cadbury AFL 9's may be an option in the future for the RDFA. It is a 'Touch Rugby' version of the game that is more accommodative of players of all skill levels, as well as allowing mixed football to be played, and thus may provide an option for senior football into the future as the pool of League capable players continues to decline.
- Lighting is seen as a key aspect of assisting football participation in rural communities into the future. It will give communities much more flexibility in scheduling matches to meet the needs of shift workers, and creates the possibility of summer football.

1.3 Shire of Lake Grace

Lee Holben, Manager Community Services

The Shire of Lake Grace was consulted in regards to trends in sports participation in their local area, as changes in participation rates may impact on Ravensthorpe District competitions (i.e. football, netball, hockey). Lee Holben, Manager of Community Services provided the following information:

- Sports club participation has been declining in the Shire noticeably over the past 5-6 years.
- One of the major causes is a recent trend of mothers moving to a nearby regional centre (i.e. Albany) with the children to enable them to access the desired school, and coming home during holidays. This growing trend is having a significant impact on the number of participants and volunteers able to run club sports.
- The trend of families moving away for schooling is having a snowball type effect, as pupil numbers in the smaller schools are dropping below the minimum threshold, forcing them to close, which in turn forces more families to move away for schooling.
- Clubs are merging to stay viable, where possible.
- Lake King sporting clubs are struggling; their future continuation is on a year to year basis. It appears that conditions for sports Lake King will continue to become more difficult in years to come.



1.4 Schools

1.4.1 Ravensthorpe Senior High School

Kate Wilson, Principal

The Ravensthorpe Senior High School was consulted in regards to its facility usage and needs.

- The school is generally happy with its facilities. It would like to re line its basketball courts and develop some cricket nets.
- The school makes use of the REC nearly every school day. It is an excellent facility; however, it would be highly beneficial if the oval had a grandstand for children/spectators to be seated and out of the sun/weather.

1.4.2 Munglinup Primary School

Rachel Gibson, Registrar

The Munglinup Primary School was consulted in regards to its facility usage and needs.

- The School has 19 students currently and has 15 enrolled for 2013.
- The School makes use of community facilities including the golf course during winter and the tennis courts during summer.
- Children and their families travel to Esperance to participate in sporting activities as the town has insufficient population to have sporting teams itself.
- The School uses the Munglinup Town Oval for sports days. Volunteers maintain the oval.
- The facilities available to the School are adequate for its needs.

1.5 Sports Clubs

1.5.1 Hopetoun and Districts Recreation Association

Barry O'Donoghue, President

Facility Usage

- The Hopetoun Sporting Pavilion is used by the Bowling Club during the summer and by the Southerners Sports Association during the winter which consists of football, netball and hockey.
- Bowls also has a shed by the bowling green which is licensed.
- Within Hopetoun the only other function venue option is the Golf Club at the present time.
- The capacity of the pavilion is approximately 120 which is related to the number of toilets available.

Facility Needs

- The pavilion is suffering significant corrosion from the salt in the air. Any upgrades or new developments should be developed with corrosion resistant materials.
- The HDRA reports the main needs for the facility are a larger social room, kitchen and bar and the provision of viewing over the football oval to the west (currently viewing only to the bowling green in the east. The toilets and changerooms are generally adequate but require refurbishment.



Additional Comments

- Whilst current lease arrangements recommend that the HDRA hires out the pavilion for social functions, the pavilion does not often get hired out as the Association feels that it is not a desirable function venue in its current condition.

1.5.2 Ravensthorpe Basketball Association

Natasha Cale, President

Membership

- Strong growth (200%+) in the league over the past few years.
- Women have grown from 0 teams to 5 teams.
- Men have grown from 2 teams to 6 teams.
- There are now 95 juniors 4 – 16 years. Previously were no 13-16's. Now there are 30.
- Increase is due to a new proactive committee.

Facility Usage

- Basketball is played in 1st and 4th term.

Facility Needs

- Playground
- Upgrade some of old outdoor basketball courts to multi-use courts to facilitate carnivals etc.

Strategic Business Plan

- The Association is currently working with the Shire on a Club Business Plan.

1.5.3 Ravensthorpe Bowls and Golf Club

Membership

- Over the past 5 years membership has decreased by around 30%, from 100 members to approximately 70.
- Membership is split approximately 50/50 between golf and bowls.
- Hope to keep membership numbers steady or grow in future years.

Facility Usage

- Golf is played during the winter, bowls during the summer.

Facility Needs

- The Club is generally satisfied with the facilities, they are in good condition.

Asset Replacement Fund

- The Club is setting aside funds for asset replacement including the synthetic green surface.

Greatest Challenges Facing Club

- Trying to get committee members is always a challenge.

Additional Comments

- The Club is financially self sufficient.



1.5.4 Ravensthorpe Tennis Club

John Fletcher, President

Membership

- Social tennis club with approximately 15-20 members.

Facility Usage

- Play on Sunday afternoons from 2pm to dusk.

Facility Needs

- New fencing on fourth side of courts.
- Fenced play area on car park side of clubrooms to keep children safe.
- 2 light poles need maintenance.
- 2 new nets required, poles are all good.
- Clubroom is in relatively good condition and functional.

Strategic Business Plan

- The Club is finalising a Club Business Plan it has been preparing in conjunction with the Shire.

1.5.5 Hopetoun Everett Golf Club

Keith Roy, President

Membership

- Have 50+ Members including competition play and a further 250+ casual non-member visits through the honour system each year.
- Membership numbers have not increased for some time.
- 10-15 players play in the Club competitions.
- Numbers have increased by a few players over the past few years due to an influx of workers at the mines.

Facility Usage

- Open and maintained all year for competition and casual use by members and the public using honour system.
- Has a 10year lease recently renewed and look after facility to a high standard
- Hold and let out facility for numerous receptions and functions each year

Facility Needs

- Reticulation on Back 9 tee boxes.
- Potential sustainable water use infrastructure
- Reticulate turf around the clubhouse.

Facility Plans

- The Club is planning to put reticulation on to all the tee boxes (has recently installed reticulation on the front 9).

Greatest Challenges Facing Club

- Lack of volunteers to staff the facility full time and run bars and activities



Strategic Planning

- The Club is currently working on a Club Plan with the Shire of Ravensthorpe.

Additional Comments

- The Club is financially healthy with significant savings in the bank. Money is raised through functions at the Clubhouse.

1.5.6 Lake King Winter Sports Club

Lindsay Brownley, President

Although the Lake King Winter Sports Club (LKWSC) is based in the Shire of Lake Grace, it was consulted as it participates in the Ravensthorpe District football, hockey and netball competition along with the Ravensthorpe and Hopetoun Clubs, and any significant change in its future participation in this competition would have an effect on the Shire of Ravensthorpe Clubs. The following information was provided:

- It is becoming harder and harder to attract adult participants as the young adults are not returning from the City back to the country as they once used to. The youngest football player in 2012 was 26 years old, who will not be present for the 2013 season.
- The increasing size of farms that use more advanced machinery and less labour is reducing the local population, particularly of young adults which make up a large proportion of players in club sports.
- The future of the LKWSC is unknown; the Club takes it year by year as it has done for the past 10 years or more.
- Scratch matches are played when in sufficient team numbers for football can be fielded. This is not just an issue for the Lakes team.
- Football has other options to consider enabling some form of the game to be played if League football becomes unviable. The AFL 9's game could be used and adapted (i.e. with more players) as an alternative option for football.

1.5.7 Hopetoun Clay Target Club

Keith Roy, Vice President

Membership

- 20-25 members, increasing due to proactive committee, inviting other clubs and organisations to come and use facilities.
- Expect continued growth in the future.

Facility Usage

- Club is having inaugural grand opening shoot in January 2013, with around 80 – 100 shooters expected and 40 caravans.
- Monthly club competition, members can practice as required.

Facility Needs

- 1st priority is a 20kva generator as there is no power to the site, and it is difficult to borrow/hire a generator as required.
- Has 2 traps, wants to purchase 1 more.



Facility Plans

- New facilities have recently been built largely by the contributions of several members and funds from BHP, including 4 national standard layouts and a clubhouse. The verandah is being cemented and a lean to being constructed in January 2013.

Greatest Challenges Facing Club

- The Club has significant debts from members' loans which must be repaid.
- Grants processes are very onerous on clubs in general. It is disheartening to go through a lengthy process only to be told that the project doesn't qualify for consideration. The forms are confusing.

Assistance Required to Meet Challenges

- Assistance in identifying funding and grant opportunities and in filling out the application forms.
- Financial assistance wherever possible.

Additional Comments

- The Club reports the regulations and requirements required by funding agencies provide strong disincentive to apply for funds.

1.5.8 Munglinup Tennis Club

Kieran Barrett, President

Membership

- The Club has 22 juniors which has been stable over the past 5 years and is expected to remain so in the future.
- The Club has 35 seniors which has declined by approximately 10% in the past 5 years, and is expected to recover over the next 10+ years. Some of the young people that have moved away in the past for education etc are expected to return with their families in the coming years.

Facility Usage

- The tennis club alone uses the Munglinup Community Centre and courts every Saturday for 6 months of the year for social tennis. Junior tennis training takes place weekly after school and runs during terms 4 and 1.

Facility Needs

- New playground is required as existing is in very poor condition.

Facility Plans

- Hope to begin planning for a new playground for younger and older children.
- Funded through the MCG and funding applications.

Asset Management Plan

- The Club does not have an Asset Management Plan but would like assistance in developing one.

Asset Replacement Fund

- Funds are being held in a term deposit for asset replacement needs as required.



Strategic Business Plan

- The Club does not have a Strategic Business Plan but would like assistance in developing one.

Greatest Challenges Facing Club

- Declining school numbers.
- Increasing size of farms and machinery results in less people being required to run them, therefore less people in the community.
- Ageing community, less younger people returning to the country.
- Huge pressure on volunteer involvement, people are required to volunteer their time for a lot more in order to comply with 'red tape' etc and help things run smoothly.

1.5.9 Munglinup Bushmen's Association

Jude Mills, Secretary

Membership

- 45 members all ages, having increased by 15 from 5 years ago.
- Growth seems to have come from people interested in Team Penning, an event involving the rounding up of cattle on horseback which is an easier event for less experienced riders to participate in.

Facility Usage

- Currently the Bushmen's Assoc uses the Munglinup Equestrian Ground for three or four events per year.
- The Pony Club uses the grounds on a monthly basis as well as additional training clinics that are conducted from time to time.

Facility Needs

- Currently the Bushmen's Club only has a sea container for storage at the grounds. The Pony Club has recently built an equipment shed. The Bushmen's Club reports a need for the following:
 - Changerooms and toilets.
 - Shed for storage/social area.
 - Office.
 - Fencing of main arena and yards.
 - Power upgrade.
- The Club reports that the lack of permanent facilities hampers the ability to hold events there as it takes considerable effort to setup and breakdown the equipment and fencing. The development of permanent facilities will likely result in a greater frequency of Bushmen's events being held there.

Facility Plans

- The Club is progressing plans for a shed facility including changerrooms and toilets, office and a large storage area used as a social area on event days. A shed of approximately 15m x 9m and a demountable toilet/shower block are being considered and quotes have been received. The Club reports that all works, including the power and plumbing requirements have been costed at \$80,000 according to quotations.



- The club is progressing funding and grant opportunities with DSR and Lottery West, and does not intend to seek funding from the Shire.

1.5.10 Ravensthorpe Enduro Club

Chad Francis, Treasurer

Membership

- 80-90 memberships – with some that are family memberships.
- Membership is solid with some growth coming from Hopetoun residents.
- Over 120 can be present on main event days including support crew etc.
- 5-15 riders are present at standard riding sessions at the Club's tracks.

Facility Usage

- The Club meets monthly and has several special events through the year.
- The marquee event is the Rat Run which is a 150km ride through National Park land on existing trails.
- The Pony Express event is held on the Club's leased land.
- Other events include the Jungle Run and the Annual Pilgrimage
- Riders come from all parts of the State for some events including Perth, Kalgoorlie and Newman.
- The Club and the events it holds are non-affiliated.

Facility Needs

- The Club is generally satisfied with its facilities; however, it requires improved ablutions to ensure it is a family friendly venue for males, females and children. The existing toilets/showers are in poor condition. The female toilets do not have showers.

Facility Plans

- The Club has been planning for acquiring second hand demountable toilet/shower buildings at an approximate cost of \$90,000. The Club has \$30,000 and is seeking 2/3 funding which it recently missed out on.

Strategic Business Plan

- The Club is considering the development of a strategic 5 year plan.

Additional Comments

- The Club is self sufficient and has a strong committee.
- The Club is keen to have a strong junior membership base and promote responsible riding as it is highly aware of its responsibilities to the environment when trail bike riding through national park areas. As such the Club ensures that their bikes are clean before riding to prevent spread of disease. It also does not have a licensed bar nor is seeking to develop one.
- The Club is not affiliated with any State or National organisations as this would dramatically increase the annual membership fees for members.
- The Club is able to fund raise as required for significant items for the Club and conducts fundraising activities such as cleaning harvesters.



1.5.11 Munglinup Golf Club

Membership

- The Club has 20 men, 8 women and about 10 junior members. Also a small number of casual walk-ons.
- Have a good Junior Sports program through Active After School funding.

Facility Needs

- Improved signage.
- Improved drainage.
- Recent Pavilion upgrade about 4 years ago, very good condition
- Storage for Club, members' and juniors' equipment.

Greatest Challenges Facing Club

- Lack of volunteers to keep it running is a threat

1.5.12 Ravensthorpe Equestrian Club

Ron Ross, President

Membership

- The Club has fluctuating membership. It currently has 10-15 family memberships.
- Members come and go due to a transient nature of the workforce (i.e. teachers, public servants, farm hands etc). The Club does not seek to take away junior members from the Munglinup Pony Club.

Facility Usage

- The Club meets each month. Often it is to go for a ride along trails through the country side.

Facility Needs

- The Club requires toilet facilities as it does not have this as yet. People need to go into town to use the public toilets there, which is a disincentive for participants and spectators. The nearest toilet hire is from Esperance which is expensive and burdensome.
- The Club is satisfied with its other facilities including grounds and clubroom/storage with shade sail shelter.

Strategic Business Plan

- The Club does not have a Strategic Business Plan but would be interested in conducting one if the Shire were able to assist.

Greatest Challenges Facing the Club

- It is difficult finding attracting members that stay for a long period of time. The local workforce has a high turnover (teachers, public servants etc). The core members are ageing and gradually leaving.
- The Club does struggle with finances from time to time when membership is low because bills such as insurance have to be paid. However, the club manages. The Club undertakes fundraising and provides voluntary labour as required for significant projects.



1.5.13 Munglinup Pony Club

Karla Williams

Membership

- The Club currently has 37 members (28 riders aged 3-21 plus support personnel).
- Membership fluctuates from around 25-40 as families come and go.
- Members come from a wide area, as far east as Condingup as no other clubs take members as young as they do.
- Membership is expected to continue along these trends into the future and may grow as facilities improve, making the facility more attractive for participants in the future.

Facility Usage

- The Club meets monthly and also has training clinics throughout the year.
- The Club also brings down specialist instructors from Perth once or twice a year.

Facility Needs

- The Club has a need for club amenities including a social area, water and power and ablutions. These needs are shared with the Bushmen's Association. It is very important to have these facilities to make it family friendly and welcoming to all members of the community. It will make events easier to hold in the future.
- In the long term the Club will need more storage area and an equipment trailer with a storage bay to park it in.

Facility Plans

- The Club supports the plans of the Bushmen's Association to develop a shed that includes a social area and ablutions. It would be of major benefit to both organisations.

Strategic Business Plan

- The Club is currently working with the Shire on a Club Plan.

Greatest Challenges Facing Club

- The lack of facilities currently experienced is a major challenge for the Club as it makes it difficult to host events and adequately accommodate participants and spectators alike.
- Attracting coaches is also difficult due to the distance from Perth; it is very costly to do so, so the Club is limited to one or two visits by a professional instructor each year.

Additional Comments

- The Club is financially in a solid position with some reserve funds in the bank, plus is able to fundraise and provide voluntary labour as required.



1.5.14 Ravensthorpe Hand Gun Club

Ray Edwards, President

Membership

- Currently 22 members.
- Has declined down from around 30 to 15 in recent years due to some long time member families leaving; however in 2013 numbers have picked up. The Club hopes the trend will continue.

Facility Usage

- The Club meets fortnightly on Sundays running from 9:30am to 5:00pm.
- The Club also hosts the State Championships every 4th year.
- Members have keys to use the facility for practice.

Facility Needs

- The Club has the facilities it requires and is satisfied with them, however, it requires a larger (20KVA) generator set to fully meet its power requirements. It has been priced at approximately \$10,000. The current set is too small for larger events which requires a set to be hired in and wired up by an electrician each time at considerable expense.
- The club has recently added a new demountable toilet facility including disabled access which has been very good for the club.

Facility Plans

- The Club does not have plans for facility upgrades other than acquiring a new generator.

Strategic Business Plan

- The Club does not have a Strategic Business Plan; however it would be interested in completing one if assistance could be provided.

Asset Management Plan

- The Club does not have an asset management plan however its facilities are modest and simple and easily maintained with voluntary labour from club members.

Greatest Challenges Facing Club

- The greatest challenge that was facing the club was membership decline, however a number of new members have joined this year which has been a significant boost to the club. The trend of increasing farm sizes has led to farming families leaving which who tend to make up the core membership of local clubs, so their loss is strongly felt.

Additional Comments

- The Club is financially sound and has some savings in the bank.