

Goomalling Recreation Hub Master Plan

Situational Analysis

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Client: Shire of Goomalling

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1.0 The Goomalling Recreation Hub Master Plan

1.1 Introduction

The Shire of Goomalling (Shire) is a rural location approximately 132km north - east of Perth, with a stable population of approximately 1100 persons. There is likely to be an increase in population due to its proximity to Northam and Perth and housing affordability within the Shire.

The development of a Goomalling Recreation Hub Master Plan (master plan) will focus on the provision of all sports, recreation and community facilities and services within the Shire and address the long-term needs of the associated clubs, local and broader community.

The Goomalling recreation grounds (hub) are the main community, sports and recreation precinct within the Shire. Located within the Shire's town site, the hub is a highly valued precinct by the community both for its facilities, services and significance as a contemporary community space.

Goomalling has become a desirable destination for retirees looking to relocate to a well serviced community with affordable land and housing. There has been a gradual change in the aspirations of our young people with more wanting to live and work in Goomalling. Steady increases in population will allow for the ongoing development of goods and service providers and increase the sustainability of our town.

1.1.1 What is a Master Plan?

A master plan provides the vision for the site and the associated facilities and services, identifying what it should look like and how it should function into the future. It establishes a strong and consistent direction, providing a framework for ongoing improvement. It considers the interrelationship between:

- Current performance and condition of the facilities and associated amenity within the hub.
- Current character and functionality of the site/hub.
- Community need and expectations.
- The realities of economic, social, environmental, cultural, political and regulation context of the time.

The outcomes will produce a master plan that considers and balances the needs of the community across a range of conflicting influences. The master plan does not suggest that all elements of the plan should proceed immediately. It is important to note that the intent of the master plan is to provide a framework for future development of a facility over a period of time so that ad hoc improvements are avoided and community use and long term viability are maximised.

1.1.2 Vision

To create a vibrant cohesive resilient community where all people are valued contributors, respected for their unique identity and share their skills to create thriving and empowered community.

“The provision of a range of innovative services and infrastructure, that positively contributes towards the Shire of Goomalling's character, vitality and sense of place whilst enhancing the community's health and wellbeing”

1.2 Master Plan Aim and Objectives

A master plan is an evolving, long term planning document that establishes the framework and key elements of the hub reflecting a clear vision which is formulated in an open and informed process with key stakeholders. It brings together the views and aspirations of the Shire and community representatives and provides a realistic plan for implementation.

The master plan will:

- Determine the design principles based on industry benchmarking, demographic changes and anticipated future growth.
- Identifies strategies for development (phased implementation) and potential funding sources.
- Provide a development schedule clarifying which decisions need to be made early and the likely time scale to research core site elements; obtain approvals and develop a more detailed understanding of how to address current site constraints.
- Establish the guidelines for future designers / architects who will be engaged to develop the detailed design of the hub.

The hub is home to various community, sports and recreation facilities varying in age, functionality and condition. The majority of the facilities within the hub don't meet present day trends, and resilience to change for the ever-changing demographic of the Shire. The master plan outcomes will consider the need for facilities, services and recreation opportunities to increase participation for all within the local area.

To appropriately plan for and manage the facilities infrastructure and services, the Shire needs to better understand:

- What is the role in the provision of sports and recreation facilities and services now and into the future within the precinct?
- Where and what are the current gaps in service delivery and spaces/ facilities?
- What sports, recreation and community facilities are needed into the short, medium and long term, within the Shire?
- What will be the short, medium and long-term infrastructure and service priorities?
- What infrastructure and services can provide a good return on investment?

The master plan will result in a concept design that captures the outcomes and priorities from the questions above. This concept will assist in establishing a base for the Shire and other providers to prepare, plan and deliver sports, recreation and community infrastructure and services that meet changing population requirements and needs of the Shire community. The objectives of the project are to:

- Assist the Shire and other providers with a better understanding of the current and future community needs sports, recreation and community facilities.
- Provide council and other providers with sound baseline information regarding the condition and availability of the existing infrastructure and services.
- Assist council in understanding the cost implications in the provisions of refurbished, redeveloping or constructing new facilities.
- Assist council in understanding the various management models that can be considered.
- Stakeholder engagement needs to be appropriate to achieve a robust and implementable the master plan.

1.3 The Approach

Like other infrastructure and services provided by Government, the precinct acts as major community, sports, recreation and community precinct and service, which faces continual challenges to improve efficiencies and effectiveness. Funding for the provision of built infrastructure and the delivery of services is testing the ability of the Shire to meet community needs, address changing demands and expectations, and embrace evolving models of facility and service provision, and do so in a way that is financially sustainable. A key aspect of local governments’ ability to meet this challenge is to think and act strategically through long term planning for how to best provide infrastructure and services, such as sports, recreation and community facilities, for changing and growing communities.

The approach adopted for the Shire recreation hub master plan:

Figure 1 Approach



1.4 Acknowledgements

AECOM would like to acknowledge the contributions of all those who participated in the development of the Plan, in particular Tahnee Bird who provided invaluable advice, information and assistance when required. The master plan process in which was fully funded by the Shire has created a beneficial support for all the community and groups within the Shire.

1.5 The Recreation Hub – Site/ Characteristics

1.6 Introduction

The site has multiple functions consisting of two sports playing fields, six tennis/ netball courts, gymnasium, community recreation centre, playground, community garden, hall and day care. The site is only accessible the north-eastern corner of the site from Quinlan street, and has limited parking and struggles to meet the needs of the community when finals/ events occur at the recreation precinct

Located within the Goomalling town site the hub is in excess of 6ha and managed by the Shire. The hub is situated on land zoned 'Recreation' and 'Civic Cultural' under the Shire of Goomalling Town Planning Scheme No. 3. Refer to Figure 3 Goomalling recreation grounds precinct land use map

The site is characterised by its various uses of sports, recreation, education and aged care service, with a major road barrier (Quinlan Street) cutting through the hub. The hub is split into two zones:

- North of Quinlan Street (community precinct): the area is recognised as a youth / art precinct, characterised by a community garden, operations shed, carpark and hall (used for children services, youth group, day care and senior's services).
- South of Quinlan Street (recreation precinct): is recognised as the sports and recreation zone, this zone is heavily utilised and is the major recreation hub for the Shire.

1.6.1 Characteristics

The community precinct:

- Hall and youth spaces
- Child Care facility
- Community Garden
- Car park

The recreation precinct:

- Contains a diverse range of facilities and services with the main entrance to the site via Quinlan St on the north- east corner of the precinct.
- Immediately adjacent to the entrance is a fenced playground facility with shade sails and picnic tables.
- North West of the recreation site the new Community Recreation Centre (CRC) and synthetic bowling green, this modern facility facilitates the majority of social and community events for all clubs and organisations, being the central focal point of the entire precinct.
- South of the CRC is the gymnasium and changing facilities for the Football/ cricket oval.
- The oval is in a central location of the precinct east of the CRC and changing facilities, the oval is fenced. Recently the Shire has updated the irrigation to the oval, as well the oval provides lighting infrastructure for up to training purposes.
- In the most southern part of the site is the hockey, BMX, tennis and netball club facility. The BMX track is located to the south of the netball and hockey facilities, providing a dirt track for the Shire community.
- The hockey site provides a grass pitch and shelter facility for players and spectators, using the tennis club house and change room facility to the east for all other uses.
- The tennis and netball club and a conjoined use, providing 6 courts, change room, club house and canteen facilities.

The diversity of use creates it as a heavily utilised regional recreation and sporting open space.

1.6.2 Context

The site is well located for within the Shire, and easily accessible by the two primary schools located within the town site. Not all Shire sports and recreation services are provided within precinct, this may be an option to explore for future implementation and development of the site.

The site lacks vegetation within its immediate location, although is boarded by mature trees. The southernmost part of the site is heavily vegetated and is recognised as a black cockatoo breeding area. The precinct provides adequate open space for the community, groups and organisations with other open space sites located at the primary schools within the Shire.

1.6.3 Regional Context

The Shire is highly depended on the recreation precinct, as it is the major community, sports and recreational use within the Shire. The Shire is recognised for its agricultural landscapes and proximity to Perth providing a great holiday or day trip destination. The town is located approximately 132km from Perth and a 30 minutes’ drive from Northam. Recognised as the only sporting reserve precinct within the Shire (besides the schools) and covers approximately 6.1 hectares of land. The Shire is home to approximately 1000 residents, a part of the Avon region and is bounded by Dowerin to the east, Northam to the south, Toodyay and Victoria plains to the east and Wongan Ballidu to the North.

Figure 2 Goomalling recreation ground precinct regional context map



1.7 Recreation Hub site / facilities

The site has a diverse range of community, recreation and social facilities and service which include:

- Goomalling Memorial Hall – used for youth services & senior service
- Store Shed
- Community Garden
- Synthetic bowling green
- Community recreation centre (CRC)
- Change rooms
- Gymnasium
- Cricket nets
- Hockey club
- Tennis/ netball club
- BMX Pocket park
- Playground
- Oval

The diversity of services provides for the immediate and broader Goomalling community. Some of the sites assets are nearing the end of their useful life and not meeting the needs of the current and future stakeholder's needs. The need for multi-purpose, resilient and intergenerational group of facilities is needed.

Figure 3 Goomalling Recreation Hub land use map



1.7.1 History of the Site

Goomalling was initially discovered in the early 1800s but was not developed or colonised due to the lands mainly comprising of sand plains and scrubs. George Slater took the first pastoral lease in 1855 and used his homestead as a tourist destination. Furthermore, he requested a school in 1868 which was knock back, so he decided to engage a teacher from the Slater family to teach the children in the district.

During the gold rush Slater offered his homestead as accommodation for passers through, it was known as the Pioneers' Pathway to the Yilgard goldfields. In 1902 the railway extended from Northam to Goomalling, the opening of the railway declared Goomalling as a town. The next year 30 blocks were offered for public auction, which created an expansion and thriving community surrounding the immediate town site.

In the 70s and 80s saw a decline in farm labourers and their families reducing the population of the area. Over the years the Goomalling population has steadily grown, supported by services and facilities, both private and government enterprises. Goomalling has become a desired destination for retirees, as well as a recent shift of young people who are more willing to live and work in Goomalling, this has created a steady increase in population and the ongoing development of the Shire.¹

1.7.2 Planning Controls

The Shire is conferred upon the Town planning and Development Act, 1928 and hereby any development, setting aside of land for future public use and other matters authorising the act here by makes the Town planning scheme No. 3 the model scheme text for the Shire.

Appendix B, outlines a more detailed site analysis, under the town planning scheme, the land is zoned as recreation – and is a restricted zoning. Other uses which are permitted by the Stakeholders and community which are considered within the project are zoned civic and cultural (this refers to the war memorial hall located adjacent the site).

1.7.3 Implication of the Site Analysis

Throughout the site analysis, both the regional and local context of the precinct was taken into consideration. Figure 3 outlines the mixture of uses within the recreation, youth, arts and sporting precinct. The site is recognised as the entertainment hub for sports and recreation for the Shire and broader community.

The site has changed over time, although remains to be a part of the social, sports and recreational aspect of the Shire. The diverse use of facilities enables it to be an intergenerational precinct. The site is situated within the eastern part of town site, and connects the residential town site and community to adequate sports and recreation facilities.

The following points were identified during the site analysis phase:

- Poor access for all, with restricted entry points to the facilities.
- Access and egress into the site is dangerous when there are pedestrians/ users of the playground located within the area.
- Playground location is poor, doesn't connect to any facilities and or assets within the precinct.
- Some assets are ageing and meeting the end of their useful life, as well don't meet the current needs and arrangements for current stakeholders/ users in the community.
- Assets lack resilience and the changing need for trends and demographics of the Shire
- Disconnect between assets within the precinct.

¹ <http://www.goomalling.wa.gov.au/history.aspx>

1.8 Situational Analysis

This section focuses on the current situation or existing conditions of the community and facilities. It includes analysis of the existing community profile, looks at the physical distribution of key characteristics, summarises key community needs identified through consultation and previous research and studies, examines existing community facilities including their location, condition, use and cost, and considers non-local government provided community facilities and their potential role in providing community space. It concludes with a summary of the key issues related to the current situation of community facilities including implications of the existing conditions for future community facilities planning.

Current user groups and associations

The sports and recreation precinct is made up of the following facilities and services:

- Town hall: is one of the major and highly utilised facilities within the recreation ground for multiple uses, such as youth and aged services, community performances and other general uses.
- Community garden: is in the western corner of the community precinct and also very disconnected from the site and community precinct. The garden provides a recreational use for the community to grow and harvest produce.
- Children services: which is known formally as the Gumnuts, is a child care service located at the back of the Town hall, providing a day care service for children.

The sports and recreation precinct is made up of the following facilities and services:

- Goomalling Community Recreation Centre (CRC)
- Goomalling Community Gym
- Goomalling Sporting Complex – For tennis/ netball and hockey
- Goomalling Bowling Club - synthetic pitch
- BMX track
- Oval – AFL & Cricket
- Tennis/ Netball courts

Financial and Operational Performance

- The overall operation of the facilities promotes strategic promotion and partnerships.
- Meeting the needs of a changing socio demographic population.
- High cost to maintain the facilities, with some assets nearing the end of their useful life.
- Some assets have low return on investment and or low vested interest of use, due to the quality of the facility.
- The current site and facilities are seen to be underperforming, due to disconnection, lack of resilient and multi-purpose facilities.
- High asset maintenance costs relating to the ageing facilities, maintenance and management.
- Current demographic trends, shows the lack of young people being retained within the Shire, there is a lack of facilities and services to accommodate them.
- The Shire has a high population of elderly and young children.
- The precinct is considered the entertainment hub for the Shire and other surrounding local governments, due to its diversity of facilities.
- There is a lack of youth and elderly recreation services and facilities within the Shire.

Competition and catchment influences

- Promote health and wellbeing through the growth and demand for sports and recreation.

- Promotion and growth of all sporting clubs is influenced by the physical barrier of the current assets and sporting spaces not allowing growth.
- Meeting the needs of the growing and changing population.
- Site constraints.
- Sports and recreation clubs within the Shire pull members from a broad catchment due to the current and past successes within teams.

Facility and Capacity Issues

- The Town hall is currently an ageing facility spaces within the hall don't meet the need of the changing demographic and need of users.
- Reduced capacity within spaces to adapt to current population, health and wellbeing, participation and competition trends.
- The physical structure and layout of the hub is restricting future growth of programs and services, coupled with the unsafe access to the site by users and school students.
- Entry way to the site, as well as other surrounding main roads.
- Facilities don't meet current Australian Standards.
- Unsafe position of car parking and entrances.
- Conflicting safety for site users (pedestrians/ children's and vehicle drivers)
- Un-safe position of playground (next to entrance / distance from the CRC)
- Capacity within spaces to adapt to changing needs, organisations, clubs, trends, participation and the Shire.
- CRC provides high end social, club and organisation function space.

Initial Context Assessment Outcomes

- The project aligns to the strategic direction of the Shire
- The community value the facilities
- The hub needs to cater for a changing demographic
- There is a gap in information on the condition of the facilities (asset management plans)
- The project aligns to the strategic direction of the Shire.
- Facilities and multi-purpose and resilient ensuring that they can change over time.
- The precinct needs to be considered in a wider context to the Shire, potential to incorporate new organisations, groups and partnership opportunities.
- The community have strong views for the precinct and are vested to create a successful, sustainable precinct now and into the future.

Customer profiling and perceptions

- Not all facilities are meeting the need of clubs, groups and organisations, therefore the need to better the quality of facilities.
- Strong volunteering and governance of clubs, groups and organisations within the Shire.
- The Shire will continue to struggle to fill or field a team due to the lack of youth retention in the Shire.
- Strong sense of health, well-being and adult participation within the Shire.

Strengths

- The community have strong views on the hub and strategic intervention will be needed to ensure volunteering culture does not diminish.
- Strong sense of community and self-determination.
- Participation in the various sports and the success of those club.
- Current operation of facilities is well managed and maintained by Shire community, volunteers, groups and organisations.
- Good governance of clubs, groups and organisations.

Weaknesses

- Quinlan St currently disconnects the two precincts and creates unsafe environment.
- Generally accessibility and universal design is poor impacting on user friendliness.
- Ageing facilities and at times is lacking in functionality and adequate space.
- Traffic and parking when events occur (finals).
- Lack of opportunities to retain young people in the community.

1.8.1 Conclusion and Implications

An assessment of the hub identifies the following factors:

- The precinct is divided into two precincts, meeting needs of separate stakeholders and users.
- The Shire has an active community.
- 'Youth' segment of the demographic is low, due to the lack of education within the Shire.
- High percentage of elderly and young aged children within the Shire.
- Community facilities and services are aged and don't meet the changing need/ demographic changes.
- The Shire has other sports, recreation and community services within the Shire.
- Sports and recreation services are highly utilised by the Shire and exceeds in provision.
- As a result of the age of the majority of the facilities, they lacks environmental sustainable design (ESD) elements and associated contemporary technology elements.
- From a design perspective, it was identified that a major weakness of the hub is Quinlan St which divides the precincts and general water sensitive and universal design. Based on industry benchmarking, it is identified that this has a significant impact on both the sustainability and resilience of the facilities.
- The need to create a diversity of spaces to adapt to the need of the community.
- The need for a child care / aged and youth facility within one.

2.0 Strategic Context

2.1 Introduction

In planning for the redevelopment of any major precincts, hubs, and facilities or for the provision of new resources, it is important to ensure that what is recommended is reflective of past research and strategic direction of both the Shire and other decision makers. This section provides an overview of the key considerations relating to the master plan and the broader policy documents. A review was undertaken of all relevant documentation associated with the Shire recreation precinct site. The full review is attached at appendix A, whilst the main considerations are:

2.2 Alignment to Strategic Context/ Direction

Draft WHO Global Action Plan on Physical Activity 2018 – 2030: World Health Organisation

The World Health Organisation (WHO) is suggesting a mandated political declaration on a global scale, to create an action plan for the future prevention of diseases due to insufficient physical activity.

The following points have been established by the World Health Organisation to be mandated within a future report:

- Recognise globally the established health benefits of physical inactivity; Build on previous studies, strategies and plans in regards to non-communicable diseases which were endorsed by the World Health Assembly.
- Improve opportunities for the population to be more active, throughout the strategies and plans.
- Provide guidance on physical activity requirements as well as the benefits to the community beyond health and economic and sustainable development.
- Provide strategic objectives as well as clear actions of member states, international, regional and national level.
- Look at a multiple bottom line approach as well as an integrated approach, creating a cross collaboration of planning, transport, education, sports and recreation.

Strategic Community Plan

The Towns Strategic Community Plan outlines several emerging themes delineated from the Shire community. The master plan will provide an integrated framework to the following themes:

- Medical services and ageing population.
- Strong sense of community and self-determination.
- Amalgamation risk to community service and lifestyle.
- Lack of opportunity for youth.
- Business opportunities, technology and transport.

The Strategic Community Plan guides the development of its objectives and strategies to throughout the life of the plan to meet the needs and emerging themes from the Goomalling community.

The master plan will ensure to provide an integrated planning framework aligning to the strategic community plan objectives and strategies from a multiple bottom line perspective, the key objectives from the plan are listed below:

- Leadership.
- Accountable and sustainable.
- Advocating improvement and reform.

2.2.1 Implications

The following implications can be made for the master plan:

- The Shire has a strong commitment, governance and active community who are willing to help provide a sustainable and liveable place for themselves and the broader community.
- Current facilities are date, need to follow contemporary trends of multi-purpose, resilient and sustainable.
- Current facilities are meeting the need, although future need will change due to aged facilities.
- The site has several safety issues associated with access and egress.
- High costs of maintained aged assets.

3.0 Factors Implicating the Study

3.1 Introduction

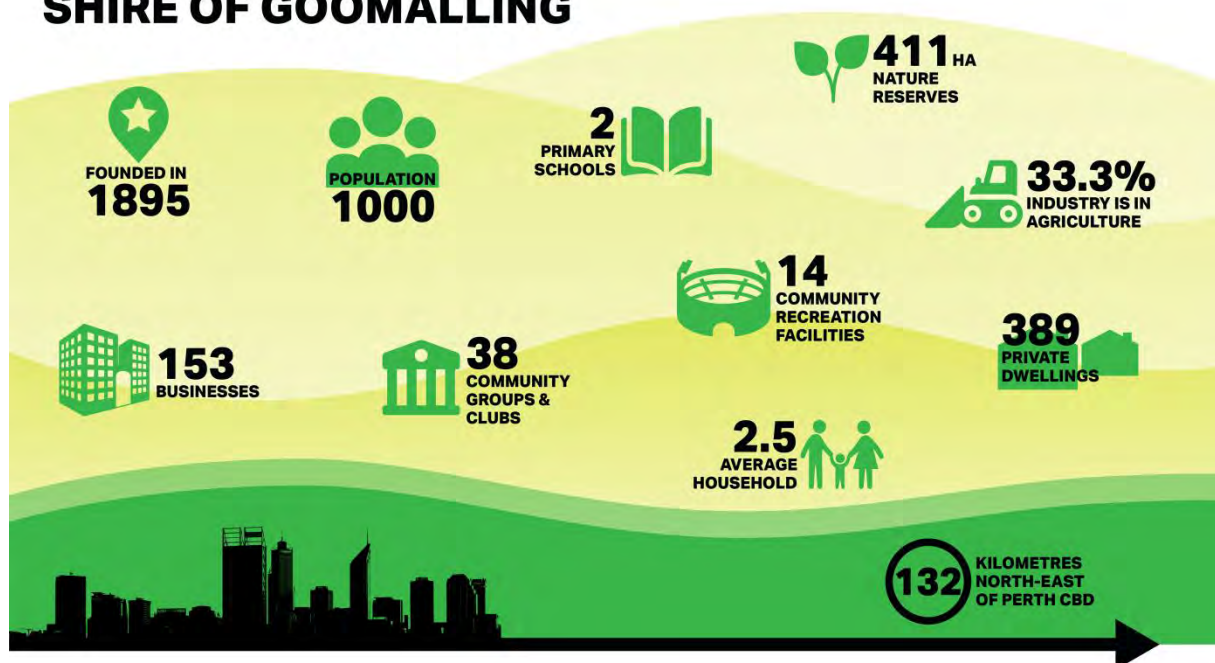
A master plan development can be impacted by multiple factors. These factors make up the master schedule and determine the outcomes of the study. The factors and their reasoning are included below:

3.1.1 Demographics and Psychographics

The below infographics summarises the Shire's demographic and psychographic profile.

- The Shire has a high percentage of people aged between 0 – 14 then greater Perth and Western Australian average.
- There is a significant representation, percentage of residents between the ages of 45 – 65.
- High percentage of people over the age of 65.
- Low percentage of people aged within 18 – 25, this is due to the lack of secondary school within the area and youths travelling away from the Shire for education purposes.
- Average household size is 2.5.

SHIRE OF GOOMALLING



3.1.2 Psychographics

From the documents reviewed and the consultation conducted it has become evident that most of the Shire's residents are physically active at an early age, active in sports, recreation, volunteering and community. Although there is seen to be a decline in youth aged activity due to the lack of youths being retained within the Shire (lack of higher education services). Active lifestyles are seen to continue throughout their lives, placing significant importance to provide and have access/ use of sports, recreation, social and community infrastructure and services.

3.2 Trends and Benchmarking

An analysis of the most recent sport and recreation trends has been undertaken and based on knowledge of the industry and data obtained from a variety of representative bodies. The following trends are specific to this master plan.

3.2.1 Australian Sports and Recreation

Participation Trends: Sports and Recreation

The table below outlines the participation trends for all sports and recreation within Australia. Showing that a high percentage of activities circulate the diverse use of sports and recreation associated with the hub, as seen highlighted in Table 1.

Table 1 Most popular activities for Australians (Source: Ausplay 2016)

Adults – Top 20 activities	Population estimate	Percentage of population
Walking (recreational)	8,397,408	42.6%
Fitness/ gym	6,317,614	32.1%
Athletics, track and field	3,115,027	15.8%
Swimming	2,852,924	14.5%
Cycling	2,302,614	11.7%
Football (soccer)	1,141,027	5.8%
Bush walking	1,058,061	5.4%
Golf	1,022,127	5.2%
Tennis	946,790	4.8%
Yoga	866,679	4.4%
Basketball	667,006	3.4%
Cricket	643,919	3.3%
Netball	630,638	3.2%
Surfing	528,058	2.7%
Australian football	496,829	2.5%
Pilates	489,731	2.5%
Fishing (recreational)	412,049	2.1%
Touch football	402,756	2.0%
Canoeing. Kayaking	312,664	1.6%
Dancing (recreational)	269,798	1.4%

3.2.2 AusPlay Focus – Women and Girls Participation (November 2017) ²

The following study investigated at the participation data for women and girls collected from June 2016 to June 2017.

The following key points outline how much time and money adult women (aged 15+) spend on sports and physical activity.

- 89% are active at least once a year.
- 82% are active weekly

² https://www.ausport.gov.au/_data/assets/pdf_file/0011/665921/34953_Ausplay_factsheet_SODA_access2.pdf

- 63% active 3+ times per week
- 41% active 5+ times per week
- Average time spent per week on sport is 4.1 hours
- Average time spent on non-sport physical activity is 4.3 hours.
- Average annual spending for sport is \$560
- Average annual spending for non-sport physical activities is \$828

Table 2 Top Motivators and Barriers

Top 10 Motivators	Motivator Percentage	Top 10 Barriers	Barrier Percentage
Physical health and or fitness	81%	Poor health or injury	29%
Fun and enjoyment	40%	Not enough time/ other commitments	28%
Social reasons	26%	Don't like sport/ physical activity	7%
Lose or maintain weight/ tone	21%	Disability	6%
Psychological/ mental health/ therapy	19%	Not a priority (any more)	6%
To be outdoors/ enjoy nature	16%	Looking after children or infant	5%
Walk the dog	14%	Increase age/ too old	5%
Way of getting around	9%	Physical job	5%
Physio/ rehab/ physical therapy/ post operation	9%	Too lazy	4%
Hobby	5%	Can't afford it	3%

The following implications can be made from the Womens Ausplay data:

- Overall women and girls are as active as men and boys.
- Women or girls are more active in non-sport related physical activity, such as gym/ fitness and walking.
- Women and girls are less active in sport related physical activity.
- Women and girls are also less active then men and boys in club sports.
- Just as active as men and boys in frequency.
- Women and girl's active sessions tend to be much shorter on average than men and boys.
- Youth girls aged 0 – 14 are much the same as youth boys in participation/ just as active, although in non-sport related physical activity much more then sport related activities then boys.

Participation Trends – Current Modelling

The Future of Australian Sport (ASC – CISRO Futures 2011) analysis of megatrends shaping the sports sector over the coming decades led to the replacement of the ERASS data and introduced segment participation amongst defined groups, rather than generic participation rates. The document notes that individualised sport and fitness activities are on the rise (Standing Committee on Recreation and Sport, 2010). The key messages related to sports and recreation facility provision are:

- People are fitting sport into their increasingly busy and time fragmented lifestyles to achieve personal health objectives.
- The rise of non-organised sport and physical activity: non-organised sports such as running or playing soccer on the beach are unscheduled and flexible.
- Individualised sport. With the exception of outdoor soccer, non-team (individual) physical activities, such as walking and running, have grown since 2001.
- The Australian Government Treasury forecasts that health expenditure as a proportion of gross domestic product (GDP) will nearly double over the next 40 years (Australian Government, 2010).
- There has been a significant growth in the number of fitness centres (a 24% increase) and their income (a 131%) across Australia over recent times.

Studies suggest the sector can influence motivation and behaviours that both adults and children have towards participation, in particular:

- Promoting the idea that motivation for participating in sport is to have fun and socialise.
- Constant reassessment of current product and service offerings to determine whether they are meeting the needs of the various consumer segments.
- Retaining current or attracting new consumer segments for children and adults through targeting new product modifications.
- Enhancing opportunities for people with limited sports competency to join sporting clubs.

In 2013 the Australian Sports Commission has developed two market segmentation models as follows:

- Adults aged 14 to 65 years (Current club member segments — Loyalists, Socially Engaged, Sport Driven and Apathetic Clubbers and Non-Club member segments - Sidelined Sportsters, Club Wary, Ponderers, Self-Focused, Sport Indifferent and Sport Athetists)
- Children aged five to 13 years (Current club member segments — Social Loyalists, Sport Driven and Apathetic Clubbers and Non-Club member segments - Thrifty Enthusiasts, Ponderers and Sport Resistant.)

The following figures show the characteristics of each of these segments.

Figure 4 Market Segmentation – Children & Adult (Source ASC Market Segmentation 2013)



3.2.3 Regional Location Sports and Recreation

The Wheatbelt Regional Investment Blueprint is the major regional document that outlines a clear indication of the Wheatbelt development commissions actions to ensure a ‘strong and vibrant future for the Region’³ It is know that sports and recreation plays a vital role in all communities within the Wheatbelt, providing social, economic, and health and wellbeing opportunities for all. As well as providing a sense of place, belonging and a social network within communities. In relation to Western Australian state participation, the Wheatbelt has a significantly low percentage of population, and a higher level of obese adults.

Majority of the local governments have adequate facilities, although the sustainability, quality, access and cost of the facilities are becoming a major challenge.

The commission have outlined four models to ensure that a more sustainable and beneficial model can be adopted through the Wheatbelt region, these models include⁴:

- Ongoing operation and maintenance of facilities.
- Increase focus on inclusion.
- Building designs which deliver multi-user, multi-purpose functions, achieves sound water management and encourages more active lifestyles.
- Capacity building within local sporting clubs to improve administration, coaching and development within the Region.

Table 3 WA Health and Well-being Surveillance System, 2006 - 2011

Category	Wheatbelt	WA	Variance
Adults who participate in a sufficient level of physical activity	46.7%	53.6%	-6.9%
Proportion of adult’s normal weight (BMI categories)	25.6%	33.4%	-7.8%
Proportion of adult’s overweight (BMI categories)	38.3%	39.6%	-1.3%
Proportion of adults obese (BMI categories)	35.8%	26.3%	+9.5%

Source: Department of Health (2006 – 2011)

3.2.4 Wheatbelt Athlete Support Program (WASP)

The Wheatbelt Department of Sports and Recreation and Royalties for Regions funded the WASP program for athletes, coaches and officials within the Wheatbelt Region. The program encourages the development and progression of talented individuals along their career.⁵

³ <https://www.wheatbelt.wa.gov.au/publications/wheatbelt-blueprint/>

⁴ <https://www.wheatbelt.wa.gov.au/publications/wheatbelt-blueprint/>

⁵ <http://www.narrogin.wa.gov.au/play/sports-and-recreation/wasp.aspx>

3.3 Goomalling Significance

The Shire has numerous sports and recreation activities with a heavy focus on sporting teams, group and organisations. The Shire has a diverse range of activities to choose from all with association facilities and infrastructure, most of which located within the recreation precinct.

The Shire is home to the following sports:

Table 4 Shire of Goomalling Participation in sport 2014 -2016

Sport	2014		2015		2016	
	Junior	Senior	Junior	Senior	Junior	Senior
Football	43	90 27 (seniors)	42	89 24 (seniors)	47	85 20 (seniors)
Nipper Football	34	N/A	40	N/A	45	N/A
Tennis	6	7	11	7	6	6
Hockey	20 / 24 (minkey)	15	18 / 20 (minkey)	17	20 / 20 (minkey)	14
Cricket	NP	NP	NP	NP	NP	NP
Netball	12	18	12	21	11	20
Bowls	2	52 8 (seniors)	2	52 8 (seniors)	3	51 9 (seniors)
Go-karts	NP	NP	NP	10	6	50
Golf	NP	NP	NP	NP	NP	NP
Karate	10	20	10	20	10	20
Mortlock Sports Council	N/A	N/A	N/A	218 48 (seniors)	N/A	207 45 (seniors)
Gym	NP	NP	NP	50 / 10 (senior)	3	80 / 20 (senior)

All of which continue to operate with children, youth, adult and female participants. Sports and recreation is very important to small town Shires and communities within the Wheatbelt. Goomalling facilities currently meet the need of the Town, although trends suggest that the affect and decline of youth participation is influencing the younger generations within the Shire and surrounding Wheatbelt local governments. The decline in participation is having an effect in the following ways:

- Younger generation players being forced to play senior leagues of competition, due to the lack of number for children and youth teams;
- Youths are forced out of the Shire for education purposes due to the lack of higher education within the Shire/ town.
- Lack of services and facilities for youths within the Shire/ town.
- Lack of services and facilities for elderly (aged) within the Shire/ town.

This is causing a major effect to local governments within the Wheatbelt and significantly within Goomalling.

3.3.1 Trends Analysis

The following trends in community facilities and public open space have been identified throughout numerous studies of relevant literature and case study research of social infrastructure within Australia and internationally undertaken by AECOM.

Generic Considerations

- An increasing tendency for services to be centralised or co-located to minimise cost (i.e. development of sports hubs and shared service solutions).
- Greater appreciation that multi-functional and multi-use facilities are necessary to secure the long-term viability of sports facilities.
- A shifting away from traditional organised sporting activities as the community progressively ages and / or seeks more choice and diversity of individual recreation activities.
- The need to establish profitable secondary spend where possible i.e. café, crèche, vending machines etc. It is generally considered to assist in securing the financial viability of facilities.
- The increasing use of facilities by family groups which require appropriate support facilities such as family change rooms, social spaces and baby change facilities. This is critical particularly when considering the development of multi-functional facilities for wider community access.
- There is now greater pressure on reducing the environmental impact of facilities (i.e. by incorporating Environmentally Sustainable Design - ESD – initiatives in built infrastructure and using water sensitive solutions in the maintenance of open space and playing pitches). Environmental management and water management are seen as a fundamental consideration in developing new community facilities.
- Innovative design requirements to enable greater flexibility of a building's use, long term sustainability and viability.
- There is a trend of co-locating health and fitness facilities with other sports and recreation based activities to create multi-purpose venues that facilitate improved financial performance.
- Utility cost increases across WA have been well above CPI since 2009. For example, electricity data across WA for the 2012-13 financial year indicates a 12.6% increase.
- The financial viability of sports and recreation facility developments will predominantly depend on the size of the primary catchment area, the catchment multiple (how many times on average each person in the catchment visits the facility), the number and type of competitors within that area and the demands for sports and recreation services that are identified by residents within the catchment area.
- To minimise the operational subsidy required to provide community sports and recreation facilities several strategies may be considered including:
 - Flexible facility design and programming to attract a more diverse demographic mix.
 - Co-locating functional activities to share some of the labour, administration, maintenance and presentation costs.
 - Securing facilities (through design) to reduce the amount of security staffing and expenditure required outside of operating hours.
 - Establishing profitable 'secondary spend' facilities such as cafés and retail shops to offset costs.
 - Minimising staffing levels by astute facility design to improve sight lines and control points.
- The most critical aspects are the Environmentally Sustainable Design (ESD) initiatives which have the potential to reduce the carbon footprint of the building and reduce ongoing operational costs. It is important to consider ESD principles and facility operation practices during the ongoing evolution of a facility. The major objectives associated with ESD are:
- Reducing overall energy consumption through energy efficient buildings.

- Maximising the use of energy from renewable sources.
- Minimising emissions and waste.

Form and function

Many local governments have moved away from providing small, stand-alone community buildings that serve local neighbourhoods. Management and maintenance costs, limited use, lack of flexibility and security are some of the issues that have seen these smaller, neighbourhood level facilities appear less frequently on future plans for community centres. Instead, there has been a move towards the provision of larger, but fewer, facilities that are designed for a wider population catchment. These larger facilities can provide a higher quality and wider range of spaces, services and activities encouraging a multipurpose facility.

While both capital and maintenance costs are influential in this trend, it is also based on an understanding of how facilities are used. This approach assumes that people often prefer to travel a further distance to facilities that offer greater choice and better amenity, than to be within walking distance of a local centre with meagre facilities and a limited range of activities. Effective links with the transport system are essential to ensuring that this approach works.

This trend does mean that for planning new facilities, it is more viable and a more efficient use of scarce funds to invest the majority of funds in new community facilities that are larger in scale (and more multipurpose) and can provide a wider range of activities, programs and services to a wider range of community members. The trend towards larger community facilities does not mean that all existing smaller centres should be neglected or rationalised. Some smaller community centres and halls provide important space and services and can be highly valued by local communities.

The design and flexibility of larger facilities is critical. Larger community facilities should be designed to incorporate more intimate spaces (both formal [such as counselling rooms] and informal [such as reading/lounge areas]) to maximise flexibility and ensure a wide range of user needs can be accommodated.

Location

There is a move away from building stand-alone facilities in residential areas, which are often poorly utilised. Current practice favours the integration of community buildings to enhance accessibility and connectivity with related uses. Well used community facilities tend to be located in places that are readily accessible by public transport and where people already gather, such as shopping centres and schools. These locations increase convenience and decrease car trips by reducing the need for multiple trips, linking with transport for journeys to work, accessing services such as a library and undertaking everyday tasks such as shopping. These locations also enhance visibility, safety and convenient access.

Co-location

The co-location of community facilities and services, involving shared use of buildings amongst a number of facility types as well as service providers, is a commonly identified objective of most recent planning efforts. It can involve accommodating community centre space and community service providers (in some cases, multiple organisations and services) in a single location or building.

Co-location has potential advantages in pooling resources to provide better facilities (such as meeting rooms and training facilities) than may be available if provided separately. An additional motivation is the more efficient use of limited resources, by sharing common facilities rather than each organisation have its own separate spaces, staff (particularly administrative support) and infrastructure (such as telephone systems and computer networks). While some exclusivity of use may be required for services, such as those related to child protection, the broader trends are towards more shared spaces. Co-location can also enhance synergies between services and encourage greater integration of service delivery.

Multipurpose and multifunction

Particularly in areas experiencing growth and change, community services and facilities have to respond to increasingly complex and diverse social needs. Community buildings designed for a single purpose have been found to lack the flexibility to respond to changing needs or to accommodate more

than one type of service, program or activity at a time. It is not financially viable to build separate buildings to address a range of community needs and demands.

To make the best use of limited resources, and ensure that facilities are utilised as much as possible, community facilities need to provide for multiple uses and serve a range of population groups, as well as being capable of adapting as needs change over time. Successful community facilities tend to be those that offer a diversity of well organised and well attended services, programs and activities. This diversity requires a variety of flexible spaces and amenities, capable of being multifunctional and accessible.

Resilience

New facilities should be designed to allow for flexibility into the future so that new trends, community interests and activities can be accommodated in existing facilities. The ability of facilities to be adapted and transformed in the future is important given the ongoing, cyclical nature of communities (particularly in relation to changes in demographic mix).

Social

Community facilities are recognised as providing an important focus for community building activities, enhancing the connections and relationships among people in order to strengthen common values and promote collective aspiration. These aspirations may include community cohesion, safer communities, support for isolated or disadvantaged people, healthier children and families, more local employment opportunities, greater cultural recognition, more equitable access to facilities or more profitable local businesses. Recognising the role that community facilities can play in providing a focal point where people with common interests can come together, and a base for community development activities, is important in planning community buildings.

While service provision such as access to support services will continue to be important, current trends in community facilities planning indicate the very important role of spaces that provide for social gathering and meeting. Overcoming social isolation and creating a sense of belonging will be an important contribution that community facilities can make to communities where increasing numbers of people live alone and are seeking social contact outside the home.

Place making and Place Planning

Successful community facilities provide important gathering places for people and can be focal points for community activity and catalysts for social interaction. They are recognised as having the potential to contribute to the creation of vital public spaces that help engender a sense of place and distinctive community identity. A recent focus has been designing community facilities that enhance the physical quality and appearance of public places, helping to reinforce a place's identity and making it a more attractive environment for people to gather and interact with each other. When located strategically, community facilities can help to reinforce the role of those areas as public gathering, meeting and information sharing places. It is important that community facilities have a civic quality, resilient and a level of amenity that marks them as an important place in the community.

Building and Design Performance

Community facilities are increasingly being used to showcase sustainable building methods and design. Many of these centres incorporate sustainability education within them to, for example, demonstrate how much energy a building is using. Sustainable design of community facilities include newly constructed facilities or can be incorporated into building upgrades and renovations. Sustainability initiatives can include solar panels, energy efficient lighting and stormwater treatment.

Another example of sustainability is adaptive reuse. The sustainability principle relates to not building something new unless there are no suitable options within the existing asset base that can be adapted or rejuvenated to meet the identified community needs for space. Again, these projects can be on a grand scale such as the use of historic buildings for city libraries, or simple and low key.

The increasing focus on all aspects of sustainability means that not only are sustainable design, materials, energy and water aspects of the design and community buildings important, so too is sustainability in terms of funding, management and maintenance arrangements. Commonly, income from user charges, hire fees and rent from tenancy agreements is insufficient to cover the costs of maintenance of community buildings. Many local governments have been exploring other income

generating activities, such as operating commercial cafes or fitness activities, running monthly markets or incorporating retail outlets. Some income generating activities are run as social enterprises to further the community building contributions of the facility. Capacity for commercial operations may need to be built into the design of the facility, to ensure compatibility with other activities and programs. These uses can also help to offset other activities.

Integration

Building on the concepts of multipurpose, multifunction and sustainability, community facilities are increasingly dependent on the development of partnerships to make them work. In planning and provision, while local government has been the traditional provider of community facilities, resource and practical constraints have combined to necessitate seeking partnership opportunities in the development of community facilities. A number of opportunities exist to partner with educational institutions such as schools and TAFE, government departments such as health and community services, community organisations, service providers and the private sector.

Community hubs (especially on the eastern State of Australia) are a model of community facility provision experiencing increasing popularity in community facility provision. The community hubs model encapsulates trends towards centrally located, larger, co-located facilities. Community hubs have been variously described as:

- A space where communities gather and meet, supported by a range of compatible land uses including residential, retail, commercial (economic/employment), open space, social infrastructure, education, transport, essential services and technology uses. They offer a way to improve services to each individual community, and deliver services in an efficient, effective and inclusive way. Community hubs enhance local character and identity, create active and vibrant centres, and assist in casual surveillance and safety.
- A conveniently located public place that is recognised and valued in the local community as a safe gathering place for people and an access point for a wide range of community activities, programs, services and events.
- A series of integrated buildings on a new central site where a wide range of community services and activities can be co-located. A place where the community can come together to have many of their needs met. It may include a neighbourhood learning centre, a senior citizens centre, a youth centre, meeting rooms, a childcare centre, a public library and much more.
- A hub is a collection of facilities grouped together on the same or adjoining sites, which together creates a focal point for community activity. A hub is often also a base for outreach services to other smaller facilities or surrounding communities. Community hubs can also be created by locating a number of facilities in a common locality. This arrangement would be appropriate in transit-oriented and inner-city communities, where social spaces in the public domain are limited. These hubs play an important role in helping to bring people together and creating a sense of local community identity (Queensland Government, Office of Urban Management, 2007).

Although each of these definitions has a slightly different emphasis, we can see that a community hub, in essence, is a multipurpose public gathering and activity place where a variety of activities occur and where a wide range of community needs can be met in both formal and informal ways. The key to the community hubs concept is integration. This can mean both integration of services, programs and activities within a multipurpose community space or the integration of a range of activity generating uses including community and cultural facilities, shops, transport, parks and open spaces.

An essential feature of community hubs, regardless of scale, is that they are a form of social infrastructure that is not seen in isolation but rather as an integrated, valid and contributing element of a vibrant and interesting activity centre. They can act as important people attractors and add significant value to town and local centres; their multipurpose nature also enables them to be targeted to address specific community needs and to adapt and evolve over time.

Focus on Intergenerational Activities

There is a move in some community facilities to increase opportunities for inter-generational activity – that is, activity that brings together people of different ages – children, young people, adults and older people – in positive, planned activities designed to bridge gaps between generations.

Intergenerational activity is valued for breaking down segregation and negative stereotypes between different age groups, and promoting social inclusion and mutual respect and understanding between people of different generations. It provides opportunities to learn from each other and exchange experiences, knowledge, cultural traditions and skills. The following trends have been found in intergenerational facility provision:

- More commonly, intergenerational activities are included within the suite of activities provided by a community centre.
- The provision of intergenerational activities and projects in community centre programs is a response to particular issues, needs and interests at the local level – for example community safety and fear of crime, youth unemployment, needs of older people to learn about new technologies.
- Intergenerational activities provide a valued opportunity for older people to pass on their professional and life skills and knowledge, through mentoring, coaching and teaching programs.

3.3.2 Benchmarking

Intergenerational Learning Centre / Shared care

There are other wider societal benefits of putting the two types of day care together too. Rent and staff costs can take up as much as 95% of expenditure at care facilities, but both are reduced when shared care is adopted.

The Intergenerational Learning Center, Providence Mount St. Vincent in West Seattle

Both planned and spontaneous activities and programs for children take place throughout the building and campus which is also home to more than 400 older adults. Five days a week, the children and residents come together in a variety of planned activities such as music, dancing, art, lunch, storytelling or just visiting. These activities result in mutual benefits for both generations. This enhances the opportunities for children and people of all ages to have frequent interaction and is an integral part of the Mount's intergenerational community. <https://washington.providence.org/senior-care/mount-st-vincent/services/child-care/>

eScouts – Intergenerational Learning Circle for Community Service

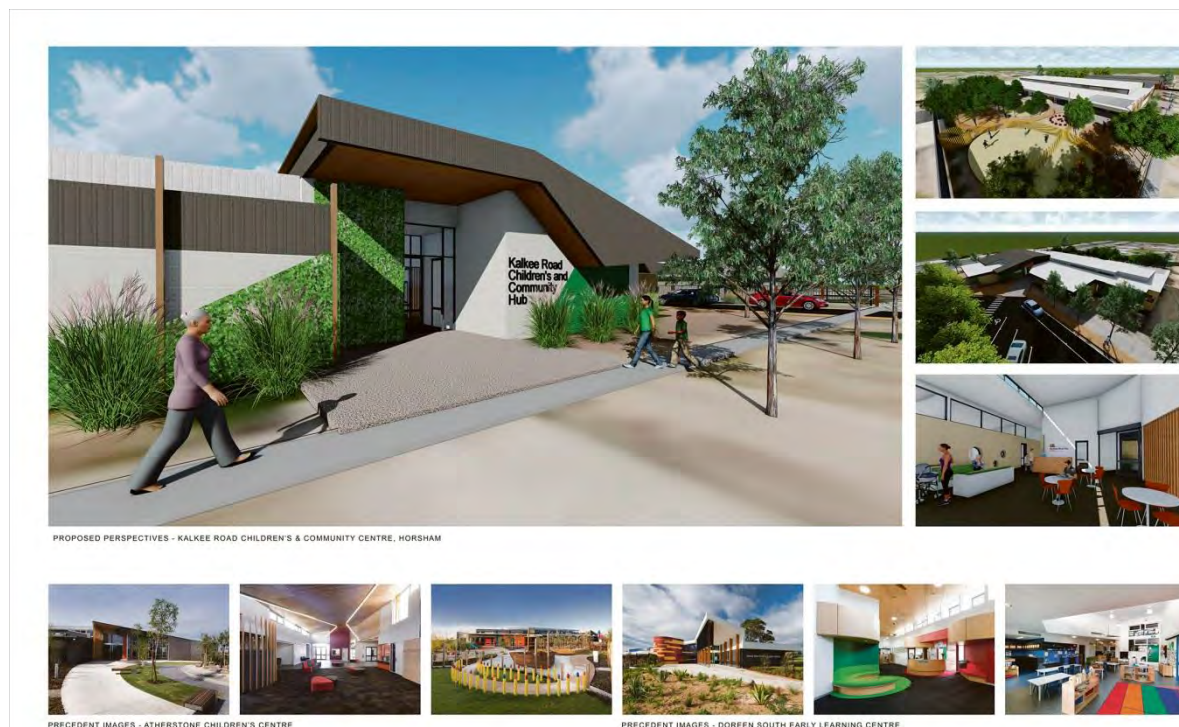
eScouts is aimed to develop an innovative intergenerational learning exchange between elderly and youth volunteers, centred on the development of the digital competences of the eldest and on the guidance to the youngest to better face their upcoming adult life challenges. This intergenerational experience will take place through a variety of local stakeholder organisations (LSO, e.g. public internet centres, youth and elderly associations, etc) with a view to produce a transversal impact over the communities they are serving. The challenge is to build a comprehensive multi-target intergenerational blended learning/mentoring path to put in dialogue two social groups at risk of exclusion: the Youth and the Elderly. Hence, the fragmentation of contemporary societies and communities too often make it difficult to reach a satisfying intergenerational dialogue and creates separation and alienation from the history and the memory of the locations where people live and from the larger societies of belonging. <http://www.emil-network.eu/wp/wp-content/uploads/eScouts-EMIL-case-study.pdf>

Regis Armadale aged care facility in Melbourne

Endeavour to expand our programs and therapies to provide the best in quality care services. <https://www.regis.com.au/regis-aged-care-intergenerational-care-facility-in-melbourne/>

Community and recreation hubs

Kalkee Road Children and Community Hub



3.4 Implication of Factors impacting the study

The following implications can be identified for the master plan from the benchmarking and trends analysis:

- Access to the gym, group fitness and personal training is likely to be a key financial driver over the next 10 years plus with more people seeking the opportunity to take part in fitness activities at times that suit their working and family life. The rationale behind such a statement relates to a number of key trends: Less available time and commitment to engage in organised team sport necessitating alternative personal fitness opportunities at times which suit an individual.
- Ageing of the population: this is placing a new demand on providing programmed hotter water areas as well as pools suitable for therapy and older adult exercises. It also means it is essential to have a range of pools with different water depths and temperatures.
- Flexibility in the times when people recreate: recreation centre facilities are particularly attractive and getting easier to use as many are open 12 to 16 hours, 7 days a week.
- More variety: communities' recreation options are changing towards newer more varied activities offered over a greater range of time frames compared to previous decades where limited variety in activities and scheduling occurred. This has supported the trend to more multi-use facilities to attract a broader range of users.
- Chronic disease prevalence: Preventative health care and active lifestyles are very important to many people's aquatic and health and fitness activities are becoming a large part of people's activity choices. The development of targeted markets of users, programs and services at recreation centres will assist in reducing the prevalence and impact of chronic diseases.
- Reform processes: the current national and state reform processes in planning, health and disability sectors will impact the location, design, access, services and programs offered to the community. The recreation centres will need to respond through quality services and programs offered to be seen as a 'provider of choice' for recreation services.
- Resilience in design: differing population characteristics i.e. age, gender, cultural issues sees the need for facilities to offer potential users a much more varied range of programs and services than previously offered. The facilities need to be adaptable in its design to be flexible to meet the

every changing communities and services that help achieve the sustainable operation of these facilities.

- The role the facility plays within the community: as our environment changes, heats, has increase weather extremes and more frequent critical events, the role recreation facilities are playing in our communities is increasing. Not only from a health and wellbeing perspective but acting as entertainment centres, emergency response and refuge facilities and to be the activity centre of many communities.
- Expectations of community – quality and high standards of service: people are looking for high standard, high quality facilities and services to meet their recreation and needs.
- Facility Design: the following principles have been developed from international, national, state and local industry trends and previous community and recreation facility studies. When making decisions on the provision and design of a facility it is recommended these principles are considered:
 - Master Planned
 - Co-ordinated network of facilities
 - Central to catchment and equitable access
 - Located to promote visibility and accessibility
 - Integrated and collocated
 - Adaptable and multiple use
 - Serving identified social needs
 - Inclusive and welcoming
 - Contribute to public domain and sense of place
 - Located near open space for activities and events
 - Connected to public transport, pedestrian and cycling networks
 - Of sufficient size and design to enable expansion and adaptation
 - Financial and environmental sustainability
 - Safety and security

4.0 Needs Analysis

As stated previous the master plan study followed the approach of analysing the supply, demand, demographic characteristics, trends and strategic alignment of each of the services areas provided within the hub. The following analysis and Table 5 below outlines a summary of key considerations in developing the initial recommendations for the options and opportunities analysis in 6.0.

4.1 User groups

Table 5 Summary of Needs Assessment

Service Area	Supply of Service & Demand for Service	Demographic / Trends Analysis	Strategic Direction / Integration with Shire Strategic Community Plan	Initial Recommendation / Overall Need
Community Services				
<p>Child Care: Provide value adding services for the development of child care, child services and child education providing a workforce development and training implications of all levels children to youth.</p>	<p>Supply of Service Primary / Local</p> <ul style="list-style-type: none"> Child care service is provided within the community precinct of the Shire recreation hub. Service allows for occasional care for children within the Shire and broader surrounding communities/ local governments. Currently at capacity with 19 children – usually full around 2 – 3 days a week. People come from outside of the Local Government to use the service. Current footprint is of appropriate size although does not allow for future growth. 	<ul style="list-style-type: none"> High percentage of younger aged children within the Shire. Current provision of services is meeting the needs of the current demographics. High participation in all sports and recreation within the Shire for young children. Strong sense of community and governance within all clubs, groups and organisations. There is a strong link supported by research that demonstrates the positive relationship between physical activity and health and wellbeing. The model of an inclusive community 	<p>Local</p> <ul style="list-style-type: none"> The need to provide services and infrastructure for child and youth is identified throughout the Strategic community plan. Encouraging a sense of community and intergenerational services. <p>Regional</p> <ul style="list-style-type: none"> Many Early Years Groups (EYGs) in Western Australia currently work without a strategic guiding framework and in isolation with few resources. No current strategy for WA <p>State</p> <ul style="list-style-type: none"> Since 2012, the Western Australian government has committed to the establishment of 16 Child 	<ul style="list-style-type: none"> Continue to provide and enhance services options for the Shire and broader community. Work towards an integrated intergenerational service offering, expanding the availability of services and resources within the one organisation or group within the Shire. Services and facilities offered need to cater for an active and growing place (population growth). Increased demand on facilities and services. Integrated approach to

Service Area	Supply of Service & Demand for Service	Demographic / Trends Analysis	Strategic Direction / Integration with Shire Strategic Community Plan	Initial Recommendation / Overall Need
	<p>Demand</p> <ul style="list-style-type: none"> • Introduce multi-purpose intergenerational facility that can change over time and for the demand of changing demographic and trends. • Connection to play spaces and open spaces. • Connection to alternate facilities and services within the recreation hub. 	<p>supports the development of an inclusive for all, integrated service offering within the sport, recreation and fitness service area.</p>	<p>and Parent Centres on selected public-school sites in vulnerable communities. These community centres are intended to improve access to a range of early learning, parenting, child and maternal health and wellbeing programs. The services provide support to families with young children (birth to eight years) with a particular focus on children from birth to four years of age.</p>	<p>early childhood development is important in supporting strength-based, flexible approaches, and facilitating holistic responses for children and families.</p> <ul style="list-style-type: none"> • Diversity of services, potential to incorporate: <ul style="list-style-type: none"> - Long day care - OSHC - Child education - Crèche - Occasional care - Therapy and training rooms - Playgroup - Early childhood development • Facility should not be stand alone, provided in a hub which provides a play space, open sensory space/ garden and relaxation space.

Service Area	Supply of Service & Demand for Service	Demographic / Trends Analysis	Strategic Direction / Integration with Shire Strategic Community Plan	Initial Recommendation / Overall Need
<p>Youth Services: Providing all types of rehabilitation and therapy (physical or mental). Providing value services for the development of youths, youth services and youth education providing a workforce development and training implications of all levels of youths and young adults.</p>	<p>Supply of Service</p> <ul style="list-style-type: none"> • Current youth services are operated from the Town Hall. • The council operate a number of youth services and activities promoting health and wellbeing for youths within the Shire. 	<ul style="list-style-type: none"> • Low percentage and ability to retain youths within the Shire. • High percentage of indigenous youths within the Shire. • Currently 20 – 50 kids attend the youth centre activities. • Lack of senior school and higher forms of education within the Shire. • Strong sense of community and governance within all clubs, groups and organisations. • There is a strong link supported by research that demonstrates the positive relationship between 	<p>Local</p> <ul style="list-style-type: none"> • The need to provide services and infrastructure for youth is identified throughout the Strategic community plan. • Encouraging a sense of community and intergenerational services. <p>Regional</p> <ul style="list-style-type: none"> • Growing trend within the Wheatbelt local government towns struggling to retain youths due to the lack of education provision in regional areas. 	<ul style="list-style-type: none"> • Provision of recreational activities and services for day to day activities to retain youths within the Shire. • Involvement in intergenerational community services, recreational activities, rehabilitation, educational services, play groups, sporting activities, training and physical activities (community garden, book clubs, group fitness, gymnasium, sports clubs etc). • The training and workforce development area has the greatest

Service Area	Supply of Service & Demand for Service	Demographic / Trends Analysis	Strategic Direction / Integration with Shire Strategic Community Plan	Initial Recommendation / Overall Need
	<p>Demand</p> <ul style="list-style-type: none"> • High demand for youth services and infrastructure to help retain youth demographic within the Shire. • Connection to play spaces and open spaces. • Connection to alternate facilities and services within the recreation hub. • Introduce multi-purpose intergenerational facility that can change over time and for the demand of changing demographic and trends. • Youth recreational play space – place to call their own (informal and formal play). 	<p>physical activity and health and wellbeing. The model of an inclusive community supports the development of an inclusive for all, integrated service offering within the sport, recreation and fitness service area.</p>		<p>opportunities and potential to meet demands and provide a service unlike any other within the Shire.</p>

Service Area	Supply of Service & Demand for Service	Demographic / Trends Analysis	Strategic Direction / Integration with Shire Strategic Community Plan	Initial Recommendation / Overall Need
<p>Aged Care / Senior Services: Provide appropriate services and facilities that cater to all aspects of health, well-being and recreation through a person's life regardless of</p>	<p>Supply of Service</p> <ul style="list-style-type: none"> • Current aged care services are operated from the Town Hall. • Facilities and services are aged and lack access for all. 	<ul style="list-style-type: none"> • High percentage of senior aged residents within the Shire. • Lack of provision of aged care services and infrastructure within the Shire. • Strong sense of community and governance within all clubs, groups and organisations. 	<p>Local</p> <ul style="list-style-type: none"> • The need to provide services and infrastructure for aged care and senior services is identified throughout the Strategic community plan. • Encouraging a sense of community and intergenerational services. <p>General</p> <ul style="list-style-type: none"> • There is a move towards 	<ul style="list-style-type: none"> • The facility needs to be capable of catering for all the community and be the service of choice. It should not replicate and/or compete with services already available within the Shire. • The focus should be on intergenerational

Service Area	Supply of Service & Demand for Service	Demographic / Trends Analysis	Strategic Direction / Integration with Shire Strategic Community Plan	Initial Recommendation / Overall Need
<p>disability; the effect of ageing and preventative measures and facilitation of the critical role physical exercise and physical literacy plays in an individual's sense of wellbeing. Providing all types of rehabilitation and therapy (physical or mental)</p>	<p>Demand</p> <ul style="list-style-type: none"> • Connection to alternate facilities and services within the recreation hub. • Introduce multi-purpose intergenerational facility that can change over time and for the demand of changing demographic and trends. • High demand for aged and senior care services and infrastructure within the shire due to the growing demographic. • Access for all is a major demand for all facilities and infrastructure within the Shire. 	<ul style="list-style-type: none"> • There is a strong link supported by research that demonstrates the positive relationship between physical activity and health and wellbeing. The model of an inclusive community supports the development of an inclusive for all, integrated service offering within the sport, recreation and fitness service area. 	<p>community based services for rehabilitation and age care therapy. People should be able to receive the required services (secondary and tertiary levels) in their local community at a facility that has integrated services.</p> <ul style="list-style-type: none"> • There needs to be a significant improvement and focus on rehabilitation and therapeutic services in the for the community in WA particularly in the following areas (notably in young people which has the highest demand): <ul style="list-style-type: none"> - Disability services - Aged care and senior's services and activity groups - Employment and training programs - Psychiatrics and psychological services - Mental health services - Education programs - Relationship and family support programs 	<p>services with a key focus on aged and senior care services.</p> <ul style="list-style-type: none"> • Involvement in intergenerational community services, recreational activities, rehabilitation, educational services, training and physical activities (community garden, book clubs, group fitness, gymnasium etc).

Service Area	Supply of Service & Demand for Service	Demographic / Trends Analysis	Strategic Direction / Integration with Shire Strategic Community Plan	Initial Recommendation / Overall Need
Sports and Recreation Services				
<p>Sports and Recreation: Providing appropriate sports, recreation, health and wellbeing services and facilities.</p>	<p>Supply of Service</p> <ul style="list-style-type: none"> Sufficient provision of sports infrastructure and services within the Shire. Adequate open space for the Shire. Diverse range of sports and recreational uses within the Goomalling recreation hub grounds and broader Town site. Parking doesn't meet the need when large sporting events or finals occur (approximately 1600 visitors come to the Shire during these events). <p>Demand</p> <ul style="list-style-type: none"> The need for capital works for future maintenance and management of all sports infrastructure and services. Lighting infrastructure doesn't meet the current and future needs of sports within the Shire. Lack of sufficient parking at the sporting precinct. 	<ul style="list-style-type: none"> High participation in all sports within the Shire. Low participation rates for youths in all sports. Youths are required to play senior sport due to the lack of supported competition within the Region. Maintenance and management of sustainable facilities is a major issue within the Shire. The Shire may not be able to accommodate renewal and or capital works to current facilities such as the CRC or other assets due to the lack of funding and or capital. Strong sense of community and governance within all clubs, groups and organisations. There is a strong link supported by research that demonstrates the positive relationship between physical activity and health and wellbeing. The model of an inclusive community supports the development of an inclusive for all, 	<ul style="list-style-type: none"> Move towards more social types of sports and recreation to encourage participation and the promotion of health and wellbeing. 	<ul style="list-style-type: none"> Provision of sporting infrastructure is sufficient for the Shire although the need to better connect facilities and services is needed. Some sporting assets are ageing, capital works need to be undertaken into the future. Develop social groups and activities to increase the health and wellbeing of residents through encouraging participation, social and recreation sporting activities and group. Promote youth participation.

Service Area	Supply of Service & Demand for Service	Demographic / Trends Analysis	Strategic Direction / Integration with Shire Strategic Community Plan	Initial Recommendation / Overall Need
		<p>integrated service offering within the sport, recreation and fitness service area.</p> <ul style="list-style-type: none"> • Sufficient open space and infrastructure for the Shire • Ageing infrastructure can create critical issues for the health, wellbeing and sports and recreation sector. • There is growing recognition of the health benefits of regular participation in physical activities within the community, including acceptance of the individual and community wellbeing benefits of belonging to sports clubs (and/or community groups). 		

4.2 Neighbouring LGA's / Regions

4.2.1 Shire of Northam (Wheatbelt Local Government)

The Shire of Northam is the is the largest townsite located 96km north of Perth within the Avon sub-region of the Wheatbelt. The Shire is home to more than 11,730 (ABS, 2013) with approximately 62% of the population located within the Townsite.

The Shire is home to many public facilities which include a library, hospital, senior citizens centre, recreation centre, three major sporting grounds, an Olympic swimming pool within the Town. There are also other recreation facilities located throughout the Shire which include a library, swimming pool and sports pavilion.⁶

The Shire of Northam is one of the most sustainable and successful Shires within the Wheatbelt, although its population is much larger than that of other Wheatbelt communities, it provides services, activities and facilities that exceed that over metropolitan Perth areas. These initiatives should be adopted within the Shire.

Sports and Recreation

The Shire has many sports and recreation facilities which exceed over and above the needs of the Shire. The Shire supports the development of a sustainable and diverse sports and recreation system which encourages development, participation and contributes to the overall health and wellbeing of the Shire. Promotion, advocacy and community well-being are a part of the Shires community strategic plan.

Youth

The Shire has a significantly higher population in youth people and have developed a plan for improving facilities, opportunities, activities, programs and clubs for the needs of the community. Listed on the Shire's website, there is 41 activities that children and youth can participate in. The increased activities and programs available for children and youths within the Shire of Northam.

Seniors

Killara is an adult day care service centre which provides social support services for disabled and the aged. Some clients access the service/ facility daily other weekly, some prefer just to attend certain activities or special interest groups that the service provides. The services provided by Killara are:

- Centre based day care
- Younger adults with disabilities
- Respite
- Overnight block respite
- Social support
- Get about outing group
- Men's outing group
- Men's activity group
- Intergenerational program
- Multicultural groups
- Wundowie day centre
- Carer support group
- Friendship group/ café fliers/ social group
- Advisory group

⁶ <https://www.northam.wa.gov.au/about-us.aspx>

The diversity of groups allows for a service provision for an intergenerational and resilient community within the Shire within the one service provider. Giving those seniors and the disabled a diversity of services they can rely on involving sports and recreation activities.

4.3 Implications

The following implications can be made from the Needs analysis for the master plan:

- Need for an intergeneration learning centre
- Need for youth services and infrastructure to be provided within the Shire recreation hub grounds.
- Introduce intergenerational facilities and services.
- Long term goal of providing aged care and senior services within the recreation hub grounds.
- Strong participation and governance of all sports clubs, groups and organisations.
- Ensure a coordinated network of sports, recreation and community facilities within the one location.

5.0 Community Consultation

5.1 Introduction

This section provides an overview of the outputs of the consultation process undertaken in developing the master plan. The detailed comments are contained in the stakeholder engagement plan in Appendix C. The comments reference below represent the interpretation of the main points and implications resulting from a broad range of views expressed.

5.2 Consultation Outcomes

5.2.1 Department of Sports and Recreation

All sports and recreation matters within the Wheatbelt is managed by the Department of Local Government, Sport and Cultural Industries. The Department works closely with a range of stakeholders in the Wheatbelt region, this includes all the local governments, the Wheatbelt development Commission, State Government agencies and not for profit organisations.⁷

Initial consultation was undertaken with the Department regarding the project, informing them of the project process. The Department is responsible for all sports and recreation within the Wheatbelt therefore, all development and changes to the sports and recreation of the Shire need to be integrated with the Departments strategic direction and plans for the future.

5.2.2 The Shire

The following initial consultation and engagement with the Town was a part of the project development phase at the beginning of the master plan project. Key ideas, background information and the Shires current situation were discussed regarding the precinct as well as the development of a clear vision and scope for the project. The following key points were derived.

- The Shire lobbied for 8 years to raise the funds for the CRC.
- The recreation site is disconnected, with numerous assets ageing.
- High level of traffic when finals and events occur at the precinct.
- Parking issues when finals and or events occur at the precinct.
- A day care, youth centre and age care service all operate out of the town hall, the space is not adequate for the current services.
- Community garden is part of the recreation precinct.
- 1600 people come to the Shire town site during finals and or events.
- Two schools situated within the Town site, both with approximately 60+ students each, school also has recreation and sporting facilities which can be used for overflow and or other uses.
- Bowling has doubled since the new synthetic facility has been developed.
- The CRC is seen to be the entertainment hub of the town, must be a member to gain access to the state of the art facility.
- Town is currently renewing their asset management plan.
- An environmental assessment was undertaken during the youth precinct business case.

⁷ <https://www.dsr.wa.gov.au/about/regions/wheatbelt>

5.2.3 Key Stakeholders – Sports, recreation and community groups

The Mortlock sports council INC is an organisation made up of all the sporting and recreation groups within the Shire and are responsible for the many years of fundraising for the development of the CRC which opened on the 18th of December 2015. Initial consultation with the Mortlock sports council brought members from all different represented sports and recreation clubs, groups and organisations. The following key groups/ clubs were represented throughout the consultation workshop held in November:

- Mortlock sports council
- Community recreation centre committee
- Bendigo community back
- Shire representative
- Goomalling Netball club
- Goomalling Gumnuts (child care)
- Goomalling Swim club
- Goomalling Hockey club
- Goomalling Tennis Club
- Goomalling Football club

The workshop outlines the current situation of the Shire and then asked each representative of their associated group, club or organisation their aspirations for the future and current issues and constraints.

The following summer outlines the aspirational comments have been made:

- Potential to close Quinlan street to better connect the recreation precinct.
- Connectivity to the two – recreation ground, town hall reserve (youth / aged precinct).
- Sports lighting infrastructure.
- Disability access to the town hall.
- Opportunities and recreation infrastructure for youths.
- Relocation of cricket practice nets – closer to the Oval
- Resurfacing of pitches/ ovals and courts

The following issues and constraints were outlined throughout the consultation:

- Parking at the recreation precinct during events and finals.
- Lack of parking near the entrance of the sports and recreation centre to allow for disability access and landscaping.
- Drainage issues on Quinlan street and the requirement for over flow parking spaces on Quinlan street.
- Poor access and egress to the site.
- Safety lighting at entry and exit points of the precinct.
- Damage to mature trees and sustainability of the precinct.
- Ageing infrastructure.
- Location of the current playground.

5.2.4 Other – Shire Emergency Services (Volunteer Fire & Rescue / St John Ambulance)

Throughout the visioning and options stage of the project, and initial consultation with the Shire and stakeholders the potential closure of Quinlan street was discussed. The Department of Regional Development and Lands – State Land Services and The Land Administration Act 1997 were reviewed regarding the closure of the road. The following information was provided by the Shire stakeholders:

- The Quinlan street entrance is the main entrance and the only means for emergency services to access the recreation precinct.
- RAC helicopter lands on the oval if emergency services are required.
- The Hospital is located near the recreation site.
- Major access needs to remain for the helicopter.
- Potential to develop new emergency service way, if the partial closure of Quinlan street goes ahead.

5.2.5 Organisational Survey – Shire Stakeholders

A stakeholder and engagement survey was given to all appropriate stakeholders impacted by the study. The surveys helped create a better understanding of how each stakeholder uses facilities and services within the Shire, the clubs, groups and organisations capacity and expected growth and needs. This information was used to influence the options and opportunities analysis in section 6.0. The following implications were made from the Stakeholder organisational survey:

- Good governance, enthusiasm and determination to maintain clubs, groups and organisations existence within the Shire.
- Residents and volunteers within the Shire have a strong philanthropic culture which raises significant funds for all clubs, groups and organisations.
- Community garden seek to host regional events, market days and encourage participation from individuals and other community organisations.
- Increase overall participation of all sports and recreation especially for youth demographic.
- Youth demographic are forced to participate in senior team's due to the lack of youth teams and numbers.
- Recreation facility, youth space and skate park providing unstructured recreational space that doesn't require supervision accompanied by lighting infrastructure.
- Irrigation was recently installed on the oval at the recreation hub grounds.
- Resurfacing of netball, tennis, hockey, cricket and bowling green's / surfaces for future competition and growth of the club's participation and potential future events.
- Highly active community in all sports and recreation participation, volunteering and fundraising.
- GO Karting club is exponentially growing club, current infrastructure doesn't meet the needs of members/ users. Potential to include associated amenities, shelter and shade.
- Lighting infrastructure needs updating for all sports within the Goomalling recreation hub grounds.
- Re-location of practice cricket nets.
- All clubs, organisations and groups have a strong social community, residents are usually apart of more than one organisation.

5.2.6 Goomalling Aboriginal Corporations

The Aboriginal corporation within the Goomalling community were consulted in regards to the significance of the Goomalling recreation grounds and facilities to them as well as their needs and aspirations for the site the following key points can be made from the consultation:

- The Aboriginal corporation currently use the site for sporting purposes, youth groups, catering for events/ funerals and also wakes.

- Currently satisfied with the facilities that are on offer as well find it easy to book each facility although some spaces are not quite what they desire (not big enough/ kitchen facilities don't meet their needs within the Town hall).
- Would like to see the following facilities within the precinct:
 - Public accessible toilet
 - Playground equipment for all ages (intergenerational use)
 - Water fountain
 - Basketball court facilities
 - Skate ramps and areas for children and youths to skate on.
 - Improved tree planted throughout the precinct
 - Increase lighting at night
 - BBQ spaces for gatherings/ events
 - Camping area.

5.3 Conclusion and Implications

The Shire current is exceeding in community development, volunteering and sports and recreation competition within the broader region of the Wheatbelt. Notwithstanding there are a few emerging opportunities and constraints which have been outlined by several stakeholders regarding provision, form, function and future needs for the Shire and broader community. The following implications for the master plan are:

- Access and Egress to the site.
- Emergency services – access to the site.
- Disconnect from community type facilities to sports facilities.
- Ageing assets.
- Lack of resilience and multi-purpose facilities.
- Access for all – aged, disabled and youth
- Sporting lighting infrastructure
- Recreation infrastructure and amenities throughout the site for intergenerational use.
- Safety in design – CPTED, ESD and healthy active by design.
- Environmental constraints – mature trees and biodiverse areas.

6.0 Opportunities and Options Analysis

6.1 Introduction

This section identifies the current influences, opportunities and options for the hub. The opportunities and options have arisen from the detailed review of literature, consultation and analysis.

6.2 Facility/ Service Development

The following implications can be made:

- The site is centrally located within the Shires town site, creating a regional precinct for the Shire and broader community.
- The master plan is providing a long-term plan for the future of all sports and recreation facilities within the Shire.
- Future focus needs to be on co-location, multi-purpose design and resilience.
- Strong sense of community and governance for the Shire community and council.
- Sufficient provision of open space facilities and services for the Shire.
- Development of wayfinding and safety for the access and egress of the site.
- Better connection of facilities of both precincts.
- The need for intergenerational facilities and services.

6.2.1 Community precinct

Town Hall

The following implications can be made for the Town Hall facility of the master plan:

- Currently doesn't meet the needs of the users;
- The need to redevelop the internal design of the hall to meet the changing need of the youth group, child care services and seniors group.
- Current disconnect between the Town hall and other services and infrastructure within the recreation hub in particular the sporting precinct services.
- Potential to develop new play space for the precinct which provides a connection and use for both the sporting precinct and the community precinct.
- The need to upgrade current toilet and changing facilities to meet Australian standards.
- Create a multi-purpose and resilient space for the use of multiple clubs, groups and organisations.

Community Garden

The following implications can be made for the community garden service of the master plan:

- The community garden group are a new group within the Shire.
- Seeking to increase participation through new events and market days on a regular basis.
- Current disconnect between the community garden and other services and infrastructure within the recreation hub in particular the sporting precinct services.
- Encourage cross generational cohesion, between youths, children, adults and seniors.
- Growth of the organisation will bring people together within the Shire.
- Help protect and save diverse plants and seeds.

- Educational purpose to teach residents and the community about the use and practical organic gardening methods.

Child Care

The following implications can be made for the child care service of the master plan:

- Current disconnect between the child care and other services and infrastructure within the recreation hub in particular the sporting precinct services.
- The facility is currently meeting the need of the group although the need to plan for future growth and resilience is needed.
- Potential to incorporate facility into a newly designed and developed multi-purpose, better connected facility.
- Provide intergenerational services for all ages within the Shire.

6.2.2 Recreation precinct

The following implications can be made for the sporting precinct of the master plan:

- Current disconnect between the sporting precinct and other services and infrastructure within the recreation hub in particular the community precinct services.
- Resurfacing of greens and surfaces to meet the growing needs and participation of all sports within the precinct.
- Current lighting infrastructure doesn't allow for higher level games and or night events, training, games or services to be held at the sporting precinct.
- Play space is disconnected from the sporting precinct services and infrastructure as well as the community precinct.
- Safety issues with access and egress into the sporting precinct.
- Other sports and recreation services are spread throughout the shire (Shire pool, go karting centre and golf club).
- The need for overflow parking measures due to the lack of parking during events and finals.
- Sites functionality is poor with only one entrance and exit, the need to provide a coordinate and safe network of facilities is needed.

Table 6 Opportunities Analysis

Opportunity	Rationale
Community Precinct	
Upgrade ageing facilities	<ul style="list-style-type: none"> • Increase flexibility of use specifically within the facility. • Increase flexibility of use within the precinct. • Create access for all. • Provide spaces for external stakeholders and or users. • Increase participation of stakeholders and external users • Increase diversity of program potential. • Increase access and egress into the facilities and precinct. • Improve integration of facilities, wayfinding and flow of facilities/ the precinct • Potential to create intergenerational programs.
Repurpose Town hall to be an intergenerational facility	<ul style="list-style-type: none"> • Increase participation of stakeholders and external users • Increase diversity of program potential • Increase social cohesion and community moral. • Environmental sustainable design - ESD
Relocation of community garden	<ul style="list-style-type: none"> • Increase visual aspects of the community garden • Improve diversity and opportunity of programs. • Encourage community use and awareness. • Increase productivity (Cottage industry)
Increase safety	<ul style="list-style-type: none"> • Lack of lighting within the precinct. • Poor access and egress to the site. • Overall safety of users.
Improve connection	<ul style="list-style-type: none"> • Disconnect between the other assets/ facilities such as the recreation precinct/ playground. • Improves safety • Improves access and egress
Recreation Precinct	
Improve safety	<ul style="list-style-type: none"> • Lack of lighting throughout the site. • Access and egress to the site – only one access • Vehicle layout – parking • Disconnection between assets and facilities (playground in particular) • Lack of pedestrian and vehicle wayfinding
Improve visual amenity	<ul style="list-style-type: none"> • Increase use of facilities and services • Improve safety • Increase participation
Improve performance of facilities	<ul style="list-style-type: none"> • Lack of lighting infrastructure for facilities – sports lighting • The ability to host more competition and events • Improve safety • Improve participation and flexibility of use of facilities • Improve community's health and wellbeing • Resurfacing of courts/ grounds etc. • Increase opportunity to host finals and major event • Pull other participates from other surrounding local governments
Improve participation	<ul style="list-style-type: none"> • Improve community's health and wellbeing • Increase memberships of clubs, sports and organisations • Increase opportunity to host finals and major event

Opportunity	Rationale
Incorporate youth plaza/ skate park	<ul style="list-style-type: none"> • Diversity of intergenerational recreational facilities • Lack of youth facilities within the Shire • Stop anti-social behaviour within the Shire. • Improve youth programming and educational opportunities. • Current playground is disconnected from facilities and services within the precinct. • Increase safety • Create a space that youths can call their own. • Potential tourist attraction
Collocated all recreation facilities within the precinct	<ul style="list-style-type: none"> • Goomalling swimming pool is located off site – ageing facility • Go-karting is located off site • Create a network of facilities within the one precinct • Increase participation • Increase availability of facilities and services • Integration of services • Future potential for higher end services – rehabilitation, warm water, current links with the gym • Meet the needs of the ageing demographic

6.2.3 Implications to Facility Options Analysis

This section summaries the demand and needs established from the engagement and consultation conducted by the team during the initial phases of the master plan. The feedback received during the consultation process will be tested against benchmarks and trends, reviewed to create the opportunities, constraints and recommendations for the investment required, analysis and guide the master plan for the site.

The needs analysis, site analysis and consultation of services/ facilities within the Shire have been identified; the following opportunities are aligned with potential partners:

Facility Options	Justification
Overall upgrade to the parking for the precinct and oval facility	<ul style="list-style-type: none"> • Encourage wayfinding of vehicles and pedestrian movement throughout the precinct. • Increase safety • Current overflow isn't meeting the needs of the Shire and users of the recreation precinct.
Redevelop the Town Hall – Internal ESD and upgrade to spaces, to meet the needs of the current and future users.	<ul style="list-style-type: none"> • Encourage funding opportunity • Caters for the clubs, groups and organisations participation (retention of youth demographic) • Increase the diversity of usage of the facility, and potential return on investment • Develop an intergenerational facility – for the diversity and flexibility of users.
Sports lighting	<ul style="list-style-type: none"> • Increase usage patterns • Monitoring and metering of use • Potential to facilitate higher level competition and finals.
Increase participation in all sports and recreation	<ul style="list-style-type: none"> • Improving the health and wellbeing of the community. • Providing greater opportunities to participate in the sport from a greater segment of the community.
Development of modern playground, linking other assets and uses within the site	<ul style="list-style-type: none"> • Current playground location does not connect within any facilities/ assets. • Playground doesn't meet current trends and resilience for the future of the Shire (doesn't meet the need of higher aged youths).

Facility Options	Justification
	<ul style="list-style-type: none"> Provide a play space that will promote the retention of youths within the Shire.
Relocation of community garden	<ul style="list-style-type: none"> Provide intergenerational opportunities (youth & aged) Better connect the community garden to the surrounding assets (more specifically the child care/ youth precinct and aged service facility)
Low level lighting – ESD – creating an inviting access and egress to the precinct using CPTED Principles	<ul style="list-style-type: none"> Lack of active recreation amenities within the reserve, such as sufficient playground, water fountains, dual use paths, shade, seating and BBQs. Increase the health and wellbeing of active users/ and residents. Increasing spectator viewing opportunities. Enhancing all recreation opportunities Increase safety
Child care facility upgrade	<ul style="list-style-type: none"> The current child care facilities operated out of the community hall. Lack of internal spaces for the growth of the child care centre. Disconnect from the recreation precinct, therefore the need for duplication of uses (play spaces)
Pedestrian access to the precinct – Access for all	<ul style="list-style-type: none"> Increase safety of pedestrians and vehicles when accessing the site. Provide access for all Adequate wayfinding and connection to facilities and services within the site.
Water sensitive design	<ul style="list-style-type: none"> Integration of stormwater treatment into landscapes, potential to incorporate through the closure of Quinlan street. Reduce the run of and peak flows of the precinct. Minimising current and future development costs. Protection of water quality.
Youth Plaza (skate park/ half court / multi-goal/ hang out space)	<ul style="list-style-type: none"> Lack of recreation facilities for youths within the Shire. Potential to retain youths within the Shire.
Warm water facility	<ul style="list-style-type: none"> Link with allied health services The current growing aged demographic within the area, will be benefited from the age care facilities and services.
Intergenerational facility (child care/ age care services)	<ul style="list-style-type: none"> Better connect the community, through intergenerational services. Encourages intergenerational bonds, educational opportunities and traditional links between individuals and the Shire. Encourage active recreation, health and wellbeing within the community. Spaces become multi-purpose and resilient, with the potential to change over time.
Allied health services	<ul style="list-style-type: none"> Link with warm water facilities The current growing aged demographic within the area, will be benefited from the age care facilities and services.

Facility Options	Justification
Rationalise of facilities/ assets (ageing)	<ul style="list-style-type: none"> • Current facilities are not meeting the needs of the Shire/ community. • Significant investment needs to be made to assets. • Rationalisation/ development of other assets to meet the needs will be more cost effective. • Ensure new facilities are multi-purpose, co-located and resilient into the future.
Resurfacing of tennis and netball courts	<ul style="list-style-type: none"> • Current tennis and netball facilities don't meet the standards of competition – cracking • Improving the health and wellbeing of the community. • Providing greater opportunities to participate in the sport from a greater segment of the community.
Resurfacing of the cricket practice nets	<ul style="list-style-type: none"> • Improving the health and wellbeing of the community. • Providing greater opportunities to participate in the sport from a greater segment of the community.

6.2.4 Principles

The overarching principles listed in the table below provide the pillars for the Shire's decision making. These principles ensure that any decisions made, provide opportunities that are accessible for all, resilient, environmentally sustainable, multi-purpose and meet the ongoing and changing needs of the community.

Table 7 Overarching principles for the Goomalling recreation hub

Principle	Implication	Recommended Strategic Response
<p>Co-location</p> <p>Co-located and integrated sports and recreation facilities act as precinct or community hubs. The facility provides a range of offering and can, therefore become key focal gathering points within the club or community; attracting a range of users and promoting social connection and cohesion. The principle can extend with just collocated sports facilities can incorporate other activity generating uses such as transport, shops, Kindergartens, playgrounds and open spaces.</p>	<p>Co-located facilities will enable ageing assets to be decommissioned and provide a better return on investment with ongoing management, maintenance and operation of multiple facilities.</p> <p>Enables facilities to be shared, within a co-located facility as well as no duplication of use throughout the recreation precinct.</p>	<p>Co-location of facilities creates better outcomes for integrated services. Co-location lowers capital, operating and marginal costs and improves the quality of infrastructure for all parties (clubs).</p>
<p>Multipurpose</p> <p>Sports and recreation facilities should be design and built to maximise flexibility in use so they can adapt as needs change. Where possible, facilities should be capable of</p>	<p>Multipurpose design will allow facilities to adapt and change over time, and be used for a diversity of services and user groups.</p>	<p>Multi-use facilities are more dynamic and capable of responding and adapting to the changing needs and preferences of the community. Sports and recreation facilities that are responsive and flexible will be used more intensively over their lifetime.</p>

Principle	Implication	Recommended Strategic Response
<p>delivering a range of programs and services, rather than designated for single uses or specific target groups that may quickly become out-dated.</p> <p>Resilience is enhanced by providing multi- purpose spaces capable of accommodating a diversity of uses, thereby enabling a range of activities and target groups to use the facility and in doing so; ensure maximum use and optimisation of space.</p>		
<p>Access for all</p> <p>In order to increase access and participation throughout the Cottesloe recreation precinct all facilities and services for people with a disability, the use of universal design principles is essential.</p>	<p>Universal design will allow for all facilities to be accessible for not only people with a disability, but also for the aged, children and all adults regardless of ability. Adoption of this principle will ensure the widest possible reach of is achieved.</p>	<p>The inclusion of accessible sports and recreation play areas, access ramps and hoists will be implicit in all works being undertaken. Additionally, change room and toilet facilities will be based on universal design principles.</p> <p>Sports and recreation facilities will be designed to enable their usage to be changed over time. This means they can adapt to changes in industry trends and meet the changing needs of people using the facility.</p>
<p>Sense of Place</p> <p>Create a culture and character of the Cottesloe recreation precinct.</p>	<p>Ensure the Cottesloe place and identify are inevitable bound to one another. The two are colluded as people come to identify places, shape it and are in turned shaped by their own environments, creating such distinctive place will encourage use of the sports and recreation precinct.</p>	<p>The Cottesloe recreation precinct is an iconic asset within the Town of Cottesloe. The precinct should encourage being a safe, welcoming and sustainable sports and recreation precinct.</p>
<p>Intergenerational and Equitable</p> <p>All sports and recreation facilities redeveloped or planned by will be intergenerational, elderly, disabled and family friendly to accommodate the breadth of the community and visitors to the area.</p>	<p>The provision of equitable access, larger change rooms, child changing areas and space for children’s play will be primary considerations for all sports and recreation facilities. Female participation is also paramount.</p>	<p>All designs and planned works will utilise an equitable intergenerational, elderly and disabled approach in an attempt to increase female and, in turn, family participation rates.</p>

Principle	Implication	Recommended Strategic Response
<p>Resilience</p> <p>Resilience is emerging as a useful framework to advance sustainability, liveability and disaster risk management. It is the "capability to prepare for, respond to, and recover from acute and chronic threats with minimum damage to public safety and health, the economy, and security"</p>	<p>The community's ability to respond to accurate and chronic conditions and issues arising as a result of societal, environmental and economic changes within the community.</p> <p>These conditions and occurrences impact the usage of the sports and recreation facilities and the demand for quality and affordable facility provision</p>	<p>Alternative energy systems and processes will be explored as part of facility planning.</p> <p>Understanding the role these facilities play within the community and promoting the benefits that the network of facilities provides the community.</p> <p>The provision of a combination of indoor/outdoor, wet and dry facilities to combat extreme weather conditions is multi-purpose and adaptable to change.</p>
<p>Safety and Security</p> <p>Sports and Recreation facilities should be designed in accordance with Crime Prevention Through Environmental Design (CPTED) principles. They should provide a high degree of personal safety for people entering and leaving the building, especially at night. Locating facilities in activated areas ensures higher levels of passive surveillance and increased security.</p>	<p>The community's ability to feel safe and secure within a precinct will encourage use, visibility and passive surveillance.</p> <p>Create a sense of community within the precinct that people will know and continue to take part in.</p>	<p>All designs will utilise CPTED principles, this will be echoed throughout the master plan.</p>

6.3 Risk Assessment

6.3.1 Summary of the Risk Assessment

The risk identification, analysis and evaluation process is critical to ensure the Project Control Group (PCG) understand all implications relating to the development of Precinct. The risks assessment was undertaken throughout the initial stages of the project and the consultation phase, the following aspects were thoroughly assessed:

- Review of existing documentation, planning processes and outputs from previous consultation.
- Stakeholder's needs which was derived from targeted consultation process.
- The identification of the potential options and priorities for development.
- A full analysis of the social, economic (financial) and environmental implications of any development.
- Financial and service impacts assessments.
- Capital cost plans and budgetary implications.
- Risks associated with any development of the site.
- Funding considerations and project implementation strategy.

6.3.2 Implications from the risk assessment

The risk assessment continues throughout the life of the project and will be reassessed on a regular basis. The following summary outlines the risks that have been identified throughout the initial stages of the master plan a detailed risk assessment is outlined in Appendix D. The risks have been rated against the asset management risk classification from very high to low; the outcomes were established from the risk assessment.

- 2 Very high risks;
- 14 High risks;
- 3 Medium risks; and
- 6 Low risks

6.4 Multi Criteria Analysis

The Shire Master plan will be guided by the following international, national, state and local industry trends. An analysis of these trends has informed a series of strategic guiding principles of the opportunities and options for the Master Plan.

6.4.1 Strategic Guiding principles

Principles	Provision
Master Planned	Master planning processes can provide an opportunity to locate sports and recreation facilities in areas where impacts on community, environment and other uses can be minimised. Design and facility orientation are also important considerations in reducing any potential future conflict with users and the facility surrounds.
Co-ordinated Network of Facilities	Sports and recreation facilities should not be planned in isolation but should instead be considered as a broader network of facilities that work together to meet a broad range of community needs, across a district or sub-region. Planning and delivering facilities as a network represents an integrated, strategic approach to community facility provision. It allows facilities to provide a different range of offerings, with the option for each

Principles	Provision
	<p>facility to include unique, specialist services or amenities. The key to a successful network of facilities is the organisation of facilities within a hierarchy framework. A facility hierarchy includes larger and specialist, higher order facilities serving a wider district or regional populations down to local and neighbourhood facilities to meet the day to day needs of their immediate, surrounding communities. By considering facilities as part of a network, duplication of services, programs, spaces and amenities can be avoided, therefore, representing a more resilient approach to community facility planning.</p>
<p>Central to Catchment and Equitable Access</p>	<p>Sports and recreation facilities should be central and accessible to the population they are intending to serve. The location of sports and recreation facilities needs to reflect the urban setting in which it is situated to enhance accessibility and connectivity with related uses. Well used sports and recreation facilities tend to be located in places that are readily accessible by public or active transport and where people already gather, such as shopping precincts and schools. These locations increase convenience and decrease car trips by reducing the need for multiple trips. These locations also enhance visibility, safety and convenient access. Adequate parking nearby also promotes good access to facilities. The sports and recreation facilities should comply with the legislation requirements of universal design by facilitating access to and use of the facility and its spaces by all individuals and groups (regardless of age, ability, cultural background or level of social or economic advantage/disadvantage). It also relates to providing a high level of physical access, connection and way-finding as well as ensuring services, programs and activities are broadly advertised and promoted and is affordable.</p>
<p>Located to Promote Visibility and Accessibility</p>	<p>To be well used and serve identified social needs, sports and recreation facilities should be highly visible. Ideally, they should be on a main street with ground floor street frontage for optimum visibility and accessibility. Enabling an awareness of what happens inside also promotes usage. sports and recreation facilities are an important part of the civic fabric of our activity centres and neighbourhoods.</p>
<p>Integrated and Co-located</p>	<p>Co-locating and integrated sports and recreation facilities, including libraries, community centres and community service centres, are presented as a key principle for the provision of community facilities within any local government. The community hub model, which involves co-locating facilities on precinct or in a single building, is also proposed as a key approach in any community. Community hubs provide a range of offerings and can, therefore, become key focal gathering points within a community; attracting a range of users and promoting social connection and cohesion. The community hub model can extend beyond co-locating community facilities, to clustering community facilities with other activity generating uses such as transport nodes, shops, schools, childcare, open spaces and playgrounds.</p>

Principles	Provision
Adaptable and Multiple Use	Sports and recreation facilities should be designed and built to maximise flexibility in use, so they can respond and adapt as needs change. Where possible, facilities should be capable of delivering a range of programs and services, rather than designated for single uses or specific target groups that may quickly become out-dated. Resilience is enhanced by providing multi- purpose spaces capable of accommodating a diversity of uses, thereby enabling a range of activities and target groups to use the facility and in doing so; ensure maximum use and optimisation of space. Multi-use facilities are also more dynamic and capable of responding and adapting to the changing needs and preferences of the community. Sports and recreation facilities that are responsive and flexible will be used more intensively over their lifetime.
Serving Identified Social Needs	Sports and recreation facilities should address the social needs of the particular community in which it is located in order to contribute to residents' and workers' health, wellbeing and quality of life. Programs, activities and services offered should respond to the needs and interests of the people that live and work around it and foster long term social benefits for the community. The planning and design of a Sports and recreation centre should reflect the potential programs, activities and services envisaged.
Inclusive and Welcoming	Sports and recreation facilities should be welcoming and accessible to people of all ages, cultural backgrounds, abilities, income levels and interests. This can be achieved not only through the provision of spaces catering to different groups and a design that provides universal access, but also through effective programming – ensuring activities and services are provided for a broad range of people. In doing so, facilities can also play a role in helping to bring together different groups in the community.
Contribute to Public Domain and Sense of Place	Sports and recreation facilities should contribute to urban vitality, local identity and sense of place, and become important focal points and gathering places for the community. A strong connection between the facility and the broader community can be fostered through development of facilities on landmark sites and with distinctive architecture and quality design. Sports and recreation facilities should be distinctive civic buildings and welcoming places, and should present as a reflection of local culture. This helps ensure they develop a strong local profile and are well known in the community, thereby promoting high levels of usage. Incorporating public art into the building design is also important in creating distinctive and welcoming community centres. Public art is an important avenue to tell local stories and to create places that are recognised and valued in the community.
Located Near Open Space for Activities and Events	Locations adjacent to open space including sporting fields, town centres and parks increase the range of activities that can occur on community facilities land. Locating sports and recreation facilities near open space areas is another approach to enhancing utilisation, flexibility of use and providing opportunities for a wider range of activities. It is also another way to ensure that sports and recreation facilities are integrated into their surrounding physical environment and seen as 'part of the community'.

Principles	Provision
<p>Connected to Public Transport, Pedestrian and Cycling Networks</p>	<p>Planning for sports and recreation facilities requires a focus on enhancing efficiency and utilisation. Public transport enhances accessibility for all population groups. As a principle, sports and recreation facilities should ideally be located within 400 metres walking distance of a regular public transport stop. Linking to pedestrian and cycling networks provides another avenue to promote the accessibility of facilities to all groups in the population and is a further means to encourage sustainable behaviour and a healthy and active lifestyle.</p>
<p>Of Sufficient Size and Design to Enable Expansion and Adaptation</p>	<p>It is difficult to precisely predict the absolute requirements for community facilities for a future population. Assumptions about demand are based on current projections regarding future populations, housing supply and differentiation and societal change. These projections may change and therefore affect requirements for sports and recreation facilities land. Common practice illustrates that it is important to provide some flexibility in the provision of sports and recreation facility space.</p>
<p>Financial and Environmental Sustainability</p>	<p>Sports and recreation facilities should be financially sustainable and provide value for money for their users, owners and operators. While capital costs are a major issue, ongoing operational costs are also important. Key considerations include building design that reduces ongoing operating and maintenance costs as well as design that considers cost recovery including the incorporation of space for lease for either community or compatible commercial uses. Delivering environmentally sustainable buildings is a mandate for many local governments. Sports and recreation facilities offer opportunities for local governments to lead by example, demonstrate new sustainable materials and technologies and become leading practice projects with an educational role. Environmentally sustainable facility designs typically have lower operating costs and are, therefore, are also a more financially sustainable option.</p>
<p>Safety and Security</p>	<p>Sports and recreation facilities should be designed in accordance with Crime Prevention Through Environmental Design (CPTED) principles. They should provide a high degree of personal safety for people entering and leaving the building, especially at night. Locating facilities in activated areas ensures higher levels of passive surveillance and increased security.</p>

Appendix A

Document Review

Appendix A Document Review

The following table highlights key outputs and main considerations from relevant strategic planning documents to an integrated planning approach for the Shire of Goomalling Recreation Master Plan.

Table 8 Strategic Document Review Table

Document	Status	Key Outputs	Main Considerations
State Planning Strategies, Documents & Plans			
Planning and Development Act 2005	Department of Planning – Western Australia Planning Commission – Issued	The Planning and Development Act 2005 provides for a system of land use planning and development in the State and the levying of developer contributions. The Act provides the power by which state planning policies may be established to guide more specific planning needs, such as public open space needs.	
State Planning Strategy 2050	Department of Planning – Western Australia Planning Commission – Issued	Western Australia’s State Planning Strategy acknowledges the value of community assets in providing better public health outcomes and includes goals relating to liveability and public open space, and social infrastructure.	
Perth & Peel@3.5million	Department of Planning – Western Australia Planning Commission – Issued	In mid-2015 the Western Australian Government released the Perth & Peel@3.5million strategy, which expands upon the objectives of the State Planning Strategy. The draft strategy provides a snapshot the current status of Perth and establishes principles by which future development will address housing, employment, and environmental needs. The report includes four draft sub-regional planning frameworks which are to become sub-regional structure plans to guide residential and industrial development, and supporting infrastructure. The report re-iterates the 10% public open space developer contribution which has been consistently applied in WA.	
Liveable Neighbourhoods	Department of Planning – Western Australia Planning Commission	Currently under review, Liveable Neighbourhoods is Western Australia’s primary policy for the design and assessment of structure plans. This includes regional, district and local structure plans and subdivision for new urban (predominantly residential) areas in Perth metropolitan and Peel regions and major regional centres, on greenfield and large infill sites. The policy encourages the design and delivery of an integrated network of public open space that provides communities with access to nature, sport and recreation.	
Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon	Department of Planning – Western Australia Planning Commission	Directions 2031 address urban growth needs and also takes into consideration the need to protect our natural ecosystems. A framework which provides for different lifestyle choices, vibrant nodes for economic and social activity and a more sustainable urban transport network. It encourages a long-term approach to the provision of infrastructure in an economically sustainable way. It proposes that new growth occur in a more balanced manner, focused on neighbourhood centres linked by efficient	

Document	Status	Key Outputs	Main Considerations
		transport infrastructure, and networks of parks and biodiversity areas.	
Public Parkland and Planning and Design Guide	Department of Sport & Recreation	The Public Parkland and Planning and Design Guide seeks to ensure optimal allocation of land and water resources to provide a well distributed and connected suite of parklands that can be adapted to meet changes in social and environmental conditions.	
State Planning Policy 3.6 Development Contributions for Infrastructure	Department of Planning, WA Planning Commission	The policy sets out the principles and considerations that apply to development contributions for the provision of infrastructure in new and established urban areas. A development contribution plan does not have effect until it is incorporated into a local planning scheme.	
Better Places and Spaces Policy – a policy for the built environment in Western Australia	N/A	The intention of the Better Places and Spaces Policy is to deliver improvements in the quality of Western Australia’s built environment includes open spaces; constructed landscapes and places.	
Residential Design Codes – State Planning Policy 3.1	Issued	The R –Codes control the design of most residential development throughout Western Australia.	Set in place to address emerging trends, promote sustainability, improve clarity and highlight assessment pathways to facilitate the best outcomes for residents in WA.
Department of Infrastructure & Regional Development Corporate Plan 2017/18	Issued 2017	<p>The Department is responsible for the design and implementation of all Australian Government’s infrastructure, transport and regional development policies, programs and regulations. In doing so this will achieve a strong economy and thriving community within Australia, now and into the future. The key purposes and targets the Departments wish to meet are:</p> <ul style="list-style-type: none"> • Keeping transport secure • Supporting economic growth through transport • Making travel safer • Increasing transport access • Supporting regional development and local communities • Providing good governance in the territories 	
Department of Regional Development and Lands – State Land Services	Issued	<p>Road Closure and Disposals The following key steps outline public road closure and disposal:</p> <ol style="list-style-type: none"> 1. Approach the LGA to see if they are willing to consider a road closure request. 2. Comply with section 58 of the LLA and regulation 9. This states the public advertising, objections and service agency response. The LGA must formally advise the department in writing of the road closure. 	

Document	Status	Key Outputs	Main Considerations
		<ol style="list-style-type: none"> 3. Determination of the purchase price by the department's considerations. 4. Acceptance will be done upon the payment of purchase price and other costs associated with the proposal. 5. Completion of road closure. Includes lodging of a road closure order and amalgamation order for the registration in landgate. <p>All road closures are assessed on their individual merits. Consultation is done with the Department of Planning statutory division.</p>	
The Land Administration Act 1997	Issued	<p>The Land Administration Act 1997 (LLA) is the WA's legislation dealing with the creation and closure of roads.</p> <p>The Local Government will need to develop written confirmation that they have complied with section 58(2) and section 58(3).</p> <p>Providing written confirmation, sketch plans showing the location of the road and copies of any submissions relating to the request.</p>	
Regional Strategies, Documents & Plans			
Department of Local Government and Communities Strategic Plan 2014-2018	Issued 2014	<p>The Department wish to 'Make a difference within the local communities'.</p> <p>They wish to achieve this by:</p> <ul style="list-style-type: none"> • Strengthen and support LGA and community service sectors. • Support elderly people to live active lives. • Encourage and support young people to be more engaging in community life. • Strengthen parenting for children and family benefits. • Support volunteering within the community. • Address issues that woman face. • Support cultural diversity within communities. <p>The Department will encourage, innovate and integrate within local communities, through successful and sustainable delivery of services ensuring positive outcomes for communities.</p>	
Wheatbelt Regional Plan 2013 – 2018	September 2013	<p>The Regional Development of Australia aim to develop, strengthen and ensure the long term sustainability of Australia's Regions.</p> <p>The Wheatbelt is considered by the RDA as "A Possibility belt that grows as a result of vibrant and diverse people, industry and environment (built and natural)"</p>	<p>To ensure the vision for the Wheatbelt is met, then the following must occur:</p> <ul style="list-style-type: none"> • Growth in utilities and power throughout the region. • Connection between communities and businesses. • Value adding agriculture industry, supplying domestically and internationally.

Document	Status	Key Outputs	Main Considerations
			<ul style="list-style-type: none"> • Sustainable economy built on diverse industries. • Safe and well connected communities. • Equitable access to high quality health, medical services, training and education.
Wheatbelt Strategic Framework – Adopted August 2012	Issued	<p>The Key critical success factors are:</p> <ul style="list-style-type: none"> • “Innovative and devolved decision making and resourcing”. • “Internal and external recognition of the region’s comparative advantages”. • “Development that results in social, environmental and economic benefit”. • “Strong collaboration that adds value to the Wheatbelt’s diversified development”. • “Targeted strategies to meet unique sub regional context – one size does not fit all.” 	
Wheatbelt Regional Planning and Infrastructure Framework Part A: Regional Strategic Planning	December 2015	<p>The regional framework outlined a vision for the Wheatbelt “Will have a diverse social and economic base, be a leader in innovation and create new opportunities that confirm it as a key contributor to the state’s prosperity”.</p>	<p>The three objectives that that the framework outline to meet the vision are as follows:</p> <p><u>Liveable Communities</u></p> <ul style="list-style-type: none"> • Ensure all infrastructures within the region is effective and sustainably delivered. • Respond to the local knowledge • Wheatbelt’s links to other surrounding regions. • Interconnectedness of settlements. • Sustainable growth which caters for the needs of the community. • Changing demographics/ diversity in population. <p><u>Vibrant Economy</u></p> <ul style="list-style-type: none"> • Ensure for a diverse and adaptive economy. • Contribute to the WA economy. • Diversify the establishment and growth of new and innovative industries. <p><u>Valued Natural Amenity</u></p> <ul style="list-style-type: none"> • Value and support social, cultural and economic development of the country.

Document	Status	Key Outputs	Main Considerations
Wheatbelt Land Use Planning Strategy	April 2011	<p>The plan seeks to enable the following :</p> <ul style="list-style-type: none"> • Protect the natural environment, facilities economic development and manage land supply needs 	<p>The Wheatbelt land use strategy outlines the following:</p> <ul style="list-style-type: none"> • Guide decision – making within the Region. • Apply state planning policy and establish growth and population change. • Provide a framework for urban growth, development and regional planning • Identify key economic, social and environmental drivers.
Wheatbelt Development Commission Regional Blueprint	Indorsed	<p>The Wheatbelt Regional Investment Blueprint aspires and targets the following:</p> <ul style="list-style-type: none"> • Vibrant Economy • Clever People • Liveable Communities • Valued natural Amenity <p>The blueprint articulates a vision and growth targets for the Region, providing a framework to guide future growth.</p>	
Avon Sub Regional Economic Strategy	February 2013	<p>The Avon sub region of Western Australia and the Wheatbelt is considered to be a one billion dollar export-orientated economy. The key drivers from the sub region include transport and logistics of food produce and agriculture. The economy is considered as a large regional manufacturing and logistical hub, within close proximity to the Perth metropolitan.</p> <p>The key economic drivers established throughout the strategy include:</p> <ul style="list-style-type: none"> • Broadcasting agriculture to a global scale • Transport and industry – location to Perth, the Avon sub region is seen as a major mining and urban centre as well with its growing transport and logistics sectors. • The need for health & age care, due to the growing ageing population. Increase the health and age care related employment opportunities. • Retail and lifestyle – the need to enhance local retail, viability and the public realm within local areas, due to the large population growth. • Tourism – ‘Avon experience’ enable the domestic and international tourism market. 	

Document	Status	Key Outputs	Main Considerations
Regional Development Australia (RDA) Wheatbelt, Youth Strategy 2012-2017	(Revised 2014)	<p>According to the Goomalling demographics 23% of the population is made up of youth residents. The key priority youth focus areas within the Wheatbelt were identified as:</p> <ul style="list-style-type: none"> • Responsible behaviour (drug and alcohol misuse, bullying/ fighting and criminal activity). • Education, training and employment. • Community, Parenting and families. • Health and wellbeing. 	
Towards a Wheatbelt Regional Strategy – Public comment.	August 2009	<p>The following objectives have been outline:</p> <ul style="list-style-type: none"> • Provide Leadership and function across the communities • Sustainable hierarchy development based on the environmental, social and economic considerations. • Protect the land and food production • Promote economic development. • Understand water availability • Provide strategic direction and some protection when preparing the Local planning schemes 	
Department of Aboriginal Affairs Annual Report 2014-15	Issued	<p>The Department of Aboriginal Affairs was developed to manage aboriginal heritage and land held in trust for future generations. Ensuring that aboriginals get better outcomes through community development and government investments.</p>	
Tourism WA, State Government Strategy for Tourism in Western Australia 2020	Issued	<p>The Overall vision for tourism WA for 2020 is “Through partnership between private sector and government, the State’s tourism industry will achieve its full potential by delivering against the tourism brand promise – Experience Extraordinary Western Australia.”</p> <p>The seven Strategic pillar for growth outlined in the 2020 vision are:</p> <ul style="list-style-type: none"> • Infrastructure to support growth • Business travel • Brand • Ongoing operations • Regional Travel – increase visitors to regional WA • Indigenous Tourism – Provide visitor opportunity • Asia – Grow WA’s share of high-yield Asian markets • Events – Position WA to be recognised for events and a destination 	

Document	Status	Key Outputs	Main Considerations
Department of Sport & Recreation (DSR) Strategic Plan 2013-2015	Issued 2013	<p>The Department of Sports and Recreation operates across three key areas:</p> <ul style="list-style-type: none"> • Infrastructure and organisational development • People development in regards to sports and recreation • Recreational camps management <p>To achieve a sustainable operation the Department focus on 6 key result areas which include:</p> <ul style="list-style-type: none"> • Industry Development • Places and Spaces • Organisational Development • Participation • High performance • Business Management 	
Wheatbelt Health MOU Group – Strategic Plan 2014 – 2019	Issued	<p>The need for high quality, invocative health services within the Wheatbelt to meet the need of all the residents and visitors.</p> <p>The MOU group will advocate for all health services and delivery within the Wheatbelt. With a focal point on aged care and mental health. The group have four strategic objectives for the strategic plan, these include:</p> <ul style="list-style-type: none"> • Retention of strong collaborative approach, while engaging with the community to determine the need. • Conduct between the community and health service providers. • Provide strategic advice for reform processes. • Communicate to the community about initiatives. 	
Local Strategies, Documents & Plans - Town of Cottesloe			
Shire of Goomalling Strategic Community Plan 2013 – 2023	Issued	<p>The Strategic community plan outlines the community's long term vision, values, aspirations and priorities for the next 10 years. The plan is reviewed regularly to adapt to the changing demographics. An objective is integrating assets, services and financial plans so resourcing capabilities match the community's needs.</p> <p>Through the consultation a few emerging themes were outlined and have guided the development of the objectives and strategies these themes are:</p> <ul style="list-style-type: none"> • Medical services and aging population • Strong sense of community and self determination • Amalgamation risk to community services and lifestyle • Business opportunities, technology and transport. • Lack of opportunities to retain our youth. 	

Document	Status	Key Outputs	Main Considerations
		<p>The above themes guided the decision behind the objectives and strategies which are:</p> <ul style="list-style-type: none"> • Leadership • Accountable and sustainable • Advocating Improvement and Reform 	
Goomalling Asset Management Plan	Issued 2012		The Asset management plan is developed to ensure an enhanced and sustainable management of the Shire's assets by applying 'whole of life' and 'whole of organisation' approaches and identification and management of risks associated with the use of assets.
Goomalling Workforce Plan/ Long Term Financial Plan / Corporate Business Plan	2015 2013 2013		Build on the objectives from the Strategic plan, an internal business planning tool, workforce planning (attract, recruit, retain, manage and develop) and the financial sustainability of the Shire.
Age Friendly Community Plan	Issued June 2016		<p>The Shire of Goomalling are committed to developing an age friendly community the following priorities have been identified throughout the age friendly community plan:</p> <ul style="list-style-type: none"> • Working with local health services to develop the provision of high quality services that meet the needs of the aging community. • Ensure construction and maintenance of council infrastructure, which promotes safe access for all. • Investigation into aged care accommodation • Improve and enhance Shire communication • Maintenance of road and footpath infrastructure
Goomalling Sports & Community Centre – Public Interest Assessment	Issued May 2015		<ul style="list-style-type: none"> • The Goomalling Sports and Community Centre is seen as the social 'hub' in the Goomalling community for sporting's and community events and functions. • Facility provides a space for community groups to run fundraising or activities, creating a financial return on investment. • The development of the Goomalling Sports & Community centre anticipates the following outcomes: <ul style="list-style-type: none"> - Economic development - Social development - Health benefits

Document	Status	Key Outputs	Main Considerations
Business Case – Goomalling Youth Culture and Unity Precinct	Issued	<p>The project intended to deliver a business case for a Youth, culture and unity precinct, the provision and development of unstructured recreational facilities, cultural centre, youth and family support. The project had been outlined in the Shire’s corporate business plan as a high priority and to be carried out within 4 years.</p> <p>The following drivers were outlined during the project:</p> <ul style="list-style-type: none"> • Lack of activities and facilities for young people • Youth crime, drug and alcohol abuse and welfare dependence. • Facilities don’t accommodate unstructured sports or facilities. • Redundant skate park and basketball court • Lack of open space for passive recreation • Truancy for educational practices • The need for youth support • Recreation centre is licensed/ lack of children only facilities • High aboriginal population within the community 	
Sporting Grounds Tree Assessment Goomalling	Issued March 2016	<p>The Shire of Goomalling undertook an arboreal assessment of all the trees at the Goomalling sporting complex on their condition, suitability as shade trees and their impact on the surrounding infrastructure. The overall recommendation and findings from the report outlined the need for replacement of species be included (natural species) and management advice of the existing tree/ replacement species be provided.</p>	
Shire of Goomalling Disability Access and Inclusion Plan 2013 – 2018	Issued	<p>Overarching Goal for the plan is to provide equity of access and inclusion to council services, facilities and functions provided by the Shire. Access and participation for all. The following key outcome area have been identified throughout the plan:</p> <ul style="list-style-type: none"> • People with disabilities have the same opportunity and access to services and events organised by the Shire. • People with disabilities have the same access to buildings and facilities. • People with disabilities receive the same information, as well as having access to the information the way others do. • Same level and quality of service from the staff, as well to make complaints to the Shire. • Same opportunities to participate in public consultation and obtain and maintain employment. 	

Appendix B

Site Analysis

Appendix B Site Analysis

Purpose

The purpose of this document is to provide a summary of the site analysis undertaken for the Goomalling recreation grounds precinct master plan, to inform the preparation of the Concept Plans for the future of the site. AECOM has been engaged to undertake a review of the following existing facilities and features of the site, within the Shire of Goomalling Local Government Area.

Report Structure

This report is structure to provide a detailed site analysis for the Goomalling recreation precinct site. Section below, provides information and analysis regarding the following attributes:

- Legal Descriptor
- Character
- Context
 - Road Access
 - Public Transport Access
 - Pedestrian and Cyclist Access
 - Education / Community Uses
 - Open Space
 - Vegetation
- Planning Controls
 - Land Zoning
 - Acid Sulfate Soils
 - Vegetation
 - Heritage
 - Population Density

The key findings and priority considerations identified through an analysis of the above information and are outlined throughout the Site analysis.

Site Analysis

Goomalling recreation grounds precinct

Legal Descriptor

The legal descriptor for the Site is Lot

Character

The site is characterised by its conflicting uses of sports, recreation, education and aged care facility serve, with a major road barrier (Quinlan street) cutting through the recreation precinct. The site is split into two zones, to the north of Quinlan street, the area is recognised as a youth / art precinct, characterised by a community garden, operations shed, carpark and hall (used for children services, youth group, day care and seniors services). The southern part of Quinlan Street is recognised as the sports and recreation zone, this zone is heavily utilised and is the major recreation hub for the Shire.

The recreation zone is comprises a diverse range of facilities and services. The entrance to the site is situated off Quinlan Street and located in the north east corner. Immediately adjacent to the entrance is a fenced playground facility with shade sails and picnic tables. To the North West of the recreation site the new community recreation centre (CRC) and synthetic Bowling Green, the state of the art facility provides for majority of social and community events for all clubs and organisations, being the central focal point of the entire precinct. South of the CRC is the gymnasium and changing facilities for the Football/ cricket oval. The oval is located in a central location of the precinct east of the CRC and changing facilities, the oval is fenced, has recently been irrigated and provides lighting infrastructure for up to training purposes. In the most southern part of the site is the hockey, BMX, tennis and netball club facility. The BMX track is located to the south of the netball and hockey facilities, providing a dirt track for the Shire community. The hockey site provides a grass pitch and shelter facility for players and spectators, using the tennis club house and change room facility to the east for all other uses. The tennis and netball club and a conjoined use, providing 6 courts, change room, club house and canteen facilities. The diversity of use creates it as a heavily utilised regional recreation and sporting open space.

Context

The sites has multiple functions consisting of a two sports playing fields, six tennis/ netball courts, gymnasium, community recreation centre, playground, community garden, hall and day care. The site is only accessible the north eastern corner of the site from Quinlan street, and has limited parking and struggles to meet the needs of the community when finals/ events occur at the recreation precinct

The site is well located for within the Shire, and easily accessible by the two primary schools located within the town site. Not all Shire sports and recreation services are provided within precinct, this may be an option to explore for future implementation and development of the site.

The site is lack vegetation within its immediate location, although is boarded by mature trees. The southernmost part of the site is heavily vegetated and is recognised as a black cockatoo breeding area. The precinct provides adequate open space for the community, groups and organisations with other open space sites located at the primary schools within the Shire.

Planning Controls

The Shire of Goomalling is conferred upon the Town planning and Development Act, 1928 and hereby any development, setting aside of land for future public use and other matters authorising the act here by makes the Town planning scheme No. 3 the model scheme text for the Shire.

Figure 5 and Figure 6 are taken from the Town Planning Scheme and the current land zoning for the Shire of Goomalling recreation ground precinct is recreation – and is a restricted zoning. Other uses which are permitted by the Stakeholders and community which are considered within the project are zoned civic and cultural (this refers to the war memorial hall located adjacent the site).

Figure 5 Shire of Goomalling Locality Map (Department of Planning – Town Planning Scheme No. 3)

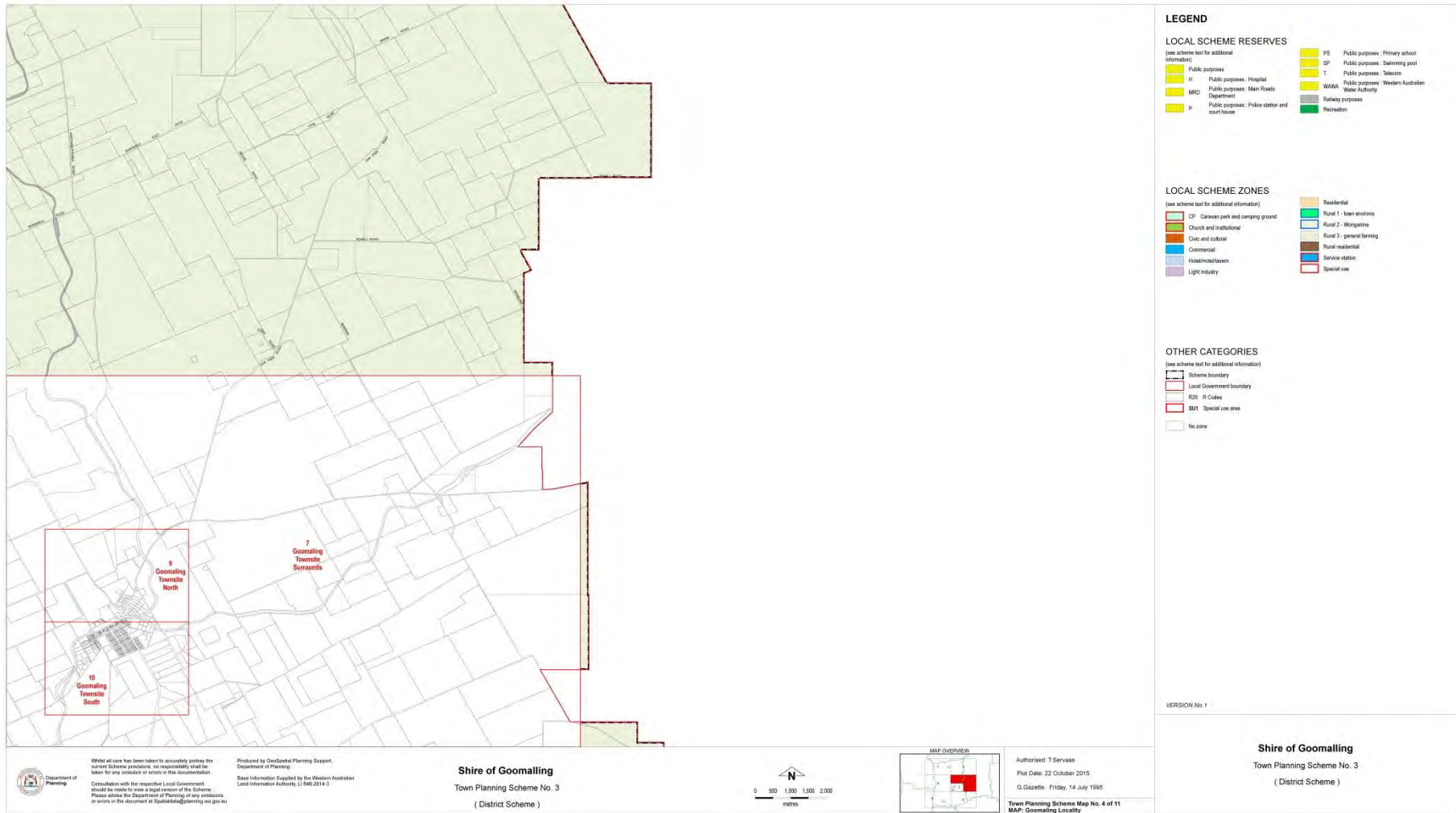
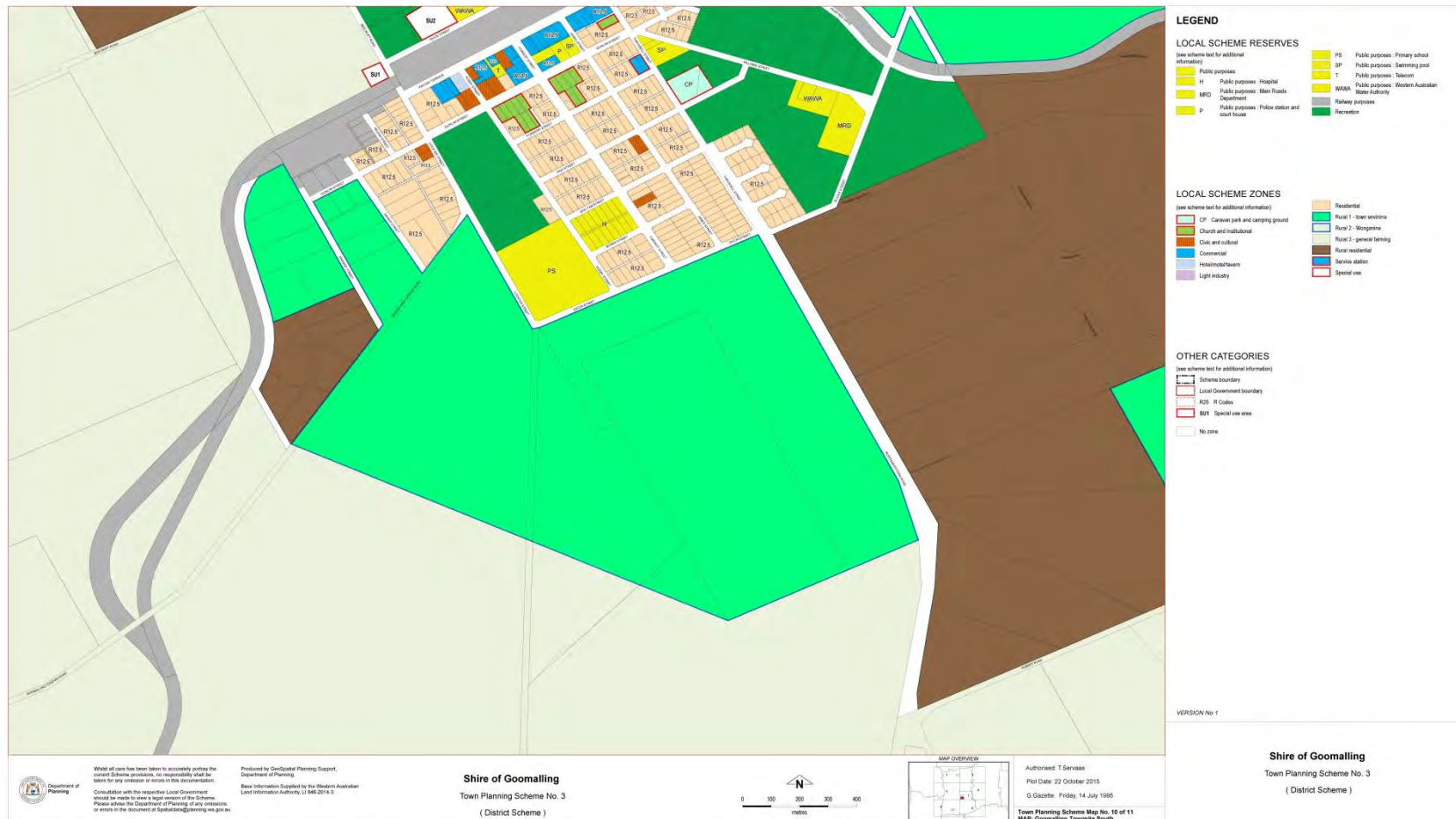


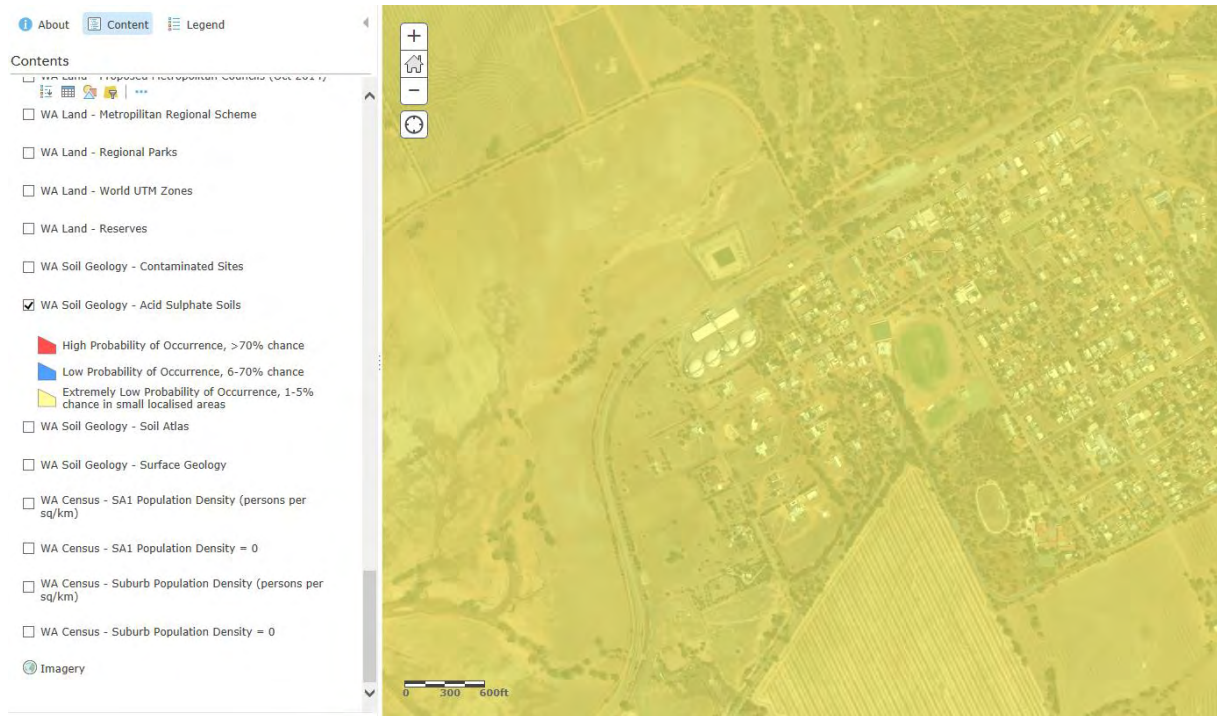
Figure 6 Shire of Goomalling Town site South Map (Department of Planning – Town Planning Scheme No. 3)



All the following images are taken from an internal AECOM program and outline the site analysis content for the Cottesloe Recreation complex.

Acid Sulfate Soils

The Acid Sulphate soil rating is extremely low probability of occurrence, 1-5% change in small localised areas.



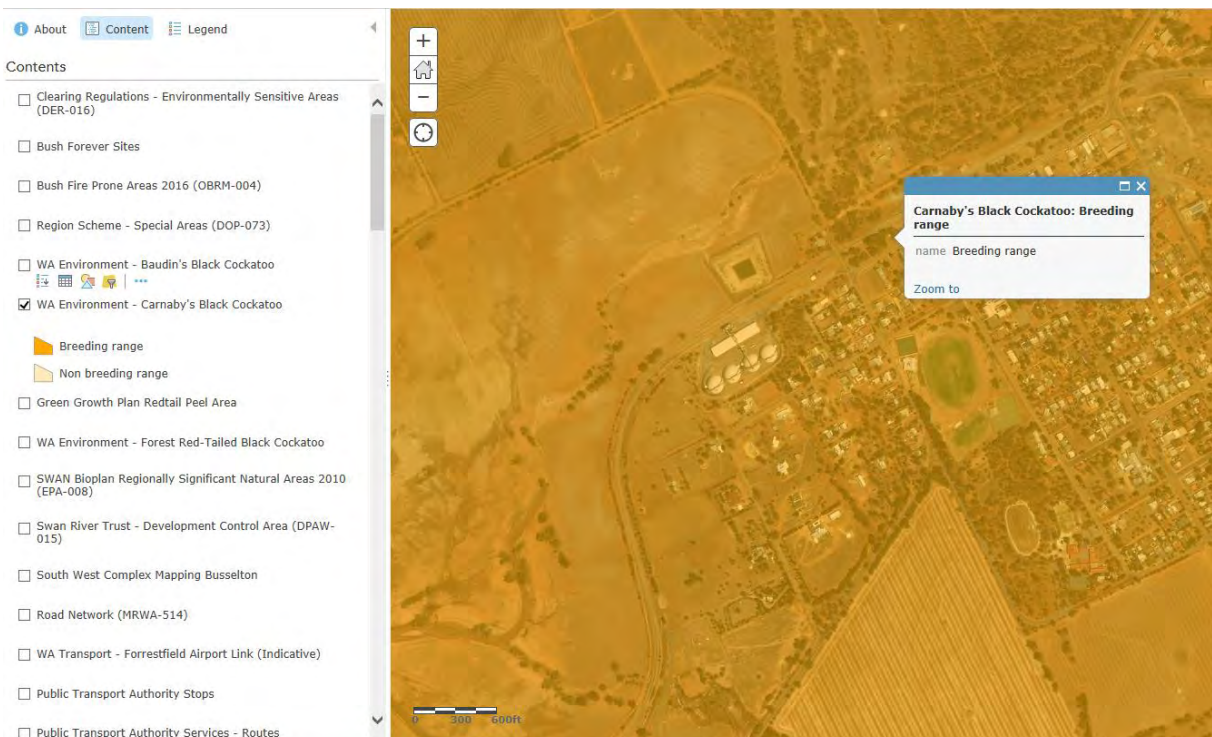
Bush Fire Prone Areas 2016 (OBRM – 004)

The Goomalling recreation ground is located within a Bush Fire Prone Area (additional planning and building requirements may apply to development on this site). In 2015 the Shire developed building guidelines in Bush Fire prone areas (reviewed document in **Error! Reference source not found.**). Priorities that are located in the designated bush fire prone areas may require additional assessment of the bush fire risk as part of any planning or building approval process.



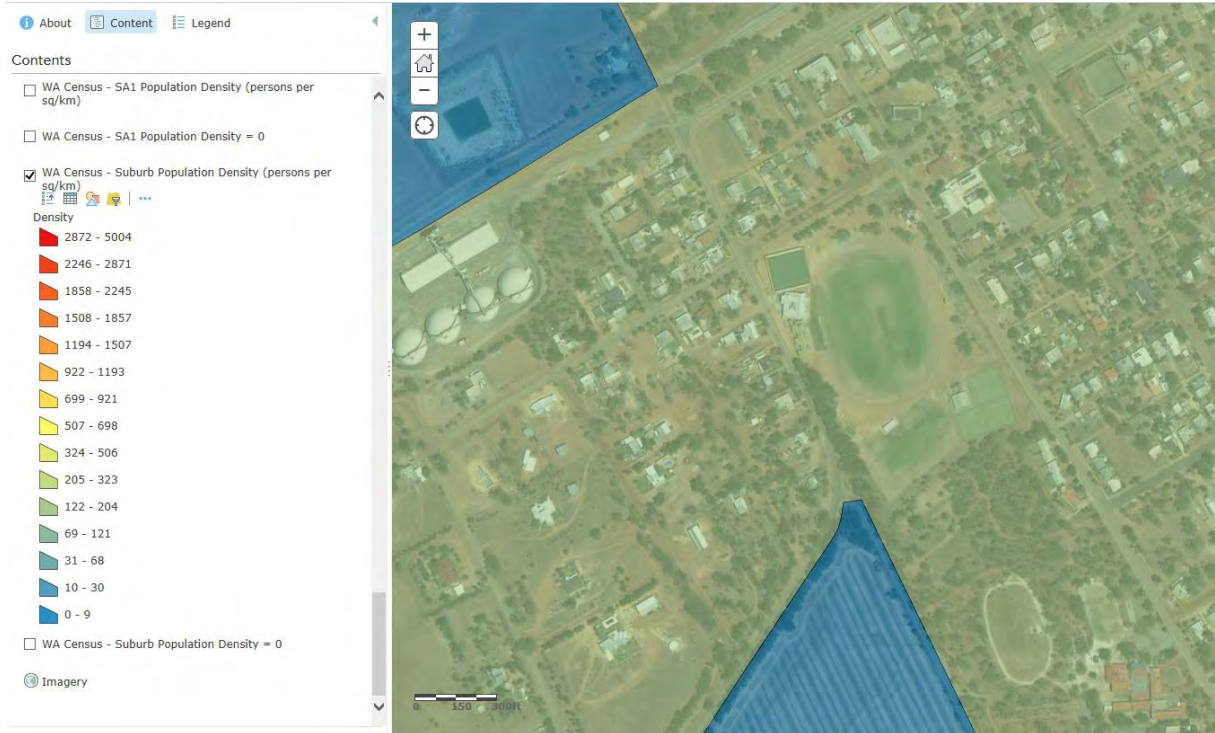
Carnaby's Black Cockatoo Breeding area

The entire Shire of Goomalling is recognised as a Black Cockatoo Breeding area, consideration must be taken when developing within the recreation grounds precinct. The grounds does have a number of mature trees, this may affect future development controls.



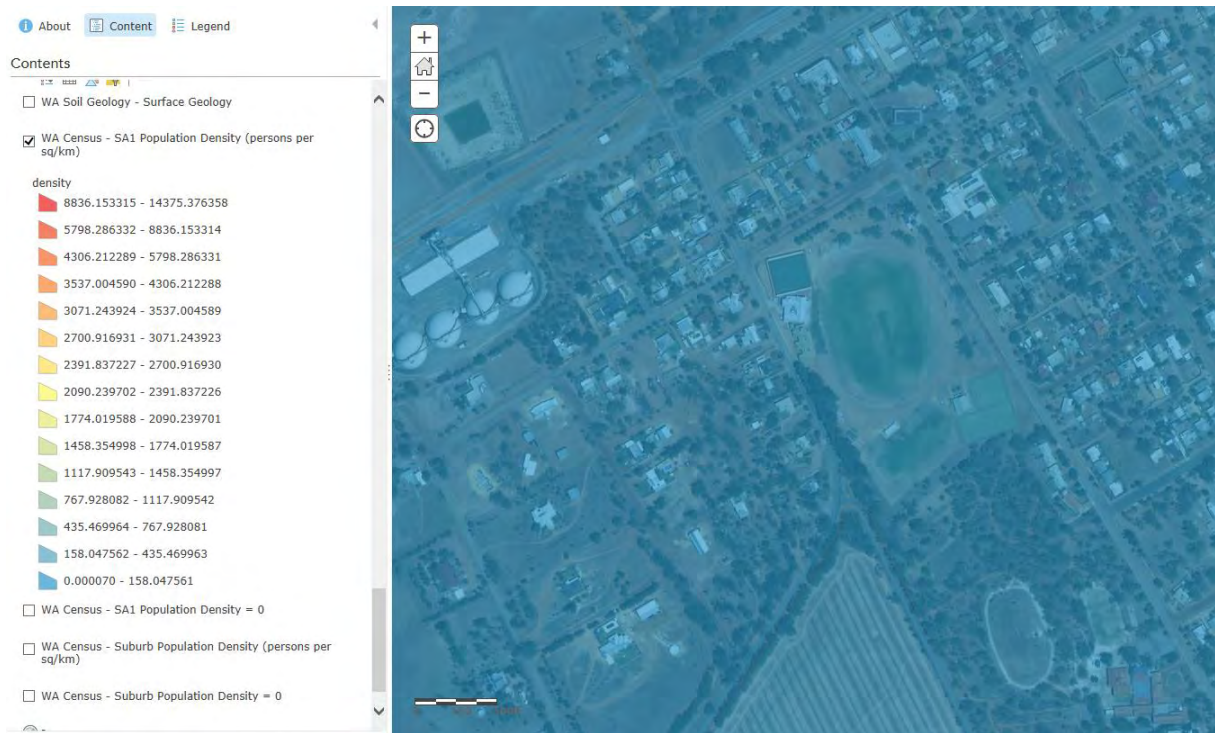
WA Census – Suburb Population Density (persons per sq/km)

The population density for the surrounding Goomalling residents is low per suburb.



WA Census – SA1 Population Density (persons per sq/km)

The population density for the surrounding Goomalling residents is low per SA1 classification.



Key Findings

Priority Considerations

In reviewing the site and context of the Cottesloe Oval, the overarching themes that emerge as priority considerations during the next phase of work include:

- **Collocation:** None of the facilities within the site are seen to be collocated, besides being situated within the same open space. The site does have opportunity to better leverage collocation to create a sports and recreation precinct throughout the integration of the master plan to accommodate the needs of the community and stakeholders. The potential to incorporate all sports within a singular building and incorporate future community need for residents within the Town, as well as potential future stakeholders.
- **Location:** Location of facilities within the open space is not ideally located in terms of visibility to the broader community as well as missed opportunities to increase coastal views. The site is located primarily on the coastline, with views of the ocean, providing future commercial and community opportunity. All the facilities within the site have been seen to be added on as they were needed and not in relation to the site, there is a lack of integration of facilities.
- **Access:** The site has ease of access from all points, due to its located and proximity to high pedestrian and traffic areas.

Pedestrian/ Cycle access – Pedestrian and cycle access is evident, pathway infrastructure is apparent on Marine parade, Forrest Street and on the residential side of Broome street providing connection to the site. There is access throughout the entire site for pedestrians from the east of the site to the west, although it is a golf course, but pedestrians still cut through the course. No apparent path infrastructure down Pearce Street.



Vehicular access – Vehicle access is only via Broom and Jarrad Street, with all car parks being located along Broom Street and within the site via Jarrad Street (Sea view Golf Club). Opportunity for vehicles is evident on all surrounding streets, although car parking bays are not dedicated to the site. Access via car to the Sea View Golf Club, does interrupt the links golf course on hole 3. This is due to golf course users have to hit over Jarrad Street, which is associated with high risks for vehicles and pedestrians.



- **Network:** The sites network is closely correlated with the coast line of Cottesloe beach, surrounding residents and commercial and tourism precinct. The location of the site is well located within the Town, although facilities and features within the site don't integrate with each other. The lack of integration separates the site for each stakeholders use. The Seaview Cottesloe links golf course is the major use to the western part of the site, taking up majority of the sites footprint. Cottesloe Oval, Harvey Field and the Rugby club are located within the south eastern corner; the high used open space creates its own zone within the site although both uses are disconnected with the facilities being located on either sides of the sporting open space. The other uses include the Kindergarten and the Cottesloe sub-put which are located within the directly next to each other. The Kindergarten seems to have its own use and be very disjointed to the rest of the reserve.




Site Visual Facility Audit




The following facility audit looks at the landscape and built condition of all assets considered within the Goomalling recreation grounds precinct and associated infrastructure.



Table 9 Facility Audit of Cottesloe Oval

Area	Context	Images
Goomalling Recreation Grounds		
Unmarking parking area	<ul style="list-style-type: none"> • The unsealed and unmarking parking area. • Provides parking for users and the community accessing the site. • Connection to the access of the site. • No lighting evident within the car parking area. • Located to the east of the Lawn bowling green and North West of the oval. 	
Lawn Bowling Green	<ul style="list-style-type: none"> • Singular lawn bowling green. • New synthetic green. • Latest development to the Goomalling recreation ground along with the CRC. • Highly utilised by the Goomalling bowling club, competitions, community and social use. • Surrounding by colour bond fencing. • Direct access to the CRC. • Provides well-lit and safe environment for users. 	



Area	Context	Images
<p>Community Recreation Centre (CRC) – Outside Veranda</p>	<ul style="list-style-type: none"> • The CRC Veranda provides a shaded area overlooking both the precinct (Football/ Cricket Oval) as well as the Synthetic Bowling Green. • Tiered seating for spectators watching the Oval. • Shown in the images. 	 <p>The image block contains three photographs. The top photo shows the CRC Veranda, a modern structure with a large overhanging roof supported by metal columns, overlooking a sports area. The middle photo shows a synthetic bowling green with a green surface and a metal frame, situated under a similar overhanging roof. The bottom photo shows a wide view of a grassy sports field (likely the Football/ Cricket Oval) with a tiered seating area in the foreground and a tall light pole in the distance.</p>
<p>Lighting Infrastructure</p>	<ul style="list-style-type: none"> • The current lighting infrastructure is adequate for training purposes. • The Shire are seeking to upgrade the facility to accommodate night games. 	 <p>The image shows a tall, slender metal lighting pole with two sets of light fixtures at the top, standing on a grassy sports field under a clear blue sky.</p>

Area	Context	Images
<p>CRC – Club/ Function space</p>	<ul style="list-style-type: none"> • The CRC indoor space is an open planned function and social space for the CRC members, clubs and organisations. • Provides bar services to members. • Commercial kitchen • Meeting rooms • Toilets • Kiosk facility • Pool tables • Potential to be hired from clubs and organisations. 	   

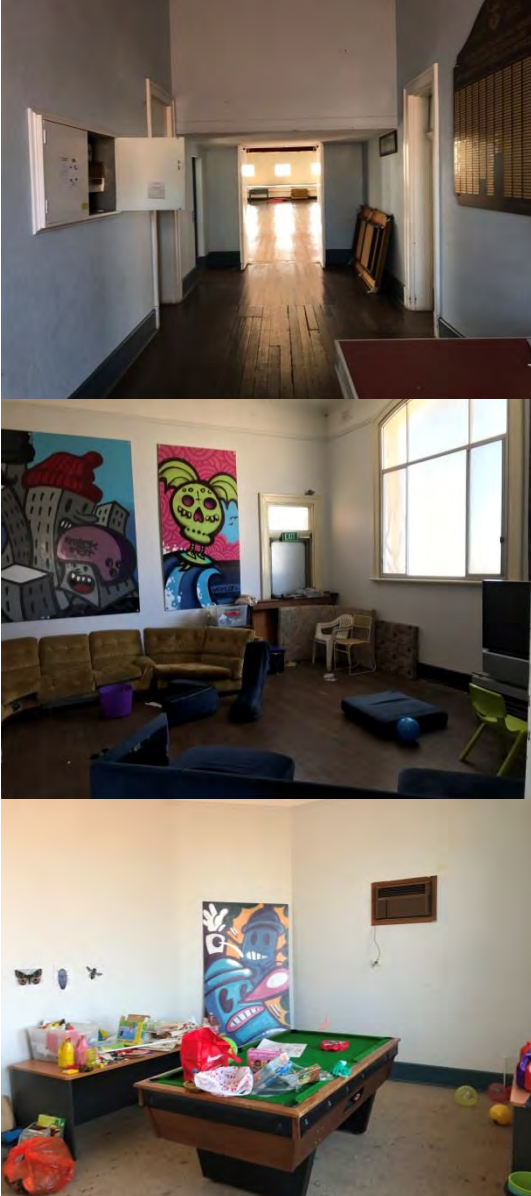
Area	Context	Images
		
Store Shed	<ul style="list-style-type: none"> • Store shed for equipment for clubs/ organisations 	
Change room facilities	<ul style="list-style-type: none"> • Alleyway to the change rooms. • Women and men's change rooms 	
Gymnasium	<ul style="list-style-type: none"> • 24/7 Gymnasium • Associated change rooms • Toilets • Free weight facilities • Machine facilities • Swipe card access 	


Area	Context	Images
		
<p>Storage Shed / Cricket Nets</p>	<ul style="list-style-type: none"> • Storage shed for equipment and services. • 2 practice cricket nets with concrete and turf surface. 	



Area	Context	Images
Hockey facility	<ul style="list-style-type: none"> - Hockey field - Lighting infrastructure - Storage shed - Spectator seating areas • Undercover shed / for players and spectators 	

Area	Context	Images
<p>BMX pocket park</p>	<ul style="list-style-type: none"> • BMX dirt track facility • Public use 	
<p>Tennis/ Netball Facility</p>	<ul style="list-style-type: none"> • Tennis and Netball courts (6 courts) • Lighting infrastructure • Associated club house • Change rooms • Kiosk/ kitchen facility • Spectator viewing area with shade sails 	

Area	Context	Images
		
<p>Goomalling Memorial Hall</p>	<ul style="list-style-type: none"> • Open planned hall • Main hall with • Permanent stage for performances • Change rooms/ costumes • Storage • Toilet facilities – aging • Heritage boards/ history planks • Consulting room – current used for youth centre • High ceiling roof • Kitchen facilities 	

Area	Context	Images
		 <p>The 'Images' column contains three photographs stacked vertically. The top photograph shows a long, narrow hallway with light-colored wooden floorboards and white walls. A doorway at the end of the hallway is brightly lit, suggesting an outdoor area. The middle photograph shows a lounge area with a brown sofa, blue armchairs, and a large window. Two vibrant graffiti-style murals are on the wall. The bottom photograph shows a pool table with a green felt top, surrounded by various items like bags and toys on the floor.</p>

Area	Context	Images
		 <p>The 'Images' column contains three photographs. The top photograph shows a kitchen area with blue cabinetry, a sink, and a window. The middle photograph shows a large hall with a wooden floor and a stage area. The bottom photograph shows a long hall with a wooden floor and several windows.</p>

Area	Context	Images
		
<p>Community Garden & Facilities Shed</p>	<ul style="list-style-type: none"> • Community Garden • Facilities storage shed • Car park 	

Area	Context	Images
		 <p>The top photograph shows an outdoor area with several raised garden beds, some containing plants, and a large shed with a corrugated metal roof in the background. The ground is dry and dusty. The bottom photograph shows a similar shed from a different angle, with a dirt path leading towards it.</p>
<p>Childcare facility</p>	<ul style="list-style-type: none"> Childcare facility with outdoor play area 	 <p>The photograph shows a brick building with a window. In the foreground, there is a paved area that appears to be an outdoor play area, with a fenced-in section visible in the background.</p>

Figure 7 Goomalling Regional Context Map

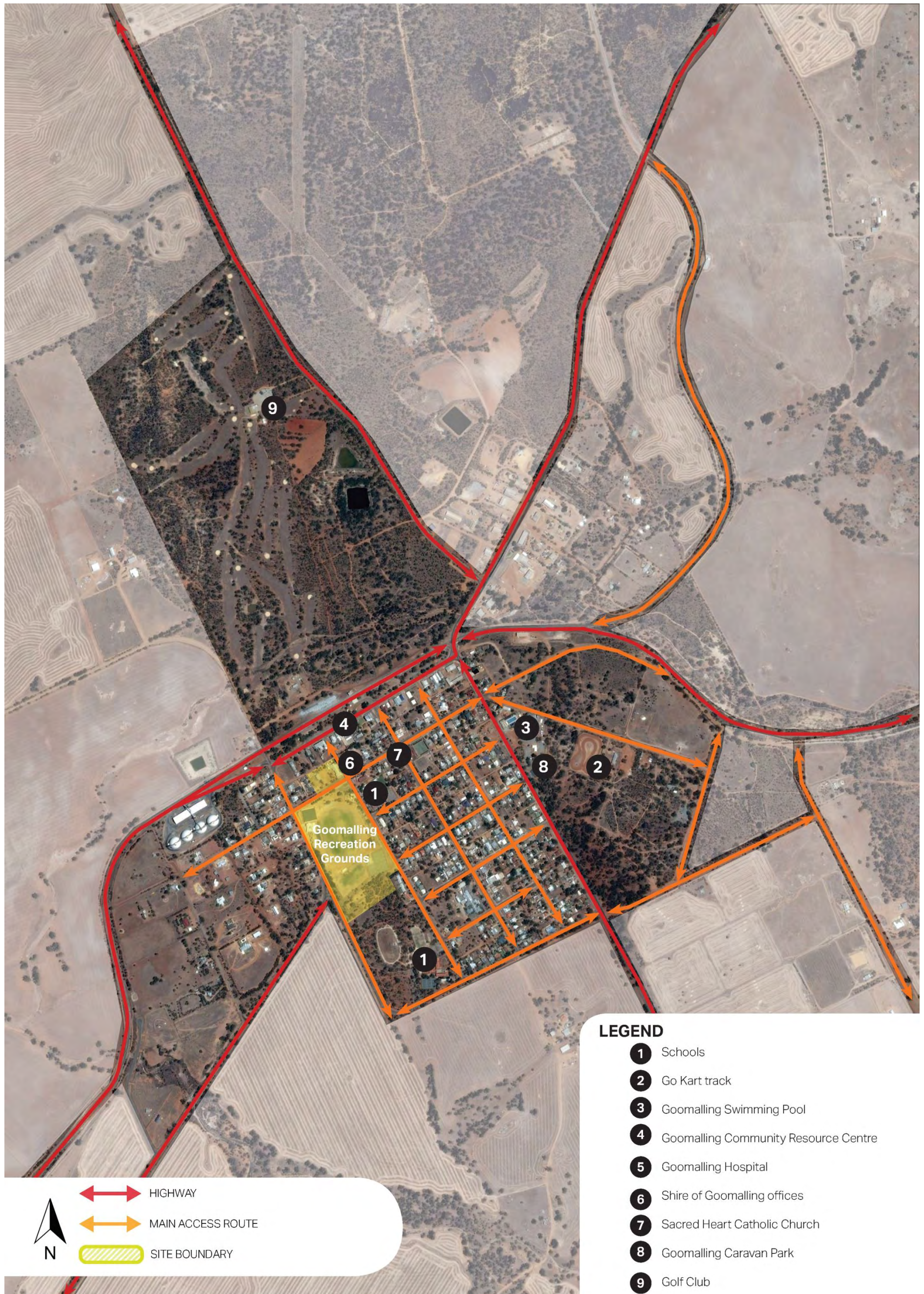
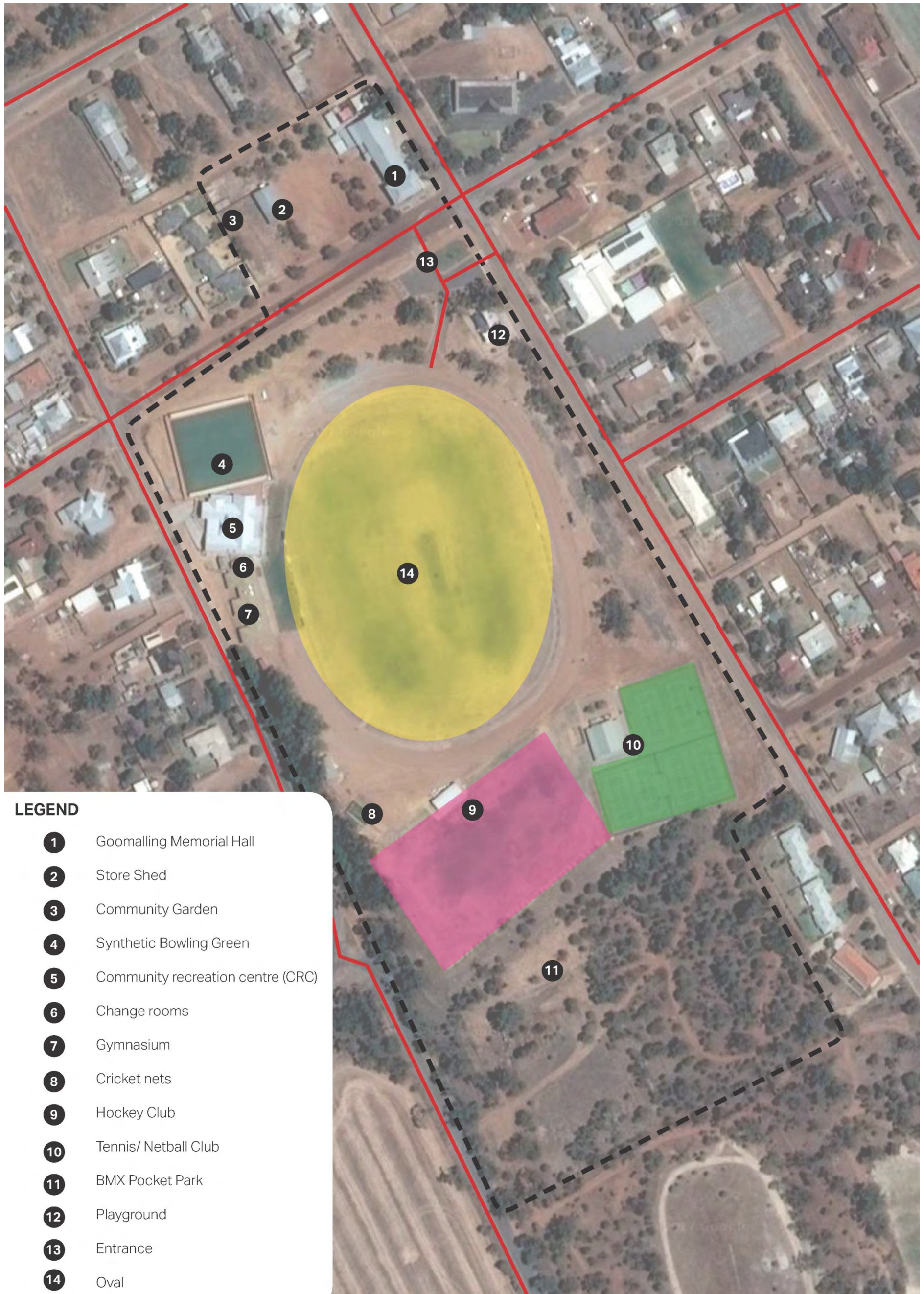


Figure 8 Goomalling Recreation Hub Grounds Land Use Map



Appendix C

Stakeholder Engagement Plan

Appendix C Stakeholder Engagement Plan

Introduction

The Shire of Goomalling is seeking to appoint a consultant to develop a Master Plan for the recreation hub within the Shire. While the objective of the plan are known, there is no predefined format, and it will be incumbent on the consultant to advise the best way to prepare and deliver the stakeholder engagement plan.

AECOM has a proven track record in the planning and development of appropriate stakeholder engagement processes to ensure that both the scope and objectives of the project are achieved.

Fundamental principles of our stakeholder engagement philosophy include:

- Collaborative relationships with the project team.
- Clarity of objectives, expectations and processes.
- Partnerships in engagement design and implementation.
- Teamwork and public participation in decision making.
- New learning, capacity and skill development opportunities.
- Diversity, inclusiveness and representation.
- Community ownership of strategic directions.
- Ethics, transparency and enhancement of trust.

The following section expands on AECOM's approach to stakeholder participation.

Participation in Decision Making

A key factor in the success of this study is for AECOM to facilitate stakeholder and community participation to identify and understand the key needs, values and aspirations of key stakeholders and the broader community, in developing the master plan.

Stakeholder and community engagement in the study process will provide invaluable information and insight into the level of facilities and services that are required in the future, as well as to determine the financial sustainability of the proposed facilities and programs.

It is our view that greater the degree of participatory decision-making, higher the level of ownership of the decision, and consequently, greater the likelihood of a positive project outcome.

Stakeholder Engagement Plan

AECOM, in partnership with the Shire of Goomalling project development team, will undertake a detailed stakeholder and community analysis process and develop an engagement plan with consideration of the identified stakeholders by the Shire as detailed in the request for quote brief. The engagement plan will identify all key stakeholders, the level of proposed engagement and the methods which will be used to engage and facilitate participation in the study process.

AECOM consider it vital to work in collaboration with the Shire to develop the stakeholder and community engagement plan. This will ensure that the stakeholder engagement process is well planned, effective and efficient, builds on work already undertake, key drivers and successful methods. It will also create a learning environment and therefore capacity and skill development opportunities for the project team and key stakeholders.

A Model of Engagement

The International Association for Public Participation (IAP2) has developed a Public Participation Spectrum (see below) to demonstrate the possible types of engagement that can be implemented with stakeholders. In this approach, IAP2 use the term 'Public' to refer to what we would call 'stakeholders'. The Spectrum shows the increasing level of stakeholder impact as you progress from 'inform' through to 'empower'.

AECOM will be guided by this model of engagement as a fundamental overriding principle of the project methodology to ensure a high quality and valuable study process for:

- **Project Working Group:** Comprised of project teams from the Shire and AECOM. Meetings of the Project Working Group are to be held in accordance with the agreed project schedule, linked to key project milestones and deliverables.
- **Stakeholder Reference Group:** Comprised of technical officers from the Shire as well as specific departments who will play a vital role in the future development of the master plan.
- **Community Reference Group:** Comprised of residents, landowners and business owners within the Shire of Goomalling who are able to represent the broader views of the local community. The community reference group will be kept notified throughout the process of the master plan development, and will be able to provide feedback during sessions and presentation of the master plan.

Note: IAP2 use the term 'Public' to refer to what we would call 'stakeholders'.

Figure 9 IAP2 Public Participation Spectrum



AECOM, have recognised the requirements under the current brief and will subsequently be guided by the Project Team and staff, to develop the model for engagement to design an effective engagement plan for the development of the Master plan for the Shire of Goomalling’s recreation hub precinct.

The framework will establish an appropriate delivery of high quality, sustainable and concise and consistent outcome for all those respective stakeholders.

Engagement Parameters

Legislative

There is no statutory requirement or guidance for community engagement for sport and recreation or master plans. There is however an unqualified need to engage appropriately with key stakeholders in the process of guiding the risk identification and funding, management; options analysis and document review. Engagement is required to both inform the project and ensure outcomes meet the needs of the end users and to communicate project objectives, progress and outcomes.

Geographic

The Shire of Goomalling is 132km north-east of Perth metropolitan area, and surrounded by the rural Shires of Toodyay, Northam, Cunderdin, Wongan Ballidu, Dowerin and Victoria Plains. The recreation hub master plan area is approximately 6.1 hectares and is located on a number of reserve land holdings in control of the Shire. The site is well utilised by the community, and houses a main pavilion, bowling green, football oval, hockey oval, cricket nets, tennis/ netball complex, 24 hour gym and also a town hall. The site services majority of the Shires sports, recreation and community functions within the one precinct.

Risk

The “collaborate” level of engagement is considered appropriate for this project, due to its structured statutory nature, high degree of complexity and medium degree of sensitivity. See matrix score sheet below.

ASSESSMENT CRITERIA		RANKING <i>Place a tick in the relevant column below to indicate degree of Complexity, Impact and Sensitivity</i>		
		LOW	MEDIUM	HIGH
COMPLEXITY	One clear issue or problem that needs to be addressed LOW			
	More than one issue and/or problem to be resolved MED		-	
	Multiple issues and/or problems and it is unclear how to resolve them HIGH			
POTENTIAL COMMUNITY IMPACT OR OUTRAGE	Little effect on communities and they will hardly notice any changed LOW			
	Fixes a problem that will benefit communities and the change will cause minor inconvenience MED			-
	Creates a change that will have an impact on communities and the living environment, and the degree of impact/outrage will vary HIGH			
POLITICAL SENSITIVITY	Has acceptance throughout the community LOW		-	
	Some may see a potential in raising the profile of a project/plan/service to gain attention to their cause MED			
	Community expectations are different to those of the decision makers and there is a high potential for some to use the uncertainty to gain attention HIGH			

Timing

The appointed consultant will be expected to complete the Shire of Goomalling Recreation Hub Master plan within 13 week process of appointment.

Purpose and Objectives

The Shire of Goomalling is small local government approximately 132 km north-east of the Perth Metropolitan area. The town site, primarily services out of Midland, via Northam which is approximately a 1.30 drive. The small local government has a current population of approximately 1100 persons, with a stable population over the past 10 years and expected to grow due to the proximity, housing affordability in Perth, Western Australia.

As a team the engaged consultants will be required to:

- Develop a master plan from previous literature, consultation and development which will guide future development of the site in a controlled, coordinated matter. This will be based on assessment and analysis of the quantity and quality of all existing infrastructure within the recreation hub, their varied functions and significance and the needs of the local community and other users
- Consider Council's existing plans and strategies
- Current building condition assessments, spatial distribution across the Shire, demographic analysis and projections, current use and functions, service level benchmarks and gap analysis.
- Address the concept and provide criteria towards what would constitute a Regional, District, neighbourhood and or local facility taking into consideration the above points.
- Enhance the established direction that guides the Shire's future planning and provision of sports, recreation and community facilities and needs.

The aim of the project is to:

Provide a future master plan for the recreation hub precinct which will enable various users to develop their respective areas or infrastructure with regard and consistency to the longer term development of the site. The multi-purpose recreation hub will encourage a range of accessible facilities that contributes towards the relevance and development of strong and sustainable community. This will be achieved through network cluster of facilities in the Shire for people to meet and participate in the life of their communities and neighbourhoods.

In completing the above tasks it is understood that the consultant will be required to:

- Prepare and implement a Community Consultation and Stakeholder Engagement Strategy for this project.
- Hold meetings with relevant Shire staff to discuss findings and confirm inclusions for the Master Plan and analysis.
- Provide the relevant Shire staff with a feedback sheet of the information required from clubs and major stakeholders.
- Present a draft Master Plan and subsequent concepts and schematic designs for clubs, major stakeholders and interested community members allowing the opportunity for comment and feedback.
- Prepare final Master plan for the recreation hub within the Shire of Goomalling.

Target Stakeholder

The consultation strategy for the study will be based upon best practice consultation methods and principles, in conjunction with the Shire of Goomalling with the following stakeholder groups.

Primary Stakeholders

Primary Stakeholders are those who have a direct interest in the outcomes:

- Shire of Goomalling elected members
- Shire of Goomalling staff (Project control group)
- Club development officer
- Relevant Sporting and community groups within the Shire of Goomalling
 - Mortlock Sports Council
 - Goomalling Historical Society
 - South West Land and Sea Council
 - Goomalling Cricket Club
 - Goomalling Gumnuts
 - Goomalling Football Club (Juniors/ Seniors)
 - Goomalling Hockey Club
 - Goomalling Tennis Club
 - Goomalling Wado Ryu Karate club
 - Goomalling Netball Club
 - Goomalling Youth Advisory Committee – Gooma Squad
 - Goomalling Seniors
 - Goomalling CWA
 - Goomalling Primary School
 - Goomalling Community Garden Advisory Committee
 - Sacred Heart Catholic Primary School Goomalling
- Other relevant Government and Non-Government agencies
- The broader community

Secondary Stakeholders

Secondary stakeholders have a general interest in the project. These stakeholders we will 'Consult' and use consultative engagement methods:

- State Government Departments (Water, Environment, Education etc.)
- State Sporting Associations (SSA)
- Tourism alliance
- Neighbouring local governments

Tertiary Stakeholders

Tertiary stakeholders are those who are not primary and secondary stakeholders these stakeholders we will 'Inform' and use informative engagement methods:

- Media / Sponsors
- Funding bodies & Other community and interest groups

Level of Engagement



The experience gained from other similar projects, clearly suggests that identifying the current and future needs of key users/stakeholders will be the key to a successful study outcome.

A key outcome from the consultation process will be to identify and understand the core needs and aspirations of stakeholders and the community in general, in relation to community sporting facilities/services available in the study area and how these needs will transpire into actual demand. The consultant team will undertake a targeted consultation process with key stakeholders aimed at identifying:

- The development of a consistent data measurement, monitoring and reporting approaches regarding urban tree canopies;
- The provision of supporting data and statistical information;
- The development of consistent processes based on leading and acceptable practices;
- Clarify approaches to best practice design and planning policy application; and
- Identify potential future strategic communications by highlighting future key messaging and information for graphics development.

Figure 10 The Community Engagement Matrix, the appropriate level of engagement is:

Table 2: Community Engagement Complexity, Impact and Sensitivity (CIS) Matrix
Selecting the level of engagement to the complexity, impact and sensitivity of the issue or decision²

 Degree of political sensitivity or potential community impact/outrage	HIGH	INVOLVE	COLLABORATE	EMPOWER
	MEDIUM	CONSULT	CONSULT	INVOLVE
	LOW	INFORM		
 Degree of Complexity				

Primary Stakeholders: "Collaborate"
 Secondary Stakeholders "Consult"
 Tertiary Stakeholders "Inform"

Table 10 The Table below explains what the different levels of engagement mean.

<i>IAP2 Spectrum of Public Participation</i>				
Inform	Consult	Involve	Collaborate	Empower
<i>Goal</i>	<i>Goal</i>	<i>Goal</i>	<i>Goal</i>	<i>Goal</i>
To provide the community with balanced and objective information to assist them in understanding issues, options and opportunities	To obtain community feedback on analysis, alternatives or decisions	To work directly with the community to ensure that its concerns, values and aspirations are consistently understood and considered	To work alongside the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To support the development of the community, its programme and partnership capacity, and the acquisition of resources for self-reliance, innovation & sustainability
<i>Promise to the Community</i>	<i>Promise to the Community</i>	<i>Promise to the Community</i>	<i>Promise to the Community</i>	<i>Promise to the Community</i>
We will keep you informed	We will listen to you and provide feedback	We will invite your involvement to help identify and understand your concerns and aspirations	We will work with you to identify issues and work out options and preferred solutions	We will support you to be part of local solutions and in your capacity to be decision makers in your own lives

Engagement Tools and Activities

For the Shire of Goomalling recreation hub master plan, AECOM will undertake targeted consultation process aimed to identify the following:

- Existing documentation, planning process and outputs from any previous consultation processes.
- Identification of potential options and priorities for development.
- A full analysis of the social, economic (financial) and environmental implications of any development.
- Diversity of users of the diverse range of community recreation facilities and abilities within the hub, creating a precinct in which doesn't marginalise use for the community and visitors. Targeting potential users within the community and similar demographical areas to desire what associated infrastructure is required.
- Enhancing the Shire of Goomalling to utilise all the sports, recreation and community facilities within the recreation hub, for the potential to increase use for residents, visitors and tourists for opportunities within the area. This will enhance the spaces for potential events in the community and what associated infrastructure is required within the hub.
- Risks associated with any development
- Funding considerations and project implementation strategy.

The Engagement tools and activities selected for this project are:

- Project Team – establish regular meeting with Project Team to report on progress, information received, present draft report and final report.
- Stakeholder Workshops – facilitated, participatory discussions with groups of individuals representing different organisations and/or interests to provide a shared understanding of opportunities, constraints and/or issues.
- Social Media – use existing groups websites, social media (Facebook/Twitter) survey monkey and company/organisation web site to inform, gather and consult on the project requirements, issues, opportunities and constraints.
- Interviews – face to face or telephone interviews (as appropriate or possible) with key stakeholders to obtain information relating to requirements, issues, opportunities and/or constraints.
- Advertising – Provide advertisements within the Local Rag and community newspapers inviting for local and public comment.
- Survey – Develop a survey which is gain information on the various clubs/ organisations and/or interests to provide a shared understanding of opportunities, constraints and/or issues.
- Survey – Develop a survey for the broader community of the Shire, which will encourage an local understanding of the opportunities, constraints and/ or issues.
- Briefings – information session at which presentations will be made on the project and with an opportunity for questions to be asked.

Reporting and Feedback

The engagement process and its outcomes will be summarised in the final master plan report.

Table 11 Stakeholder Engagement Timeline & Responsibility

Action	Stakeholder	Method	Timing	Responsibility
Project Inception with Shire of Goomalling	<ul style="list-style-type: none"> Shire of Goomalling 	<ul style="list-style-type: none"> AECOM & The Goomalling will meet to discuss project, deliverables and time line 	October	AECOM & Shire of Goomalling
Stakeholder organisation Survey	All Stakeholders mentioned above	<ul style="list-style-type: none"> Send to the Shire of Goomalling by AECOM, and passed on with instructions. Also hard copies provided for stakeholders 	October	AECOM & Shire of Goomalling
Stakeholder meetings within the Goomalling Recreation Hub users groups/ organisations	All Stakeholders mentioned above	<ul style="list-style-type: none"> Stakeholder forums – with sporting groups Follow up emails/ conversations if further discussion is needed 	Initial email has been sent out by Shire of Goomalling	AECOM & Shire of Goomalling
Stakeholder Workshop	All Stakeholders mentioned above	<ul style="list-style-type: none"> Send out meeting requests to all stakeholders, potential to incorporate within sports committee meeting in December. 	December – Sports committee meeting. Potential to run a second forum if feedback isn't sufficient in Feb 2018	AECOM & Shire of Goomalling

Action	Stakeholder	Method	Timing	Responsibility
Project Control Group Workshop	<ul style="list-style-type: none"> Project Control Group 	<ul style="list-style-type: none"> Facilitated workshop by AECOM to go through the opportunities and constraints for the future of the Master Plan. Initial workshoping of concepts from the evidence base and analysis from the project and consultation 	TBA	AECOM & Shire of Goomalling
Councillors Concept Workshop	<ul style="list-style-type: none"> Shire of Goomalling 	<ul style="list-style-type: none"> Facilitated council workshop, showing presented concepts which will be suggested for the draft/ final report. 	TBA	AECOM & Shire of Goomalling
Public Comment on Draft/ Final Report	<ul style="list-style-type: none"> Shire of Goomalling Residents Relevant Stakeholders 	<ul style="list-style-type: none"> Goomalling Recreation Hub Master Plan out for public comment by all associated stakeholders 	Completion of Project	Shire of Goomalling

Stakeholder Consultation Feedback

The following section outlines the notes taken from each Stakeholder Consultation meeting. The following consultation outputs are a summary of the consultation meetings. The following general questions were asked throughout each consultation meeting:

- Each appropriate stakeholder was consulted.
- AECOM Stakeholder organisation survey was sent out to all stakeholders within the project.
- They were made aware of the Goomalling Recreation hub master plan.
- Asked the use and condition of current buildings/ assets within the Goomalling Recreation hub.
- Thoughts on multi-use buildings/ collocation of stakeholders.
- The growth of their organisation.
- Opportunities and constraints of the site.

Table 12 Shire of Goomalling Stakeholder contact details

Stakeholder	Contact Person	Summary of Consultation
Club development officer & Project Manager	Jo Bywaters Tahnee Bird	<ul style="list-style-type: none"> • Ageing and un-used assets within the Shire. • Major traffic and parking issues (more so during events/ finals). • Accessibility to the site. • Playground location is seen to be unsafe and far from highly used assets. • Quinlan street issues and drainage. • Children, youth and aged care services all operate out of the Town hall. • Disconnect between the community garden and other facilities within the precinct. • 1600 people travel to Goomalling during finals and events. • Sports have increased over time. • Youth aged demographic lacks within the Shire due to the lack of a high school/ tertiary education. • Children play with seniors due to the lack of numbers.
Mortlock Sports Council	Workshop held on the 8 th of November	<p>The following summer outlines the aspirational comments have been made:</p> <ul style="list-style-type: none"> • Potential to close Quinlan street to better connect the recreation precinct. • Connectivity to the two – recreation ground, town hall reserve (youth / aged precinct). • Sports lighting infrastructure. • Disability access to the town hall. • Opportunities and recreation infrastructure for youths.

Stakeholder	Contact Person	Summary of Consultation
		<ul style="list-style-type: none"> • Relocation of cricket practice nets – closer to the Oval • Resurfacing of pitches/ ovals and courts <p>The following issues and constraints were outlined throughout the consultation:</p> <ul style="list-style-type: none"> • Parking at the recreation precinct during events and finals. • Lack of parking near the entrance of the sports and recreation centre to allow for disability access and landscaping. • Drainage issues on Quinlan street and the requirement for over flow parking spaces on Quinlan street. • Poor access and egress to the site. • Safety lighting at entry and exit points of the precinct. • Damage to mature trees and sustainability of the precinct. • Ageing infrastructure. • Location of the current playground.
Goomalling Community Garden	Julie Thygesen	<ul style="list-style-type: none"> • Look to running regional events in the future. • Host market days, which encourages community participation and individuals from other organisations within the community. • New group • Links with WNRM to engage local indigenous youths as a part of the ranger program. • Highly enthusiastic.
Goomalling Football Club	Murray Siegert	<ul style="list-style-type: none"> • High participation numbers within the Shire approximately 152 (including seniors, juniors and elderly – over 65) • Hold multiple social events throughout the year • Use the CRC • Have been offered to host WAFL games • Recently reticulated grounds • Potential to incorporate higher level lighting infrastructure
Ronngorong Tennis Club	Margaret Davey	<ul style="list-style-type: none"> • Tennis participation is very low • Collocated and co-use with the netball club • Scheduled resurface of the courts in February 2018. • A few social events • The courts can be used socially / there is a social group within the club

Stakeholder	Contact Person	Summary of Consultation
Goomalling Karate Club	Kristina Perrin	<ul style="list-style-type: none"> • Use the Goomalling Town hall • Use of the facility is once a week with the WA tournament held once a year. • Classes and training • Numbers have been steady
Goomalling Netball Club	Josie Tomson	<ul style="list-style-type: none"> • Use of the netball courts and store room. • Affiliated with the Mortlock netball association. • Numbers are steady, although conflicts with hockey and tennis • Hold fundraisers • Courts are scheduled for maintenance in the near future
Goomalling Primary school	Scott palmer	<ul style="list-style-type: none"> • Use of the recreation grounds as well as the community bus • Hold a breakfast club • High number of volunteers • The primary school does have its own facilities and open space, but for larger sporting and or use they use the recreation ground • Potential to incorporate uses.
Goomalling Reuse Centre	Mrs Peta Marrell	<ul style="list-style-type: none"> • Currently use the sea container at the refuse disposal facility • Collecting and sell reusable items at the rubbish tip • No future aspirations. • Participation at the local market days.
Goomalling Bowling club	Scott Thomson	<ul style="list-style-type: none"> • Use of the bowling green, CRC and the meeting room. • Increase participation, volunteers and membership since the CRC was developed • Social bowls annually/ club nights • The bowling surface is restricting events (larger scale regional events) • Replacements of the surface • 4x open days
Goomalling Gooma Squad	Kristina Perrin	<ul style="list-style-type: none"> • Use of the Goomalling Town Hall, BMX Track, community ovals and facilities for events • Youth group and social club activities • Skate events • Youth week • The need for recreational/ skate park/ youth precinct/ basketball court – any unstructured recreational space that doesn't require supervision or coordinated activities. • Lighting infrastructure for this – a place for youths to call their own.

Stakeholder	Contact Person	Summary of Consultation
Goomalling Go Karting Club INC	Brian Sims	<ul style="list-style-type: none"> • Use of the Goomalling Go Kart Track • Increase in membership from 2015 – 2016 • Annual Goomalling race day, brings a fair crowd to the site. • Potential to increase infrastructure and services at the site, such as shelter and shade. • 127 members in 2017 and is expected to exceed this next year.
Goomalling Gym	Monique Broekman	<ul style="list-style-type: none"> • Goomalling pavilion/ Gymnasium • Recently developed the 24/7 access • Huge increase from 2014 – 2017 with over 100 members • Biggest loser events • Involvements and partnership with the neighbouring physiotherapists, OT and local doctor help facilitate patients with rehabilitation programs and health plans.
Goomalling Hockey Club	Brittnee Forward	<ul style="list-style-type: none"> • Hockey field, hockey shed, tennis and netball complex – users • The club fundraised to upgrade facilities in the past • Mortlock Hockey associations and finals • Participation is lacking due to hockey being played at the same time as tennis and netball • Annual finals – follows the football scheduling • Facility requires better surface – astro turf for exhibition/ state league matches. • Lighting is poor, the need for upgrading to meet the needs • Fence behind the goals to be higher.
Goomalling cricket club	Brendon Wilkes	<ul style="list-style-type: none"> • Use of the cricket nets/ oval/ pitch and CRC • Participation in milo, junior and senior cricket competitions • State games have been played there. • The need for a new turf pitch – renew • Location of practice cricket nets does not allow for ease of access/ disconnect from the ground and other facilities.
Goomalling Nippers Football	N/A	<ul style="list-style-type: none"> • Use of the oval and CRC facilities. • Participation has steadily grown over the last few years. • Sunday games during the season, with Friday night training.
Jennacubbine Dirt Kart Club	Mariesa Bywaters	<ul style="list-style-type: none"> • The Dirt Kart club, use of the oval facility when it is available/ storage at the small shed on the oval as well as use of the Town hall for other meetings etc. • Large increase in participation/ members in the last few years. • Volunteers have built the club up in the last few years – fundraising etc.

Stakeholder	Contact Person	Summary of Consultation
		<ul style="list-style-type: none"> • Busy bees event, which is starting next February. • Race meetings held monthly • Host of the WA state titles in 2019, attended by state and national drivers, families and crews. • The need to finish all facilities for this major event.
Mortlock Sports Council	Lyndon Bird Christine Schorer	<ul style="list-style-type: none"> • Goomalling Sports and Community Centre – CRC • Establish, maintain and conduct a facility devoted to social, sporting and cultural pursuits for the Goomalling Community and club members. • Approximately 250 members • Hold multiple social events • Strong committee • State events – co-host WAFL games with the Goomalling football club (aspiration) • Host regional youth events (aspiration) • Eventually want to hold an office bearer position where each sporting club uses the facility can be supported by the community. <p>Key Comments, aspirations, opportunities and constraints</p> <ul style="list-style-type: none"> • Parking, drainage, lighting and overflow parking issues • Boundary fence needs to be looked at • Facility lighting including ovals and courts – needs attention • Dual entry to the site • Kids playground to be located closer to the facility. • Sewerage line – causing foul smell from the toilets – replacement? • Lithium battery units for electricity storage – large scale for all council facilities – mini grid?
Goomalling Aboriginal Corporation	Lesley Murphy Charon Ryder Betty Walley	<ul style="list-style-type: none"> • The recreation site is used for funerals and afternoon teas. • High usage sporting spaces and kitchen areas. • Lighting is poor throughout the precinct • Need BBQ facilities/ water fountain and more trees planted throughout the site • Need for youth equipment / events space / Basketball court / Skate ramps or spaces/ larger spaces • The need for toilet facilities for the public to use • Facilities are always kept to a high standards

Appendix D

Risk Assessment

Appendix D Risk Assessment

Introduction to the Risk Assessment

The risk identification, analysis and evaluation process is critical to ensure the Project Control Group (PCG) understand all implications relating to the development Goomalling recreation grounds. Potential risks are identified under designated risk categories:

- Governance
- Operational: Assets and Business Resilience
- Financial
- Health
- Reputation
- Regulatory and Environment
- Project / Scope: Scenario testing – current operations / proposed developments

Subsequently, each risk is analysed in terms of probability (likelihood) and impact (consequence). Ratings of H (high), M (medium) and L (low) are accorded to probability and impact and subsequently distilled as presenting

- **Major Risks** require careful management and the development of a Risk Management Plan.
- **Moderate Risks** require a manage-and-monitor response.
- **Minor Risks** would be generally accepted or discarded.

A Risk Register for the development of the Goomalling Recreation Precinct site should be developed to provide a template for ongoing risk management. This should be periodically revisited to review risk status, eliminate risks no longer relevant and incorporate any additional risk items.

Background of Goomalling Recreation Precinct

To undertake this work the following aspects will need to be thoroughly assessed:

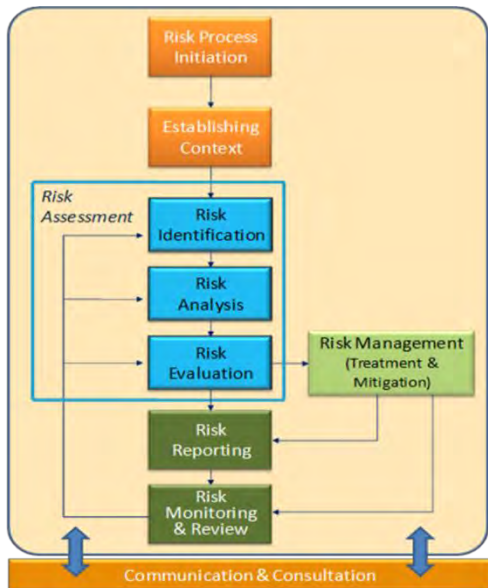
- Existing documentation, planning process and outputs from any previous consultation processes.
- Stakeholder needs derived through a targeted consultation process and consequence of not proceeding if perceived needs are not proven.
- Identification of potential options and priorities for development.
- A full analysis of the social, economic (financial) and environmental implications of any development.
- Financial and service impact assessments.
- Capital cost plans and budgetary implications.
- Risks associated with any development of the site.
- Funding considerations and project implementation strategy

Risk Management Process

Risk Management is the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.

The risk assessment approach to be applied is as per industry and quality management systems. The risk management process is outlined in figure 1

Figure 11 Risk Management Process



Rating the Risk

In determining the risk level, the following model was utilised for the classification of risk:

Level of Risk = Likelihood x Consequence.

Likelihood and Consequence definitions applied are as per, with the level of risk being determined using the risk rating table at figure 2.

Figure 12 Risk Rating

LIKELIHOOD	CONSEQUENCES				
	INSIGNIFICANT (1)	MINOR (2)	MODERATE (3)	SIGNIFICANT (4)	SEVERE (5)
Almost Certain (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

Likelihood and Consequence Tables

Table 13 Likelihood

Description	Definition	Frequency	
		Operational	Project
Almost Certain	The event is expected to occur	More than once per year	The event is expected to occur in most circumstances
Likely	The event will probably occur	At least once per year	The event will probably occur in most circumstances
Possible	The event should occur	At least once in 5 years	The event should occur at some time
Unlikely	The event could occur but probably won't	At least once in 10 years	The event could occur at some time
Rare	The event is not expected to occur	Less than once in 20 years	The event may occur only in exceptional circumstances

Table 14 Consequence Table

Description	Financial	Health	Reputation	Operation	Environmental	Regulatory Governance/Statutory	Project
Insignificant	< \$5,000	No injury	Low impact, with low profile and no complaint.	Little impact business as usual.	An insignificant environmental event that can be immediately corrected under the control of the organisation	Minor breach of policy or person requiring some response with little impact on other criteria	Insignificant increase in cost or time, barely noticeable degradation of quality or decrease in scope
Minor	\$5,000 - \$250,000	First Aid Treatment	Low impact, with low profile, low media attention, possible complaint.	Minor impact, easily dealt with, still business as usual.	A minor environmental event that can be corrected within one month under the control of the organisation	Identified breach of policy or process requiring additional work or minimal damage control.	Minor increase in cost, time, or some quality degradation with minor areas of scope affected
Moderate	\$250,000 - \$1,000,000	Medical Treatment	Moderate impact, moderate media attention, public complaint.	Some objectives affected, can continue as business as usual with minor controls executed.	A moderate environmental event that can be rehabilitated but requires multiple stakeholder input, Expected recovery time of less than a year.	Breach requiring investigation, mediation or restitution.	Moderate increase in cost, time or reduction in the quality that will require approval with major areas of scope affected
Significant	\$1,000,000 - \$5,000,000	Lost Time Injury	Damage to reputation, public embarrassment, high media attention, several public complaints, third party intervention	Some of the major objectives cannot be achieved, business can still deliver but not to expected level.	A significant environmental event where rehabilitated requires multiple stakeholder and various levels of the community and government and expected recovery time of between 1 and 5 years	Breach involving external investigation or third party action resulting in tangible loss reputation damage to the organisation.	Significant increase in cost, time, or some reduction in the quality and scope that is unacceptable to the organisation

Description	Financial	Health	Reputation	Operation	Environmental	Regulatory Governance/Statutory	Project
Severe	>\$5,000,000	Death or Disablement	Irreversible damage to reputation, very high level of public embarrassment, very high media attention, many public complaints.	Most objectives cannot be achieved and business will not operate	A severe environmental event requiring multiple stakeholders, all levels of the community and government with an expected recovery time greater than 5 year or where potentially it is irrecoverable.	Breach involving regulatory investigation and/ or third party actions resulting in tangible loss or significant reputation damage to the organisation.	Unacceptable increase in cost, in time, or project end item is effectively useless

An **environmental event** is an event that has a negative impact on plants, animals, natural environment or the community's health, safety or quality of life

Table 15 Risk Acceptance Criteria/Tolerance Table

Level of Risk	Criteria for Management of Risk		Responsibility
1 - 4	Acceptable	Via routine procedures	TBA – According to organisational structure
5 - 9	Monitor	Adequate management controls including regular reviews and changes to procedures	TBA – According to organisational structure
10 - 19	Urgent Management Attention	Only acceptable with excellent controls and management supervision	TBA – According to organisational structure
20 -25	Usually Unacceptable	Only acceptable with excellent management controls where the action must be undertaken	TBA – According to organisational structure

Context

The context of this risk assessment comprised identification of risks and associated treatments relating to the development of a Masterplan for Goomalling recreation precinct.

Primarily, risks are to be identified relating to the provision of the planning, design and construction with additional implementation risks relating to the effectiveness of the decisions made.

Risk Identification and Analysis for the Project

Identified risks are then analysed individually and are to be summarised in accordance with Table below:

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
1	Reputation	<ul style="list-style-type: none"> The Stakeholders and community are dissatisfied with the level & or method of consultation resulting in delays 	<ul style="list-style-type: none"> Non representation of the viable stakeholders within the project group Project doesn't meet the needs for the community of the Shire The project goes overtime / or does not meet a conclusion 	<ul style="list-style-type: none"> There is no current plan devised by any of the stakeholders Strategy needs to be identified to fit with the scope Project control group (PCG) 	Likely (4)	Moderate (3)	High(12)
2	Reputation	<ul style="list-style-type: none"> The State Government policies and strategic direction are not considered resulting in lack of support for the project effecting cost, time, quality and scope. 	<ul style="list-style-type: none"> The state government policies are not followed, in doing so it will cause setbacks to the project and flaws in revenue for the product External factors such as political environment changes. 	<ul style="list-style-type: none"> State Government policies that are set in place to be followed by the control Group Regular reporting and in-depth investigation and continued risk analysis 	Unlikely (2)	Moderate (3)	Low (6)
	Reputation	<ul style="list-style-type: none"> Reputation of sporting clubs, community groups and organisations could be negatively emphasised by not acknowledging grass roots, development pathway programs and growth 	<ul style="list-style-type: none"> Resources and funding models acknowledge the elite only Facilities does not cater for grass roots and or development pathways 	<ul style="list-style-type: none"> All clubs/ organisations continue to invest into development pathways, growth and training and education for grass roots. 	Unlikely (2)	Significant (4)	Medium (8)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
	Reputation	<ul style="list-style-type: none"> Sporting club members dissatisfaction, this could cause a loss in members competition and participation to continue to fall as well as a loss of revenue and potential loss of teams within each club or organisation 	<ul style="list-style-type: none"> Each club/ organisation does not take their members on the journey Clubs requirements are not meet Communication and marketing plans are not followed and or consider members input. 	<ul style="list-style-type: none"> There currently is no formal communication and marketing plans in place from each of the clubs Each club has membership strategies and Business Plans 	Likely (4)	Significant (4)	High (16)
8	Health	<ul style="list-style-type: none"> No maintenance plan or asset management plan for facilities could create safety issues if poor facilities are not rectified. 	<ul style="list-style-type: none"> Investigations are not conducted Information is not provided; assumption could be made which are incorrect causing damage, safety issues, increased costs. Asset condition reports and management plans are not conducted and or developed 	<ul style="list-style-type: none"> No current controls or methods are in place. 	Possible (3)	Significant (4)	High (12)
9	Health	<ul style="list-style-type: none"> Occupational health and safety issues to the project could cause high costs, large breaks in construction & development as well as design quality and the scope established by the control group. 	<ul style="list-style-type: none"> Acts of God, unexpected and unanswerable acts to construction, other issues and or changes to the sites existing facilities which will cause major OH&S issue which can cause setbacks to the project Manmade safety concerns Investigations are not carried out 	<ul style="list-style-type: none"> Occupational health and Safety guidelines and policies set by the state government are followed. 	Possible (3)	Significant (4)	High (12)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
	Health	<ul style="list-style-type: none"> Junior members of clubs/ organisations playing with senior players (due to the lack of junior competition within the Shire. Players may be harmed and or be discouraged from sports/ recreation 	<ul style="list-style-type: none"> Junior competition does not exist for all sports/ organisations within the Shire. Junior members may get hurt or be discouraged from continuing grass roots sport. 	<ul style="list-style-type: none"> Players wear different uniforms to determine if they are junior players. 	Likely (4)	Significant (4)	High (16)
10	Financial	<ul style="list-style-type: none"> Funding resources are limited and or constrained Partnerships and or sponsorships are compromised resulting in additional funding required to complete the project 	<ul style="list-style-type: none"> Sufficient funding is not received, causing the project to be put on hold. Stakeholders don't agree on a satisfactory outcome for all will cause in increase time and costs. Act of god, causing setbacks in time and increase costs and quality of construction 	<ul style="list-style-type: none"> A model business case be developed with open communication and stakeholders willingness to work together to reach the common goal and outcome for the redevelopment Work to the current standards and policies Lead by the Shire, Governance and support 	Likely (4)	Severe (5)	Very High (20)
11	Financial	<ul style="list-style-type: none"> Construction issues and service failures for the proposed developments, increasing construction costs and completion time to the project 	<ul style="list-style-type: none"> Industrial action occurs Required investigation are not carried out resulting in unforeseen issues arising resulting in increased costs and time delays 	<ul style="list-style-type: none"> Current procurement processes There are currently no major controls are in place for the construction 	Likely (4)	Moderate(3)	High (12)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
12	Financial	<ul style="list-style-type: none"> Due to the changes and variations to the sites plans, facilities and project scope, may not be successful in the long term and for the local community. 	<ul style="list-style-type: none"> Stakeholders don't agree on a satisfactory outcome for everyone within the control group Surrounding facilities information is limited 	<ul style="list-style-type: none"> Plans and policies have been established and are in discussion of what is going to be done Community Engagement Plan is updated and followed 	Possibly (3)	Moderate (3)	Medium (9)
14	Financial	<ul style="list-style-type: none"> If collocation, multi-purpose use and resilience doesn't occur and all stakeholders remain within their current footprints/ business as usual 	<ul style="list-style-type: none"> Stakeholders don't communicate with each other No cooperation within the control groups Stakeholders feel they can continue business as usual – large incurred 	<ul style="list-style-type: none"> No current plans, policies or management controls are put in place if this occurs. 	Possibly (3)	Minor (2)	Low (6)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
15	Financial	<ul style="list-style-type: none"> Failure to agree on a satisfactory outcome for all stakeholders will cause in each stakeholder own financial difficulties as well other project/s need to be established for the movement or redevelopment of other existing sites. 	<ul style="list-style-type: none"> Stakeholders fail to agree Project doesn't go ahead Other unanswerable issues they stop the project from going ahead Revenue streams limited outside parties are needs for new development Construction issues, manmade as well as acts of God. Lag time & costs if construction runs over time Stakeholders need financial sustainability, will gain through support and collocation Quality of development, governance, construction and projects Neighbouring residents and organisations do not agree with the project due to the harm it will cause to their infrastructure, reputation, relationships and costs 	<ul style="list-style-type: none"> No current plans, policies or management controls are put in place if this occurs. 	Possibly (3)	Minor (2)	Low (6)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
16	Regulatory / Environment Regulatory / Environmental	<ul style="list-style-type: none"> • Geology • Water source, quality and usage • Wind • Soil Quality • Energy usage • Surrounding layouts • Sub Structure of Eastern Wall • Trees 	<ul style="list-style-type: none"> • Regulatory environmental issues have not been investigated nor is their resources to tell us of the lost information 	<ul style="list-style-type: none"> • Investigation towards the issues including research the usages on the site, relative information from site analysis and archaeological extractions. • Heritage policies and procedures 	Likely (4)	Significant (4)	High (16)
18	Governance	<ul style="list-style-type: none"> • Changes and unknowns to political climate cause a time/ cost and delay of project works and go ahead • Economic changes and supports to the project is not supported then the project will not go ahead without sufficient economic support 	<ul style="list-style-type: none"> • Governance issues have not been identified and controls are limited due to the unknown information being provided from the involved stakeholders • Natural features which have no allocation or knowledge of their usage • Project is not supported • Local government reform • Liquor licence • Heritage governance issues • Zoning of project, sites and surrounding infrastructures • Trees • Water license, allocation & quality 	<ul style="list-style-type: none"> • Current policies and controls established by the MRS and WAPC controls for the project. • Legislation • Established support from local, state or other entities 	Likely (4)	Moderate (3)	High (12)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
19	Governance	<ul style="list-style-type: none"> All parties and primary stakeholders are not included within the Project Control Group, resulting in funding reduction and cost sharing realised. 	<ul style="list-style-type: none"> The project does not receive the support and or funding required. No governance, policies & standards established by the Shire & Stakeholders No 10 year maintenance or standards established for the site or involved stakeholders Current Gap within maintenance & management plan for the site Heritage significance, policies & standards Water allocation, quality and usage which is controlled by the Shire Quality of standards, project, development, governance and construction. 	<ul style="list-style-type: none"> There is no current controls for this in place 	Possible (3)	Very Significant (5)	High (15)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
20	Operation	<ul style="list-style-type: none"> Negotiation and relationships within the Project Control Group fails resulting in major delays within the project 	<ul style="list-style-type: none"> Stakeholders don't work collective, creating longer processes, plans and strategies being developed causing increase in costs Financial support is not realised Club members don't agree with the movement and collocation If stakeholders choose to go against the project operations Memberships decrease for all clubs, quality and options Participation and teams fold – due to the lack of members/ people within the Shire Will the clubs be financially viable in the future Strategic direction effected Not working as a collective group, stakeholders relationship 	<ul style="list-style-type: none"> Strategic community plans, as well as specific strategic plans for site, stakeholders and organisations Commission strategic plans Strategic plans from clubs/ organisations Previous reports to relate to and engage the faults within those master plans Integrated planning framework 	Possible (3)	Significant (4)	High (12)
21	Operation	<ul style="list-style-type: none"> Current stakeholders have differing aspirations, affecting the scopes and operational efficiencies not realised. 	<ul style="list-style-type: none"> Communication failure Contribution both financially and in kind are not forthcoming 	<ul style="list-style-type: none"> Strategic Plans need to be developed and or updated to reflect project success. 	Possible (3)	Significant (4)	High (12)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
22	Operation	<ul style="list-style-type: none"> Displacement of clubs/ organisations during the development 	<ul style="list-style-type: none"> Clubs or groups will have to be displaced if development/ refurbishment occur within Shire buildings. Loss of members – due to displacement. 	<ul style="list-style-type: none"> Potential use of other Shire assets, which are underutilised. 	Possible (3)	Unlikely (2)	Low (6)
23	Project	<ul style="list-style-type: none"> Project fails and or costs rise, quality is affected and scope increases. 	<ul style="list-style-type: none"> Communication breakdowns Policies and strategies not followed Act of God Appropriate and or required investigations do not occur and or in a timely manner Club members are not engaged effectively and or satisfied with outcomes. 	<ul style="list-style-type: none"> Project control group business case Working together as a collective Support from outside sources 	Almost Certain (5)	Significant (4)	Very High (20)

Risk Identification and Analysis for the Site

Identified risks are then analysed individually and are to be summarised in accordance with Table below:

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
1	Health	<ul style="list-style-type: none"> Conflict of use (Playground, access and egress to the site/ Quinlan street) between user groups 	<ul style="list-style-type: none"> Safety of patrons 	<ul style="list-style-type: none"> No current controls are in place, seen to be known by the community to watch for children using the playground 	Possible (3)	Severe (5)	High (15)
2	Health	<ul style="list-style-type: none"> Closure of Quinlan street 	<ul style="list-style-type: none"> The Shire seek the part closure of Quinlan street in order to establish a safer access and egress into the site. Create longer drive time in emergency situations. Create new emergency access 	<ul style="list-style-type: none"> No current controls 	Possible (3)	Moderate (3)	Medium (9)
3	Health	<ul style="list-style-type: none"> High traffic risk associated within the surroundings of the Goomalling recreation grounds site. 	<ul style="list-style-type: none"> Due to the high use of the recreation grounds the increased traffic within the area. High usages during finals approximately 1600 patrons use the site. Closure of Quinlan street may affect the change/ flow of traffic 	<ul style="list-style-type: none"> Traffic calming measures during high usage patterns 	Possible (3)	Significant (4)	High (12)

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
2	Environmental	<ul style="list-style-type: none"> Removal/ or damage to the local vegetation areas. 	<ul style="list-style-type: none"> More development comprised on the 	<ul style="list-style-type: none"> Coast care association (CCA) 	Rare (1)	Significant (4)	Low (4)
3	Operational/ Governance	<ul style="list-style-type: none"> Removal/ or damage to the heritage significant areas (Goomalling War Memorial Hall) 	<ul style="list-style-type: none"> Heritage significant areas are redeveloped for another purpose 	<ul style="list-style-type: none"> Municipal industry 	Rare (1)	Significant (4)	Low (4)
4	Operational	<ul style="list-style-type: none"> Lack of apparent lighting within the entrance of the site, creates safety issues with users. Potential to create a fatal accident. 	<ul style="list-style-type: none"> Conflict of use between people driving/ walking to access the site. 	<ul style="list-style-type: none"> No current controls 	Likely (4)	Significant (4)	High (16)

Appendix E

Design Charter

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1.0 Introduction

The Shire of Goomalling (Shire) is a rural location approximately 132km north - east of Perth, with a stable population of approximately 1100 persons. There is likely to be an increase in population due to its proximity to Northam and Perth and housing affordability within the Shire.

The development of a Goomalling Recreation Hub Master Plan (master plan) will focus on the provision of all sports, recreation and community facilities and services within the Shire and address the long-term needs of the associated clubs, local and broader community.

The Goomalling recreation grounds (hub) are the main community, sports and recreation precinct within the Shire. Located within the Shire's town site, the hub is a highly valued precinct by the community both for its facilities, services and significance as a contemporary community space.

Goomalling has become a desirable destination for retirees looking to relocate to a well serviced community with affordable land and housing. There has been a gradual change in the aspirations of our young people with more wanting to live and work in Goomalling. Steady increases in population will allow for the ongoing development of goods and service providers and increase the sustainability of our town.

1.1 Purpose of the Design Charters

The purpose of the design charters is to develop the option recommendations identified in the Initial Report and articulate how overarching design elements and site specific design concepts can be applied for the Goomalling recreation grounds master plan.

The design charters identify specific spatial requirements for all recommended facilities by referencing specific service guidance and legislative requirements. They are intended to provide sufficient detail to enable preliminary costings to be determined during the next phase of this project.

1.2 Site Assessment

The Goomalling Recreation Grounds Precinct

The sites has multiple functions consisting of a two sports playing fields, six tennis/ netball courts, gymnasium, community recreation centre, playground, community garden, hall and day care. The site is only accessible the north eastern corner of the site from Quinlan street. During major usage of the site (final and events) the sites car parking capacity is limited and creates risks for pedestrian and vehicle movement.

The site is centrally located within the Shire, and easily accessible by the two primary schools located within the town site. Not all Shire sports and recreation services are provided within precinct, this may be an option to explore for future implementation and development of the site.

The site is lack vegetation within its immediate location, although the southern portion is occupied by mature trees; refer to 2.5.2 for the recreation grounds Tree assessment. The southernmost part of the site is heavily vegetated and is recognised as a black cockatoo breeding area. The precinct provides adequate open space for the community, groups and.

Figure 2 outlines the land use map for the recreation grounds. The major constraints for the site are access and disconnection between the two precincts. The two precincts are recognised as the youth and arts precinct and the sports and recreation hub precinct, shown in Figure 1.

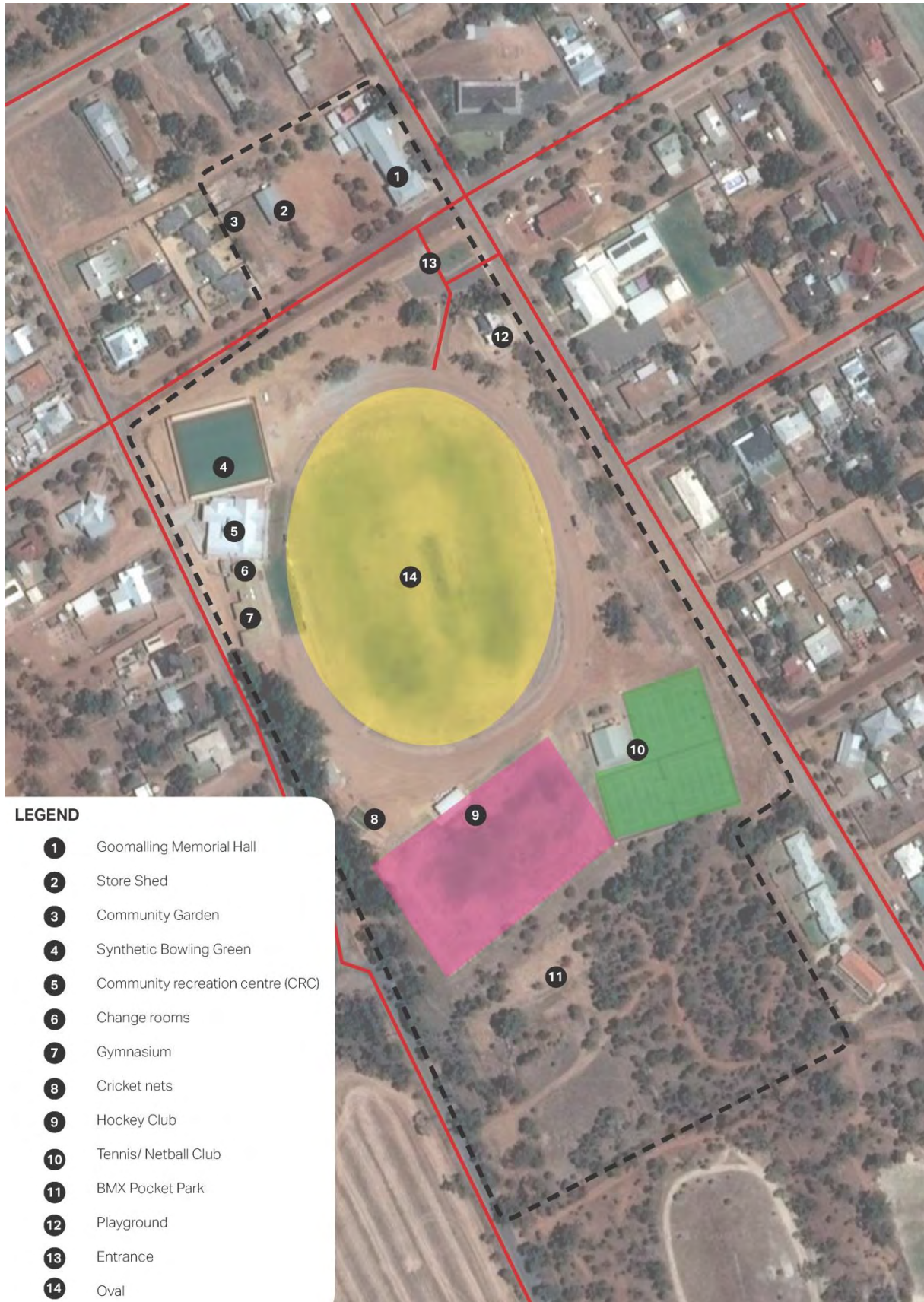
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Figure 1 Goomalling Precinct Map



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Figure 2 Goomalling Recreation Hub Grounds Land Use Map



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The site is characterised by its various uses of sports, recreation, education and aged care service, with a major road barrier (Quinlan Street) cutting through the hub. The hub is split into two zones:

- North of Quinlan Street (community precinct): the area is recognised as a youth / art precinct, characterised by a community garden, operations shed, carpark and hall (used for children services, youth group, day care and senior's services).
- South of Quinlan Street (sports and recreation precinct): is recognised as the sports and recreation zone, this zone is heavily utilised and is the major recreation hub for the Shire.

2.0 Overarching Design Elements

2.1.1 Co-location:

Co-located and integrated sports and recreation facilities act as precinct or community hubs. The facility provides a range of offering and can, therefore become key focal gathering points within the club or community; attracting a range of users and promoting social connection and cohesion. The principle can extend with just collocated sports facilities can incorporate other activity generating uses such as transport, shops, Kindergartens, playgrounds and open spaces.

2.1.2 Multipurpose:

Sports and recreation facilities should be design and built to maximise flexibility in use so they can adapt as needs change. Where possible, facilities should be capable of delivering a range of programs and services, rather than designated for single uses or specific target groups that may quickly become out-dated. Resilience is enhanced by providing multi- purpose spaces capable of accommodating a diversity of uses, thereby enabling a range of activities and target groups to use the facility and in doing so; ensure maximum use and optimisation of space.

2.1.3 Access for all:

In order to increase access and participation throughout the Cottesloe recreation precinct all facilities and services for people with a disability, the use of universal design principles is essential.

2.1.4 Sense of Place:

Create a culture and character of the Cottesloe recreation precinct.

2.1.5 Intergenerational and Equitable:

All sports and recreation facilities redeveloped or planned by will be intergenerational, elderly, disabled and family friendly to accommodate the breadth of the community and visitors to the area.

2.1.6 Resilience:

Resilience is emerging as a useful framework to advance sustainability, liveability and disaster risk management. It is the "capability to prepare for, respond to, and recover from acute and chronic threats with minimum damage to public safety and health, the economy, and security"

2.1.7 Safety and Security

Sports and Recreation facilities should be designed in accordance with Crime Prevention Through Environmental Design (CPTED) principles. They should provide a high degree of personal safety for people entering and leaving the building, especially at night. Locating facilities in activated areas ensures higher levels of passive surveillance and increased security.

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2.2 Design Philosophy

We propose an overarching design philosophy that redevelops elements of existing facilities and introduces new elements, where appropriate, to meet the specific needs of the Shire community. The priority focus for this design philosophy is to create financially, environmentally and socially sustainable facilities. These contemporary facilities will address multiple stakeholder requirements, allow tenants to co-exist profitably and positively, and can be embraced as a multipurpose assets for the local and broader community.

We recommend the incorporation of Environmentally Sustainable Design (ESD) principles wherever feasible which:

- Include passive design strategies;
- Enhance lines of sight through to surrounding areas; and
- Promote pedestrian traffic in and around the site.

Building designs need to minimise the impact on the natural and surrounding environment whilst meeting the community's sustainability objectives and aligning with current Shire standards. During any future detailed design phases, consideration should be given to options such as:

- Inclusion of solar power;
- Use of natural lighting and heating; and
- Use of grey water recycling and water harvesting.

In addition to ESD principles, any future detailed designs should address the operating and ongoing maintenance costs of the facility as well as the provision of a safe and secure physical environment incorporating Crime Prevention through Environmental Design (CPTED) principles.

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2.3 Design Considerations

When preparing site specific design concepts for the site, we have integrated the following design considerations at a high level. As detailed designs are progressed, these considerations should continue to be integrated in consultation with Council to confirm specific requirements. A detailed outline of the following design considerations can be found in Appendix B

- **Heritage**

Design should consider any heritage elements that may impact the project. A high level analysis of heritage issues has been outlined in the Site Analysis.

- **Acid Sulfate Soils**

Design should consider any areas classified as Acid Sulfate Soils under the LEP. Acid Sulfate Soils are likely to be found beyond 2 metres below the natural ground surface. Any works below this level will trigger the requirement for assessment and may require management. Acid Sulfate Soils in a Class 2 area are likely to be found below the natural ground surface. Any works beneath the natural ground surface, or works which are likely to lower the water table, will trigger the requirement for assessment and may require management. A high level analysis of Acid Sulfate Soils has been outlined in the Site Analysis.

- **Lease, Licences and Facility Management**

Design should consider the lease, licences and facility management arrangements for the site. Not all facilities are currently managed by the Shire, such as the CRC, which is run and managed by the Mortlock Sports Council. The Group establish, maintain and conduct a the CRC facility to devote to social, sporting and cultural pursuits for the Goomalling Community and club members. There is the potential to develop arrangements with user groups and tenants to efficiently and effectively manage other facilities within the recreation grounds (e.g. major arrangements with major user groups and new groups such as surrounding schools/ allied health services). Use of new technology that will assist with facility management should be considered during the detailed design phase.

- **Sustainability**

The materials used in the construction needs to be suitably durable to ensure the infrastructure survives the predicted life cycle of the facility. The infrastructure should also be designed in a manner which will minimise the ongoing costs over the life cycle of the facility. These costs include maintenance, utilities and disposal costs.

- **Water**

One objective of any future redevelopment is to reduce the water consumption of the site and includes a variety of techniques such hydro zoning and water recycling. During the detailed design phase, water saving technology should be investigated and if viable incorporated into the building's design. Water connection is required for all facilities.

- **Power**

During the detailed design phase, the consultant will be required to work with relevant power companies to upgrade the system to allow for the requested amperage.

- **Maintenance**

Maintenance is an essential operational function which needs to be considered in any facility planning. Maintenance requirements should be in line with the existing standards and procedures. Particular items requiring consideration are access for maintenance vehicles and removal of bins due to the limited space for vehicles. Design should consider the impacts of on-going maintenance costs and use suitable materials. When exploring alternative technology, the maintenance costs should be highlighted, including savings e.g. lighting savings when using natural light or heating and cooling savings.

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2.4 Built Form Elements

The following design considerations apply specifically to the built form of the sports, recreation and community facilities:

- **User Flexibility**

Design should allow for various parts of the building to be used by different parties at the same time without compromising each other, for example, the office accommodation and tenant operations and the training/meeting space. The facility should be designed to allow for the increased volume of facility users as a direct result of the extra programs and services being offered.

- **Adaptability**

With the possibility of user groups changing over time, the building should be designed in such a way that a user group can move out without affecting other user groups and the functionality of the building. The building is also large enough to accommodate growth in program and service numbers.

- **Context**

Design should consider and coordinate any facility with its context. The need for egress and ingress into the site needs to take these into consideration, incorporating new paths, connections and well-designed routes within the precinct to optimise the facility's accessibility. By taking a collocated and sustainable design focus, the design should maximise its usage potential and attention should be given to ensure the appropriate integration of the proposed site and adjacent sporting precincts.

2.4.1 Characteristics

The community precinct:

- Memorial Town Hall located on the eastern portion of the site. The current facility is used for aged and youth services as well as other community events. Located at the rear of the facility is the Child care.
- The child care facility is located at the rear of the Memorial Town Hall. The facility has a kitchen, toilets, open planned child care area as well as an outdoor play space.
- The community garden and maintenance shed are located to the western portion of the precinct.
- Unsealed dirt area for car parking and overflow of vehicle access.

The recreation precinct:

- Contains a diverse range of facilities and services with the main entrance to the site via Quinlan St on the north- east corner of the precinct.
- Immediately adjacent to the entrance is a fenced playground facility with shade sails and picnic tables.
- North West of the recreation site the new Community Recreation Centre (CRC) and synthetic bowling green, this modern facility facilitates the majority of social and community events for all clubs and organisations, being the central focal point of the entire precinct.
- South of the CRC is the gymnasium and changing facilities for the Football/ cricket oval.
- The oval is in a central location of the precinct east of the CRC and changing facilities, the oval is fenced. Recently the Shire has updated the irrigation to the oval, as well the oval provides lighting infrastructure for up to training purposes.
- In the most southern part of the site is the hockey, BMX, tennis and netball club facility. The BMX track is located to the south of the netball and hockey facilities, providing a dirt track for the Shire community.

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- The hockey site provides a grass pitch and shelter facility for players and spectators, using the tennis club house and change room facility to the east for all other uses.
- The tennis and netball club and a conjoined use, providing 6 courts, change room, club house and canteen facilities.

2.4.2 Built Form Assessment

Throughout each section each built form asset will be looked at in detail. The asset will be looked at on its current structure as well as the future needs and option recommendations for each facility.

2.4.2.1 Youth and Arts Precinct

The Youth and Arts precinct is made up of the following built form:

- The Memorial Town Hall
- Child Care Facility (located at the rear of the Memorial Town Hall)
- Maintenance Shed

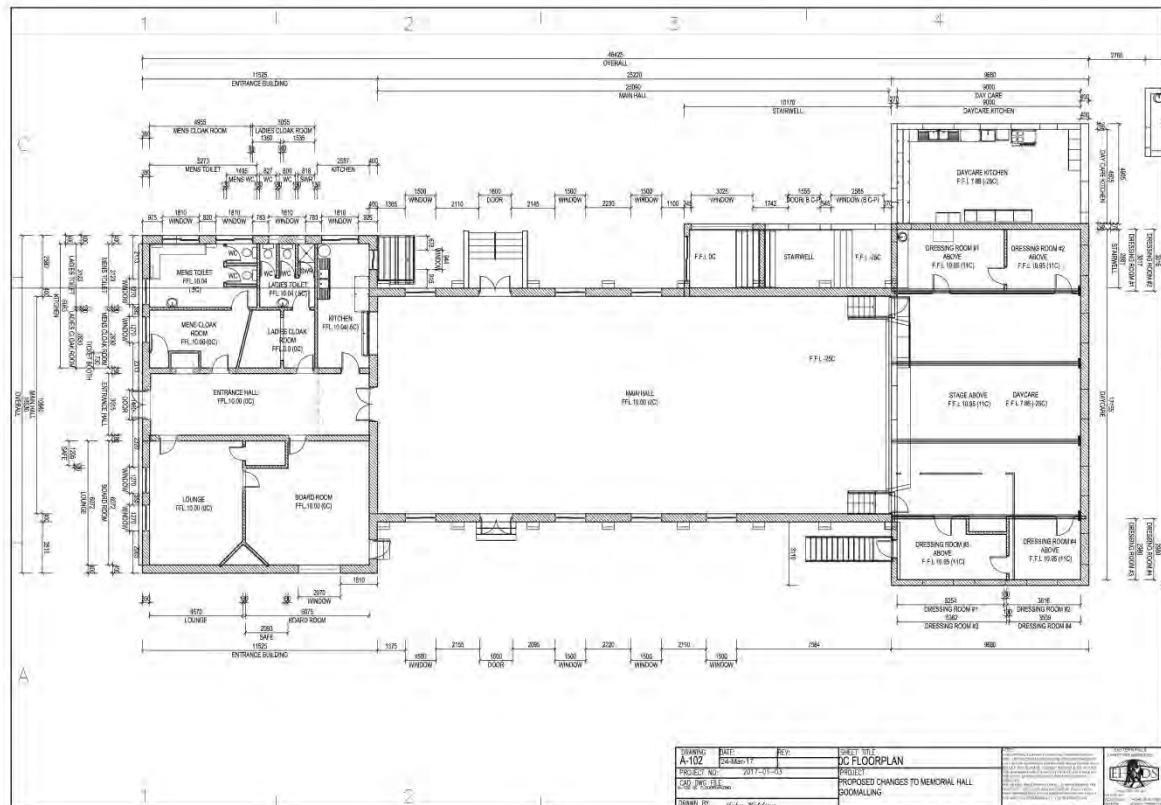
The following built form is considered to be disconnected from the recreation grounds precinct (sports and recreation precinct). The major barrier that has been identified is Quinlan Street. The road infrastructure barrier discourages pedestrian movement within the precinct and is seen as a major risk.

The Memorial Town Hall

The redevelopment of the Memorial Town hall will be based on a revamp/ redesign of the internal layout of the facility. The Hall has changed over time to service the Goomalling community, and is currently used for the concerts, youth services, aged care services and a child care (located at the rear of the facility).

The detailed floor plans and elevations for the Memorial Hall can be found in Appendix A.

Figure 3 Memorial Town Hall Floor Plan



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Figure 4 Memorial Town Hall Elevation Sections Plan



Table 1 Site Visual Assessment - Memorial Town Hall Built Form

Goomalling Memorial Hall Area	Context Image
Frontal Façade	


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Goomalling Memorial Hall Area	Context Image
Entrance Hall way	
Board Room	
Lounge	

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Goomalling Memorial Hall Area	Context Image
Kitchen	
Main Hall	
Men's Bathroom	

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Goomalling Memorial Hall Area	Context Image
Dressing Room	

The following summary can be made from the floor plans and the site visual assessment:

- Open planned hall.
- Main hall with permeant stage for performances.
- Ageing internal facilities and amenities.
- Change rooms/ costumes.
- Dedicated stage with lighting, curtains and other features for performances.
- Lack of storage throughout the facility.
- Toilet facilities – ageing not to current standards
- Maintenance of heritage boards/ history planks
- Consulting room – current used for youth centre
- High ceiling roof
- Frontal façade of the building is heritage, to be maintained throughout the future redevelopment of the building.
- Kitchen facilities – ageing
- Opportunity to redevelop internal spaces within the site

The following implications were made for the Memorial Town Hall facility of the master plan within the initial report

- Currently the functionality of spaces within the facility don't meet the needs of the users and or Goomalling community;
- Expand building footprint for future needs (Intergenerational/ allied health/ warm water facilities).
- The need to redevelop the internal design of the hall to meet the changing need of the youth group, child care services and seniors group.
- Current disconnect between the Town hall and other services and infrastructure within the recreation hub in particular the sporting precinct services.
- Potential to develop new play space for the precinct which provides a connection and use for both the sporting precinct and the community precinct.
- The need to upgrade current toilet and changing facilities to meet Australian standards.
- Create a multi-purpose and resilient space for the use of multiple clubs, groups and organisations.

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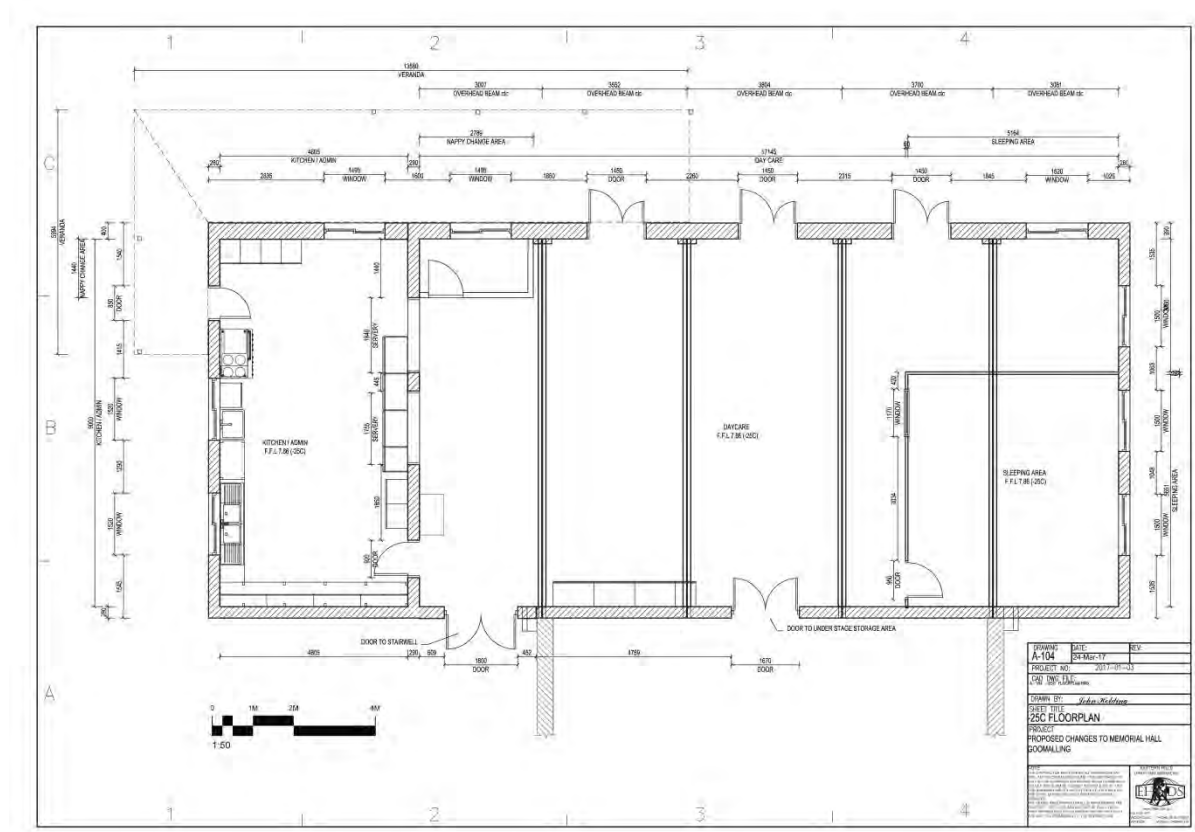
Child Care Facility

The Child care facility is located behind the Memorial Town Hall facility. The child care centre is “currently” meeting the needs of the Goomalling community although strategically designed or planned for the growth of the community. Associated with the child care facility is a toilet block accessible by the child care users.

As shown in Figure 4 the child care facility is located on the bottom story of the Memorial Town Hall.

The floor plans for the Child Care Facility can be found in Appendix A.

Figure 5 Child Care Facility Floor Plan



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Figure 6 Toilet Block Floor Plan and Elevation Sections

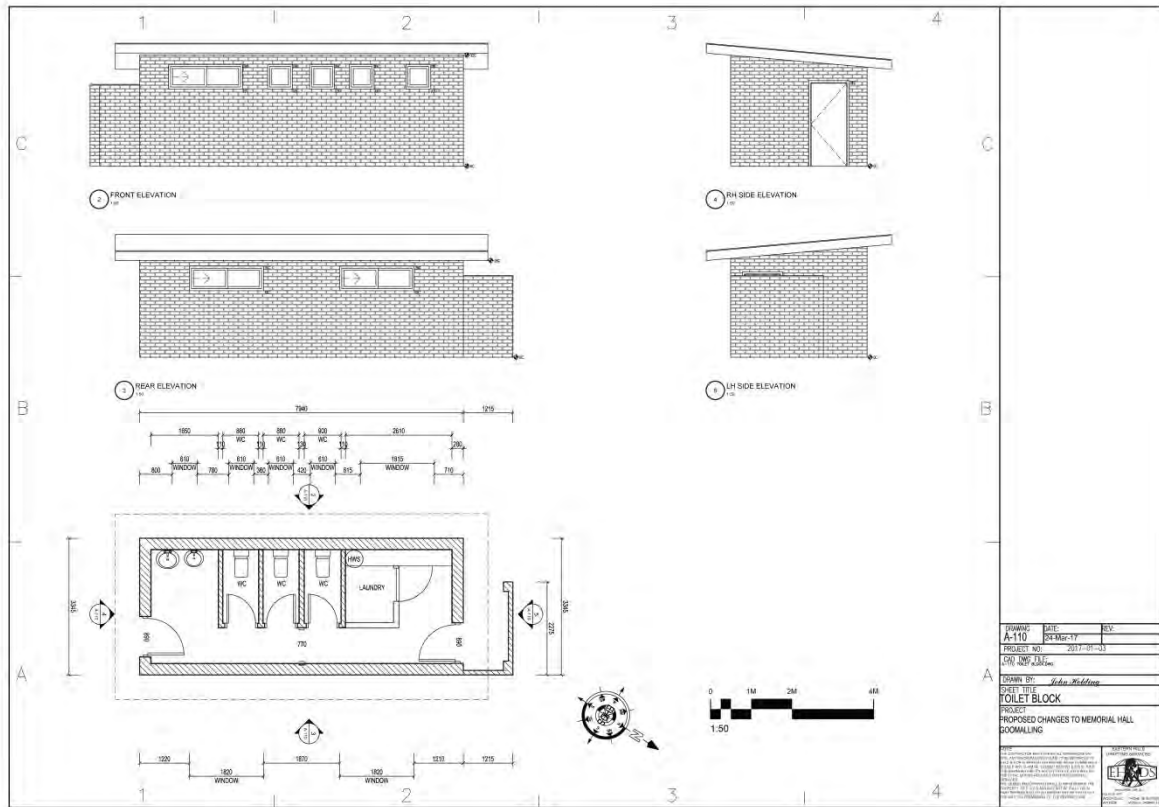


Table 2 Site Visual Assessment Child Care Centre Built Form

Child Care Centre Area	Context Image
Child Care outdoor area and side façade of facility	

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Child Care Centre Area	Context Image
<p>Side Façade of Town Hall & Child Care Centre</p> <ul style="list-style-type: none"> - Kitchen – Child Care - Change rooms – Town Hall 	

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The following summary can be made from the floor plans and the site visual assessment:

- The outside area has the recreation and play facilities
- Small space – currently meeting the needs of the community
- Dated kitchen and administration area
- Open planned day-care space

The following implications were made for the Child Care Facility of the master plan within the initial report:

- Current disconnect between the child care and other services and infrastructure within the recreation hub in particular the sporting precinct services.
- The facility is currently meeting the need of the group although the need to plan for future growth and resilience is needed.
- Potential to incorporate facility into a newly designed and developed multi-purpose, better connected facility (redevelopment of the Memorial Town Hall).
- Provide intergenerational services for all ages within the Shire.
- Disconnect from current playground space located within the sports and recreation precinct.
- Lack of diversity within spaces.
- Members travel from outside of the Shire to use the service.
- Disconnect from community garden.


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Maintenance Shed

The maintenance shed is located west of the Memorial Town Hall and neighbours the community garden. The maintenance or store shed is used by the community and Goomalling Shire representatives for maintenance and management of the recreation grounds site, community garden and other key natural areas within the community. There is currently no development plans (site plans) for the maintenance shed.

The following design implications can be made for the maintenance/ store shed within the whole recreation precinct:

- Location isn't practical.
- The current maintenance shed is disconnected from the recreation grounds precinct.
- Potential to collocated with the CRC/ Gymnasium (where current cricket nets are situated)
- Direct service to the community garden – collocation with newly located community garden.

Maintenance Shed	Context Image
<p>Maintenance Shed & Car Park</p>	

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2.4.2.2 Sports and Recreation Precinct

The sports and recreation precinct requires no built form development, although the following facilities have been known to be the built form within the precinct:

- Synthetic bowling green
- Community recreation centre (CRC)
- Change rooms
- Gymnasium
- Cricket nets
- Hockey club
- Tennis/ netball club
- BMX Pocket Park
- Playground
- Oval

The following implications can be made for the sporting and recreation precinct of the master plan within the initial report:

- Current disconnect between the sporting precinct and other services and infrastructure within the recreation hub in particular the community precinct services.
- Resurfacing of greens and surfaces to meet the growing needs and participation of all sports within the precinct.
- Current lighting infrastructure doesn't allow for higher level games and or night events, training, games or services to be held at the sporting precinct.
- Play space is disconnected from the sporting precinct services and infrastructure as well as the community precinct.
- Safety issues with access and egress into the sporting precinct.
- Other sports and recreation services are spread throughout the shire (Shire pool, go karting centre and golf club).
- The need for overflow parking measures due to the lack of parking during events and finals.
- Sites functionality is poor with only one entrance and exit, the need to provide a coordinate and safe network of facilities is needed.

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2.5 Landscape Elements

It is important to ensure that all furniture elements positively contribute to the landscape character and visual image of the site through a coordinated and consistent approach to provision. In summary, the landscape envelope should consider:

- Car parking and associated amenities required to service the building;
- Landscaping in line with precinct characteristics, including the provision of public art;
- An alfresco networking area, social area, fitness and crèche breakout space, where appropriate;
- Vegetation buffers;
- Flood plain buffers;
- Bins, outdoor water bubblers/drinking fountains;
- Integration and enhanced alignment to the current access and egress network; and
- Any adjacent open space recreation precincts.

Detailed outline of the Goomalling recreation grounds site analysis can be found in Appendix B

2.5.1 Landscape Assessment

Design Aims & Strategic Approach

To achieve the design principles the following objectives have been identified:

- Establish a strong connection to the previous geomorphological and ecological histories of the site and its context; and in this way establish an 'urban ecology' to the precinct.
- Where appropriate, create a uniform 'shared public domain' where the distinction between trafficable and pedestrian spaces is only subtly defined where appropriate (i.e. Quinlan street – transformation/ and connection).
- Provide a public domain that responds to the climate conditions of Goomalling through the provision of shaded and comfortable areas and use of deciduous/ evergreen trees where solar access is desirable.
- Ensure that there is a seamless integration between interior and exterior spaces, expressed primarily through ground plane materiality, texture, colour and pattern.
- Ensure that there is a strong connection to the broader Goomalling public domain through the connection of view lines and the selection of details, materials and vegetation.
- Integrate art work consistent with landscape themes.
- Provide flush pedestrian orientated surfaces.

2.5.2 Sports Grounds Tree Assessment Goomalling (NexusENV, 2016)

The Shire of Goomalling undertook a Tree Assessment for the Sporting grounds in February 2016; the assessment looked at the condition, sustainability and management of all trees within the precinct. The trees within the site are mainly the river red gum *Eucalyptus Camaldulensis* and Aleppo pine, mainly around the perimeters of the grounds, and they vary in condition according to the location. The full tree assessment for the sporting grounds is attached in Appendix C.

The study undertook a framework based on disease indicators in regards to optimum growth form, as well as against climate change impacts. The plan developed a future management plan on the current and future condition of the existing tree species.

The following key points were outlined from the study:

- The eucalypts were showing signs of stress and incursion of disease and insect attack – majorly those in the northern and eastern side of the site.
- Western side red gums were more robust.

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- Road infrastructure damage (root incursions) on Hoddy and Lockyer Streets.
- Overall the current tree species is unsuitable for the use of the site.
- Signs of water stress.
- The Eucalyptus is seen as a threat to the sites watering and plumbing systems.

Site Soils

The following summary can be made from the recreation site soils:

- Located within the Rejuvenated Drainage Zone
- Soils vary and formed by eroded laterite profiles and mafic granitic bedrock of the Jimperding Metamorphic Belt with areas of Aeolian sands.
- Consists of brown loamy earths consistent with weathered materials
- Imported white grey sands within the playing fields.
- Reworked site materials, old bitumen and probable imported gravels.

Tree Selection Criteria

For the future of the site, the following criterion is critical in urban tree selection:

- Does it fit into the existing landscape
- Does it have the proven adaptability and tolerance for the sit
- Is the tree available
- Does it fulfil the intended functional and spatial requirements

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Figure 7 Existing: Eucalyptus camaldulensis are the unmarked trees around the oval, two Kurrajongs are between the Jam tree and pines on Quinlan Street (Figure: NexusENV, 2016)



Treatment & Management

Management of diseased trees is subject to compliance with the Australian Standard AS 4373-1996: Pruning of Amenity Trees.

Hydrological & Contour Profile

Figure 8 outlines the site hydrology; this is influenced by the subsurface topography of the site, which is also shown.

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Figure 8 Hydrological & Contour Profile

Subsurface contours reproduced from DEM modelling by Speed (2003) showing the approximate location of the gnamma basin and subsurface drainage.




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2.5.3 Youth and Arts Precinct




A detailed analysis of the landscape can be found in Appendix B, the following implications can be made for the Youth and Arts precinct landscape evaluation, with visual landscape summary assessment in Table 3:

- Closure of the eastern side of Quinlan street
- Development of new entrance from the western side of Quinlan Street.
- Youth plaza to be located centrally between the Youth/ arts precinct and the sports and recreation precinct (where the closure of Quinlan Street is to occur).
- Level landscaping from both precincts (currently split level).
- Increase planting.
- Access and egress from the site by pedestrians through a central corridor to and from each precinct.
- Access and egress for vehicles to be on the western side – to overflow car park to be located approximately where current community garden is.
- Allocation of land for potential future warm water facility – allowance for access and landscaping to be provided into current use.
- Ensure lighting is prominent within pedestrian/ vehicle access areas – CPTED principles to be applied.




Table 3 Visual Landscape Assessment for Youth and Arts Precinct

Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> • Car Park • Unsealed dirt/ gravel surfaces 	

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Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> • Unsealed dirt/ gravel surfaces • Mature Trees • Maintenance shed in the background • Path infrastructure along Quinlan street 	
<ul style="list-style-type: none"> • Built form – rear of the Memorial Hall • Path infrastructure access along Hoddy street • Outdoor play area for the Child care 	
<ul style="list-style-type: none"> • Overflow car parking area • Memorial Town hall – built form in the background • Mature trees • Unsealed dirt/ gravel surfaces • Path infrastructure along Quinlan street 	

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Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> • Entrance to the community garden • Fenced community garden • Path infrastructure through the garden for access/ minimal damage to planting/ garden 	
<ul style="list-style-type: none"> • Community garden planter boxes • Surrounding hay for the development and growth of the trees/ plants • Provides structure to sit on • Fenced community garden • Surrounding landscapes is hard soils/ sand • Maintenance shed in the background • Path infrastructure through community garden 	
<ul style="list-style-type: none"> • Path infrastructure through community garden • Fenced community garden • Mature tree for shade/ surrounded by hay for aesthetics and seating • Surround soils and sand 	

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Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> Same as above* 	
<ul style="list-style-type: none"> Same as above* 	



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2.5.4 Sports and Recreation Precinct




A detailed analysis of the landscape can be found in Appendix B, the following implications can be made for the Sports and recreation precinct landscape evaluation, with visual landscape summary assessment in Table 4.

- Decommission current entrance to the site & playground
- Youth plaza to be located centrally between the Youth/ arts precinct and the sports and recreation precinct (where the closure of Quinlan Street is to occur).
- Ensure lighting is prominent within pedestrian/ vehicle access areas – CPTED principles to be applied.
- Path infrastructure through central corridor connecting both precincts & major facilities being the CRC and the Memorial Town Hall
- Increase planting through the precinct
- Wayfinding and signage throughout the site, develop a more structure parking provision.
- Resurfacing of court spaces




Table 4 Visual Landscape Assessment for Sports and Recreation Precinct

Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> • Unsealed gravel entrance • Allocated car parking provision for the CRC • Mature trees • No path access • Defined boundary for the Oval – Grass/ fencing • Lighting infrastructure 	
<ul style="list-style-type: none"> • Playgrounds amenities with shaded structure • Picnic structure • Fenced playgrounds • Sand/ gravel landscaping • To the right access, garden landscaping 	




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Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> • Unsealed gravel space for parking provision • Mature Tree provision • No pathway access for pedestrians 	
<ul style="list-style-type: none"> • Grass Oval and surrounds • Landscaped tiered seating and steps for spectators • Lighting infrastructure in the background • Bench includes shaded structure 	
<ul style="list-style-type: none"> • Landscaping surrounding the Tennis/ Netball facility • Ramp access • Grassed surrounding areas • Paved path infrastructure 	

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Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> • Hockey facility shaded areas for spectators • Access from limestone stairs • Surrounded by grass landscaping 	
<ul style="list-style-type: none"> • Cricket nets disconnected from the change rooms/ CRC and Gymnasium • Bitchemun landscaped areas • Synthetic grass for crease • Fencing to separate practice nets 	
<ul style="list-style-type: none"> • Storage & change room facility • Paved path infrastructure with drainage • Lack of ramp access – stairs only • Railing infrastructure 	

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Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> • Landscaping in front of the Gymnasium • Path infrastructure to access the facility • Grass around remainder of areas • Gravel for motor vehicle access/ parking provision 	
<ul style="list-style-type: none"> • Dirt, unsealed gravel/ sand road for motor vehicle access/ parking provision 	
<ul style="list-style-type: none"> • Hockey field surrounding landscapes • Includes lighting infrastructure • Built form – seating/ shade structure 	

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Youth and Arts Precinct	Context Image
<ul style="list-style-type: none"> • Hockey field – Grass landscaped surface • Currently under restoration • Background built form Tennis and Netball club rooms and courts • Includes lighting infrastructure and fencing 	
<ul style="list-style-type: none"> • BMX Track located at the most Sothern part of the site – Gravel track 	

DRAFT**2.6 Summary of Option Recommendations**

The Initial Report made the following option recommendations for all sports, recreation and community facilities within the Goomalling recreation grounds as a part of the overall master plan. We note that these recommendations are to be considered as part of a networked approach to the long term strategic approach for the site. We are not suggesting these recommendations all be actioned immediately or in the short term. Instead, we will consider the network wide staging and implementation of these recommendations in an Action Plan which will form a central part of our Executive Summary Report.

It is noted that the following option recommendations are the strategic objectives for the master plan over a 10 – 20 year period for the Goomalling recreation grounds site.

Table 5 Summary of Option Recommendations

Element	Option Recommendation
Built Form	
Memorial Town Hall	<ul style="list-style-type: none"> • Redesign internal layout to develop an intergeneration space for youth and aged services (including child care). • Ensure facility is multi-purpose and multiple users can access and utilise the facility at one time. • Be recognised as the main community precinct. • Ensure access for all – including ramp access (for aged services) • Ensure internal spaces are resilient and can change into the future. • Enable connection to other services – sporting and recreation precinct • Path infrastructure – dual use • ESD and lighting infrastructure for safe access. • Provisional spaces for the Child care to use.
Youth Plaza	<ul style="list-style-type: none"> • Development of new play space centrally located to connect the youth/ arts precinct to the sport and recreation precinct. • Ensure good passive surveillance from the CRC and the Memorial Town Hall (two major features within the precinct). • Facilities within the plaza take an intergenerational form, providing spaces and places for all aged children/ youths • Allow the youth community to make the space their own (interpretive art/ facilities/ amenities). • Provision of lighting and safety design • Access for all • Provision of social spaces (shaded / picnic areas) • Skate elements • Multiple use
Warm water allied health services	<ul style="list-style-type: none"> • Possible land allocation and extension to the Memorial Town Hall • Incorporation of warm water pool services/ allied health for programming and specialty services for the community.
Landscape	
Youth/ Arts Precinct	<ul style="list-style-type: none"> • Movement of the current maintenance shed to be collocated with either the community garden or within the sports and recreation precinct. • Movement of the current community garden to be collocated with the Memorial Town Hall • Connect the Memorial Town Hall (community precinct service) with the newly develop community garden. • Road closure, Quinlan Street – provide connection to the sports

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Element	Option Recommendation
	<p>and recreation precinct.</p> <ul style="list-style-type: none"> • Development of youth plaza within central location with passive surveillance from the Memorial Town Hall • Establish Quinlan Street to become a secondary entrance to the recreation grounds site (emergency exit/ access). • Current location of community garden and maintenance shed for overflow parking/ parking to service the community precinct service (Youth/ Arts precinct). • Allocation of land in the long term incorporation of warm water pool services/ allied health for programming and specialty services.
Sports and Recreation Precinct	<ul style="list-style-type: none"> • Decommission Quinlan street – provide connection to the Youth/ Arts precinct • Development of youth plaza within central location with passive surveillance from the CRC (sports and recreation precinct • Decommission of current playground facility • Decommission of current entrance to the recreation grounds site. • Develop new entrance further south down Hoddy Street where current playground is situated. • Encourage better access to the CRC – both by car and for pedestrian access. • Encourage safety and lighting infrastructure (CEPTED). • Development of sports lighting infrastructure – for training and game purposes • Increase planting throughout site/ landscape for wayfinding, access and egress around the site. • Resurfacing of current sports courts (Tennis/ Netball)

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2.7 Case Study Lessons

The Needs and Industry Trends section within the Initial Report for the Master Plan undertook a benchmarking exercise of relevant case studies across several key indicators to identify success factors that could be considered for the context of the Goomalling recreation grounds. The benchmarking exercise outlines lessons learned from these case studies are applicable to the site due to significant redevelopment being recommended for the long term viability of the facilities.

Intergenerational Learning Centre / Shared care

There are other wider societal benefits of putting the two types of day care together too. Rent and staff costs can take up as much as 95% of expenditure at care facilities, but both are reduced when shared care is adopted.

The Intergenerational Learning Center, Providence Mount St. Vincent in West Seattle

Both planned and spontaneous activities and programs for children take place throughout the building and campus which is also home to more than 400 older adults. Five days a week, the children and residents come together in a variety of planned activities such as music, dancing, art, lunch, storytelling or just visiting. These activities result in mutual benefits for both generations. This enhances the opportunities for children and people of all ages to have frequent interaction and is an integral part of the Mount's intergenerational community. <https://washington.providence.org/senior-care/mount-st-vincent/services/child-care/>

eScouts – Intergenerational Learning Circle for Community Service

eScouts is aimed to develop an innovative intergenerational learning exchange between elderly and youth volunteers, centred on the development of the digital competences of the eldest and on the guidance to the youngest to better face their upcoming adult life challenges. This intergenerational experience will take place through a variety of local stakeholder organisations (LSO, e.g. public internet centres, youth and elderly associations, etc) with a view to produce a transversal impact over the communities they are serving. The challenge is to build a comprehensive multi-target inter-generational blended learning/mentoring path to put in dialogue two social groups at risk of exclusion: the Youth and the Elderly. Hence, the fragmentation of contemporary societies and communities too often make it difficult to reach a satisfying intergenerational dialogue and creates separation and alienation from the history and the memory of the locations where people live and from the larger societies of belonging. <http://www.emil-network.eu/wp/wp-content/uploads/eScouts-EMIL-case-study.pdf>

Regis Armadale aged care facility in Melbourne

Endeavour to expand our programs and therapies to provide the best in quality care services. <https://www.regis.com.au/regis-aged-care-intergenerational-care-facility-in-melbourne/>

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Community and recreation hubs

Kalkee Road Children and Community Hub



PROPOSED PERSPECTIVES - KALKEE ROAD CHILDREN'S & COMMUNITY CENTRE, HORSHAM



PRECEDENT IMAGES - ATHERSTONE CHILDREN'S CENTRE

PRECEDENT IMAGES - DOREEN SOUTH EARLY LEARNING CENTRE

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3.0 Site Specific Design Concepts

This section of the report identifies site specific accommodation schedules and design concepts for the Goomalling Recreation Grounds facilities, in particular the Memorial Town Hall. The design concept incorporates the overarching design elements described in the previous section and respond to the opportunities and constraints particular to the site.

For the requirements of the childcare and aged care facility the need to follow the childcare guidelines.

3.1 Concept

The following key implications can be made from the Figure 9 concept:

- Closure of Quinlan street
- New entrances and exits
- Removal of trees along Hoddy Street & those in areas of new development (multi-court/ play space)
- Demolish current playground facility
- Development of youth space
- Upgrade to sports lighting (football field)
- Relocation of cricket nets – to the warm up area
- Resurfacing of courts (netball/cricket)
- Development of multi-court
- Land allocation for future warm water space
- Structure car parking throughout open space
- Emergency access road – Quinlan street (no dedicated vehicle access)
- Wayfinding/ historical significance throughout site
- Maintain areas in blue
- Demolishing shed next to community garden – movement of maintenance shed behind tennis/netball courts included space for access of lawn mowers etc.
- Ensure landscaping/ ESD safety and lighting around the grounds
- Development of path infrastructure around the football field for running track use (flexible materials)

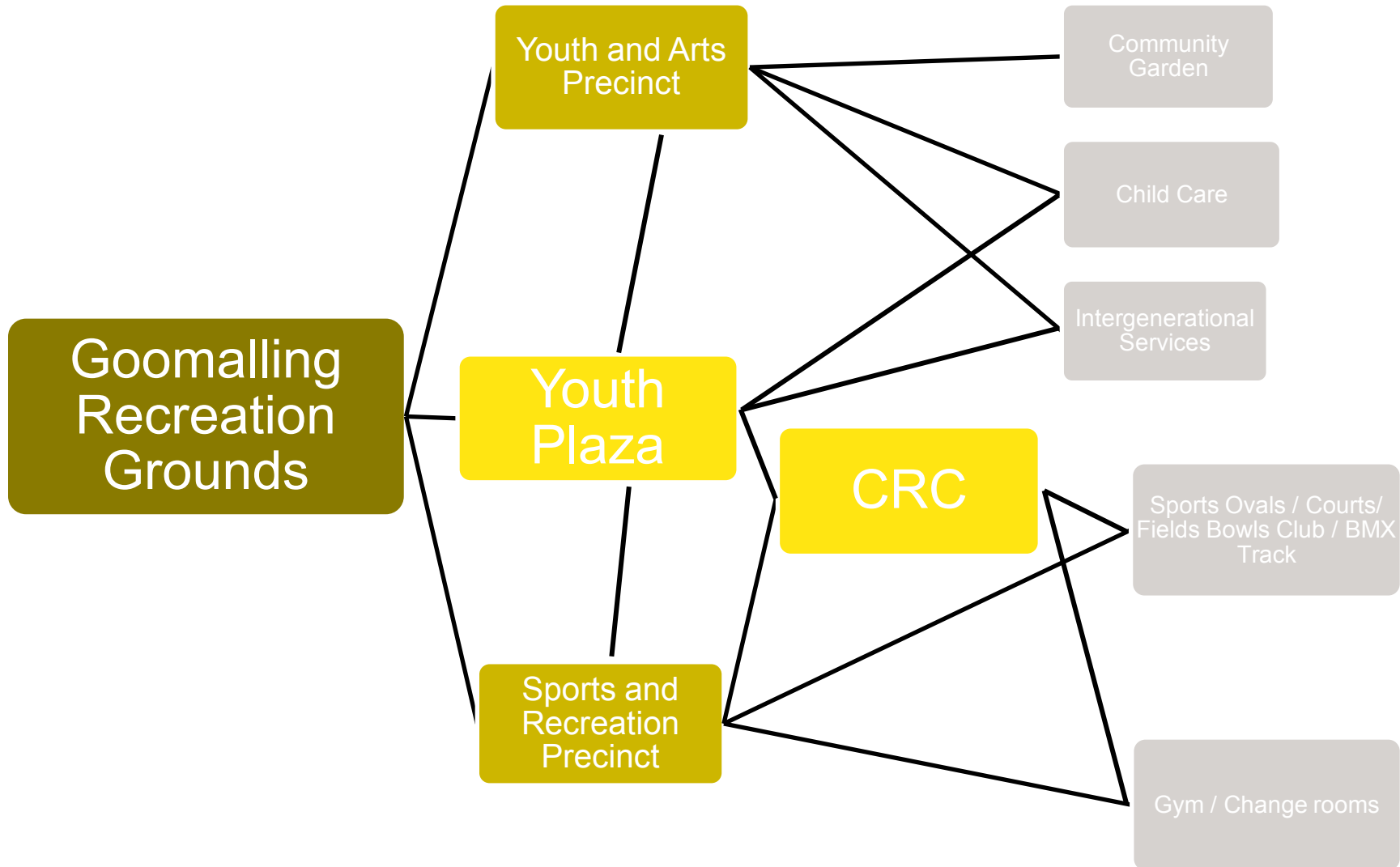
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Figure 9 Design Concept Sketch for Goomalling Recreation Grounds



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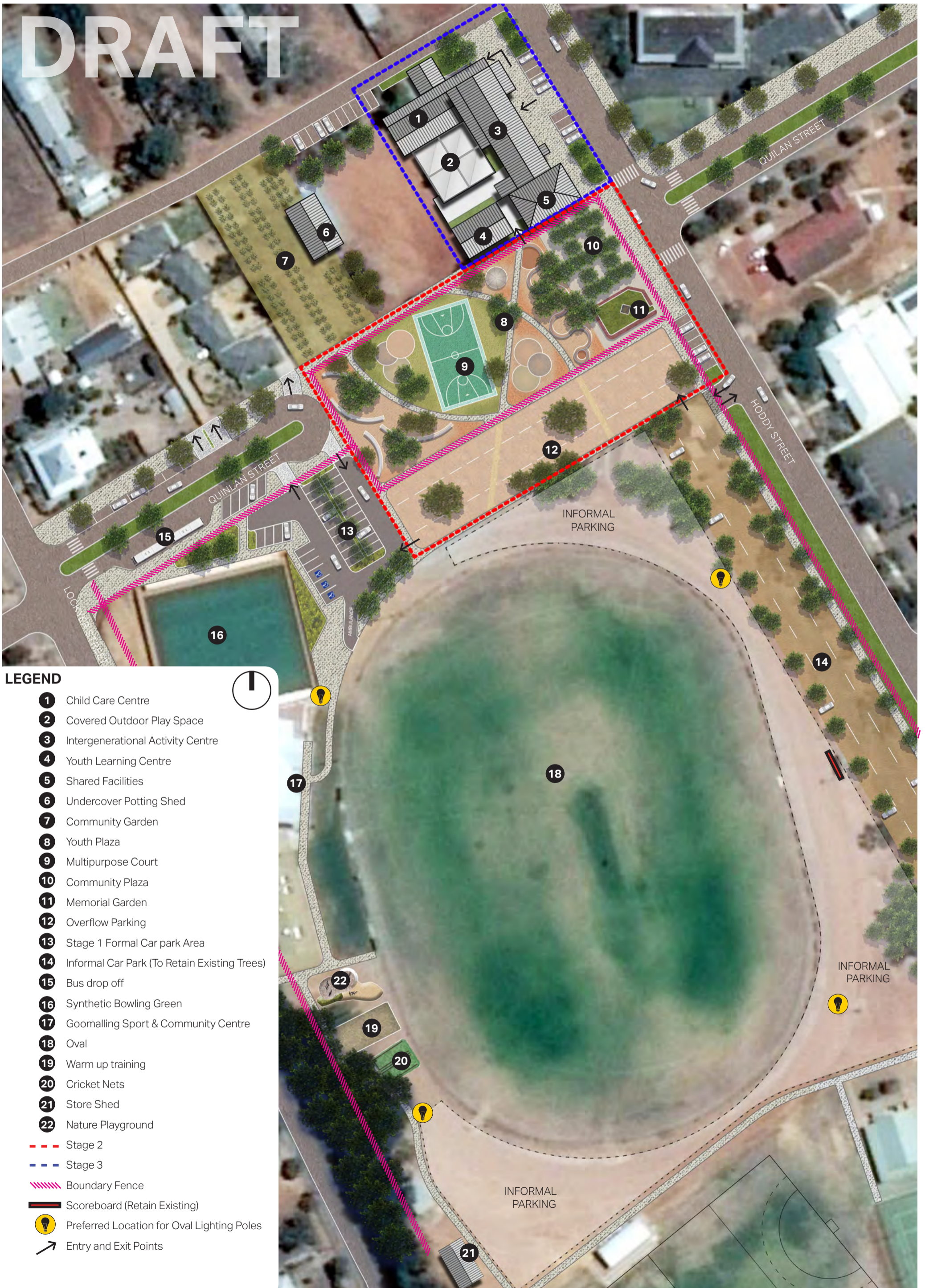
3.1.1 Functional Relationship Diagram



Appendix F

Concept Design

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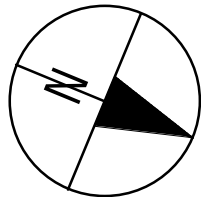
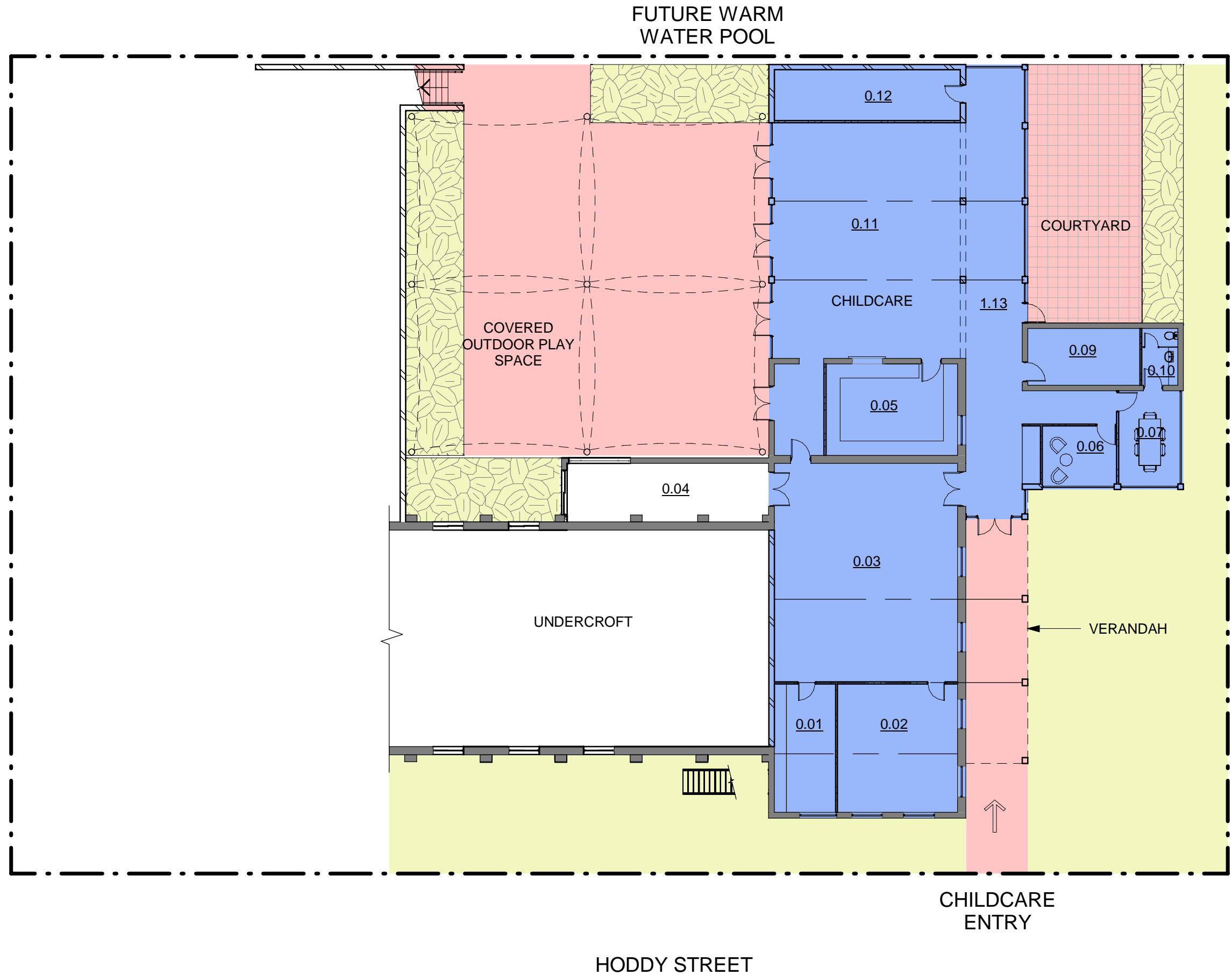
LEGEND

- 1 Child Care Centre
 - 2 Covered Outdoor Play Space
 - 3 Intergenerational Activity Centre
 - 4 Youth Learning Centre
 - 5 Shared Facilities
 - 6 Undercover Potting Shed
 - 7 Community Garden
 - 8 Youth Plaza
 - 9 Multipurpose Court
 - 10 Community Plaza
 - 11 Memorial Garden
 - 12 Overflow Parking
 - 13 Stage 1 Formal Car park Area
 - 14 Informal Car Park (To Retain Existing Trees)
 - 15 Bus drop off
 - 16 Synthetic Bowling Green
 - 17 Goomalling Sport & Community Centre
 - 18 Oval
 - 19 Warm up training
 - 20 Cricket Nets
 - 21 Store Shed
 - 22 Nature Playground
- - - Stage 2
 - - - Stage 3
 - ▨ Boundary Fence
 - ▬ Scoreboard (Retain Existing)
 - 💡 Preferred Location for Oval Lighting Poles
 - ➔ Entry and Exit Points

ISO A3 297mm x 420mm

Room Schedule Lower

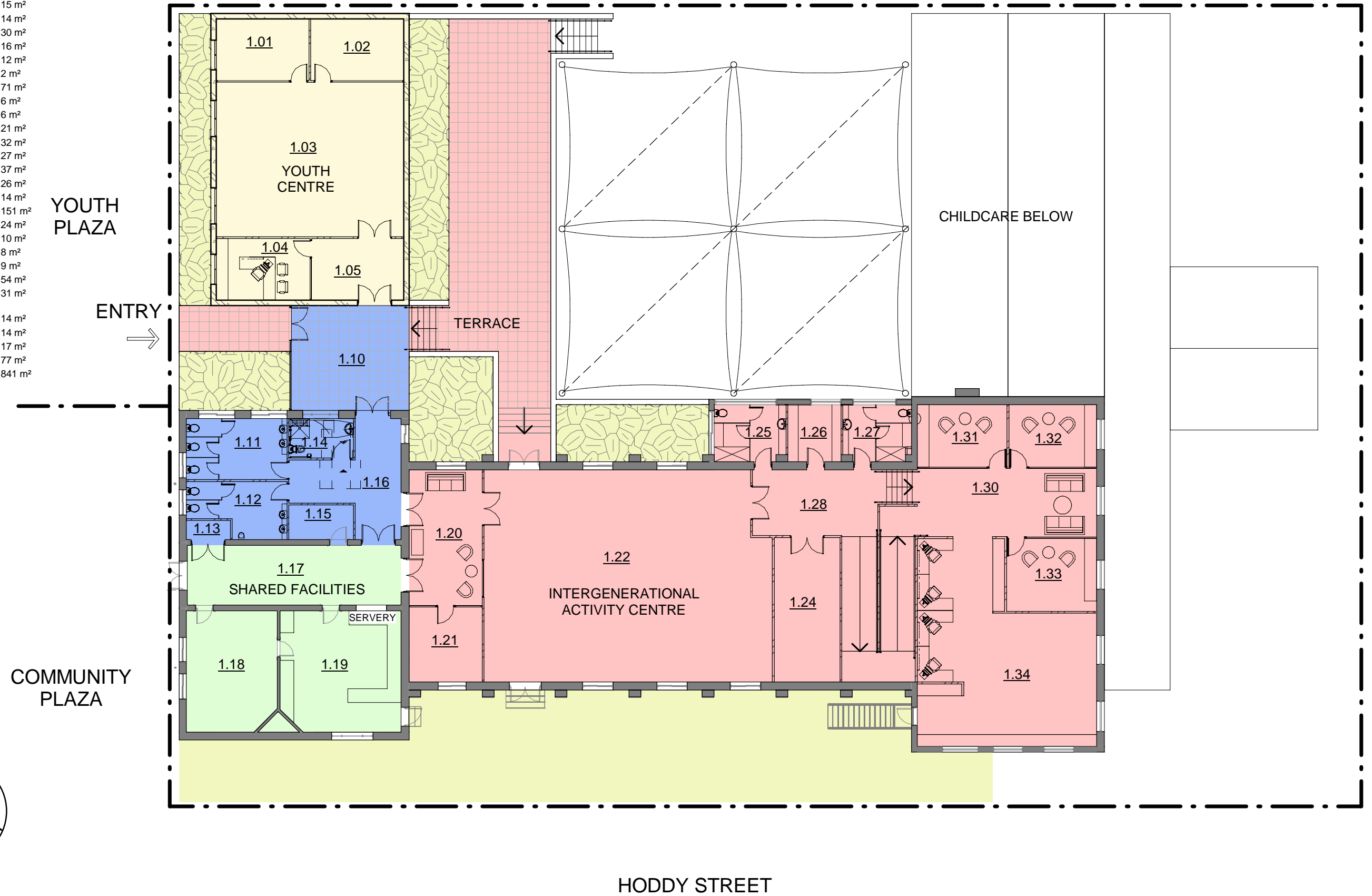
LAUNDRY	0.01	19 m ²
BABIES ROOM	0.02	37 m ²
TODDLERS ROOM	0.03	97 m ²
STORE	0.04	27 m ²
KITCHEN	0.05	29 m ²
INTERVIEW ROOM	0.06	10 m ²
STAFF ROOM	0.07	13 m ²
STORE	0.09	15 m ²
TOILET	0.10	3 m ²
PRE KINDY ROOM	0.11	109 m ²
TOILET/CHANGE	0.12	23 m ²
NLA		384 m ²



ISO A3 297mm x 420mm

Room Schedule

WITHDRAWAL SPACE	1.01	14 m ²
SLEEPING	1.02	14 m ²
YOUTH LEARNING CENTRE	1.03	73 m ²
OFFICE	1.04	15 m ²
ENTRY	1.05	14 m ²
BREEZEWAY	1.10	30 m ²
FEMALE TOILET	1.11	16 m ²
MALE TOILET	1.12	12 m ²
STORE	1.13	2 m ²
GALLERY	1.13	71 m ²
DDA TOILET & SHOWER	1.14	6 m ²
CLEANER	1.15	6 m ²
HALLWAY	1.16	21 m ²
FOYER	1.17	32 m ²
MULTIPURPOSE SPACE	1.18	27 m ²
KITCHEN	1.19	37 m ²
LOUNGE	1.20	26 m ²
READING ROOM	1.21	14 m ²
ACTIVITY ROOM	1.22	151 m ²
STORE	1.24	24 m ²
MALE	1.25	10 m ²
LAUNDRY	1.26	8 m ²
FEMALE	1.27	9 m ²
PASSAGE	1.28	54 m ²
CONSULTING ROOMS	1.30	31 m ²
WAITING		
CONSULTING ROOM 1	1.31	14 m ²
CONSULTING ROOM 2	1.32	14 m ²
CONSULTING ROOM 3	1.33	17 m ²
STAFF ROOM	1.34	77 m ²
NLA		841 m ²



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GOOMALLING INTERNATIONAL COMMUNITY HUB
 SHIRE OF GOOMALLING
 Drawn: BCH
 Project No.: 60551107 Date: SEPTEMBER 2018

UPPER FLOOR PLAN



ISSUE STATUS: PRELIMINARY



Figure: AR-100

Appendix G

Costings

Feasibility Estimate

Building

	Unit	Qty	Rate	Amount
<u>Youth centre block</u>				
1.01 Withdrawal space	m2	14	\$ 1,000	\$ 14,000
1.02 Sleeping	m2	14	\$ 1,000	\$ 14,000
1.03 Youth learning centre	m2	73	\$ 1,100	\$ 80,300
1.04 Office	m2	15	\$ 1,100	\$ 16,500
1.05 Entry	m2	14	\$ 1,000	\$ 14,000

Internal fit out works

Lower Level Plan

0.01 Laundry	m2	19	\$ 800	\$ 15,200
0.02 Babies room	m2	37	\$ 800	\$ 29,600
0.03 Toddlers room	m2	97	\$ 800	\$ 77,600
0.04 Store	m2	27	\$ 500	\$ 13,500
0.05 Kitchen	m2	29	\$ 800	\$ 23,200
0.06 Interview room	m2	10	\$ 800	\$ 8,000
0.07 Staff room	m2	13	\$ 800	\$ 10,400
0.09 Store	m2	15	\$ 500	\$ 7,500
0.10 Toilet	m2	3	\$ 800	\$ 2,400
0.11 Pre Kindy room	m2	109	\$ 800	\$ 87,200
0.12 Toilet/change (New extension)	m2	23	\$ 1,100	\$ 25,300

Upper Level plan

1.10 Breezeway	m2	30	\$ 600	\$ 18,000
1.11 Female toilet	m2	16	\$ 800	\$ 12,800
1.12 Male toilet	m2	12	\$ 800	\$ 9,600
1.13 Store	m2	2	\$ 500	\$ 1,000
1.14 DDA toilet & Shower	m2	6	\$ 1,000	\$ 6,000
1.15 Cleaner	m2	6	\$ 500	\$ 3,000
1.16 Hallway	m2	21	\$ 500	\$ 10,500
1.17 Foyer	m2	32	\$ 600	\$ 19,200
1.18 Meeting room	m2	27	\$ 800	\$ 21,600
1.19 Multipurpose space	m2	37	\$ 900	\$ 33,300
1.20 Lounge	m2	26	\$ 800	\$ 20,800
1.21 Reading room	m2	14	\$ 800	\$ 11,200
1.22 Activity room	m2	118	\$ 600	\$ 70,800
1.23 Craft room	m2	24	\$ 800	\$ 19,200
1.24 Store	m2	24	\$ 500	\$ 12,000
1.25 Male shower	m2	10	\$ 900	\$ 9,000
1.26 Laundry	m2	8	\$ 800	\$ 6,400
1.27 Female shower	m2	9	\$ 900	\$ 8,100
1.28 Passage	m2	61	\$ 800	\$ 48,800
1.30 Consulting rooms waiting	m2	31	\$ 600	\$ 18,600
1.31 Consulting room 1	m2	14	\$ 800	\$ 11,200
1.32 Consulting room 2	m2	14	\$ 800	\$ 11,200
1.33 Consulting room 3	m2	17	\$ 800	\$ 13,600
1.34 Staff room	m2	77	\$ 800	\$ 61,600

Building Cost Subtotal **\$ 896,200**

External Works

Feasibility Estimate

Site preparation	item			\$	100,000
Roads, footpaths and paved areas					
1.0 Bus drop off (on existing Quilan Street)	item			\$	200,000
1.1 New car parking (Hoddy Street)	no	200	\$	3,200	\$ 640,000
Boundary walls fencing and gates	item			\$	100,000
Outbuildings and covered ways					
1.0 Terrace (Paved)	m2	99	\$	100	\$ 9,900
1.1 Entry (Paved)	m2	12	\$	100	\$ 1,200
1.2 Verandah (Undercover and paved)	m2	51	\$	750	\$ 38,250
1.3 Courtyard (Paved)	m2	67	\$	100	\$ 6,700
1.4 Outdoor play space	m2	250	\$	750	\$ 187,500
Landscaping and reticulation	m2	210	\$	75	\$ 15,750
External Works Subtotal				\$	1,299,300

External Services

External stormwater	item			\$	150,000
External sewer drainage	item			\$	100,000
External water supply	item			\$	50,000
External gas	item			\$	50,000
External lighting and power	item			\$	850,000
External fire	item			\$	50,000
External comms	item			\$	50,000
External special services	item			\$	100,000

External Services Subtotal **\$ 1,400,000**

Preliminaries % 15 \$ 3,595,500 **\$ 539,325**

Total Construction Cost **\$ 4,134,825**

Other Project Costs:-

Planning Contingencies					Excl.
Design Contingency	%	10		\$	413,483
Construction Contingency	%	10		\$	454,831
Headworks and Statutory charges					Excl.
Building Act Compliance and BCITF levy					Excl.
ESD	%	1		\$	50,031
Public Art	%	1		\$	50,031
Land costs					Excl.
FFE & Equipment					Excl.
Relocation costs and disbursements					Excl.
IT equipment and services					Excl.
Apprentice scheme					Excl.

Subtotal Project Cost **\$ 968,376**

ESTIMATED TOTAL COMMITMENT **\$ 5,103,201**

Exclusions:-

Feasibility Estimate

1. Demolition works to existing (internal fit out space)
2. Asbestos
3. GST
4. Hard rock obstructions
5. Contaminated soils
6. Security/access control
7. Dilapidation survey
8. Escalation
9. Outdoor play equipment
10. Kitchen equipment
11. Professional fees