

2011

MORAWA SPORT AND RECREATION MASTER PLAN

A strategic direction for the development
and implementation of sport and
recreation facilities and support services
within the shire of Morawa

GARY CLARK AND ASSOCIATES

ARIL 2011



EXECUTIVE SUMMARY

With significant anticipated social change resulting from recent increases in mining activity and the possibility of local government reform, this review and strategic plan of sport and recreation in the Shire of Morawa is well timed.

The Morawa Sport and Recreation **Master Plan (MSRMP)** considers three key themes; namely (1) Facility-planning and development; (2) Coordination and management of facilities; and (3) Sport development. Key issues informing the MSRSP include the:

- rapidly changing social and economic landscape;
- previous lack of sport and recreation planning / coordination, resulting in current facilities spread across three major sporting precincts;
- current gaps in facility provision / services (some urgently needed);
- current lack of maintenance planning for existing / future facilities;
- importance of local groups working together and having a shared voice;
- need for local government sport and recreation policies and the importance of community involvement in sport and recreation decision making;
- importance of Dept of Sport and Recreation, Mid West Office support role
- scarcity of qualified coaching and opportunities for talented athletes;
- lack of opportunities for youth in terms professionally conducted clinics/training; and
- importance of club governance, volunteer and risk management and other club development support structures.

The **MSRMP** proposes a series of enhancements over time. These consist of 28 recommendations to upgrades / replace facilities to meet current and future needs of the Morawa community. These recommendations are detailed in the enclosed 10 year Facility Action Plan (Section 5.1), which total almost \$6.7M. Clearly, there is a need for the Shire and community to engage with funding bodies and corporate supporters to enable delivery of these facility enhancements within the given timeframe.

Additionally, given the expressed importance of facility management / coordination and sporting club development, several recommendations are made to enhance the capacity and longer term self sufficiency of Morawa sporting bodies. Strategies include the implementation of a Shire sport and recreation policy (Addendum B), **consideration following amalgamation** of a community run sport and recreation advisory body (Addendum C), and introduction of a Junior Sports Plan (Addendum D).

The policy statement provides the basis from which the Council can respond to sport and recreation needs and expectations over the next ten (10) years. **A longer term** recommendation within this policy, **following amalgamation** is for the formation of a Morawa Sport and Recreation Advisory Committee to assist Council in the decision making processes and implementation of the recommendations within the plan. This

group will also need to work closely with the Dept of Sport and Recreation, Mid West Office to assist with planning and ultimately achieving many of the outcomes.

Although this proposal is not seen as a priority by the community in the short term, it may be considered at a later time following amalgamation.

Critically, implementation of the **MSRMP** requires a commitment from Council and community to annually review its progress.

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	- 2 -
1.0 INTRODUCTION	- 5 -
1.1 Context / Background.....	- 5 -
1.2 Council's Corporate Plan	- 6 -
1.3 Morawa Community Trust	- 7 -
2.0 PROJECT METHODOLOGY.....	- 9 -
2.1 Project Objectives.....	- 9 -
2.2 Sport and Recreation Activities	- 9 -
2.3 Project Stages	- 9 -
2.4 Aim of Final Report.....	- 10 -
3.0 ANALYSIS / OBSERVATIONS.....	- 11 -
3.1 Population Profile	- 11 -
3.2 Trend Analysis / Environmental Scan	- 12 -
3.3 Community Consultation.....	- 14 -
4.0 KEY FINDINGS:	- 16 -
4.1 Facility Planning and Development	- 16 -
4.2 Coordination and Management of Facilities / Sport Development	- 23 -
4.3 Sport and Recreation Policy	- 24 -
5.0 PROPOSED ACTIONS.....	- 25 -
5.1 Facility Planning and Development	- 25 -
10 Year Facilities Action Plan	- 26 -
5.2 Coordination and Management of Facilities / Sport Development	- 33 -
6.0 RECOMMENDATIONS.....	- 39 -
ADDENDUM A.....	- 40 -
SPORT AND RECREATION INVENTORY AND NEEDS.....	- 40 -
ADDENDUM B.....	- 45 -
SPORT AND RECREATION POLICY	- 45 -
ADDENDUM C.....	- 49 -
SPORT & RECREATION ADVISORY COMMITTEE CONSTITUTION.....	- 49 -
ADDENDUM D	- 53 -
JUNIOR SPORT DEVELOPMENT PLAN	- 53 -

1.0 INTRODUCTION

The Morawa Sport and Recreation **Master Plan (MSRMP)** provides strategic direction for the development and implementation of sport and recreation facilities and support services within the Shire of Morawa.

The **MSRMP** has been developed from extensive research and consultation with key stakeholders. The plan is based on three (3) key themes as listed below:

- Facility planning and development;
- Coordination and management of facilities; and
- Sport development.

Recommendations have been developed as part of this project, which have been prioritised based on thorough consultation. An action plan has been developed for each recommendation, which details facilities, key tasks, timelines, estimated project costs and responsibilities for each strategy.

The Shire and community have been able to achieve many improvements to sport and recreation facilities in Morawa since the late seventies due to support from external sources including the State Government's Community Sporting and Recreation Facilities Fund (CSRFF), and more recently the Royalty for Regions (R4R) programs and Sinosteel Midwest Corporation Ltd.

The implementation of these recommendations and associated actions are contingent on the required funding being secured from relevant sources. Where funding is not available to implement all of the recommendations in the time-frame suggested, Council will need to review and reprioritise the recommendations accordingly.

In September 2009, the Shires of Mingenew, Morawa, Perenjori and Three Springs advised the Minister for Local Government their intention in principle to amalgamate, under a Voluntary Sustainable Amalgamation model. With potential local government reform and a rapidly changing economic landscape from increased mining activity, this review and future plan for sport and recreation is well timed to help meet changing local and subregional demands.

1.1 Context / Background

The Shire of Morawa is situated in the North Midlands area of Western Australia, 370kms North of Perth via Three Springs or 180 East, South-East of Geraldton. It is 114kms from the coastal town of Dongara and is bordered by the Shires of Mullewa to the north, Perenjori to the south, Mingenew and Three Springs to the west and Yalgoo to the east.

The Shire covers just over 350,000 hectares (3,528 km²) consisting of agricultural and pastoral land, mining leases, Crown land, reserves and townsites.

Morawa was declared a townsite in 1912 and the railway came through in 1913. The Upper Irwin Road Board, created in 1901, administered the town until 1916 when the Perenjori-Morawa Road Board was formed.

Being primarily an agricultural area, Morawa also boasts excellent tourism facilities and attractions (particularly during the spring wildflower season), a rich history, significant business incentives and an active mining industry that has only recently been redeveloped.

The economy of the district is firmly based on cereal and legume crops and wool. However, for eight years from 1966 iron ore was mined by Western Mining Corporation at Koolanooka Hills and exported through the Port of Geraldton to Japan. The total of 5.1 million tonnes was the first iron ore to be exported from Australia.

Significantly, mining of Koolanooka Hills recommenced in 2006, this time by Sinosteel Midwest Corporation Limited. This and several other nearby mining operations provide significant economic potential for the future.

With the construction of a multimillion-dollar health centre, excellent education options and a variety of sporting facilities, community services in Morawa are thriving. In recent years tourism has played an increasingly important role in the economic development of the Shire.

Undoubtedly the most popular time to visit Morawa and its surrounding region is during the wildflower season, from late winter through to early October. During this time of the year caravans and campers come from far and wide to see the landscape at its most spectacular and to experience our mild winter climate.

1.2 Council's Corporate Plan

The Morawa Shire Council strives to be a professional, viable, and “in touch” local government providing leadership and direction. Council objectives include:

- To promote the region as a tourism destination.
- To promote, foster and encourage economic development of the region, particularly education, intensive and alternative agriculture, and tourism.
- To promote, foster, and encourage Morawa as a viable and safe community within which to relocate, and/or retire.
- To improve the community's level of involvement, ownership and pride in the governance and community development processes.
- To promote and encourage the improvement of the general appearance and visual presentation of Morawa.

The Shire is going through a period of change following a number of drought years, an increase in tourism and as indicated previously the resources boom is expected to have a flow on effect across the community.

The Shire anticipates population growth both within the Morawa Township and the subregion through the mining activity in the region. This will have an impact on sport and recreation facilities and programs and the **MSRMP** will play a significant role in determining priorities going forward.

1.3 Morawa Community Trust

Under an agreement with Sinosteel Midwest Corporation Limited, a Public Benefit Agreement has been established to support the Morawa community. To be known as the Morawa Community Trust (MCT), the quarterly allocation of funds will assist groups that are able to demonstrate that their activities benefit the Morawa community.

This Fund is administered by the Shire of Morawa under the direction of a Committee consisting of the Shire President, two community members appointed by the Council and a representative of Sinosteel Midwest Corporation Limited. Since becoming operational in 2006, \$420,000 has been contributed for allocation to 25 community projects; including:

1. Morawa Speedway – Sponsorship	\$2,500
2. Morawa Telecentre – Toy Library	\$5,000
3. Morawa Shire Council – Community Bus	\$45,000
4. Morawa Farm Improvement Group – Executive Officer	\$12,000
5. Morawa Education Alliance – Corporate Branding	\$3,000
6. Morawa Visitor’s Centre – Tourism Signage	\$1,145
7. Morawa Netball Club – Resurface Netball Court	\$13,000
8. Morawa District High School – Hydroponic Shed	\$1,116
9. Morawa Gliding Club – Clubrooms	\$4,700
10. Morawa Football Club – Oval Lighting	\$5,500
11. Morawa Bowling Club – Artificial Green	\$40,000
12. Morawa & Perenjori Medical Centre – Emergency Gear	\$4,393
13. Morawa Speedway – Ablution Block	\$12,318
14. Morawa Pistol Club – Club Equipment	\$1,861
15. Morawa Anglican Church – Relocate Morawa Op Shop	\$15,000
16. Morawa District High School – Musical Instruments	\$3,000
17. Morawa Masonic Lodge – Landscaping Project	\$3,300
18. Morawa Telecentre – Landscaping & Furniture	\$2,000

19. Morawa Golf & Bowling Club – Kitchen Equipment	\$8,000
20. Combined Morawa Churches – Candles by Candlelight	\$1,303
21. Morawa Hockey Club – Upgrade Lights	\$6,715
22. Morawa Education Alliance – Mine Training Centre Study	\$10,000
23. St John Ambulance Association – Fittings New Building	\$15,103
24. Morawa Golf Club – Event Sponsorship	\$500
25. Morawa District High School – Footy Tipping Sponsorship	\$500

2.0 PROJECT METHODOLOGY

2.1 Project Objectives

The objectives of the **MSRMP** include:

- 1 Review existing plans and other relevant documents;
- 2 Recommend the future direction, priorities and the Shires role in the provision of sport and recreation services, programs and facilities;
- 3 Guide the Council in future budget allocations for the purpose of sport and recreation planning and development; and
- 4 Develop a prioritised action plan including broad strategies, detailed actions and indicative costings.

2.2 Sport and Recreation Activities

The following sport and recreation activities were considered as part of the **MSRMP** on the basis that they are currently available in Morawa or are considered an emerging sport and / or activity.

Sport and recreation activities considered as part of the MSRMP			
Arts Show	Football	Museum	Squash
Badminton	Golf	Netball	Swimming
Basketball	Gliding Club	Playgrounds	Speedway
Bowls	Gymnastics	Playgroup	Tennis
Cricket	Hockey	Rifle	Volunteer Fire Brigade
Concerts	Historical	Seniors activities	Youth Activities
Equestrian Sports (Horse and Pony Club)	Motocross	Sporting shooters / Pistol	

2.3 Project Stages

The **MSRMP** project consisted of five stages, as outlined below:

Stages	Description
Stage 1 Project Start up	Establish parameters and processes for the project. Key tasks include: <ul style="list-style-type: none"> • Preparation of Study Brief • Preparation of community consultation and communications plan
Stage 2 Environmental scan	Identify policy, planning trends and opportunities in the delivery of sport and recreation services and programs in Morawa across the key themes. Key tasks included:

Stages	Description
	<ul style="list-style-type: none"> • Preparation of community profile • Literature review • Key stakeholder workshops
Stage 3 Community needs assessment	<p>Accurately identify the sport and recreation needs of Morawa across the key themes. Key tasks included:</p> <ul style="list-style-type: none"> • Shire wide community survey • Key stakeholders workshop • Inventory of sport and recreation facilities services and programs • Gap analysis • Preparation of community needs assessment report
Stage 4 Draft Sport and Recreation Action Plan	<p>Prepare a draft Sport and Recreation Action Plan. Key tasks will include:</p> <ul style="list-style-type: none"> • Preparation of recommendations and action statements • Key stakeholders consultation • Key stakeholders forum to consider first draft • Review first draft Plan
Stage 5 Final Sport and Recreation Plan	<p>Preparation of final Sport and Recreation Plan in consultation with key stakeholders. Key tasks will include</p> <ul style="list-style-type: none"> • Amendments to first draft Plan where appropriate • Preparation of final Plan • Presentation of final Plan to Council

2.4 Aim of Final Report

This report aims to guide Council's sport and recreation planning and development over the next ten years and contains the following:

- List of sport and recreation activities considered as part of this project;
- Shire profile and summary of the policy context of the project;
- Description of the three key sport and recreation themes that form the basis of the plan;
- Proposed Sport and Recreation Policy development as part of this project;
- Summary of consultation process;
- Summary of sport and recreation inventory and gap analysis;
- Recommendations to guide the development of sport and recreation programs, services and facilities in Morawa over the next ten years;
- Action plan describing the key tasks, person/s responsible, indicative costs and timelines for the implementation of these recommendations; and
- Information on the implementation of the **MSRMP** and importance of developing partnership with Dept of Sport and Recreation Mid West Office

3.0 ANALYSIS / OBSERVATIONS

3.1 Population Profile

The Shire of Morawa supports a population of approximately 950 people (500 within the township), and includes the localities of Canna, Gutha, Pintharuka, Merkanooka and Koolanooka. For a number of years up until 1991 the population had been declining, but has remained stable since.

From the ABS 2008 Census:

- Around 3% of the population is Indigenous.
- Of the 950 residents; (56%) were Male and (44%) were Female.
- There were 275 households within the shire which covers some 3,528 sq kms.
- Children aged between 0 and 14 years represented 21.3%, with 25.5% being over the age of 55 years.

Population by Age group

Age group	Shire	National average
0 to 14 years	21.3%	19.8%
15 years to 24 years	16.9%	13.6%
25 years to 54 years	36.2%	42.2%
55 years to 64 years	9.9%	11%
65 and over	15.6%	13.3%

Observations from the above chart:

- The 0 to 14 year age group was almost 7% above the National average four years ago and has dropped back some 5% suggesting there may have been a number of young families moving out during this time
- Above average figures in the 15 to 24 year age group could be attributed to the Morawa Agricultural School attracting students to the area and encouraging local students to remain. This figure has improved every year in recent years and almost 7% over the last four years
- The 25 to 54 age group is 6% below the National average and this has occurred over the last four years
- The age group from 65 and over is, 3% above what it was four years ago and 2.3% above the National average suggesting there is a trend for retirees to remain the district.

Other key Demographics and findings:

When considering the demographics, social and economic information of the Morawa Shire, the following key issues are most important and must be taken into account when planning sport and recreation programs and facilities.

- The Morawa Shire is a young community and continues to be well above the national average. Over 38% of the population is under 25 years of age. It is important the provision of programs and facilities be addressed to ensure provision is consistent and relevant to the nature of the demand.
- With a relatively even split on male and female, consideration needs to be given to the current and future provision of programs and facilities in terms of gender, specifically opportunities for equal participation and availability for both male and females.
- With over 36% of the population between 25 and 54 years of age we would normally expect this group to be very active in a range of sport and recreation activities. A priority will be the provision of appropriate programs and facilities to meet their needs.

Again with over 25% of the population over 55 years, this age group also requires special consideration to ensure provision is appropriate. This should also be a priority as there is a growing trend of people from this age group remaining in the district.

3.2 Trend Analysis / Environmental Scan

Initially a community/population profile was developed utilising demographic information to establish key issues and findings. These are highlighted earlier under section 3.1.

There was limited previous literature or reports available on Sport and Recreation in Morawa, however the recently completed Sports Ground Development Study by CCS Strategic provided useful background information and confirmed some priorities. Other studies and reports on regional sport and recreation issues confirmed many of the findings and recommendations within this report

Midlands Regional Futures Directions 2010 (MRFD 2010)

The MRFD 2010 report within the Western Australian Country Football League (WACFL)) provides strategic direction for the development of football in the Midlands Region and provides links to the WACFL.

The report highlights five focus areas including growing the game, continuous improvement in football, environment and its people, stakeholder relationships, facilities and infrastructure and fiscal responsibilities.

The Future Directions document also talks of the establishment of a Centre for Football Excellence in the region and with the recently developed Mid West Academy of Sport this will be important to the development of sport in the North Midlands subregion.

Other recommendations within the (MRFD 2010) pertinent to this report and supporting the (MSRMP) recommendations included;

- 1 That there is a regional extension training plan for coaching, officiating and administration which would support individual participation in elite external competition and
- 2 That all clubs develop affiliated links with their local primary and secondary schools.

Shire of Morawa Corporate Plan

The Shires Corporate Plan (highlight under section 1.2) and their web page also provided useful background information.

Strategies within the plan that will impact on Sport and Recreation services and which compliment and support this report include;

- 1 Attracting new residents to Morawa through developing a partnership with Sinosteel Midwest and Gindalbie Metals to promote Morawa as a place of choice for employees, contractors and their families.
- 2 Embark on a public advertising campaign to promote Morawa to new residents, workers and their extended families

The likely increase in population from the anticipated resource sector growth along with the increase in tourism will influence future sport and recreation planning and decision making going forward.

As indicated earlier the many mining tenements surrounding the Shire presents a bright economic future for the region and whilst mines will generally operate on fly/drive in fly/drive out arrangement it is expected there will be a flow on effect that will put pressure on existing programs and facilities.

The rich endowment of mineral resources has the capacity to bring greater prosperity to the region for the next 20 years. Early predictions indicate mining royalties within the sub-region could reach as high as \$600m per annum within 10 years.

It is important the Shire is in a position to cope with this boom and has the capacity to develop programs and infrastructure that will benefit the community, mining personnel and visitors going forward. This report will be important to these plans and outcomes.

CCS Morawa Strategic Sports Development Study

The recently completed CCS Morawa Strategic Sports Development Study and needs assessment supported the redevelopment of the Morawa Greater Sports Ground precinct. In particular it recommended upgrades to the existing change rooms and function facilities, two priorities that were also evident during the consultation process for the (MSRMP).

Review of Sport and Recreation in Regional WA

In July 2008 the Western Australian Government conducted a review of Sport and Recreation in regional Western Australia under the direction of Peter Watson, former Australian Athlete, Member of Legislative Assembly and Member for Albany.

This was the first review of country sport and recreation in some 21 years and was timely as sport and recreation delivery in regional WA had changed much over the last decade.

Of the 32 findings many are pertinent to this report and support the recommendations. Of particular interest are the following;

- 1 The work of volunteers warrants stronger financial resourcing and support
- 2 Community based multi-sport based models have the potential to better utilise the diminishing volunteer base
- 3 The state Club Development Officer scheme should be expanded in regional WA
- 4 There is a reoccurring need for Local Govt and DSR to provide ongoing training, education and support towards the recruitment and retention of club volunteers
- 5 Training, education and professional development to the sport and recreation sector must expedite the development of on-line training opportunities to support regionally-based sport and recreation personnel
- 6 That the State Government recognises the need for capital funding to support major sporting infrastructure projects that will meet urgent needs, especially in regions experiencing high growth and development expansion

3.3 Community Consultation

A **questionnaire** was developed and distributed to local individuals and groups. The questionnaire sought information on existing facilities and programs, user numbers, satisfaction rates, issues and immediate, medium and long term needs for all current sport and recreation groups in the Shire.

There was an excellent response to the questionnaires with a high percentage returned. Clubs and groups that did not complete the survey were followed up by telephone and through personal **interviews**. Responses were received from 11 sports.

Another phase of the research involved meeting with people and groups to further develop a community profile and to obtain a clear understanding of what people are doing, what support is available and to consider gaps in provision. A community **planning workshop** was conducted with a total of 17 sport and recreation representatives in attendance.

Some of the more important strategic themes / messages identified by the Morawa community in relation to the future of sport and recreation include the following:

- Need for sound long term/future planning;
- Need to avoid and eradicate adhoc approach to development and the provision of a base document for corporate and Government funding opportunities;
- Lack of previous planning / coordination, with sport and recreation facilities now split across three major sporting precincts;
- Need to improve maintenance planning for existing/future facilities;
- Need for groups to work together and have a combined voice;
- Need for Shire to develop sport and recreation policies and planning with **support from all** community groups and Dept of Sport and Recreation Mid West;
- Importance of Shire and sports meeting regularly and working together to guide sport and recreation into the future; and
- Lack of opportunities for youth in terms professionally conducted clinics/training.

Some generic observations raised during community consultation include:

- Many positive aspects of living in Morawa were discussed;
- Variety of sports and facilities available. Has the advantage of attracting new residents and encouraging younger people to remain or return to the community. Also gave the community regional significance in terms of hosting major events and competitions;
- Morawa is a proactive community with a friendly self help approach where all groups and agencies work well beyond the call. This was highlighted in the ABS 2008 census where people undertaking voluntary work for a community organisation or group was a very healthy 46.5%;
- Strong education presence and particularly the Morawa Agricultural School, which provided further education and training for young people, attracted others to the area and had significant social and economic impact on the Shire;
- Increasing number of retirees remaining in the area; and
- Implications of mining boom and opportunities.

The community also provided valuable information relating to the three study themes, which has been used to guide and prioritise the suggested actions in subsequent sections of this report.

4.0 KEY FINDINGS:

The key findings of this **MSRMP** are presented below against the three predetermined themes; namely (1) facility planning and development; (2) coordination and management of facilities; and (3) sport development.

4.1 Facility Planning and Development

Subsequent to advice received from the community consultation phases, an inventory of existing facilities was undertaken to ascertain condition, usage, possible upgrades and gaps in provision. The complete facility inventory is provided as Addendum A. Selected photographs from the inventory process are shown below.



Morawa Golf and Bowls facilities



Morawa Golf and Bowls Facility





Morawa Sporting Complex (Indoor Sports Stadium) and Basketball Facility



Morawa Sporting Complex Tennis Courts and Covered Viewing Area



Morawa Sporting Complex Indoor Sports Stadium and Outdoor BBQ area



Morawa Greater Sports Ground Football Oval/Amenities and Function Centre



Morawa Greater Sports Ground Oval and Hockey pitch



Morawa Greater Sports Ground Netball Courts and Function Centre



Morawa Speedway Track and Facilities



Morawa Swimming Pool



Morawa Swimming Pool and Youth Centre

The condition and provision of facilities was considered against the community's expressed current and future needs and their associated demand for such facilities. This revealed 28 existing and potential gaps in facility provision (outlined below) with images depicting some of the main deficiencies / gaps in provision. The community had significant input in determining these gaps and priorities.

Location	Facility	Improvements	Rating
Morawa Greater Sports Ground	Oval Change Rooms	Redevelop change rooms and toilet facilities	1
Morawa Greater Sports Ground	Oval Function Facility	Extend and upgrade function room and kitchen facility	2
Swimming Pool	Plant and Filtration System	Replace / redevelop plant room and filtration system	3
Morawa Speedway	Speedway Track and Infrastructure	Upgrade track safety wall, lights and ablutions	4
Morawa Greater Sports Ground	Oval Cricket Wicket	Replace / upgrade existing oval cricket wicket	5
Morawa Greater Sports Ground	Cricket Practice Wickets	Replace Surface on the two Practice Wickets	6
Golf Club	Fairway Tees	Replace existing tees with synthetic tee boxes	7
Pistol Club	New Facilities	Provision of an ablution block and lighting	8
Bowling Club	Lighting to Greens	Installation of lighting to all greens	9
Golf and Bowling Club	Clubrooms	Replace existing asbestos roof, upgrade toilets, car parking, playground and landscaping	10
Morawa Greater Sports Ground	Netball Courts	Upgrade required to fencing, lighting, shelter and court resurfacing in the medium term. Consideration to relocation of the facility.	11
Morawa Sporting Precincts	All major Facilities	Upgrade power supply with a view to providing lights to all major outdoor venues	12
Morawa Greater Sports Ground	Football Oval	Installation of lights to WAFL standard	13
Town Centre	Skate Park	Construct new skate park	14
Morawa Greater Sports Ground	Pony Club	Longer term this facility will require a major upgrade	15
Morawa Sporting Complex	Tennis Facility	Playground upgrade and installation of lighting	16
Golf Club	Equipment Shed	Upgrade / replace existing equipment shed	17
Morawa Gliding Club	Clubrooms and Equipment	Replace existing asbestos roof	18

Location	Facility	Improvements	Rating
		Provision of new plane	
Morawa Sporting Complex	Indoor Sports Stadium	Upgrading to kitchen and change rooms	19
Morawa Sporting Complex	Badminton and Gymnastics	Indoor sports stadium flooring re-sanding / painting	20
Morawa Day Care	Air Conditioning and Storage	Installation of air conditioning and provision of storage	21
Morawa Sporting Complex	Squash Courts	Sand and resurface floor, render and paint walls	22
Morawa Sporting Precincts	Master Plan	Develop long term Master Plan with a view to centralising and linking all major facilities / venues	23
Speedway	Infrastructure	Construction of new clubrooms, canteen and bar facilities	24
Town Centre	Playground	Long term provision of additional equipment	25
Morawa Greater Sports Ground	Hockey Pitch	Installation of synthetic grass and provision of Lighting	26
Morawa Sporting Complex	Basketball Courts	Long term, courts will require resurfacing	27
Town and Lesser Hall	Upgrade / refurbish	Long term kitchen requires refurbishing	28

Photographs below highlight some of the identified deficiencies / inadequacies.



Football Oval Change rooms unlined, very basic and below expected standards



Basketball Courts showing signs of cracking and Gliding Club Clubrooms



Swimming Pool indicating the poor condition of the balance tank and plant room



Swimming Pool indicating inadequate chemical storage area and plant room



Sports Ground Function Room and Kitchen now too small for current demand



Indoor Sports Hall requiring a refurbish and inadequate Netball venue

4.2 Coordination and Management of Facilities / Sport Development

In addition to provision of facilities, the **MSRMP** also considers the equally important issues of facility coordination / management and sport development. Given the correlation, findings and suggested actions relating to facility coordination / management and sport development are combined.

As indicated in the consultation section of this report, several issues and concerns (outside facilities) were listed, particularly those that had the potential to increase opportunities for participation / physical activity. Identified priorities included coaching, governance, training for volunteers, funding and the need to continue to develop strong partnerships with mining companies and their employees.

The community also expressed interest in sporting and community groups meeting annually to review the **MSRMP**. **There was also discussion on the value of a sport and recreation advisory committee being formed. It was resolved that whilst not seen as a priority it could be considered following amalgamation.**

4.3 Sport and Recreation Policy

To support implementation of this **MSRMP** a proposed Sport and Recreation Policy has been developed for the Shire of Morawa. This policy identifies and articulates the Council's attitudes, directions, goals, values and aspirations with regards to sport and recreation services, programs and facilities in Morawa. It is paramount all **local** groups fully support and assist with implementation. The Dept of Sport and Recreation Mid West (DSRMW) office will also be an important partner in assisting with policy development and support.

The suggested Policy provides Council and the community with a framework based on the following guiding principles:

- **Council will** ensure that provision of sport and recreation opportunities accurately reflects community needs and council resource constraints;
- **Council will** encourage and assist maximum utilisation of sport and recreation infrastructure;
- **Council will** ensure that all sport and recreation facilities are designed and maintained to a high quality, commensurate with the nature and use of that facility;
- **Council with** support from all local groups will identify and allocate resources for the provision of sport and recreation opportunities in an efficient and effective manner; and
- **Council with** support from all local groups will ensure that sport and recreation facilities, programs and events are managed in the most efficient and cost effective manner that will enable the community to enjoy safe well maintained and managed resources.

The full Policy is provided as Addendum B. Adoption of this policy will support the Shire with implementation of this **MSRMP** and ensure future consistency with decision making regardless of personnel changes and the like. As indicated previously **it is essential all local groups** also fully support and assist with implementation of this policy.

5.0 PROPOSED ACTIONS

Based on the findings from the consultative process and associated analyses, the **MSRMP** provides the following suggested actions against the three predetermined themes; being (1) facility planning and development; (2) facility coordination and management; and (3) sport development.

The proposed actions consider the suggested Sport and Recreation Policy (section 5.4) as well as the following Broad Strategy Statements.

1. Develop additional sport and recreation facilities, in keeping with existing and future needs;
2. Provide safe, convenient and assessable sport and recreation facilities;
3. Maximise utilisation of sport and recreation infrastructure through encouraging multi-use of facilities and co-locating compatible activities;
4. Ensure provision of a range of quality sport and recreation opportunities suitable for young people;
5. Ensure provision of a range of sport and recreation opportunities are planned for women;
6. Ensure provision of a range of sport and recreation opportunities suitable for the elderly;
7. Ensure sport and recreation facilities are appropriately managed and maintained;
8. Encourage community involvement in the planning, development, management, and maintenance of their sport and recreation facilities and programs; and
9. Ensure the contents of the **MSRMP** are regularly reviewed and updated.

The facilities plan is a major undertaking for the Morawa Shire and community totalling over \$650k annually. Groups will need to continue to develop further their self help approach and work closely with the Shire with anticipated support from the DSR MW.

5.1 Facility Planning and Development

A sport and recreation Facilities Action Plan was developed to guide the Shire and stakeholders with implementation of the various recommendations arising from the consultative process. The plan is to be implemented over a period of 10 years, with priorities are reviewed and adjusted annually throughout the life of the plan.

The Facilities Action Plan to implement these strategies based on the planning tools above is detailed on the following pages. Each action is prioritised according to whether it should be undertaken within two years (HIGH Priority), within 3-5 years (MEDIUM Priority) or 5-10 years (LOW Priority). An indication of likely responsibility is also provided for each action.

10 Year Facilities Action Plan

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
1.	Greater Sports Ground Change Rooms. Assist the Morawa Community	The supply and demand analysis concludes that the existing Greater Sports Ground Change Rooms are totally inadequate, do not meet health standards and may well see Morawa teams being withdrawn from hosting future inter-town competitions/fixtures. Total redevelopment required	HIGH	All user groups Shire of Morawa	CSRFF	\$1.7M	2011-13
2.	Greater Sports Ground Function Facility. Assist the Morawa Community	The supply and demand analysis concludes that the Function Centre constructed in 1984 is now far too small to cater for user groups. The Kitchen also needs to be extended and entire facility refurbished	HIGH	All user groups Shire of Morawa		\$1M	2011-13
3.	Swimming Pool. Assist the Morawa Community	The supply and demand analysis concludes that Morawa Swimming Pool falls well below expected standards for aquatic centres. The plant room and filtration system is inadequate and needs to be replaced/upgraded as a priority	HIGH	Shire of Morawa User groups	CSRFF	\$600k	2011-13
4.	Speedway Track Assist the Morawa Speedway	The supply and demand analysis concludes that this club is one of the most popular in Morawa and facilities urgently need upgrading. The track safety wall, ablutions and lights all require upgrading as part of stage one of the facilities redevelopment.	HIGH	Morawa Speedway Club	Morawa Shire Council CSRFF	\$300k (NB: option to use contractors to reduce costs)	2011-13

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
5.	Oval Cricket Wicket. Assist the Morawa Community	The supply and demand analysis concludes that the central wicket on the main oval is below standard and needs to be replaced or resurfaced.	HIGH	Cricket Club Shire of Morawa	CSRFF	\$5k	2011-13
6.	Cricket Practice Wickets. Assist the Morawa Community	The supply and demand analysis concludes that the two practice wickets surfaces are extremely worn, below standard and need re-carpeting.	HIGH	Cricket Club Shire of Morawa	CSRFF	\$8k	2011-13
7.	Golf Club. Assist the Morawa Golf Club	The supply and demand analysis concludes that Morawa Golf course needs upgrading. The tees are in poor condition and need to be replaced with synthetic grass tee boxes	HIGH	Morawa Golf Club Shire of Morawa	CSRFF	\$35k	2011-13
8.	Pistol Club Facility. Assist the Pistol / Sporting Shooters	The supply and demand analysis concludes that the Morawa Pistol Club currently has no Power or Ablutions. Provision of Lighting and Ablutions is a priority for this group	HIGH	Morawa Pistol Club	Morawa Shire Council CSRFF	\$50k	2011-13
9.	Bowling Rinks. Assist the Morawa Bowling Club	The supply and demand analysis concludes that the Morawa Bowling facility is currently not meeting demand. The new synthetic rinks have no lights and are utilising spillage from the adjacent Basketball courts. Installation of lights is essential for the facility to reach full capacity.	MEDIUM	Morawa Bowling Club	Morawa Shire Council CSRFF	\$80k	2013-16

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
10.	Golf and Bowls Clubrooms. Assist the Morawa Golf and Bowling Club	The supply and demand analysis concludes that the Morawa Golf and Bowling Club Clubrooms (over 40 years old) are not meeting current demand. The facility needs upgrading, refurbishing and replacement of asbestos roof. Toilets are in a poor state of repair and the Playground and Car Park need to be upgraded. Landscaping also needs attention and redeveloping.	MEDIUM	Morawa Golf and Bowling Clubs	Morawa Shire Council	\$275k	2013-16
11.	Netball Courts. Assist the Morawa Netball Club	The supply and demand analysis concludes that the Morawa Netball Club courts will require resurfacing and all infrastructure (Fencing, Lighting and Teams Shelter) will require upgrading or replacement in the short/medium term. Planning for relocation also needs to be investigated	MEDIUM	Netball Club Shire of Morawa	CSRFF	\$150k	2013-16
12.	Sporting Precincts. Assist the Morawa Community and all Sporting groups	The supply and demand analysis concludes that the Morawa Sporting Facilities and Precincts within the town are under supplied with power and currently not meeting demand. To cope with proposed facility upgrades a total power upgrade is paramount. Investigations into upgrading power to all town facilities needs to be carried out either through the use of a generator (short term) and/or conventional upgrade.	MEDIUM	All user groups Shire of Morawa	R4R CSRFF	\$500k	2013-16

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
13.	Football Oval. Assist the Morawa Football Club	The supply and demand analysis concludes that the Morawa Football Oval Lighting needs to be upgraded for night Football to WAFL standard in the medium/long term	MEDIUM	Morawa Football Club Shire of Morawa	CSRFF	\$450k	2013-16
14.	Skate Park. Assist the Morawa Community	The supply and demand analysis concludes through consultation with the community a request for consideration of the development of a Skate Park facility.	MEDIUM	Community Shire of Morawa	CSRFF	\$50k	2013-16
15.	Pony Club Facility. Assist the Morawa Pony Club	The supply and demand analysis concludes that the Morawa Pony Clubs current facility will require upgrading in the long term	MEDIUM	Pony Club Shire of Morawa	CSRFF	\$25k	2013-16
16.	Tennis Playground. Assist the Morawa Tennis Club	The supply and demand analysis concludes that the Morawa Tennis Playground facility requires upgrading and installation of lighting.	LOW	Morawa Tennis Club	Morawa Shire Council Lotterywest	\$30k	2016-21
17.	Golf Club. Assist the Morawa Golf Club	The supply and demand analysis concludes that the Morawa Golf Clubs existing equipment shed is inadequate and needs to be replaced	LOW	Morawa Golf Club		\$25k	2016-21
18.	Gliding Clubrooms. Assist the Morawa Gliding Club	The supply and demand analysis concludes that the Morawa Gliding Club Asbestos Roof on the Club House is a health hazard and will need to be replaced in the long term. New plane also required.	LOW	Morawa Gliding Club	Morawa Shire Council	\$20k \$80k equipment	2016-21 2016-21

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
19.	Indoor Sports Stadium. Assist the Morawa Community	The supply and demand analysis concludes that the Morawa Indoor Sports Stadium constructed in 1973 requires a general upgrade, particularly to the kitchen, meeting room and change rooms. Sections of this facility are tired and to meet current demand require refurbishing.	LOW	All user groups Shire of Morawa	CSRFF	\$175k	2016-21
20.	Indoor Sports Stadium. Assist the Morawa Community	The supply and demand analysis concludes that the Morawa Indoor Sports Stadium constructed in 1973 requires a general upgrade. The multi-sport floor area will require re-sealing in the medium/long term	LOW	All user groups Shire of Morawa	CSRFF	\$10k	2016-21
21.	Day Care Facility. Assist the Playgroup and Day Care	The supply and demand analysis concludes that the Morawa day Care Centre is currently not meeting their needs. The group has requested air conditioning and additional storage	LOW	Morawa Playgroup and Day Care	Morawa Shire Council Lotterywest	\$10k	2016-21
22.	Squash Courts. Assist the Morawa Squash Club	The supply and demand analysis concludes that the Morawa Squash Courts flooring requires re-sanding and re-sealing and walls re-rendering and painting.	LOW	Squash Club Shire of Morawa	CSRFF	\$25k	2016-21

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
23.	All Sporting Precincts. Assist the Morawa Community	The supply and demand analysis concludes that Morawa currently has three separate major Sport and Recreation Precincts within the Town Centre. The community are recommending in the long term as facilities are being redeveloped or replaced consideration be given to centralising and/or linking these Precincts and facilities through the development of a Master Plan	LOW	All user groups Shire of Morawa	CSRFF	\$50k	2016-21
24.	Speedway Clubrooms. Assist the Morawa Speedway Club	The supply and demand analysis concludes that this club is one of the most popular in Morawa As part of the second stage of their facility redevelopment upgrading of the Clubrooms and Canteen/Bar area is required.	LOW	Morawa Speedway Club	Morawa Shire Council CSRFF	\$150k	2016-21
25.	Town Play Ground. Assist the Morawa Community	The supply and demand analysis concludes that the Town Playground located in the Town Centre will require an upgrade and additional Play equipment in the long term	LOW	Shire of Morawa	Lotterywest	\$30k	2016-21
26.	Hockey Pitch. Assist the Morawa Hockey Club	The supply and demand analysis concludes that the Morawa Hockey Pitch surface is difficult to maintain to the standard required and winter training is extremely difficult.	LOW	Hockey Club Shire of Morawa	CSRFF	\$800k	2016-21

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
		Long term the group are requesting the installation of a synthetic surface and provision of lighting.					
27.	Basketball Courts. Assist the Morawa Basketball Club	The supply and demand analysis concludes that the Morawa Basketball Courts are starting to crack and in the long term will require resurfacing.	LOW	Basketball Club Shire of Morawa	CSRFF	\$75k	2016-21
28.	Town Hall. Assist the Morawa Community	The supply and demand analysis concludes that the Morawa Town and Lesser Hall to meet health regulations and user demand in the long term will require the kitchen area to be refurbished / upgraded.	LOW	All user groups Shire of Morawa	Lotterywest	\$50k	2016-21

Estimated 10 year budget based on the above Facilities Action Plan.

HIGH Priority (within next 2 years) **\$3,698,000** (\$1,849,000 annually)
MEDIUM Priority (within 3 - 5 years) **\$1,530,000** (\$510,000 annually)
LOW Priority (within 6 - 10 years) **\$1,450,000** (\$290,000 annually)

Total budget for 10 year plan \$6,678,000 (\$667,800 annually)

Based on Corporate/ Government assistance and support from individual groups and the one third formula, the Shires maximum contribution is anticipated to be one third of the above figures i.e. \$222,800 annually. Identifying an appropriate revenue / grant source to fund this annual contribution will be a major challenge for the Shire of Morawa.

5.2 Coordination and Management of Facilities / Sport Development

A series of actions are proposed to address issues relating to coordination and management of facilities / sport development. **Note: given the similarities, suggested actions relating to (2) facility coordination and management, and (3) sport development have been combined.**

- 1 The great difficulty in small rural communities is to develop a structure that can manage sport and recreation activities. To guarantee sustainability and reduce the demands on volunteers it may be that the conventional club system and structure that we might expect to operate in larger communities needs to be modified, taking into account the need to work together through a close and more formal working model with the Shire and community groups.

One strategy worthy of consideration is to develop a Sports and Recreation Advisory Committee with a representative from all sport clubs/groups meeting on a regular basis. This group would:

- Act as an advisory group to the Shire of Morawa;
- Assist Council with recommendation and prioritising projects and programs;
- Provide continuity by encouraging a co-ordinated approach to planning and development;
- Take on the role of reviewing the Morawa Sport and Recreation Plan; and
- Act as a co-ordinating body and be the voice for all sport and community organisations in Morawa;
- Encourage on-going leadership and a self help approach to facility development by all local groups.

The Sport and Recreation Advisory Committee proposal has the potential to improve community capacity, planning and development in both the short and long term and could also coordinate other initiative including recognition programs and planning proposals.

It is envisaged each sport and community group would have a representative on the Advisory Committee and a shire councillor and/or officer could also be appointed to provide formal links back to the Morawa Shire Council.

A recommended Modus Operandi/Constitution is attached (Addendum C) which will assist sports club, recreational groups and council going forward.

NOTE: The community has resolved this is not a priority but may however be consider it at a later time following amalgamation.

- 2 The Midlands Region Future Directions 2010 document, a strategic plan for Football development in the North Midlands Football League is a valuable development plan for Football in the North Midlands sub-region.

With the recent formation of the Mid West Academy of Sport (MWAS), the NMFL Development Plan, the Morawa Football Club's adoption of its own Future Directions Plan and with the Agricultural School located in Morawa, there is a case to be made for Morawa being a satellite location for a Centre of Excellence for Football development as part of the MWAS.

The MWAS was formed to provide additional development opportunities for Coaches and Officials and to provide support for talented young athletes to help them reach State, National and International levels of competition.

The **MSRMP** and Future Directions initiatives are well timed to work with the MWAS to assist in achieving both Regional and local outcomes.

Whilst the MWAS is still very much in its embryo stages, it may well be an opportune time for contact to be made with the MWAS, **perhaps by the NMFL, to discuss** support and opportunities that may be available. Contact can be made with the MWAS through the Mid West Sports Federation:

The Administrator
77 Mid West Sports House
Marine Terrace, Geraldton
or
PO Box 785, Geraldton WA 6531
Tel: 9964 5333 Fax 9956 2199
Email: mwsf@sportshouse.net.au

- 3 Generally across all sports in Morawa there was a desire to encourage, develop and accredit more coaches. There was also a growing demand to have stronger links with State Sporting Associations (SSA's) to assist in conducting coaching development opportunities.

Morawa is very keen to concentrate on the next generation of coaches but to also better equip those already in the system. It is proposed to fast track coach development in selected sports through assistance from SSA's and to also introduce potential and new coaches through such programs as the on-line Beginning Coaches General Principles course available through the Australian Sports Commission.

There may be opportunities through the Department of Sport and Recreation's Mid West office to develop a sports education model in Coaching and

Officiating. Through their Sportshouse model they have a number of Regional Sports Development Officers (RDO's) available with specific roles in sport development, education and training.

The following sports have RDO's employed on a regional basis; Netball, Cricket, Football Tennis, Soccer, Basketball and Hockey. These RDO also have strong links with their respective State Sport Association. There may also be opportunities to tap into funding to conduct Coaching and Officiating training and accreditation.

The Australian Sports Commissions, Active After School Community program is also based in Mid West Sportshouse. Two consultants are employed to service the Mid West region and they are able to offer training for potential coaches, parents, provide resources and have an on-line coach accreditation program available.

Planning is important in sport education for effective development and delivery and the Mid West Office and Sportshouse staff will play an important role in this. **All local groups together** with the Morawa shire will need to work closely on an annual basis with all Mid West Sportshouse personnel to develop a planning strategy. This will be particularly important from a sub-regional perspective should the amalgamation of the four shires proceed.

When planning, consideration will need to be given to local needs and identified gaps which may include;

- Introductory Coaching/Officiating
- General Principles Coaching
- Assessor and presenter training
- Mentoring
- Resource development
- Future planning
- Code of ethics and behaviour

Other considerations that will require discussion may include timing, costs/budget and coordination of future RDO visits.

This request will compliment the next action identified by the community – Junior Sport Development.

- 4 At the other end of the sports continuum it was highlighted during community consultation there was not only a gap in the provision of coaches but also limited opportunities for youth to be involved in professionally conducted coaching clinics and sessions.

Providing opportunities for young people to participate in Sport and Recreation was identified as a critical strategy to improve the quality and availability of Junior Sports programs.

To address this shortfall in provision, it is recommended that a Junior Sports Plan be developed. This plan would be aimed at young people between the ages of 5 and 17 years and cover the planning, development and management of Junior Sport outside school time.

A proposed framework for a Junior Sports Plan is attached at the end of this report (marked Addendum D). This also includes additional coach development strategies.

- 5 It was also recognised during the consultation process there was a need for basic sport administration and governance training. It is important sport and recreation groups have access to a continuing professional development program facilitated by Council and/or Govt agencies.

This will improve the sustainability of sport and recreation groups and enable them to respond to the increased levels of sophistication required for the management of sporting clubs, activities and programs.

A number of governance and contemporary issues were raised during the workshop and through the survey tool including;

Basic Sports Administration – the role of the Chairperson, Administrator, Treasurer, Incorporation, Volunteers Management, Working with Children, Insurance, Risk Management, Marketing, Sponsorship and Planning.

Many of these administration and governance issues are covered in a number of Dept of Sport and Recreation (DSR) publications. These are available on-line or from the Departments Mid West office, covering all areas from Planning for a New Club through to Event Management in over 30 publications. They can be viewed on the DSR website (www.dsr.wa.gov.au) under the Clubs on-line section.

These well researched booklets are easy to follow with checklists, tip sheets and templates for sport and recreation clubs.

The Mid West office for DSR may also be able to assist with developing an annual plan to facilitate ongoing training and education in any of the administrative and governance issues identified as requiring attention.

The DSR Mid West Office contacts are as follows:

Mid West Sportshouse

77 Marine Terrace, GERALDTON WA 6530
PO Box 135, GERALDTON WA 6531
Tel: (08) 9956 2100
Fax: (08) 9956 2199
Email: Midwest@dsr.wa.gov.au

- 6 The appointment of a specialised Sport and Recreation Officer working in the Shire was seen as an opportunity to build community capacity. With the predicted growth there will be more pressure on volunteers and this position would be important to guarantee sustainable programs and groups.

One of the programs that could be considered here particularly with the proposed amalgamation is the state-wide Club Development Officer program managed by the Dept of Sport and Recreation (DSR).

This program has developed a strong partnership between Local Government and DSR with an emphasis on increasing participation and the capacity of sporting and recreational clubs.

The appointment of a Club Development Officer will be essential in terms of supporting the **Shire and all local** clubs in implementing this plan and the actions and recommendations contained within it.

This proposal will be discussed in more detail in the Sport and Recreation Regional Plan for the proposed new municipality, the Shire of Billeranga.

- 7 As indicated under section 4.2 Population Profile, consideration needs to be given to the current and future provision of programs and facilities in terms of gender, specifically opportunities for equal participation and availability for both male and females.

During the consultation process there were strong indications that females were often left out of program planning and this was very evident in the various activities organised by Government agencies as part of their drought assistance.

These shortfalls are being investigated by agencies with a view to making sure future programs have an even balance of opportunities for both male and female. Morawa and all local authorities within the proposed new Shire of Billeranga, have an even split of male and female and more consideration to women's needs is essential with future planning and programs. There is funding assistance available through the Australian Governments, Department of Agriculture, Fisheries and Forestry's Farming Futures program, to provide

women with opportunities to develop stronger and more sustainable rural communities in areas such as:

- Building and sharing knowledge and experiences;
- Developing leadership and management skills;
- Building networks among rural, regional and remote Australians; and
- Increasing knowledge of how to effectively engage with and build the capacity of target groups.

An application is currently being prepared through the above program for the North East Agricultural Region of WA on behalf of the North East Farming Futures Group Inc. (NEFF).

6.0 RECOMMENDATIONS

It is recommended that the Shire of Morawa:-

- a) Adopts this Morawa Sport and Recreation **Master Plan**;
- b) **With assistance from all local** clubs and support from the DSR MW, implements the 10 Year Facilities Action Plan contained in the Morawa Sport and Recreation **Master Plan**;
- c) **Through the North Midlands Football League** initiates formal discussions with the Mid West Sports Federation regarding establishing a satellite Football Centre of Excellence in Morawa as part of the recently formed Mid West Academy of Sport (2011-13).
- d) With assistance from the Mid West office of the Department of Sport and Recreation develop a Coaching and Officiating plan (2011-13).
- e) Through **local sporting clubs** gains assistance from the Mid West office of the Department of Sport and Recreation to implement the attached Junior Sports Plan (2011-13).
- f) Through **local sporting clubs** gains assistance from the Mid West office of the Department of Sport and Recreation to develop an Administration and Governance Plan (2011-13).
- g) **Considers the formation of a Morawa Sport and Recreation Advisory committee following amalgamation (2012-13)**
- h) With the proposed amalgamation and formation of the new Billeranga Shire, considers the appointment of a Club Development Officer. This will be addressed in more detail in the Billeranga Sport and Recreation Regional Plan (2013-16).
- i) Supports the application through the Australian Governments, Department of Agriculture, Fisheries and Forestry's Farming Futures program for the North East Agricultural Region of WA on behalf of the North East Farming Futures Group Inc. to provide more opportunities in the region for women (2011).

These recommendations are dependent on and subject to available funding and resources being identified to assist the Shire of Morawa in implementing this Plan. Funding will be required for the allocation of sufficient resources to (1) manage the strategies and tasks identified within the Plan and (2) fund the Shire component of capital costs required to undertake improvements and upgrades to sporting facilities in Morawa and maintenance of the same.

ADDENDUM A

SPORT AND RECREATION INVENTORY AND NEEDS

Supply/Demand Analysis – Morawa

Facility	Supply	Demand	Conclusion
Morawa Golf and Bowling Club (1960's)	Air conditioned Function Room, Kitchen, Servery, Bar, Ablutions, Pool/Darts area, Office and shaded Viewing area. All covered with asbestos roof. Outdoor Playground	The facility is over 40 years old and whilst some minor repairs and upgrading has occurred over the years it does need refurbishing	Urgent upgrade required to Toilets. Playground, Car Parking, Landscaping also needs upgrading and the asbestos roof replaced
Golf Club	Eighteen (18) holes with sand greens and equipment shed	The facility is currently not meeting demand. Tees are in poor condition and new equipment shed required	There is a gap in provision. Existing Tees need to be replaced with synthetic grass boxes and existing equipment shed replaced
Bowling Club	Ten (10) Synthetic Bowling Rinks installed in 2009. Shade, Viewing Area with Lighting utilised from adjacent Basketball facility	The facility is currently not meeting demand. Lighting is a priority for the Bowling club	There is a gap in provision. Lighting is essential to gain maximum benefit from the facility
Morawa Sporting Complex	Indoor Sports Stadium (1973, upgraded 1984) with multi-marking, Two Squash Courts Function/Meeting Room, Change Rooms, Kitchen/Kiosk, Toilets, Outside Viewing and BBQ areas	The facility built in 1973 requires a general upgrade, especially to the kitchen, meeting room and change rooms	There is a gap in provision. Sections of this facility are tired and require refurbishing
Morawa Sporting Complex	Two (2) Squash Courts	The facility is currently not meeting demand. Floor and walls require upgrading.	There is a gap in provision. Court floor requires re-sanding and re-sealing and walls re-rendering and painting

Facility	Supply	Demand	Conclusion
Morawa Sporting Complex	Badminton and Gymnastics	No expressed demand for additional facilities.	Long term the Sports Stadium will require re-sanding and re-sealing
Tennis Courts	Six (6) Synthetic grass Courts in good condition with good lights and fencing. Covered viewing area off the Sports Stadium	No expressed demand for additional facilities.	
Basketball Courts	Four (4) acrylic courts - average condition (some cracking). Playground with shade, lights and seating.	No expressed demand for additional facilities. However the courts will need resurfacing in the medium / long term and the playground requires a general upgrade and lighting.	There is a gap in provision. Playground upgrade and installation of lighting required. Court resurfacing to be listed as a medium/long term priority
Morawa Greater Sports Ground	Function Room (1984) Consisting of Kitchen/kiosk, Function area and Bar, Toilets, Media/Timekeepers box. Also covered viewing area, BBQ area and playground. All in good condition but facility far too small for current use.	The facility is currently not meeting demand. Function/Meeting Room and Kitchen urgently need to be expanded.	There is a gap in provision. Extension of both the Function and Kitchen areas is a high priority.
Morawa Greater Sports Ground	Change Rooms x 3 with separate Toilets and Covered Viewing area	The facility is currently not meeting demand. Facility in very poor state of repair and does not meet health requirements.	There is a gap in provision. Redevelopment / replacement of this facility is a high priority.

Facility	Supply	Demand	Conclusion
Football Oval	Reticulated grass playing field (est. 1976) equipped with training lights, coaches dug-outs and public toilets	No expressed demand for additional facilities. However lighting may be a requirement in the medium/long term.	Lighting for night football to WAFL standard a medium/long term consideration.
Cricket Wickets	One (1) pitch located in centre of Football oval. Two (2) sets of practice wickets	The facility is currently not meeting demand Central Cricket Wicket is in average condition. Practice Wicket also in very poor condition.	There is a gap in provision. Urgent upgrade required to both the central and practice wickets
Netball Courts	Two (2) acrylic courts (one resurfaced 4 years ago and already showing signs of cracking) in average condition with very old lighting system and shelter	The facility is currently not meeting demand. Upgrade required to fencing, lighting, sheltered area and surface. Relocation may need to be considered	There is a gap in provision. Courts will require resurfacing and all infrastructure will require upgrading/replacement in the short/medium term. Planning for relocation needs to be investigated
Hockey Field	One (1) grassed playing field and Shelter in good condition.	No expressed demand for additional facilities. However the community has suggested the need for a synthetic pitch and lighting.	There is a gap in provision. Maintenance of the surface is an issue and winter training extremely difficult. Long term synthetic surface and lighting need to be considered
Gliding Club	Gravel airstrip with Hanger Shed for Gliders, Tow Vehicle shed, Clubrooms and St John Ambulance shed.	No expressed demand for additional facilities. However, asbestos roof on the club house will need to be replaced in the medium/long term.	There is a gap in provision. Asbestos roof will need to be replaced. Note: New plane required.
Motocross-BMX Track	Track located in the northern section of the Greater Sports Ground and in average condition.	No expressed demand for additional facilities. No existing competition or club.	

Facility	Supply	Demand	Conclusion
Pony Club	Facility consists of Horse Yards and Shed	No expressed demand for additional facilities. However the facility will require upgrading in the medium term	There is a gap in provision. Total upgrade will require consideration medium term
Swimming Pool	50m pool (8 lane) outdoor facility with Diving and Toddlers Pool Shade facilities, Kiosk, Change Rooms and lighting	The facility is currently not meeting demand. The plant room and filtration system are in very poor condition and inadequate	There is a gap in provision. The facility falls well below expected standards for aquatic centres. Plant Room and Filtration System needs to be replaced/updated as an urgent priority
Morawa Speedway	Track fitted with Concrete Safety Barrier Wall. Also has a Canteen, Ablutions and Lights	The facility is currently not meeting demand. The Barrier Wall is in poor condition and generally all facilities needing upgrading.	There is a gap in provision. In the short/medium term upgrades to track wall, ablutions and lights required. Longer term upgrading of Clubroom and Canteen/Bar area
Pistol/Sporting Shooters and Rifle Club	Two separate Clubrooms	The facility is currently not meeting demand. There is no Power or Ablutions	There is a gap in provision. Short/Medium term the Pistol club has listed lighting and ablutions as a priority
Morawa Town Centre	Most Sporting Facilities and Precincts within the town are under supplied with power	Most Sporting Facilities and Precincts are not currently meeting demand. To cope with proposed facility upgrades a total power upgrade is paramount	There is a gap in provision. As a priority investigations into upgrading power to all town facilities needs to be carried out either through the use of a generator (short term) and/or conventional upgrade

Facility	Supply	Demand	Conclusion
Skate Park	Currently no facility in Morawa	The community have requested a Skate Park be developed	Recommended in the medium term consideration be given to the provision of a Skate Park facility
Morawa Town centre	Currently there are 3 separate major Sport and Recreation Precincts within the Town Centre	The community have requested the development of a Master Plan to centralise facilities	Recommended in the long term as facilities are being redeveloped or replaced consideration be given to centralising and linking through a Master Plan approach
Town and Lesser Hall	Consists of Main Hall (240-280) and Lesser Hall (50-70), Kitchen, Kiosk, Change Rooms, Toilets, Stage and Lobby	No expressed demands for additional facilities However depending on future use the Kitchen area may require upgrading	There is a gap in provision. To meet health regulation and user demand a medium/long term priority will be refurbishment of the Kitchen
Youth Centre	Utilising recently refurbished Hall and in good condition	No expressed demands for additional facilities	
Playgroup and Day Care	Located behind the Shire Office in separate facilities.	The facility is currently not meeting demand. Lack of Air Conditioning and Storage is an issue for the Day Care group	There is a gap in provision. In the medium term to meet current and future demand, Air Conditioning and additional Storage to be installed
Seniors Centre	Located within the Hospital	No expressed demands for additional facilities	
Town Playground	Situated within the Town Centre and complete with Shade	No expressed demands or additional facilities	Long term there may be a requirement for additional Play equipment
Shire of Morawa	Currently no specialised Sport and Recreation Officer in the Shire	The Community have recognised the need for an officer to be appointed.	Recommended in the long term the position of a Sport and Recreation or Club Development Officer be investigated

ADDENDUM B

SPORT AND RECREATION POLICY

As part of this **MSRMP** project a proposed Sport and Recreation Policy has been developed for the Shire of Morawa. This policy identifies and articulates the Council's attitudes, directions, goals, values and aspirations with regards to sport and recreation services, programs and facilities in Morawa. It is paramount **all groups fully** support and assist with implementation. The Dept of Sport and Recreation Mid West (DSRMW) office will also be an important partner in assisting with policy development and support.

Adoption of this policy will support the implementation of the **MSRMP** and ensure future consistency with decision making regardless of personnel changes etc.

Delivery of policy and strategy outcomes will be dependent on and subject to available funding and resources being identified to assist the Shire of Morawa in implementing this Plan. Funding will be required for the allocation of sufficient resources to (1) manage the strategies and tasks identified within the Plan and (2) fund the Shire component of capital costs required to undertake improvements and upgrades to sporting facilities in Morawa and maintenance of the same.

6.1 Purpose

The Shire of Morawa Sport and Recreation Policy provides information about the role of the **Council in supporting** and advocating for the needs of the local community, sporting groups and other community organisations with respect to sport and recreation.

The policy **identifies Council's vision** for the delivery of sport and recreation services, programs and facilities in Morawa and values, principles and objectives that will guide Council's and the **community** activity in this area.

The **Council has** a leadership role in ensuring that local residents have access to high quality sport and recreation, services, programs and facilities.

The policy will assist **Council in** improving access to a range of sport and recreation opportunities that contribute to the ongoing health and wellbeing of all Morawa residents.

6.2 Guiding Principles for Sport and Recreation Provision.

The Council's role in sport and recreation in Morawa is guided by the following principles and objectives:

- **Effective planning for sport and recreation opportunities**

Guiding principle

Council will ensure that provision of sport and recreation opportunities accurately reflects community needs and council resource constraints.

Council will:

- a) Adopt the Sport and Recreation **Master** Plan and incorporate relevant sections into council's corporate and operational plans and annual budgets (subject to available Shire funding);
- b) Encourage the development and planning of sport and recreation facilities, programs and opportunities to be undertaken based on identified community need and taking into account available resources and community support.
- c) Liaise closely with other agencies/organisations i.e. Education, Health, etc to adopt common strategies in addressing the issues of innovation, technology, environment, etc
- d) Regularly review the implementation of priorities contained in the action plan for sport and recreation opportunities and adjust as required; and
- e) Establish appropriate performance measures and regularly monitor the effectiveness of the Sport and Recreation Strategic plan, and adjust as required.

- **Effective use of sport and recreation facilities**

Guiding principle

Council will encourage and assist maximum utilisation of sport and recreation infrastructure.

Council will:

- a) Require that any new sport and recreation facilities be designed to allow compatible multi-use;
- b) Not support proposals that duplicate existing sport and recreation facilities and services unless it can be demonstrated that:
 - Existing facilities have reached their 'use by' date
 - No viable alternatives exist
- c) Liaise with education authorities to develop and implement systems that support community use of sport and recreation facilities in school grounds outside of school hours.

- **High quality sport and recreation opportunities**

Guiding principle

Council will ensure (subject to funding) that all sport and recreation facilities are designed and maintained to a high quality, commensurate with the nature and use of that facility.

Council will:

- a) Require that all new sport and recreation facilities be designed to comply with relevant Australian Design standards;
- b) Regularly review the condition of council owned/managed sport and recreation assets, and upgrade as required.

- **Resourcing the provision of sport and recreation opportunities**

Guiding Principle

Council will, subject to funding, identify and allocate resources for the provision of sport and recreation opportunities in an efficient and effective manner.

Council will:

- a) Seek funds from the full range of available sources to assist with the timely development and improvement of sport and recreation opportunities;
- b) Allocate funds and other resources for the development and improvement of sport and recreation opportunities based on the provision of the sport and recreation plan;
- c) Support sport and recreation organisations who demonstrate initiative for the development of new or improved sport and recreation facilities and activities.

- **Effective management of sport and recreation facilities, programs and events**

Guiding principle

Council will ensure that sport and recreation facilities, programs and events are managed in the most efficient and cost effective manner that will enable the community to enjoy safe well maintained and managed resources.

Council will:

- a) Identify sport and recreation facilities, programs and events that have the capacity to be managed more efficiently and effectively, and assist with appropriate administrative arrangements;
- b) Provide support for sport and recreation organisations where they demonstrate sound planning, structures, volunteerism and management of sport and recreation facilities, programs and events.
- c) Encourage and promote the development of sports structures and clubs and support training to assist in the development of high quality sport and recreation opportunities.
- d) Create opportunities for partnerships between Council and the community in pursuit of higher quality sport and recreation outcomes.

ADDENDUM C

PLEASE NOTE THIS RECOMMENDATION WAS NOT SEEN AS A PRIORITY BY THE COMMUNITY, HOWEVER IT MAY BE CONSIDERED FOLLOWING AMALGAMATION

SPORT & RECREATION ADVISORY COMMITTEE CONSTITUTION

SHIRE OF MORAWA

SPORT & RECREATION ADVISORY COMMITTEE CONSTITUTION

1 Status and Name

The Committee shall be known as the “Sport and Recreation Advisory Committee” (hereinafter referred to as “the Committee”).

2 Purpose of the Committee

Council proposes to set up this committee as an efficient and effective means of communicating and consulting with, members of the community with an interest in, and key stakeholders relating to, Sport and Recreation within the Shire of Morawa.

The Committee allows the community and other key stakeholders to participate in the setting of future directions of Sport and Recreation within the Shire of Morawa.

The function and role of the Committee is to provide strategic advice to Council including, the development and implementation of policy and providing consultative advice on issues relating to Sport and Recreation within the Shire of Morawa. An important role of the MSRAC will be to encourage the continuance of the self-help approach by all Morawa groups to assist in achieving the actions and recommendations within this report.

This will include;

- a) Advising Council on major maintenance, upgrading and/or refurbishment of infrastructure of the various sporting grounds and facilities within the district;
- b) Assisting clubs/organisations in preparing and prioritising projects for Councils consideration;
- c) Providing recommendations to Council on the ranking of applications for CSRFF and other funding programs;
- d) Assisting in evaluating and monitoring long term major maintenance and improvement requirements as set out in the Shire of Morawa 10 year Sport and Recreation **Master** Plan; and
- e) Reviewing annually the Shire of Morawa Sport and Recreation 10 Year **Master** Plan and updating where required

The Committee is nominated as an advisory committee to Council. This means that the Council may assist with:

- a) Preparation of minutes, reports and agendas;
- b) Providing professional staff and minute taker to attend meetings as required;
- c) Providing training to Committee members where required;
- d) Providing feedback on Council decisions to the Committee;
- e) Provision of a Councillor and/or a staff members to attend in an advisory capacity when required or requested;
- f) When appropriate, responding to requests from the Committee to obtain from Council officers reports or recommendations related to an agenda item; and
- g) Ensuring that agendas and minutes will be forwarded to Committee Members and Councillors.

3 Representation

Membership of the Committee may comprise the following:

- a) Football Club
- b) Hockey Club
- c) Pony Club
- d) Netball Club
- e) Cricket Club
- f) Swimming Club
- g) Gliding Club
- h) Bowling Club
- i) Golf Club
- j) Speedway
- k) Tennis Club
- l) Badminton Club
- m) Rifle Club
- n) Pistol Club
- o) Gymnastics Group
- p) Volunteer Fire Brigade
- q) Youth Club
- r) Squash (when in operation)
- s) Motocross (when in operation)
- t) Basketball (when in operation)
- u) Shire of Morawa (ex-officio)

All of the above (or those determined appropriate) will provide a voting member (apart from the Shire of Morawa) by formally nominating their delegate and proxy delegate. Where a nominated delegate is unavailable to attend the club may send a proxy delegate. The nominated proxy delegate shall have the same representation and voting rights of the nominated representative.

The Committee at its discretion, may co-opt additional members from time to time (referred to as co-opted members) to provide specialist advice or assistance in the Committee's deliberations of any matter, but such co-opted members shall serve on the Committee only for the period of time required by the Committee, and will not, whilst serving as a co-opted member, have any voting rights.

The Shire of Morawa will also be represented by a Councillor and/or Officer but they will operate in an ex-officio capacity and have no voting rights.

3 Meetings and Committee

The Committee will meet at least 2 times per year – say, February and October or as determined by the Committee with the meetings to be held on the say, 2nd Thursday of the month.

Council staff will provide the secretarial services to the committee including preparation of meeting agendas and minutes.

The Committee shall be elected annually at their first general meeting in February and may be re-appointed for a further term if nominated again by their respective club/organisation.

The Committee may be dissolved by resolution of the Council at any time.

The Committee shall, at its first meeting following appointment, elect one (1) of its voting members to be Chairperson of the Committee and one (1) of its voting members appointed to be Deputy Chairperson.

The Deputy Chairperson shall act in the absence of the Chairperson.

Voting on all matters shall be on the voices except where the Chairperson otherwise determines or a challenge to voting is made, in which case the voting shall be by show of hands.

Each member of the Committee entitled to vote, shall have one (1) vote, provided that in the event of an equality of votes, the chairperson presiding at the meeting shall have a casting vote as well as an original (deliberative) vote.

A proposition which receives a majority of votes (i.e. more than half) of the voting members present shall be a decision of the Committee.

A quorum shall comprise half plus one of the appointed voting members of the Committee.

Should a quorum not be present at the start of, or during, any meeting, the voting members present may decide that the Agenda items continue to be discussed, however any agreement or decision so made shall be recorded in the Minutes as “No quorum - decision of the members present”, and not as a recommendation of the Committee.

The names of the Committee members present, whenever a quorum is not present, shall be recorded in the Committee minutes, and the reason as to why a quorum was not present.

4 Operating Guidelines

It is acknowledged that sport and recreation plays a very important role in the Morawa community. It is further acknowledged that Morawa has a wide range of quality facilities with many of regional significance.

Management and maintaining these facilities comes at a high expense to Council and the community.

To help ensure the existing facilities are maintained and improved on a regular basis a structured program needs to be put in place and that all participants have the opportunity to have input into the programme.

Subject to available funding, this will allow Council to budget accordingly, ensure organisations know the plans for their particular facilities and most importantly a coordinated approach is taken to maintaining and upgrading facilities.

The Ten (10) Year Sport and Recreation Master Plan will be used as a guide in this regard and include any other maintenance and improvements developed by the committee. The Committee will be responsible for reviewing the Strategic Plan on an annual basis and updating it according to other major improvements or upgrades raised by member clubs and organisations. This may include existing facilities (e.g.: replacing of carpets of furniture, resurfacing of courts) and also any proposed new developments.

Once the Plan has been developed and accepted by the various clubs/organisations, it will be recommended to Council for their consideration and adoption.

In addition to setting the above programme the Committee will recommend to Council the ranking of any CSRFF and other grant applications which should be for projects already contained in the Ten (10) year **Master** Plan.

Any club/organisation wishing to undertake a project outside the 10 year programme will need to present this to the Committee with a strong proposal as to why their project should be considered and the Committee will then forward the proposal to Council with their recommendation.

The Committee may also agree to act in a coordinating capacity to promote other Sport and Recreation programs by liaising with the appropriate agencies as outlined in the Shire of Morawa's Ten (10) Year Sport and Recreation **Master** Plan.

ADDENDUM D

SHIRE OF MORAWA JUNIOR SPORT DEVELOPMENT PLAN

Foreword

Participation in sport will provide many social, health and education benefits for young people living in the Shire of Morawa.

A focus of this plan is to encourage and provide opportunities for more young people to participate in sport outside school hours.

The success of this plan will be subject to resource funding and require collaboration of all local groups, schools, shire, parents, coaches and **potential coaches**. All sporting organisations, parents and the community are encouraged to support this initiative to give all young people in Morawa the opportunity to participate in and enjoy sport.

Introduction

Providing opportunities for young people to participate in Sport and Recreation was a key outcome of the Shire of Morawa 10 Year Sport and Recreation **Master Plan**. This Junior Sports Plan has been developed to achieve this outcome and has been identified as a critical strategy to improve the quality and availability of Junior Sports programs in the Morawa Shire.

The plan is aimed at young people between the ages of 5 and 17 years and the organisation and management of Junior Sport outside school time. The Morawa schools will be an important partner and play a significant role in the success of this initiative, through encouraging participation and supporting programs offered.

It is hoped the Junior Sports Plan will provide Morawa youth with an opportunity to participate in a range of sporting experiences. It will also provide the entry to a life long involvement in sport which is not only beneficial to health and social interaction, but a welcome component given current sporting opportunities outside school hours and during vacation periods are limited.

Key Priority Areas

The plan seeks to address a number of Key Priority Areas including;

1. Participation
2. Skill Development and Pathways
3. School - Community Links
4. Volunteers
5. Coach Development

Within each Key Priority Area, Goals or Objectives to be achieved have been established and Strategies set to address and deliver these.

Key Priority Area 1: Participation

Objective	Strategies
Increase the number of young people within the Shire of Morawa participating in Sport.	<ul style="list-style-type: none">• Promote and facilitate Junior Sport programs that reflect the needs of all Morawa youth• Promote and increase programs that advocate Junior participation during after school hours and school vocational periods• Promote fun and quality entry-level Junior Sport experiences• Promote educational / healthy lifestyle programs through participation in Junior Sport

Key Priority Area 2: Skill Development and Pathways

Objective	Strategy
To increase the number and range of Junior Sport opportunities, improve skill development and identify pathways.	<ul style="list-style-type: none">• Though the Mid West Sporthouse and RDO program promote new sports, build on existing and provide skill development sessions• Promote appropriate pathways from grassroots to elite that ensure life-long involvement in sport• Promote and deliver quality Junior sport programs and environments• Market and promote selected Junior Sports programs

Key Priority Area 3: School – Community Links

Objectives	Strategy
To develop and coordinate ongoing partnerships which improve delivery of Junior Sport to the Community	<ul style="list-style-type: none">• Promote and coordinate activities that effectively link the School and Junior Sport through the Australian Sports Commissions Active After-school Communities program• Promote and endorse State Sport Association, programs and products through the RDO program• Identify and deliver Junior Sport professional development opportunities for teachers and volunteers through the RDO program and AASC Community Coaching Training program

Key Priority Area 4: Volunteers

Objectives	Strategy
To attract, educate and support sufficient volunteers to develop Junior Sport programs	<ul style="list-style-type: none">• Provide coordinated training opportunities for volunteers, including Coaches and Officials• Provide target training opportunities for potential volunteers through the RDO program and AASC Community Coach Training program• Promote and assist in the development of incentives to increase volunteer participation• Develop a “Junior Apprentice Mentoring” program for Youth volunteers involved in Junior Sport

Key Priority Area 5: Coach Development

Objectives	Strategy
Increase the number and also educate and support Coaches, potential coaches and parents in Junior Sport	<ul style="list-style-type: none">• Provide coordinated and linked training opportunities for Coaches through the Active After-school Communities and RDO programs• Encourage State Sport Associations to offer accreditation and other recognition and training opportunities for Coaches and potential Coaches• Facilitate the use of technology and innovation to service delivery opportunities• Promote flexible programs to meet the needs of the Morawa community