



REVIEW OF THE YORK RECREATION AND CONVENTION CENTRE



February
2017

Discussion Paper

A summary of the background, current operations and options for future management of the York Recreation and Convention Centre.

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1.0 BACKGROUND

1.1 Forrest Oval Precinct Sport & Recreation Facilities Master Plan

The York Recreation and Convention Centre was constructed in 2012 following the development of a Master Plan for the Forrest Oval precinct by A Balanced View Leisure Consultancy Services (ABV) in 2008. The Forrest Oval Precinct Sport and Recreation Facilities Master Plan (the Master Plan) was developed to encourage joint use by sporting groups, to avoid duplication of facilities and to increase the sustainability of facilities provided by the Shire of York.

The development of the Master Plan included consideration of the following;

- Document Review – both Shire and external
- Demographics and population trends
- Review of current facilities with regard to type, capacity, usage and sustainability
- Key success factors for facilities ie co-location, diversity of passive/active spaces, parking, water supply, facilities for large events
- Consultation with Shire staff and sporting clubs, a survey of young people in York and an opportunity for the general public to make submissions
- Needs analysis – field requirements, water usage, shared clubrooms

The Master Plan was received by Council in November 2008 as a guideline for the development of the Forrest Oval precinct as a sport and recreation hub. The Master Plan was used as the basis for funding applications to support the capital expenditure required to implement the redevelopment of the area.

1.1.1 CAPITAL EXPENDITURE

The cost estimates of the proposed Master Plan were prepared by a qualified quantity surveyor who estimated the total construction cost at \$5,750,000 with a cost escalation of 5% per annum. It was determined that savings could be realised with Shire staff undertaking such elements as earthworks, roads and parking construction. It was proposed that a staged approach be undertaken with the cost estimates for each of the stages outlined in the following table.

Table 1

Stage	Inclusions	Est. Cost
ONE	<i>Architectural designs; Preliminary works; Sewerage connection; Oval realignment, lighting & reticulation; Power upgrades; Hockey clubrooms extensions; Removal of trotting track.</i>	\$0.645M
TWO	<i>Construction of shared club facilities; New netball courts; Car parking and access ways; Synthetic bowling green; Drainage; Cricket pitch and practice nets; Landscaping; Entry and internal roads; Demolition of obsolete structures.</i>	\$2.865M
THREE	<i>Construction of tennis courts; Landscaping and parking; Demolition of old bowling club and greens.</i>	\$0.411M
FOUR	<i>Synthetic hockey field; Swimming pool design; Review of Master Plan</i>	\$0.465M
TOTAL ESTIMATED COST:		\$4.386M

It should be noted that the cost estimates did not include any consideration of lifecycle costs for any of the elements of the Master Plan.

1.1.2 MANAGEMENT

ABV proposed three options for management of the facilities.

- **Sportsman Association Model** – where the shared clubrooms would be leased to an incorporated body comprising representatives from key user groups ie football, hockey, tennis, bowls and netball. The lessee takes responsibility for all of the management, operations and maintenance functions of the facilities.
- **Shire Managed Model** – the Shire takes responsibility for the management, operation and maintenance of the facility and may employ a Centre Manager and bar staff to operate the facilities. The Shire receives all revenues and pays all expenses. Facilities are hired to clubs on a seasonal basis and to other users on a casual basis.
- **Lease to a single club** – where one sporting club holds the head lease and sub-lets to other clubs. This will work well where there are limited clubs with the capacity to manage facilities.

ABV recommended that in the first instance, the shared clubrooms be managed by the Shire primarily because of the large number of clubs involved and the lack of an umbrella body to effectively manage a facility of the proposed magnitude.

1.2 Forrest Oval Precinct Sports & Recreation Facilities Business Plan

In March 2009, Domenic Carbone and Associates (DCA) was engaged to develop a business plan for the Forrest Oval Precinct Sport and Recreation Facilities.

1.2.1 REVISED CONCEPT PLAN

Part of the work undertaken by DCA included a *revised* concept plan prepared by Hodge & Collard Architects. Key features of the revised plan are outlined below;

- **Forrest Oval realignment** – for seasonal sports including football and cricket
- **Outdoor courts** - 3 netball/basketball courts
- **Tennis courts** – 8 synthetic courts
- **Bowling greens** – 2 x 7 rink synthetic greens
- **Indoor court** – for basketball, netball, badminton and volleyball
- **Hockey fields** – x 2 plus upgraded clubhouse
- **Gymnasium** – with secure, 24hour access
- **Restaurant, café, bar** – with seating for up to 150 people
- **Function Venue** – for social, corporate and community events

1.2.2 COST OF DEVELOPMENT

Rider Levitt & Bucknall Quantity Surveyors were asked to provide the following updated cost estimates based on the revised concept plan in October 2009.

Table 2

Stage	Proposed elements	Original Est.	Revised Est.	Comment
ONE	Architectural designs; Preliminary works; Sewerage connection; Oval realignment, lighting & reticulation; Power upgrades; Hockey clubrooms extensions; Removal of trotting track.	\$0.645M	\$1.065M	Increases due to: <ul style="list-style-type: none"> • Architectural design (+\$44,000) • Oval realignment (+\$300,000) • Hockey clubrooms (+\$40,000) • Cricket nets and pitch (+\$36,000)
TWO	Construction of shared club facilities; New netball courts; Car parking and access ways; Synthetic bowling green; Drainage; Cricket pitch and practice nets; Grass hockey field; Landscaping; Entry and internal roads; Demolition of obsolete structures.	\$2.865M	\$4.195M	Increase primarily due to the design and construction of shared club facilities (+\$1,382,317) However, the following elements were also deferred to Stage 3; new netball courts, synthetic bowling green, grass hockey field. Increased cost estimates were also included for; <ul style="list-style-type: none"> • Car parks, footpaths, paved areas • Drainage, headworks • Escalation • Tender preparation/consultants • Demolition Cricket pitch & nets included in Stage 1
THREE	Construction of tennis courts; Landscaping and parking; Demolition of old bowling club and greens.	\$0.411M	\$1.404M	Increases due to deferred items; <ul style="list-style-type: none"> ▪ New netball courts (+\$123,000) ▪ Tennis courts (+\$390,000) ▪ Bowling green (+\$400,000); and escalation and contingencies
FOUR	Synthetic hockey field; Swimming pool design; Review of Master Plan	\$0.465M	\$0.944M	Increase primarily due to increased cost of new hockey field (+\$416,000) Swimming pool design & review of Master Plan not included.
TOTAL ESTIMATED COST:		\$4.386M	\$7.608M	

1.2.3 FUNDING

DCA proposed that each of the stages would be funded from a mix of sources including;

- **Shire resources** – municipal, reserve and loan funds
- **State government** - WA Department of Sport and Recreation: CSRFF Forward Planning Grants
- **Federal government** – Regional and Local Community Infrastructure Program: Strategic Projects
- **Community in-kind contributions** – earthworks, site works, plant, labour and materials

The project phases were intended to be implemented over four financial years from 2009 – 2013.

1.2.4 MANAGEMENT

DCA prepared the Business Plan based on the Shire managing the proposed facilities for the first five years with a view to the formation of a Sportsman's Association to operate the shared clubrooms thereafter. It was proposed that the Shire would employ 3.25 FTE staff to operate the Centre which included a full-time Centre Manager plus bar/hospitality, gardening and cleaning staff on a part-time or casual basis.

The target clientele outlined in the business plan included individuals and residents of York, schools, clubs, associations and community groups, commercial hirers and the Shire of York with activities ranging from fixed competition sporting events, coaching and training, social events, conferences and other large events, Shire programs and activities.

1.2.5 OPERATIONAL INCOME & EXPENDITURE

DCA's Business Plan also proposed a fee structure for memberships, court and oval hire, and the hire of facilities for functions and events. Based on the this and the above management structure, DCA projected the following income and expenditure for the first four years of operation.

Table 3

Stage	2009/10	2010/11	2011/12	2012/13
INCOME	\$136,100	\$136,100	\$146,750	\$159,445
EXPENDITURE	\$286,587	\$286,587	\$609,044	755,792
COUNCIL (SUBSIDY)/SURPLUS	(\$150,487)	(\$150,587)	(\$462,294)	(\$596,347)

The above projections were based on the facilities becoming fully operational in 2012/13. DCA noted that the subsidy of \$596,347 included non-cash items (ie depreciation) and proposed that this level of subsidy would remain constant. It was also noted that 'sport and recreation facilities have a low recovery cost' with limited capacity for fee increases. Therefore, DCA suggested the income from the provision of bar facilities would assist the Shire to minimise the level of subsidy required.

1.3 Other Supporting Documentation

The documents described above were used as the basis to apply for funding from various sources including the Community Sport and Recreation Facilities Fund (CSRFF) and Royalties for Regions through the Country Local Government Fund – Regional Component, for the implementation of the various stages of the project. The following additional documents were developed during this process and are attached as appendices to this paper.

A critical component of the revised Master Plan was the incorporation of a 250 seat Convention Centre. Such a facility was considered to provide much needed and versatile facilities for York and the broader region, catering for a range of functions, seminars, concerts, exhibitions and conventions.

The documents outlined below were developed with this additional use in mind for the Forrest Oval Sport and Recreation precinct.

1.3.1 REGIONAL BENEFIT VALUE COMPARATIVE ADVANTAGE

Shire officers prepared a report to support an application to the Country Local Government Fund – Regional Component 2010/11 with the support of the local governments in the South East Avon region (Beverley, Cunderdin, Quairading, Tammin and York). It was agreed that the York Recreation and Convention Centre was a key project of regional significance which resulted in an allocation of \$910,000 towards this project.

The report focused on the need for large scale convention and training facilities in the region and York's suitability as a location given its proximity to Perth and other towns in the region, and the availability of accommodation in the town. The document was attached to a business case that was developed in support of the funding application which is outlined below.

1.3.2 ROYALTIES FOR REGIONS BUSINESS CASE

Darren Long Consulting was engaged to develop a Business Case for the York Convention and Recreation Centre (the Business Case) which was presented to Council in December 2010 to support an application to the Royalties for Regions funding program for capital funds to construct the convention centre.

The Business Case submitted the following as the key objectives for the project;

- *To capitalise on the growing need to cater for local and regional training seminars, functions and exhibitions;*
- *To build on the comparative advantage that the Avon Valley and York have as a destination point and the availability of accommodation houses;*
- *To provide employment in the hospitality industry in the region;*
- *To improve the viability and sustainability of the Recreation precinct development by generating an income stream linked to the private, corporate and government sectors through training, seminars, events, exhibitions and conventions;*
- *To support accommodation and other service industries, and encourage further investment, in the region.*

The Business Case includes a risk assessment which identified the following risks and their proposed mitigation;

- **Competition** – this focused on the potential entry of external competitors in the convention market with the proposed mitigation one of monitoring and the aim of developing a market edge.
- **Less than expected patronage** – the Business Plan recommended aggressive marketing and promotion as a mitigation strategy.
- **Poor management** – maintaining a direct line of management between the CEO and the Manager proposed as a means of ensuring performance targets are met.
- **Increased operational subsidy required** – management and monitoring of financial performance is recommended.

1.4 Liquor Licensing

As part of the operation of the bar facilities at the new centre, the Shire was required to apply for a Liquor Licence. In order to facilitate provision of food and beverages to the general public, it was determined that the most appropriate option under the *Liquor Control Act 1988* (the Act) was to apply for a tavern licence. This process involved publicly advertising the Shire's application for a period of not less than one month to allow an opportunity for interested parties to lodge a submission. The Shire's application and accompanying documents are attached as an appendix.

Objections were lodged by six community members and notices of intervention lodged by two agencies by the due date. A late objection was lodged and considered but not heard for the reasons stated in the notice of Decision of the Director of Liquor Licensing which is also attached as an appendix.

In his determination to grant a tavern licence, the delegate for the Director of Liquor Licensing noted the following;

33. Some of the objectors expressed the view that a club licence is a more appropriate type of licence to operate at the venue rather than a tavern licence because a club licence would reduce the risk of juveniles being exposed to liquor, reduce anti-social behaviour and allow the clubs to generate revenue from the operation of the bar. Notwithstanding these views, the application is supported by many existing clubs who use, or will use, the facility and see the benefits of the proposed development. Also it should be noted that;

- the applicant cannot be granted a club licence;
- a club licence would not facilitate the conduct of the business under the licence in the manner proposed in this application;
- multiple club licences may have to operate at the venue which is problematic under the Act, which restricts the granting of two or more licences over the same part of any premises (except in the case of restricted club licences); and
- the restrictions in respect of juveniles being on premises licensed under a club licence are less restrictive than premises under a tavern licence.

34. In my view, having a single licence at the venue will obviate the need for multiple licences held by different operators; ensure consistency of serving practices and standards and overcome the logistics and costs of duplicating services and infrastructure.

Therefore, a tavern licence was granted in light of the aim for the facility to ‘cater for local and regional training seminars, functions and exhibitions’ and to generate ‘an income stream linked to the private, corporate and government sectors through training, seminars, events, exhibitions and conventions’. This type of licence provides for the sale to, and consumption of liquor on the premises by, the general public within the trading hours prescribed whereas a club licence restricts the sale and consumption of liquor to members and their guests.

Several conditions were imposed as part of the licence. Representatives from the Department of Racing, Gaming and Liquor have inspected the premises at least twice per year since the licence was granted in February 2013 with one minor issue identified during that time which was dealt with immediately.

1.5 Competitive Neutrality

In 1995, the Council of Australian Governments (COAG) endorsed a National Competition Policy Package (NCP Package) that incorporated recommendations made by an Independent Committee of Inquiry chaired by Professor Frederick Hilmer. Included in the NCP Package is the Competition Principles Agreement (CPA) which sets out principles and deadlines for the development of policies and reforms by state, territory and federal governments. The Western Australian Government published its “Local Government Clause 7 Competition Policy Statement” in June 1996 which requires local government authorities to comply with the state’s competitive neutrality completion principles.

The objective of competitive neutrality is to introduce measures to remove any net competitive advantages arising simply as a result of a business entity being owned by a local government. The principles of competitive neutrality apply to significant business activities of a local government which are defined as those activities where annual income exceeds \$200,000.

As indicated in the YRCC business plan, the expected income in the first years of operation did not exceed this amount. Subsequently in January 2012, the Department of Local Government determined that the Shire was not required to undertake a competitive neutrality analysis with regard to the YRCC. However, the Department recommended that if and when the annual income exceeded \$200,000, an analysis should be carried out. This paper recommends that such an analysis should now be undertaken in the event that Council chooses to continue operating the YRCC.

1.5.1 YRCC BUSINESS PLAN – COST BENEFIT ANALYSIS FOR COMPETITIVE NEUTRALITY

In late 2013, Darren Long Consulting (DL Consulting) was engaged to undertake a competitive neutrality analysis for the YRCC. While the business plan was never completed and presented to Council for adoption, a draft report was developed in February 2014 and is attached to this paper as an appendix. The report includes the following recommendation;

Based on the findings detailed in this report, it is recommended that as long as the Shire of York continues to set its prices for goods and services at the Centre at comparable local market prices, that Full Cost Pricing not be implemented as the costs to the community would outweigh any benefits provided.

This recommendation is based two key factors:

- 1. The provision of the York Recreation and Convention Centre is a complex arrangement that provides significant social service to the community in the form of a multipurpose recreation facility. The other activities operated from the Centre, such as conference, restaurant and bar facilities provide a much needed cash flow that assists in offsetting the full cost of providing a quality, state of the art facility to the community.*
- 2. Even with local market pricing in place, the Council of the Shire of York is required to provide an annual operating subsidy to the Centre of \$134,285. Full Cost Pricing will only result in forcing Council to increase prices to consumers, making them price sensitive and potentially resulting in a reduction in patronage and lower revenues. A reduction in patronage will leave Council with no options but to increase its operational subsidy which is sourced from general rates.*

However, the above may not take into account all of the information required to be considered under the principles of competitive neutrality and Officers are recommending that a detailed competitive neutrality analysis is undertaken as a priority.

1.6 Review of the York Recreation and Convention Centre

In response to on-going questions from the community and the fact that the business plan for the YRCC had not been reviewed, updated or considered by Council since the facility was opened in 2012, the Shire sought to review the performance of the YRCC and to determine its future operations.

1.6.1 YRCC BUSINESS PLAN – MUNTZ PARTNERS CHARTERED ACCOUNTANTS

In September 2014, Guy Lehmann of Muntz Partners Chartered Accountants was engaged to develop a Business Plan that incorporated the;

- function and future of the Sport and Recreation Building
- use of the associated sporting grounds (Forrest Oval)
- function and future of the swimming pool facility

While the process of fact finding and consultation was commenced, a business plan was not submitted. On 29 January 2015, Mr Lehmann formally withdrew his services based on the instability of Council at the time (a Commissioner had been appointed and Council removed); community opposition to the operation of the YRCC and the fact that any recommendation for improvement would be considered as competition with local business; and the negative comments towards Mr Lehmann and the potential impacts upon his livelihood.

1.6.2 YRCC BUSINESS PLAN – SGL CONSULTING GROUP

In June 2015, SGL Consulting Group (SGL Consulting) was engaged to review the Business Plan for the York Recreation and Convention Centre and provide options for the future management of the facility. A draft Business Plan (the Plan) was presented to the (then) senior management group in August 2015 for feedback. The Plan contained four governance options for the YRCC as outlined below;

- Option 1:** Maintain the status quo where the Shire continues to be fully responsible for managing and maintaining the YRCC.
- Option 2:** Sports and Community Club is established comprising each of the current user groups. The Shire enters into a lease or license with the Club which is then responsible for managing and maintaining the building.
- Option 3:** Contract management of the YRCC where a tender is called for a contractor to operate the hospitality, functions and potentially, gym facilities.
- Option 4:** Contract management of elements of the YRCC such as meals and catering, and/or gymnasium, and/or the pavilion.

The draft Plan is attached as an appendix to this paper.

In November 2015, following the local government elections and the appointment of a new Acting Chief Executive Officer, the project was placed on hold pending the development of a new Strategic Community Plan and Corporate Business Plan for the Shire of York. A Review of the YRCC is included in the Shire's Corporate Business Plan in the 2016/17 financial year and is the subject of this discussion paper.



2.0 SITUATION ANALYSIS

2.1 Capital Expenditure

2.1.1 EXPENDITURE TO DATE

One of the recurrent questions asked of the Shire has been the cost of construction of the York Recreation and Convention Centre. Given the staged approach to the implementation of the Forrest Oval Precinct Sport and Recreation Facilities Master Plan, it is difficult to separate the costs of specific elements of the construction. The following table provides a breakdown of costs to 31 December 2016.

Table 4

Item	Cost
YRCC Architectural, surveying, engineering services	\$325,411
YRCC Construction	\$3,473,189
YRCC Building fitout, furniture & equipment	\$220,243
Shire labour, plant and other	\$250,920
Bowls and Tennis greens	\$1,051,088
Forrest Oval realignment	\$401,732
Forrest Oval landscaping, fencing, paving, seating	\$139,545
Lighting	\$570,532
Earthworks, plant hire, drainage	\$226,509
Water, sanitation services	\$321,432
YRCC Playground	\$50,303
Car parking	\$233,413
Forrest Oval dam	\$288,984
Contribution to second hockey field	\$15,000
Hockey shed upgrades	\$180,732
Netball court upgrades	\$212,832
Cricket nets	\$19,830
Fencing, solar panels	\$41,801
Other maintenance/remedial capital works etc	\$24,505
Total	\$8,048,001

2.1.2 FUNDING SOURCES

As previously mentioned, the project was implemented in a number of stages with funding from a variety of sources. The following table provides an outline of how the capital costs of the project were funded.

Table 5

Funding Source	Amount
WA Department of Sport & Recreation	\$590,738
Country Local Government Fund	\$2,614,198
Wheatbelt NRM Dam Project	\$192,600
Club Contributions	\$134,000
Reserve Funds	\$319,500
Loan Funds	\$2,149,655
Municipal Funds	\$2,181,310
Total	\$8,048,001

2.1.3 BORROWINGS

Table 6 provides information regarding the loans taken out to fund the capital costs of the Forrest Oval Precinct redevelopment.

Table 6

Item	Loan Amount	Principal & Interest Payments (per annum)	Commencement Date	Term (years)	Interest Rate
Loan 62 F/Oval	1,330,500	117,929	25/05/2011	20	6.3
Loan 63 F/Oval	320,000	30,754	8/02/2012	15	5.15
Loan 64 F/Oval	499,155	47,972	8/02/2012	15	5.15
TOTAL	\$2,149,655	\$196,655			

2.2 Current Operations

2.2.1 STAFFING

The Shire directly employs the following staff who are required to be employed under the *Shire of York Inside Staff Enterprise Agreement 2016*. Previously, hospitality staff were employed under the relevant hospitality and hotel workers award. However, as a local government authority, the Shire is obliged to employ staff in accordance with the conditions of its enterprise agreement.

- **YRCC Manager** – Kathryn Brown (full-time) is responsible for the overall operations of the YRCC including staff rostering and supervision, ordering and stock control, pricing and purchasing, bookings, scheduling and event management, ensuring the building, grounds and equipment are maintained, marketing and promotions including website maintenance and update, support of and liaison with sporting clubs, cash management and reconciliation. Kathryn is also the Approved Manager for liquor licensing purposes the majority of the time and operates the bar and front of house. This role reports to the Executive Manager Corporate and Community Services.
- **Catering Manager** – Nicola (Nic) Russo (part-time) is primarily responsible for food and beverage management including ordering, menus, and health requirements; training, scheduling and supervision of kitchen staff; maintaining a high level of presentation and service and minimising waste. Reporting to the YRCC Manager, this position also provides assistance to the Manager as required.
- **Casual Staff** – The Shire employs casual staff to undertake various roles within the YRCC including cooks/kitchen staff, bar staff and wait staff. Casual cleaners are also employed, reporting to the YRCC Manager.

The original business plan included a Bar Manager to be responsible for all aspects of the bar including ordering and stock control, cash handling, staff rostering and supervision and bar service. This role was only temporarily filled and is currently vacant. These duties are currently the responsibility of the YRCC Manager. This means that there is little time available to attract bookings and develop programs at the YRCC. In addition, the arrangement is only possible because the YRCC Manager is prepared to work in excess of the contracted hours with little or no opportunity to take time in lieu or annual leave. This is unsustainable and exposes the Shire to the risk of having to close the YRCC in the event of illness or resignation.

2.2.2 USES AND USERS

The work undertaken by SGL Consulting included consultation to determine who uses what facilities and when. While this information should be updated as part of the final Business Plan, the information

contained in the draft report (pp 5-8) provides a comprehensive snapshot of the YRCC's uses and users.

In addition, SGL Consulting conducted telephone interviews with representatives of recreation and sporting groups using the Forrest Oval Sporting complex. Their responses are also included in the draft report (pp 12-18).

An informal Forrest Oval Advisory Group consisting of representatives of the users of the complex meets several times a year with the aim of providing and receiving feedback and information. Meetings are chaired by the Shire President and attended by the YRCC Manager and other relevant staff. Initially, the Group discussed items relating to the new facilities and any issues arising. The on-going role and objectives of this group should be clarified and formalised to ensure positive, action-driven outcomes.

One area that remains undeveloped is the attraction of conferences and conventions. As discussed above, part of the reason for this is a lack of staffing resources. However, it appears that concerns regarding competitive neutrality have discouraged a proactive approach in this area.

2.2.3 FINANCIAL MANAGEMENT

■ Statutory Financial Reporting

Local governments are bound by the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996* to arrange their financial accounts within prescribed program (or Schedules) and sub-program areas and to categorise revenue and expenses in a prescribed manner.

The Forrest Oval Sport and Recreation precinct falls within the Program title: *Recreation and Culture* and the Sub-program: *Other Recreation and Sport*. This sub-program also includes revenue and expenditure relating to the Shire's parks and gardens.


The Shire is required to categorise its revenue and expenditure in the following prescribed manner;

Table 7

Revenue	Expenditure
Rates	Employee costs
Operating grants, subsidies and contributions	Utility charges (electricity, gas, water etc.)
Non-operating grants, subsidies and contributions	Loss on asset disposal
Profit on asset disposals	Insurance expenses
Fees and charges	Materials and contracts
Interest earnings	Depreciation on non-current assets
Service charges	Interest expenses
Other revenue	Other expenditure

In addition, the Shire's general overheads and other related expenses are required to be allocated to each program area. These include depreciation and administration overheads (insurance, IT costs etc). The following provides a breakdown of income and expenditure for the last four full financial years. Items are categorised in accordance with the *Local Government (Financial Management) Regulations 1996* and are presented below as they appear in the Shire's statutory budget and financial reporting.

Table 8

 SHIRE OF YORK FINANCIAL ACTIVITY Sub-Program 060 - Other Recreation and Sport					
	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 YTD 311216 ACTUAL
OPERATING EXPENDITURE	\$	\$	\$	\$	\$
Employee Costs	(417,767)	(472,332)	(557,540)	(576,715)	(268,594)
Materials and Contracts	(281,975)	(395,017)	(345,881)	(407,406)	(161,040)
Utility Charges	(79,698)	(122,828)	(75,326)	(98,633)	(27,356)
Depreciation	(271,477)	(302,272)	(329,234)	(445,297)	(58,856)
Interest Expense	(122,840)	(118,465)	(113,850)	(107,127)	(40,970)
Insurance	(17,105)	(18,132)	(14,762)	(13,233)	(13,532)
Activity Based Costings	(271,736)	(295,168)	(392,035)	(355,538)	(237,239)
Other Expenditure	(232)	(5,402)	(1,586)	(994)	(1,769)
	(1,462,830)	(1,729,615)	(1,830,214)	(2,004,943)	(809,357)
OPERATING REVENUE					
Operating Grants	-	-	-	8,000	-
Subsidies and Contributions	6,059	18,404	1,500	-	390
Fees and Charges	209,636	399,266	475,622	475,312	211,521
Other Revenue	16,734	-	-	-	-
	232,429	417,670	477,122	483,312	211,911
	(1,230,401)	(1,311,945)	(1,353,093)	(1,521,631)	(597,446)
Non-operating Grants and Subsidies	102,363	-	192,600	11,785	-
	102,363	-	192,600	11,785	-
NET OPERATING RESULT	(1,128,038)	(1,311,945)	(1,160,493)	(1,509,845)	(597,446)
CAPITAL PROGRAMME					
Capital	(398,557)	(277,410)	(376,172)	(294,783)	(52,728)
Capital Labour	(36,275)	(3,119)	(22,126)	(8,259)	-
Capital Plant	(11,668)	(690)	(25,581)	(2,633)	-
	(446,500)	(281,218)	(423,879)	(305,675)	(52,728)
OTHER FUNDING					
Capital Income	4,732	21,882	4,340	-	-
Loans Raised	-	-	-	-	-
	4,732	21,882	4,340	-	-
TOTAL COMPREHENSIVE INCOME	(1,569,806)	(1,571,281)	(1,580,031)	(1,815,520)	(650,174)

It should be noted that the above table represents the total expenditure, revenue and capital considerations for the entire Sub-Program of "Other Recreation and Sport".

A detailed breakdown of the Recreation and Culture Program (Schedule 11) is attached as an Appendix to this paper.

■ Financial Reporting for the YRCC

Takings are reconciled daily and submitted to the Shire's Finance department for checking and entering. Financial Reports are provided monthly as part of the agenda for the monthly Ordinary Council Meetings. These reports provide a breakdown of the operating costs associated specifically with the YRCC as outlined below (not including costs related to the playing fields, courts, greens etc).

Table 9

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 YTD ACTUAL 31/12/2016
REVENUES					
Forrest Oval Lights Income	1,848	1,345	2,219	2,928	1,193
YRCC Income - Hire	4,559	6,094	8,414	5,208	1,574
YRCC Income - Gym	19,225	25,340	27,014	21,775	11,085
YRCC Income - Conferences	40,076	44,305	33,564	39,010	18,883
YRCC Income - Bar	61,956	164,596	198,317	227,811	99,051
YRCC Income - Cafe/Restaurant	16,596	96,498	154,300	111,267	47,223
YRCC Income - Canteen	21,481	19,542	13,770	30,053	18,774
YRCC Income - Green Fees - Bowls	8,004	6,467	8,406	7,856	2,005
YRCC Income - Green Fees - Tennis	953	1,088	1,275	1,192	0
	174,697	365,275	447,278	447,101	199,788
COST OF SALES					
YRCC Expenditure - Gym	6,193	7,141	8,966	10,964	4,005
YRCC Expenditure - Conferences	24,768	44,496	22,503	26,763	13,551
YRCC Expenditure - Bar	54,612	145,070	150,747	173,213	70,025
YRCC Expenditure - Cafe/Restaurant	31,690	106,291	142,819	142,919	57,865
YRCC Expenditure - Canteen	18,349	17,401	14,901	23,771	13,241
YRCC Expenditure - Bowls	31,354	7,971	10,870	5,512	7,590
YRCC Expenditure - Tennis	2,659	688	1,689	14,486	3,948
	169,625	329,058	352,494	397,629	170,226
GROSS PROFIT	5,072	36,217	94,784	49,472	29,562
CENTRE COSTS					
Forrest Oval Convention Centre	113,824	137,445	144,686	132,370	51,249
YRCC Marketing & Promotions	1,568	1,716	136	909	0
Recreation - Salaries	68,274	40,330	25,459	42,545	17,992
Recreation - Superannuation	16,709	25,197	24,207	26,714	16,100
YRCC Operational & Marketing Plan	4,920	0	970	7,500	0
	205,294	204,688	195,458	210,038	85,341
PROFIT/(LOSS)	(200,223)	(168,471)	(100,674)	(160,566)	(55,778)



3.0 STRATEGIC ANALYSIS

3.1 SWOT Analysis

The report developed by SGL Consulting identifies the strengths, weaknesses, opportunities, threats and constraints impacting on the YRCC which are summarised below;

■ Strengths

The Forrest Oval Sport and Recreation Precinct offers high quality indoor and outdoor facilities that provide for a diverse range of sports, along with ancillary facilities including changeroom facilities, the 24-hour gym, meeting and function spaces, a large and professionally run bar and function space. The YRCC has its own website, however content management could be improved.

■ Weaknesses

One of the major weaknesses is a lack of ownership by the clubs and user groups are not formally involved in the operation and management of sporting and social facilities. Operational weaknesses include a lack of appropriate software and the ability for people to use the gym without paying a membership fee. A lack of agreed direction has resulted in blurred lines of responsibility and communication between the Shire and users. In addition, some sporting clubs have lost the ability to earn revenue for the club via bar sales.

■ Opportunities

The YRCC has the potential to become a facility that the whole community can enjoy and be proud of and one that contributes to the economy of the town. Depending on the agreed future management option, opportunities could include increased marketing to event organisers and agents (eg Perth Convention Bureau) in liaison with local accommodation providers, involving users in the management of the YRCC, program development (eg fitness training) and/or contracting elements of the YRCC to a commercial operator.

■ Threats

The Forrest Oval Sport & Recreation Precinct will always be reliant on Shire subsidy. The provision of sporting and recreation facilities is an investment in the health and well-being of a community with social outcomes that are often difficult to measure. It should be recognised that the YRCC provides an opportunity to reduce the subsidy required through its hospitality and conference activities. Should the Shire choose to outsource this element, it is possible the level of subsidy required could increase depending on the arrangement entered into. Possible threats also include the establishment of and competition from commercial venues and facilities.

■ Constraints

Employees of the YRCC are currently required to be employed under the Shire's Inside Staff Enterprise Bargaining Agreement which determines the weekend and after hours penalty rates to be paid. In addition, the Tavern Licence imposes a number of operating conditions which must be complied with. As a local government authority, the Shire of York is bound by the Local Government Act and various other legislative instruments which can impact the flexibility and responsiveness enjoyed by other non-government facility operators.

3.2 Critical Analysis

While the initial concepts and plans for the Forrest Oval Sport and Recreation Precinct appear to have been developed with a sound rationale, the implementation of this sizeable project appears to have been less robust than it could have been. A change in purpose during the inception stage resulted in a perceived lack of community engagement and confusion regarding the future direction of the finished complex. In addition, the size of the venue was scaled down from the amended 'convention' focus, arguably affecting the venue's suitability as a convention centre. This could have been a result of an attempt to respond to the objectives of particular funding programs in an effort to secure the funds available.

Regardless, since opening it is fair to say that the YRCC has not operated at its optimum. A number of contributing factors appear to have caused this including but not limited to;

- Considerable change in management and governance issues at the Shire affecting progress in this area.
- Lack of direction for staff and no adopted business plan has meant that the YRCC has been not been resourced appropriately. Therefore, the ability for staff to focus on business development, liaison with local suppliers and service providers, sporting club development and/or development of programs has been limited.
- Significant community concern has resulted in a reluctance by Shire officers to market and promote the YRCC and its uses appropriately and successfully.
- Unresolved capital and maintenance issues. For an undertaking of this size, it would be reasonable to factor in the cost of experienced, professional project management to ensure contractual compliance, quality workmanship and financial accountability. For whatever reason, Shire officers were responsible for project management of this significant development project and given the complexity and size of the endeavor, this was a considerable impost on staff with other core responsibilities and skills.
- The philosophical and commercial neutrality issues related to a local government operating such a facility and club concerns regarding loss of income from bar sales.
- The tension between anecdotal feedback which, on the one hand is critical of the Shire competing with local business, while on the other there is a suggestion that the venue is favoured by local families because of its family-friendly facilities.

In order to realise the potential of this facility for the community of York, a clear direction must be determined once and for all. Only when this happens can the YRCC progress and develop, regardless of the management option chosen.

It is proposed that the Shire seeks public feedback regarding the management options outlined below and indeed, any other potential options that have not been identified.

During the public comment period, it is suggested that representatives of the users of the Forrest Oval Sport and Recreation Precinct and the Shire visit a variety of venues in the region to gather information regarding the different models in place.

This information, along with the public comment received will be used to formulate a recommended governance model for Council's consideration. Once determined, it is proposed that a detailed business plan is developed and adopted to provide clear direction on the future management of the YRCC and the Forrest Oval Sport & Recreation Precinct.

3.3 Learnings

It is proposed for any future significant undertakings by the Shire of York that Council considers the following recommendations:

- Ensure qualified project management personnel are responsible for significant projects with a value over \$5 million – consider engaging professional project management expertise
- Develop a comprehensive Business Case including detailed costings and funding sources that is adopted by Council prior to seeking funding
- Ensure that a Community Engagement Plan is developed and adopted by Council for any significant undertaking
- Consider the establishment of a working group consisting of Councillors, Shire staff and interested community members for any significant undertaking
- Ensure regular and accurate reporting to Council throughout the project to maintain approved direction and accountability
- Undertake and document project review and evaluation analysis at regular intervals and following completion of major projects



4.0 MANAGEMENT OPTIONS

The following options have been proposed for consideration by Council, users of the facilities and the broader community. These options have been identified based on;

- Community and user feedback received – both formal and anecdotal.
- Advice from expert consultants.
- Consultation with other local government authorities and state government agencies.

It should be noted that detailed operating costs for each option have not been prepared as this would be a costly exercise both in terms of time and financial resources given the number and complexity of the proposed options. Once a preferred option is identified, it is proposed that a detailed business plan including comprehensive financial analysis, is developed to provide direction and future performance benchmarking.

4.1 Shire Operated

This option proposes the continuation of the current management structure with some adjustments. In order to realise the potential of all of the facilities in the precinct, a detailed business plan should be adopted by Council that could include but not be limited to the following recommendations;

- Employ a dedicated Bar Manager responsible for all aspects of ordering, stock control, staffing and rostering, compliance, cash handling and bar service.
- Centre Manager to focus on promotion, marketing and business development and to liaise with local accommodation providers with a view to attracting events/conferences to the town.
- Centre Manager to work with other Shire staff to provide greater support to clubs to seek grants, develop capacity and establish fundraising initiatives that don't necessarily involve alcohol sales.
- Consider formalising the role of the Forrest Oval Advisory Group to provide input into the management of the sporting facilities.
- Investigate the establishment of a volunteer structure that provides fundraising opportunities for clubs. For example, club members could volunteer as wait-staff in return for a contribution to the club.
- Review the fees and charges structure and develop an annual license arrangement with clubs for the use of sporting facilities.
- Undertake as a priority, a competitive neutrality analysis to determine the Shire's compliance or non-compliance with the principles of the National Competition Policy.

While the current model reduces the subsidy required by ratepayers, there is some concern that the facility competes with local businesses in the town.

4.2 Sportsman's Association

This option was suggested in the 2009 Business Plan developed by Domenic Carbone and Associates which proposed that the Shire operate the YRCC for the first five years after which a Sportsman's Association would be formed to enter into a lease with the Shire. The Shire would retain ownership and continue to be responsible for all loan repayments, depreciation and renewal of the asset.

However, the lessee would take responsibility for all of the management, operations and maintenance functions of the facilities. It is envisaged that under this model, the Lessee would employ a Centre Manager and any other staff directly under the relevant hospitality award.

Should this option be implemented, it is recommended that the Shire works with users of the facilities to determine the process for the establishment of a group (this could be the formalisation of the existing Forrest Oval Advisory Group), incorporation as a not for profit organisation and a timeline for handover. It would also be important to ensure that the lease agreement clearly outlines the responsibilities of each of the parties to meet the needs of the lessee, users and the community. It is envisaged that this could take place over a twelve month period in order to build the capacity of the Association and ensure a smooth transition.

This option would devolve responsibility for and control of operations to the club users of the facilities. It would also provide an opportunity for clubs to realise revenue from the sale of food and beverages. However, informal feedback regarding this model has so far been mixed, with some concerns raised regarding the capacity of the clubs to undertake this role and the equity of such an arrangement between the club users.

The Shire of Kulin employs a mixture of the above two models where the Freebairn Recreation Club was formed to hold a club licence but the facilities (including the bar) are owned and operated by the Shire. This option provides for more club involvement but the Shire reduces its risk by retaining the operational management of the facilities. However, for conferences and events, non-members must be signed in as guests of members.

4.3 Lease to a Single Club

Another option could be to lease to a single club which would then be responsible for all of the management, operations and maintenance functions of the facilities. The club could choose how this would be done, whether by employing staff or managing it on a volunteer basis. However, this option would potentially carry the most risk for the Shire should the club not have the capacity to meet the needs of the community and it would be questionable whether there is a club in York with that capacity. In addition, this could have a negative impact on other users of the facilities unless very clear parameters are set out to ensure equitable access. This model is most common where a single sport is the focus of the facilities which are operated as a country club (golf clubs are the most common types of country club in Western Australia).

4.4 Outsourced Management

Outsourced management of Shire owned facilities is not a new concept and has been done to varying levels of success throughout Western Australia. In this model, the Shire would call for tenders for the management of the entire precinct. For example, the Merredin Regional Community and Leisure Centre is operated by Belgravia Leisure which is a commercial facility management organisation.

The YMCA is contracted to manage a number of local government owned facilities across Western Australia including the Narrogin Regional Leisure Centre which includes a swimming pool and sporting facilities but no function capabilities. The YMCA is primarily focused on sporting and aquatic facilities however the Serpentine-Jarrahdale Community Recreation Centre which is managed by YMCA includes function spaces for hire where the hirer can provide its own catering. The YMCA does not operate alcohol sales outlets.

Generally, the Shire would pay a management fee to the successful tenderer with identified performance indicators established to manage the expectations of both parties. This option would need careful consideration of the costs versus benefits of such an arrangement.

4.5 Mixture of In-House Management and Outsourcing

A model that incorporates elements of the above options could also be considered. For example, the Shire could call for tenders to lease the bar and function areas and possibly the gym facility whilst continuing to be responsible for the sporting facilities. This option would also require very clear parameters to ensure a positive outcome for all concerned but could potentially be the most cost effective arrangement for the Shire. This model has been used to varying degrees of success most commonly at aquatic facilities where the café is leased to a commercial tenant.

If this model were adopted, the Shire would need to enter into licence agreements with the clubs that would outline responsibilities of each of the parties and articulate the areas where there would need to be interaction between the clubs and the operators.



5.0 COMMUNITY FEEDBACK AND SUBMISSIONS

5.1 Making a Submission

The Shire of York encourages members of the community to make a submission on what the future of this building should be.

Submissions, in writing, should be titled **Submission – YRRC Review Discussion Paper** and submitted by post to:

The Chief Executive Officer
Shire of York
PO Box 22
York WA 6302

Or emailed to: Records@york.wa.gov.au

Submissions should be received by 4.30pm on Friday 31 March 2017.

People making a submission should note that all submissions will be publicly available including names. Only addresses and personal information will be removed when each submission is presented to Council for information.

5.2 Council Consideration of Submissions Received

Once the submission period closes each submission received will be placed into a table summarising submissions. Officers will then prepare a report to Council presenting the table of submissions, a copy of every submission received and a recommended option for the future management of the YRCC.

5.3 Communication of Council Decision

Once Council has considered the submissions and made a decision regarding its preferred option, a media release will be issued for community information. The agenda will be made available on the Shire's website prior to the Ordinary Council Meeting and minutes made available within seven days following the meeting.



6.0 APPENDICES

- Appendix 1:** Forrest Oval Precinct Sport & Recreation Facilities Master Plan – A Balanced View
- Appendix 2:** Forrest Oval Precinct Sports & Recreation Facilities Business Plan – Domenic Carbone and Associates
- Appendix 3:** Regional Benefit Value Comparative Advantage – Shire of York officers
- Appendix 4:** Royalties for Regions Business Case – Darren Long Consulting
- Appendix 5:** Liquor Licence application and associated documents – Shire York officers
- Appendix 6:** Decision of the Director of Liquor Licensing – Department of Racing, Gaming and Liquor
- Appendix 7:** YRCC Business Plan – Cost Benefit Analysis for Competitive Neutrality – DL Consulting (incomplete)
- Appendix 8:** YRCC Business Plan – SGL Consulting Group (incomplete)
- Appendix 9:** Schedule 11 Recreation and Culture Financials 2008/09 to current
- Appendix 10:** Timeline 2008 - 2017



SHIRE OF YORK

**FORREST OVAL PRECINCT
SPORT AND RECREATION
FACILITIES MASTER PLAN**



FINAL REPORT

NOVEMBER 2008



**A Balanced View (ABV)
Leisure Consultancy Services**



EXECUTIVE SUMMARY

The Forrest Oval precinct is home to most of the sporting clubs within the Shire including netball, football, hockey, bowls, cricket, badminton, martial arts and also the Recreation Centre which includes an indoor multi-marked court, gymnasium and a squash court. The reserve is well located close to the town centre and adjacent to the York District High School. Many of the facilities at the Forrest Oval precinct are significantly aged and do not meet the current or future needs of the community.

The Shire of York is preparing for significant population growth over the next ten years and beyond. Current population projections suggest the population has potential to almost double within ten years due to excellent work and lifestyle opportunities, and its close proximity to Perth. The Shire has a strong sporting culture and the significant population growth will place additional demands on the existing sport and recreation infrastructure.

There is significant potential for the Forrest Oval precinct to be developed into a highly utilised sport and recreation ‘hub’ within the Shire of York. The size of the reserve provides scope for further collocation of the Shire’s sport and recreation facilities and an improved layout that supports the principles of flexible design, joint use / sharing of facilities and design for ongoing cost efficient management and maintenance.

The first stage of this report is the Needs Assessment. The study has been underpinned by a broad consultative approach, researching and establishing the current and future needs of key stakeholders and considering them in light of relevant industry trends to ensure optimum utilisation of the reserve and appropriate provision of future active sporting reserve facilities.

The needs assessment has identified the following key needs:

- A new hockey / multi-purpose field to cater for the growth of the Hockey Club and provide options for other rectangular field sports. The addition of minor changerooms and sheltered spectator viewing to the Hockey clubrooms will support users of these fields also.
- Realignment and upgrade of the football oval surface to provide improved playing conditions and create scope for a new layout that includes shared clubrooms and the collocation of multiple sporting facilities.
- The development of eight tennis courts including six synthetic courts and two tennis/netball hard courts with lighting to cater for the current and future needs of these sports. This will allow relocation of the Tennis Club to the Forrest Oval precinct. Lighting will provide a night time option for both netball and tennis.
- Development of shared clubrooms to replace multiple individual clubrooms thus optimising use of a community asset.
- Relocation of the cricket nets to a location where a north/south alignment can be achieved and close to storage and power.
- Upgrades to parking and relocation of the main entrance is required to manage traffic safely and efficiently.
- Relocation of bowling greens to proposed shared clubrooms and conversion of greens to synthetic. Synthetic bowling greens have greater usage capacity and are cheaper to maintain / replace than the cost of maintaining grass greens.
- Relocation of facilities no longer considered appropriate for the precinct including the Trotting Club facilities and Agricultural Sheds.



Master Plan Concept

A Master Plan has been developed from the Needs Analysis and is attached as Appendix 1 to this report. The principles that underpin this Master Plan include minimisation of facilities duplication, co location of sporting groups, joint use where possible, optimum location of facilities and design flexibility all improving the facility's sustainability.

The Master Plan includes the following design elements:

- Re-alignment of oval to north/south orientation and floodlighting to Australian Standards for community level training and competition (100 lux).
- Shared clubrooms with two sets of changerooms to cater for multiple clubs including Tennis, Football, Bowls, Cricket and Netball. The social facilities would also be used by the Hockey Club.
- Two multi-marked tennis / netball courts on hard court surface and six synthetic grass tennis courts. Areas identified for potential future courts if required. Viewing from northern side of proposed shared clubrooms.
- 12 rink synthetic bowling green with lighting. Viewing from western side of shared clubrooms.
- Large bitumen parking area supported with additional unsealed parking in centre of precinct with access from Barker St entrance. This will provide for almost all of parking needs for the facility.
- New grass hockey / multi-purpose field located parallel to existing hockey field on western side of clubrooms. Addition of minor changerooms and verandah to the existing hockey clubrooms.
- A looped pathway circuit that connects all the facilities within the precinct and links to the Town's existing pathway network. Also provides a walking / jogging facility for exercise.
- Relocation of cricket nets to south west corner of the oval facing north.
- Potential future swimming pool location identified in north western corner of the precinct in close proximity to the Recreation Centre.
- Removal / relocation of facilities that are no longer appropriate or required at the Forrest Oval precinct.

The capital cost estimates of the proposed Forrest Oval Precinct Master Plan have been prepared from the Concept Plan by Ralph Beattie Bosworth. The current construction cost estimate provided by Ralph Beattie Bosworth totals \$5,750,000. The detailed estimate can be seen as Appendix 6 to this report.



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The Shire of York has analysed the cost estimates and submits that the following is a more realistic and achievable cost option taking into account the community priorities and the affordability of the project from a local government perspective:

STAGE 1

▪ Architectural design	\$ 120,000
▪ Preliminary works – Analysis of power, water, engineering, drainage and other service requirements	\$ 30,000
▪ Sewerage connection	\$ 12,000
▪ Oval realignment including lighting and reticulation	\$ 300,000
▪ Upgrade power supplies	\$ 21,000
▪ Extend Hockey club rooms	\$ 120,000
▪ Remove trotting track	\$ 42,000
	\$ 645,000

STAGE 2

▪ Construct shared club facilities	\$1,800,000
▪ Construct new netball courts	\$ 48,000
▪ Construct car parking and access ways	\$ 48,000
▪ Install synthetic bowling green	\$ 300,000
▪ Install site drainage	\$ 90,000
▪ Install cricket pitch and practice nets	\$ 36,000
▪ Landscaping	\$ 42,000
▪ Demolish buildings and structures	\$ 33,000
▪ Entry and internal roads	\$ 45,000
▪ Install pathways	\$ 21,000
▪ Install new grass hockey field	\$ 120,000
▪ Contingencies	\$ 300,000
	\$2,865,000

STAGE 3

▪ Construct tennis courts	\$ 306,000
▪ Demolish bowling club and greens	\$ 24,000
▪ Landscaping	\$ 42,000
▪ Parking	\$ 30,000
	\$ 411,000

STAGE 4

▪ Synthetic hockey field	\$ 384,000
▪ Swimming pool design	\$ 60,000
▪ Review master plan	\$ 21,000
	\$ 465,000

TOTAL **\$4,386,000**



RECOMMENDATIONS

It is recommended that the Shire of York:

- 1. Receive the Forrest Oval Precinct Sport and Recreation Facilities Master Plan as a guideline for development in this location.*
- 2. Review the Master Plan on an annual basis to bring into account demographic, financial, social and environmental changes impacting on the community.*
- 3. Undertake any necessary studies, surveys analysis or assessment to ensure that the structural development of the Forrest Oval precinct is viable and sustainable and that it meets current and projected community needs*

Advice Notes

There is a need for the following to be addressed:

- a. Ensure that there are adequate irrigation water supplies available.
- b. Analysis of current and future swimming pool needs of the community.
- c. Determine service capacity available for the overall redevelopment eg power, water.



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INTRODUCTION

The Shire of York engaged A Balanced View Leisure Consultancy to prepare a Master Plan for the Forrest Oval precinct.

There are three stages to the Master Plan:

- a. Needs Assessment
- b. Sport and Recreation Facilities Master Plan
- c. Concept Plan and Cost Estimates

The Master Plan considers the current and future needs of the Shire and key stakeholders within a prioritised development plan for the Forrest Oval precinct. This report will assist the Shire of York in providing a well planned, sustainable sporting and recreation facility that will maximise benefit to the community.

BACKGROUND

The Shire of York is a growing Wheatbelt community with a strong sporting culture. The population has been estimated to almost double over the next 5 to 10 years to approximately 6,000 due to industrial, residential, commercial and health developments. The increase in population will place additional pressure on the Shire's sport and recreation facilities.

The majority of the sporting facilities within the Shire are located at the Forrest Oval precinct and includes the Recreation Centre, a football/cricket oval, trotting track, hockey field, bowls club and netball courts. Whilst the reserve is well utilised by the community the facility layout is disjointed and many of the facilities are ageing and do not meet the needs of the community. A number of clubs based at the precinct are experiencing growth and do not have adequate clubroom facilities.

The Forrest Oval precinct is close to the town centre and situated on 13.5 hectares of land. It offers considerable opportunity for facility upgrades and improvements. A master plan is required to provide direction for the future development of the reserve to ensure the maximum potential of the facility is realised.

The Shire has moved to plan for an integrated, efficient and sustainable active sporting reserve that fulfils the current and future needs of the community whilst minimising duplication of facilities and resources.



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ACKNOWLEDGEMENTS

ABV wish to thank a number of people who have been integral to the compilation of this report via their valuable contributions;

Ray Hooper, Chief Executive Officer, Shire of York

Paula Flinn, Community Recreation Officer, Shire of York

George Seredynski, Works Coordinator, Shire of York

Peter Stevens, Health and Buildings Manager, Shire of York

Jason Wright, Manger Wheatbelt Office, Department of Sport and Recreation

This project has been funded by the Shire of York with support from the Department of Sport and Recreation.



DOCUMENTATION REVIEW

Recreation Needs 2008 to the Future, Shire of York, January 2008.

This document was compiled by Shire staff to assist in identifying current and projected needs for recreation facilities and services.

The report outlines predicted future population growth of York from 3,700 to 6,000 in the medium term (5-10 years) which will result in a need for additional / improved recreational facilities across the board.

A recommendation from this document is for the development of a Recreation Plan for the Shire of York (Recreation and Public Open Space Strategy since completed in April 2008).

Officer's Report, Swimming Pool Survey Report, Council Date 17 March 2008.

The Swimming Pool Survey Report provides an assessment of the York Swimming Pool and makes recommendations on future upgrades and repairs.

The Officer's recommendation is for the development of a 5 year plan for the replacement of the York Swimming Pool.

Recreation and Public Open Space Strategy, Shire of York, April 2008.

This report was prepared by Council for the overall guidance and provision of recreation facilities for the Shire.

Recommendations relevant to the Forrest Oval Precinct include:

- The pacing track and showgrounds should be relocated to the Equine Precinct as this is a more suitable location and will free up space for other recreational uses.
- The Forrest Oval Precinct should remain as the focal area for organised sports.
- The aquatic centre should be relocated to the Forrest Oval Precinct once it is no longer economical to maintain as it is inappropriately located in a residential area.
- The York Bowling Club should retain its present position.
- The land tenure could be modified by amalgamation of the freehold lots and converted to a reserve, to avoid potential management problems and conflict, with the power to lease granted to the local authority.

Designing Out Crime: Crime prevention through environmental design. Susan Geason, Paul R. Wilson. Australian Institute of Criminology, 1989.

Crime prevention through environmental design (CPTED) is based on the theory that crime can be prevented in built up areas through the design of the buildings and surrounds and the way in which they interact with each other. The document is targeted towards residential developments however the principles are transferable for public building purposes.

There are seven principles to CPTED, each with numerous strategies. The seven principles are:

- **Defensible Space:** a residential community must look as if it is defending itself and residents must have maximum control over their neighbourhood.



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- Territoriality: outdoor spaces should be redesigned to foster a greater sense of ownership.
- Natural Surveillance: surveillance can occur naturally through the everyday routines of residents. Good vision from surrounding streets and houses should be maintained as much as possible.
- Formal Organised Surveillance: equipment such as cameras and monitors can provide surveillance as well as neighbourhood watch and security patrols.
- Target Hardening: Improving building security standards. Doors and windows should be made more secure, external lighting and alarms can add to security also.
- Access Control: Access can be controlled through real and psychological barriers. Real barriers include fencing and walls, psychological barriers can include change in lighting or change of colour in the flooring. Traffic also can be controlled however too little traffic can attract crime.
- Activity Program Support: includes the onsite creation of day care centres and organised playgrounds. Programs on how to discourage crime should be run for residents and additional services such as youth centres are helpful.

Fair Play – Strategic framework for inclusive sport and recreation – Department of Sport & Recreation and Disability Services Commission 2006

This strategic framework document outlines the vision and values with desired outcomes of DSR and DSC with regards to inclusive experience for sport and recreation that should be considered within design of any new active sporting reserves.

The vision states “Our communities provide an inclusive environment where all Western Australians participate equitably, in a spirit of mutual respect, experiencing the benefit of sport and recreation.”

Strategic Directions for Western Australian Sport and Recreation 2006 – 2010. (SD4 - Department of Sport and Recreation W.A)

This document builds on the strategic direction of its preceding versions. It provides findings which detail the current situation within the sport and recreation industry within W.A. It also details the future challenges of determining which directions the government should take in order to build a more vibrant and stronger industry.

Of particular interest to this study is the Findings and Challenges category of “Infrastructure” section. Challenge 5 states “Sport and recreation infrastructure planning and provision must fully embrace principles and best practice of; sustainability, evidence based decision making, collaborative provision modelling and asset management and lifecycle costing”. These issues are imperative for any proposed developments or redevelopments of sport and recreation infrastructure within the Shire of York.

As a government reference document it is critical that the emphasis of this paper is considered in relation to all future planning and particularly any developments that will be sourcing contributions from the State.



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Aging Infrastructure Demands – Sport and Recreation Minister’s Council 2007- Agenda Item 5.3.3.

The purpose of this report was to advise the Sport and Recreation Minister’s Council (SRMC) members about infrastructure issues faced Australia-wide.

A key finding was the inadequate maintenance of facilities estimated to have a backlog for WA Local Government facilities of \$1.75billion. It refers to the Systemic Sustainability Study (WALGA 2006) which highlighted *“the under-spending on the renewal of existing infrastructure by WA councils is partially explained by inadequacies in asset management practices. Only a small proportion of councils has asset management policies in operation, or plans to establish asset management practices”*.

Key issues identified in this report that relate to the Shire of York include:

- A lack of information regarding the condition of each facility / asset and where it sits in its’ Life-Cycle in order to predict future maintenance, replacement and disposal requirements
- A past tendency to provide single-use facilities rather than multi-use
- The historically poor application of asset management and life-cycle costing to sport and recreation infrastructure
- Limited implementation of “Sinking” funds or “ Reserve” accounts to fund future needs prior to changes in Accounting standards
- Climate change impacts on facility design and operations

Further, the report identifies the issue of dealing with aging infrastructure should be seen as an opportunity for all three levels of Government to:

- Educate communities and sports bodies across the country on the cost of providing and maintaining infrastructure
- Modify community expectations on the level of provision that can be serviced
- Develop facilities based on life-cycle cost principles rather than lowest initial cost and ensure appropriate asset management plans are implemented
- Rationalise infrastructure where appropriate
- Address climate change impacts in an integrated planning approach and taking into account significant climatic change requiring adaptation to new types of facilities and playing surfaces



DEMOGRAPHIC REVIEW

When comparing the Shire of York as a Local Government Authority area as compared to Western Australia in general, the following key comparisons can be made;

Table 1. Population General Characteristics

Category	Shire of York	WA
Population	3,116	1,959,086
Median Age	45	36
Median household income per week	\$650-\$799	\$1,000 - \$1,199
Mean household size	2.4	2.8
Born overseas	17%	27%

Source: Australian Bureau of Statistics, Census 2006

These statistics identify that the Shire of York has a greater proportion of older residents and a lower median household income than the State average. This indicates that the Shire of York has a high proportion of retirees. These key statistics will need to be considered in future sport and recreation facility planning to ensure appropriate provision of facilities for the community.

The following table provides a detailed view of age distribution trends in the Shire between 1996 to 2006.

Table 2. Demographic Changes 1996 - 2006

Age Group	1996 Census	2001 Census	2006 Census	% Change 1996-2006
0-4	225	194	177	-21%
5-9	223	262	201	-10%
10-14	239	219	225	-6%
15-19	120	142	148	23%
20-34	446	446	343	-23%
35-49	659	673	688	4%
50-64	510	614	799	57%
65+	383	438	535	40%
Total	2,805	2,988	3,116	11%

Source: Australian Bureau of Statistics, Census 2006

These statistics reveal that the population of the Shire of York has significantly aged over the past 10 years. There has been large increase in the number of persons aged 50+, whilst at the same time there has been a decrease in the number of youths. It should be noted, however, that the York District High School has actually increased from 410 to 460 (12%) full time students between 2004 and 2008. Overall there has been a moderate population increase of 11%. Over the same period, the State population has grown by 15%.

These statistics indicate that a greater than average proportion of new residents to the area would be older persons. Older persons have higher participation in low impact activities such as lawn bowls and walking and should be included within future sport and recreation planning. The rise in school enrolments in recent years would indicate that the youth population may be entering a period of growth, thus additional demand can be expected for active sport and recreation facilities as the population grows.



POPULATION PROJECTION

The population of the Shire of York has experienced moderate growth between 1996 to 2006, however, the Shire has identified potential for significant growth over the next 5 to 10 years. The population has been estimated to grow to a potential 6000 in the next 5 to 10 years due to industrial, residential, commercial and health developments (Recreation Needs 2008 to the Future, Shire of York, January 2008).

The Shire of York is currently dealing with 18 scheme amendments involving infill development, residential precincts and rural residential enclaves providing for 1,700 lots to be created. When applying an approximate rate of 2.5 persons per lot, there is potential for an additional 4,250 persons once fully developed. This would suggest that the Shire of York could have an ultimate population of over 7,000 based on current scheme amendments, with potential to grow further as more people seek a tree change lifestyle in areas close to Perth.

Known developments at the subdivision or formal planning stages include the following:

- Aged care units. 25 dementia care and 40 assisted care places to be operational by December, 2009. A staff ratio of 1:3 patients is forecast.
- Rural residential. A 154 lot development is underway at Grassvale 5kms south of York.
- Balladong Farm. A 150 lot residential and aged care facilities is at the final planning stage for the development of this historical location.
- Rural lots. Many farms on York are made up from numerous freehold titles which can be sold independently and without any subdivision process. Average sales of these lots has been 4 – 10 per annum and this is expected to continue as land values rise. The State planning policies now support the release of heritage homestead and conservation lots on agricultural land and this change is anticipated to support the release of 5 -15 lots per annum from 2010-11.
- Sewerage infill. The Water Corporation will extend the reticulated sewerage scheme into the Glebe and Western residential precincts in 2009 and this will allow for significant infill development.

Source: Shire of York, November 2008

The future population projection by the Western Australian Planning Commission is more modest with a population of 4,400 predicted by 2021 (WA Tomorrow, WAPC, November 2005). These figures, however, are intended as a guide only as they are now several years old and do not take into account recent Town Planning Scheme Amendments that will greatly increase the supply of residential lots.

For the purposes of this report the future population projection of 6000 by the year 2018 will be utilised. It should be noted that in the long term the population is likely to exceed this number, however, an estimate of the total would be largely speculative at this stage.



RELEVANT INDUSTRY TRENDS

Recently in WA there has been an increased awareness by LGAs of the importance of efficient use of public open space, specifically regional active recreational reserves. This has led to a number of LGA's undertaking master planning exercises on regional public open space areas, examples include; Proposed Armadale Regional Active Reserve - City of Armadale, Kingsway - City of Wanneroo, Hay Park - City of Bunbury, Centennial Park - City of Albany and Eadon Clarke Reserve - City of Geraldton – Greenough. This has been due to a number of factors including;

- Increased pressures on existing reserves
- Desire for efficient use of available land supply
- Forward planning for population growth

Trends in areas of the leisure industry that relate to and have effect on active reserves are summarised below, with an extended Trends document attached as Appendix 2. It is important in any well planned regional facility that they are considered within the planning process.

Physical Activity Participation WA

Key findings from the Premier's Physical Activity Taskforce Adult Physical Activity Survey 2006 (WA)

- Physical activity levels have increased slightly from 2002.
- 41% of the population are insufficiently active, and 49% of the population are overweight or obese.
- Walking is the most popular form of physical activity with local streets/paths identified as the most frequently used facilities for physical activity (49%).

Organised Team Sports Participation

Key Findings from Exercise, Recreation and Sport Survey (ERASS) 2001-2006, Australian Sports Commission. (Australians aged 15 years and over).

- Organised sport participation has increased slightly over the survey period. This evidence is in contrast to a common belief that the organised sport participation rate is in decline.
- Sport or Recreation Clubs are the primary provider of organised sport and physical activity (27.1%) followed by Indoor Sports Centres (13.7).
- Organised sport and physical activity participation decreases with age.
- Football and lawn bowls participation rates have grown moderately from 2001 levels.
- The outdoor cricket participation rate has grown by one third between 2001 and 2006.
- Tennis participation remained relative relatively steady to 2005, however recorded a moderate drop in the 2006 Survey.
- Horse riding/equestrian activities/polocrosse participation has remained relatively steady over the survey period recording some growth in 2006.



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The sports played at Forrest Oval have relatively stable or growing participation rates, providing support that as the local population grows the clubs are likely to increase their participation.

Key Findings from Children's Participation in Cultural and Leisure Activities Report, Australian Bureau of Statistics, 2000 - 2006. (Australians aged 5-14 years)

- Organised sport and physical activity participation has increased slightly from 59% in 2000 to 63% in 2006.
- Electronic gaming participation recorded a slight drop, whilst bike riding increased largely due to an increase in participation from girls.
- Boys have higher organised sport participation (69%) than girls (58%).
- 31% of children participated in more than one organised sport during the previous 12 month period.
- Outdoor soccer remains the most popular organised sport for boys with a participation rate of 19.6% remaining consistent over the survey period.
- Girls participation in outdoor soccer more than doubled between the six year survey period.
- Boys participation in Australian Rules Football has increased by 10% between 2000 and 2006.
- Boys participation in cricket has remained steady between 2000 and 2006.

With soccer experiencing rapid growth amongst girls and being the most popular boys' activity, it is likely that the Shire will experience some pressure in the future to provide soccer facilities and should be considered in active reserve planning.

Sporting Clubs

- Sporting clubs, and the volunteers who run them face challenges such as busy lifestyles, changing participation habits, more competition from other activities, increased risk of litigation and increased administrative requirements. Clubs need to be aware of these challenges and continually look at how to respond to them.
- In recent years club development programs and resources have been provided to assist clubs and the people who run them. The WA Department of Sport and Recreation (DSR) manages the Club Development Scheme which provides resources, training and on line assistance for clubs throughout WA.

Issues for sporting clubs that have been highlighted by DSR include:

- Planning
- Volunteer Management
- Insurance
- Risk Management
- Liquor Licensing Changes
- Finance
- Safety



Capacity and Sustainability of Sports Fields

- Overuse of sporting grounds is an issue for many LGAs. Grounds that have excessive usage are damaged and become unsafe to play on.
- The amount of usage that a sporting field can handle is difficult to determine, as it is dependant on many variables including the type of users, quality of the soil, climatic conditions, amount of maintenance etc.
- Research by ABV amongst various LGAs across Australia has found that approximately 25 hours of usage per week is generally supported as being the optimum capacity of a well drained and reticulated active sporting field.
- Over use of sporting fields is being contributed to by:
 - Introduction of midweek competitions and year round sports
 - Increased floodlighting provision allowing longer hours of training
 - Insufficient rest and recovery periods between change of seasons
 - Increasing of housing/population density without matching provision of public open space.
 - Resources have been directed towards increasing physical activity participation without matching resources towards increasing supply of facilities
- Recommendations to rectify the identified problems include:
 - Increased resources and funding towards active public open space planning with focus on district and regional planning.
 - More land being allocated towards active reserves.
 - Longer recovery periods between seasons.
 - Utilisation of school grounds through a memorandum of understanding between LGA's and the Department of Education and Training.
 - Increased Federal and State Government funding.
 - Exploration of more alternative and more efficient irrigation methods.

Water Shortage Implications

- Climate change has significantly impacted on many LGA's capacity to maintain their active reserves with a shortage of water. The severe drought recently experienced in the Eastern states caused the closure of many sporting fields, and the cancellation of some sporting competitions during 2006/07.
- Almost all of WA's public open space is irrigated with ground water. As annual rainfalls continue to decrease, the current level of groundwater usage will become increasingly unsustainable.
- Substantial reductions in use of groundwater will be required. Irrigation will have to be more efficient and targeted. There will be an increased need for water harvesting.



Key Success Factors of Regional Reserves

Comparative research conducted by ABV in 2007 highlights a number of features considered to be success factors of regional active / passive reserves;

- Centrally located regional reserves are within short travelling distances of the majority of the population.
- A wide range of facilities both passive and active ensures there is something for everyone in the one location.
- Large areas of land allow for flexibility of use as the populations needs grow and change over time.
- Ample parking and road access is important as well as via public transport and being linked to a dual use path network.
- Facilities cater for large events such as state/national sporting events and concerts.
- Sustainable landscaping practices such as native plantings and computerised reticulation to give protection against the effects of climate change.
- The use of irrigation dams is useful in watering very large reserves that have high water usage. They can promote more efficient usage of ground water and utilise recycled water also. The dams also provide a passive recreation focus.



FACILITY REVIEW KEY FINDINGS

The Forrest Oval precinct site is approximately 13.5 hectares and is home to most of the Shire's sport and recreation facilities. The precinct is centrally located approximately 500m to the south west from the Town Centre. It is bounded by the old railway line to the east, South St to the north, Forrest St to the west and Henrietta St to the South.

The facilities at the precinct have been added to over many years and have not been coordinated by an overall master plan. As such, the layout of the precinct and the mix of facilities are not ideal for the current and future needs of the community.

The current facilities at the Forrest Oval precinct include:

- One senior football oval with synthetic cricket pitch.
- Cricket practice nets
- Recreation Centre
- Two outdoor netball courts
- Pavilion
- Turf hockey pitch and clubroom
- Bowling Club
- Public toilet block
- Skate Park
- Agricultural Sheds
- Trotting track around oval
- Tote building
- Old football clubrooms (now used as cricket/football storage)

The York Lawn Tennis Club is located on the opposite side of the River from Forrest Oval. This facility has also been reviewed in the master plan.

A review of each of the facilities has been provided as Appendix 3 to assist in determining the priority needs for the precinct. The key findings are as follows:

- Most of the buildings at the precinct are aged 30+ years. Some buildings such as the public toilets, old football clubrooms, tote building and trotting offices are nearing the end of their lifespan.
- The Recreation Centre, bowls clubroom and pavilion are still in relatively good condition and have significant life span remaining if maintained properly.
- The Trotting Track is only used for training as the venue is no longer allowed to host race meets.
- Parking is poor due to two entrance/exit points and poor layout causing traffic congestion, it is unsealed becoming dusty when dry, muddy in the wet.
- The overall layout of the precinct is poor with multiple small buildings spread over the area and the dislocation of sports fields/courts from each other.
- The oval has a poor quality surface, is aligned east/west and has inadequate floodlighting.
- The hockey field is in good condition but beginning to struggle with high level of use.
- An opportunity exists to redevelop the Forrest Oval precinct to create a community sport and recreation hub for the Shire. The multiple smaller buildings could be replaced with a shared clubroom facility. The sporting fields and parking can be redesigned around the proposed shared clubrooms to create a more functional layout.



CONSULTATION

Public Submissions

Six public submissions were received regarding the Forrest Oval Precinct Sport and Recreation Facilities Master Plan. The submissions are attached as Appendix 4 to this report.

The following suggestions for the improvement of the precinct were made:

- Addition of a cycling track for exercise around the perimeter of the precinct
- Provision of a large mirror to aid instruction for indoor classes
- Development of an indoor heated hydrotherapy pool
- Air-conditioning for the Recreation Centre
- A larger area required for the gym
- Relocation of the cricket nets to a more suitable, safer location
- Improve disabled access to all facilities
- Provide shared clubroom facilities with ample storage for all clubs
- Improve the netball court surface and provide lighting and spectator seating
- Comment on the inadequacy of the Recreation Centre for netball as its dimensions do not comply for inter-association games and a lack of suitable spectator seating
- Need for car park and building security lighting to improve safety
- Parking area requires significant improvements
- The York Show should be better managed to improve pedestrian and vehicle traffic flow

Shire Consultation

Peter Stevens, Environmental Health and Buildings Manager, Shire of York

- The Forrest Oval precinct currently has an onsite effluent disposal system which at times struggles with the volume of sewage it is required to handle. It is anticipated the precinct will be connected to the reticulated effluent system when the Water Corporation upgrades the sewage system to the area in the near future.
- Power supply to the precinct is currently sufficient however if additional power is required in the future then upgrades may be necessary
- The precinct could handle the additional water requirements if additional turf is developed.
- Investigations being currently undertaken indicate the York Swimming Pool may be in better condition than previously anticipated and refurbishing the existing is likely to be more economical than rebuilding the pool in its present or new location in the short to mid term.

George Seredynski, Works Coordinator, Shire of York

- Water used for irrigation at the Forrest Oval precinct is a mixture of scheme water and recycled water from the Town Dam. The water quality is very good.
- The water supply from the Dam is currently sufficient, however, this year the Dam is quite low, and if not sufficiently replenished the reserve may not have adequate water supply in years to come.
- The hockey pitch turf is in good condition.



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- The oval has poor soil quality and spongy turf. The oval would benefit from the top 100mm being scraped off and replaced with quality soil.
- The reticulation system is aging but in good condition and gives good coverage to the oval, however, the pumps from the dam occasionally do not turn on which can be damaging during the summer if not picked up quickly.

Graham Stanley, Deputy CEO, Shire of York

- The Shire is currently investigating options for increasing water supply for irrigation of parks and reserves, including Forrest Oval.
- Strategies being investigated include:
 - Utilising rainwater from roofs
 - Ground water – through the Rural Towns Liquid Assets program
 - Stormwater runoff from the CBH sheds topping up the Town Dam.
- Additionally, further recycled water will become available as the sewerage system is extended and further residential developments are constructed. This will increase the recycled water supply to the Town Dam.

Department of Sport and Recreation WA

Jason Wright, Manager Wheatbelt Office

- DSR supports joint use and collocation of facilities. Support is unlikely to be given for facility developments that are single use unless sound reasoning can be given within a master plan for the reserve.
- DSR supports the use of synthetics for reasons of reduced voluntary labour requirements and reduced reliance on water. Evidence of the clubs/Shire being able to adequately provide for replacement costs is required for funding.
- The current membership numbers of the tennis club may not warrant eight single use tennis courts. The use of multi-marked courts should be investigated.

York District High School

Alan Smith, Principal

- The School currently has 460 full time students and has had an increase of 50 pupils from 2004.
- As the School is in close proximity to Forrest Oval, the School would benefit significantly from further collocation of facilities, particularly if tennis courts were introduced. The School would then be able to offer tennis to students.
- An additional hockey field would be beneficial for the school when carnivals are held.
- The school offers a bowling program with the York Bowling Club, however this is affected by the weather. A synthetic surface would still allow play during periods of wet weather.
- Improved access via pathways would improve safety for children going to and from Forrest Oval.



Club Consultation

York Imperial Cricket Club

David Jenkinson

Participation

- The Club has 35 juniors consisting of 20 Milo have a go participants and one team of 9-12 yr olds and 17 seniors making one team.
- Membership has generally been stable in recent years however there has been some increase in the 8 year olds due to the Milo have a go program being introduced.

Facility Usage

- The Club trains on Friday evenings. Juniors play on Saturday morning and the Seniors play on a Saturday or Sunday afternoon.

Facility Issues/Needs

- The cricket nets are poorly located being too close to Forrest St, with the ball regularly being hit out onto the road. They are also facing east west making vision of the ball difficult in the afternoon sun. Ideally the nets would be relocated closer to new clubrooms if built and have access to power so that a bowling machine could be utilised.
- The synthetic surface of the cricket pitch has been recently replaced however the concrete base is beginning to crack and will require repair or replacement in the coming years.
- The oval surface needs improving as it is uneven.
- The Club requires improved clubroom facilities including social areas, toilets and changerooms and storage. The Club is supportive of a shared facility being built and would want to participate in a joint management committee to manage the building.

York Hockey Club

David Wallace, President

Participation

- The Club has 204 members including 52 minkey players, 4 junior teams and 5 senior teams.
- The Club is experiencing growth and anticipates there will be an extra 2 junior teams in 2009.

Facility Usage

- Each team utilises the grass hockey pitch at Forrest Oval for training and competition. Training occurs each weeknight and 4-5 games are played on the weekend.

Facility Issues/Needs

- The pitch is struggling to be maintained at a high level due to the significant usage it receives. The surface has become uneven and requires re-levelling.
- A second pitch is required to allow the Club to continue to grow. Ideally the pitch would be synthetic. If this were to occur, it is likely the East Avon Valley League would want to utilise the pitch also.
- A second pitch would ideally be located parallel to the existing hockey field.
- The Club reports a need for a children's playground.
- The Club has a need for changerooms and toilets. Currently they have a single room shelter for spectators. The existing public toilets are a considerable distance from the playing field and in poor condition.
- The Club would be satisfied if changerooms, toilets and spectator viewing was provided adjacent to the hockey field whilst a large function room and bar facilities could be utilised from a shared clubroom facility if built.



York Junior Netball Club

Sharon MacDonald, President

Participation

- The Club has 8 teams.
- Numbers are reported to be increasing.

Facility Usage

- The Club trains on Monday, Wednesday and Thursday afternoons on the outdoor courts.
- Competition is held on Tuesday afternoons with 3 games played on the outside courts and 1 game played in the Recreation Centre.

Facility Needs/Issues

- The Club uses the outdoor netball courts and the indoor court at the Rec Centre.
- The Club is unsatisfied with the condition of the outdoor courts surface and the lack of shelter provided.
- The Club reports a need for additional and improved facilities including additional courts, storage, lighting, changerooms and social facilities.
- The Club would like a stadium to be built that would bring the elite sports out from Perth.
- The Club would prefer netball courts not to be multi-marked as it can be confusing for young children.
- The Club would be happy to share new clubroom facilities if built and be part of a joint management committee.

York Senior Netball Club

Angela Ashworth, President

Participation

- The Club has 36 players female players in the winter competition (4 teams) and 37 players (4 teams) in the shortened mixed summer competition.
- The trend in participation is reported as stable.

Facility Usage

- Two games are played on Tuesday evenings at 6:45 pm and then 9:00pm in the Recreation Centre.

Facility Issues/Needs

- The Club requires increased storage space for equipment.
- The Recreation Centre floor surface is very slippery.
- There is a need for improved toilet facilities.
- The Club is happy to share new clubroom facilities, however, it would not want to be part of a joint management committee as it is a small club of a social nature and does not have large requirements.



York Junior Football Club

Gary Weir, President

Participation

- The Club has 40 Auskick participants and 4 teams (100 children) including a 9's, 11's, 13's and 15's.
- Participation has been stable and expected to remain steady in coming years.

Facility Usage

- The Club plays on Saturdays between 9:00am – 1:30pm.
- Auskick is played at the school.

Facility Needs/Issues

- Improved playing surface required
- The club currently utilises the old football clubrooms for storage (sharing with cricket). Sufficient storage would need to be provided as part of any new development.
- The Club would be happy to share new clubroom facilities and be part of a joint management committee.

York Football Club (Senior)

Alister Draper, President

Participation

- The Club has a league team and a reserves team and a total of approximately 60 playing members.
- Participation is expected to increase as the Town population grows.

Facility Usage

- There are 7 home games scheduled each year with most games played on Sundays.

Facility Needs/Issues

- A main point of concern of the Club is the poor quality of the playing surface. It is uneven and spongy in areas creating risk of injury.
- Improved clubroom facilities are required including:
 - Larger changerooms
 - Large function/social area with bar
 - Storage
 - Public toilets
- The Club is happy to share new clubroom facilities and to be part of a joint management committee.

York Bowling Club

Ken Screigh

Participation

- The Club has 177 members including 22 juniors and 150 seniors. Approximately 90 of these are social and corporate members.
- Membership is stable. Most members are aged 50 and over.

Facility Usage

- Bowling occurs every day of the week however most activity occurs on Thursdays, Saturdays and Sundays during the summer.

Facility Needs/Issues

- The Club has two natural turf bowling greens and is currently maintained with voluntary labour. This is a temporary arrangement with several members of the Club, with an understanding that voluntary labour would only be required for three years until the Club had installed synthetic greens. Prior to voluntary labour, the club was



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spending \$39,000 per year for a greens keeper and approximately \$5,000 for chemicals. The Club spends a further \$10,000 per year on scheme water.

- Training lights on one green, soon to have lights installed on the second green. All facilities in good condition.
- Priorities for the Club include converting the greens to synthetic to reduce maintenance burden and expanded clubroom facilities and improvements.
- The Club would consider being part of a shared facility if a synthetic bowling green (12 rinks) could be placed adjacent to the building. The Club believes 12 rinks to be sufficient for the club's needs as it will reduce the burden on volunteers and increase usage capacity.

Note: The bowling club should consider this Master Plan before proceeding with installation of floodlighting on second bowling green

York Lawn Tennis Club

Gary Lawrence

Participation

- The Club currently has 56 members.
- Junior members are expected to grow by 40-50 next year as all children being coached will be required to be members.

Usage

- 8 courts are used during pennants competition. Competition is played on Saturdays beginning around midday and finishing in the evening.

Facility Needs/Issues

- The Club is very happy with its current location and facilities and would prefer to remain at its present site.
- Facility development plans are on hold until a decision is made about its future location.
- The Club maintains its lawn courts to a very high standard through the use of a paid part time greens keeper and voluntary labour.
- If relocated to Forrest Oval as has previously been discussed with the Shire, the Club would prefer lawn courts however would be satisfied with synthetic grass courts.
- The Club has a strong emphasis on competition. The Club would not like multi-marked courts as it is more difficult to play on and reduce the quality of play.
- The Club would be happy to share clubroom facilities if built and be part of a joint management committee.

State Sporting Associations

Netball WA

Adele Simmons, Regional Development Officer Wheatbelt Region

- There are approximately 2075 netball participants in the Wheatbelt region (approximately 3.0% of the population).
- 2 new multi-marked plexi-paved netball courts with floodlighting would greatly enhance the netball facilities available in the town of York. This would meet the needs of netball in York.
- The Association supports the use of shared facilities including clubroom facilities.



Western Australia Cricket Association

Wayde Mclean, Wheatbelt Regional Development Officer

- An important issue for clubs is good training facilities that include storage and access to power so that a bowling machine can be stored and operated, and should be included within the Forrest Oval redevelopment.
- The Association supports shared use facilities.
- Cricket participation is strong in the Wheatbelt Region.

Tennis West

Andrew Stanbury, CEO

- Tennis Australia and Tennis West are promoting the development of hard courts as opposed to synthetic grass as it is more conducive to skills development. There is a national rebate scheme for clubs converting their old synthetic grass courts to hard courts. There is no funding for the development of new synthetic grass courts.
- Tennis West understands, however, that country clubs may prefer synthetic grass courts as they are cooler to play on during the heat of the summer.
- Tennis West understands that multi-marked courts are an inevitable reality for a percentage of courts available for tennis, however, multi-marked courts are not ideal for genuine competitive play.

Rebecca McDonald, Member Services

- Tennis participation has decreased slightly amongst seniors and juniors over the past three years (numbers not provided). This is believed to be a result of increased competition from other sports and recreational pursuits and also drought affecting regional areas.
- Tennis Australia has recognised that future tennis facility developments must have a high emphasis on sustainability. Tennis Australia is currently in the process of developing a blueprint for tennis clubs from local to national levels. Multi-purpose clubrooms that can be shared by various sporting groups are incorporated into the designs to assist with minimising construction and operational costs to sporting clubs and LGA's.

Lawn Bowls WA

Pam Glossop, CEO

- Bowling participation in WA is experiencing slight decline. A new study being commissioned hopes to identify the causes of this trend.
- There are no recommended specifications or guidelines regarding clubroom facilities.
- There is a trend across the State towards the rapid implementation of synthetic surfaces.
- Most clubroom facility developments are now multi-sports facilities with the co-tenant clubs forming sports associations. Lawn Bowls WA supports this in principle.
- A review is planned in the near future of the 2003 Bowls Strategic Plan. This will include ascertaining recommended guidelines for facility provision.



Avon Valley Football Association

Ashley Morgan, President

- The surface of Forrest Oval was noticeably poor despite best efforts of the Club to improve for the 2008 Grand Final. Spongy turf is a particular problem. Improvements to the surface are required.
- Realignment of the oval to North/South will be beneficial for afternoon play.
- The Association supports the development of shared use facilities including shared clubroom facilities.

Youth Consultation

The needs of the youth within the Shire of York have been assessed via the Shire of York Youth Sport and Recreation Questionnaire. This survey was developed and administered by the Shire of York Community Recreation Officer during March 2008. 128 surveys were completed with 55% male and 45% female respondents between the ages of 11 – 15. The results document is attached as Appendix 5 to this report.

Key findings from the Youth Survey and their implications for the Forrest Oval Precinct Master Plan are as follows:

- Most children (76%) play sports. The most popular sports played in competition include netball, football, hockey, tennis and swimming. This shows that Forrest Oval is an important facility for children's sport participation in York, and has potential to be the central hub of most youth sporting activities with the relocation of tennis and swimming facilities.
- 23% of children reported participating or being interested in soccer. Whilst there are no soccer teams at present in York, it is likely that there is some latent demand and once a club is formed it could become a popular sport amongst youths. Forrest Oval should provide flexibility to be able to cater for soccer if/when teams are formed in future years.
- A significant proportion of children report walking (34%) and riding (23%) to sport and recreation facilities within York. The Forrest Oval Master Plan should include consideration for pedestrian and cycling access.
- The survey indicates that the youth would like to see improvements on a wide range of facilities including all of the facilities provided at Forrest Oval.
- Other activities have also been identified in the survey as popular amongst youth including BMX and skate boarding. Facilities such as these are viewed as being more appropriately located at the Youth Centre.



CONSIDERATIONS

Pool Relocation

The York Swimming Pool is located on Georgina St in York and is less than 200m north of Forrest Oval. The existing facility is aged and in need of upgrading in the short term.

Initial investigations (Swimming Pool Survey Report, March 2008) revealed the pool was in relatively poor condition, with the recommended action to be replacement of the pool within five years. Subsequent investigations that are currently underway are indicating that the pool shell is good condition and upgrades/replacement of equipment could occur at a much reduced cost than rebuilding the swimming pool.

The Recreation and Public Open Space Strategy 2008 for the Shire of York suggests that the pool is inappropriately located in a residential area and should be relocated to the Forrest Oval precinct when the existing is no longer economical to maintain.

The rationale for relocating the swimming pool is as follows:

- If the pool is soon to reach the end of its useable life and will be no longer economical to maintain.
- Forrest Oval has sufficient space and will allow consolidated management between the pool and Recreation Centre.
- Opportunity for shared facilities such as parking and ablutions.
- Placing all leisure facilities in the same precinct creating a sport and recreation “hub” for the community.

Rationale for the pool to remain in its existing location is as follows:

- Building a new pool may be significantly more expensive than upgrades to the existing.
- DSR will not support the replacement of the 50m pool, the Shire would be required to downgrade to a 25m pool.
- The pool is located on Crown land vested in the Shire. It would be difficult to sell or utilise for an alternative purpose.



NEEDS ANALYSIS

Future Sports Field Requirements

As identified in the Population Projection, the Shire has estimated a near doubling of the population from 3,116 (ABS, 2006) to 6,000. Future indicative demand for sporting fields can be estimated by applying current sport participation rates of the Shire to the projected population figure of 6,000. Future indicative demand for sporting fields has been calculated in the table below:

Table 3. Indicative Additional Sporting Field Requirements

Sport	Current Participation	Current Participation Rate %	2018 Participation	Current Number of Fields in York	Additional Sporting Fields / Courts Required
Football	188	6.0%	360	1	0
Tennis	56	1.8%	108	9	0
Hockey	204	6.5%	390	1	1
Cricket	52	1.7%	102	1	0
Netball	106	3.4%	204	3	0
Soccer	0	0%		0	1
Basketball	0	0%		1	0
Bowls	87	2.8%	168	2	0

* Approximate guide only. These additional sporting fields / courts required figures are based on generally accepted standards where they exist, and on ABV experience.

Should the population of York reach 6,000, the table above reveals that the current provision of sporting fields and courts is generally sufficient apart from one additional hockey field being required and the possibility of soccer field being required if a soccer club were to be formed.

It should be noted that predicting future participation is an inexact science, particularly in regional towns. Participation in any given sport can fluctuate from year to year based on a number of variables including the enthusiasm of current committee members, sports supported by teachers at the local school and instances where a reasonable number of ex-residents come to town to play in competition only.

The nature of programming use of facilities will also impact on the demand for facilities. The nature of competition dictating particular times and days can result in a facility being used to maximum capacity. Increased participation demand can therefore create demand for further facilities without programming changes being effected.

Water Supply

Currently the Forrest Oval precinct is watered with a combination of scheme water and recycled water from the Town Dam. The use of scheme water is costly with the Shire having paid \$30,000 for watering of the oval and hockey field in 2007/2008. In addition to the cost, there is always a risk that if severe drought were experienced the supply of scheme water for watering of the sporting fields could be restricted. It is advisable for all Local Government Authorities to reduce scheme water dependence for irrigation of reserves. The Shire of York has been proactive on this issue and has identified a number of potential sources of sustainable water for irrigation purposes.



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Significantly, proposals for extensions to the sewerage treatment plan and holding dam will quadruple the volume of water available for re-use on ovals, gardens, etc from 2009/10 when the sewerage infill project is completed. In addition, the Shire of York is a participant in the Small Towns Liquid Assets Project and a number of bores will be drilled and equipped to draw water from the Avon River paleo channel. Furthermore, the Shire will have a Water Management Plan in place by the 30th June, 2009 to define water use requirements including surface water management, water capture and re-use, environmental flows and reticulation programmes.

It is advised that the Shire of York seek full independence from scheme water for the irrigation of the Forrest Oval precinct through the above proposals.

Shared Clubrooms

There is a need for improved clubroom facilities at Forrest Oval. All clubs have expressed need for improved clubroom facilities as the current facilities are inadequate in size and function, and most facilities available are aged and have limited life expectancy.

The clubroom facility needs of the user groups at Forrest Oval (and the York Lawn Tennis Club if relocated to the precinct) can be met through the development of a joint use facility. With appropriate design, a single clubroom building could provide adequate spectator viewing, changerooms, storage, administration and social facilities for the majority of user groups.

It is also anticipated that some minor changerooms and additional spectator viewing will be necessary for the hockey clubrooms. The Hockey Club could still utilise the new shared clubrooms for social, administration and storage facilities.

Key features of a new shared clubroom facility are proposed to include:

- 2 sets of changerooms to allow simultaneous use by sporting clubs. One set should be large enough to cater for football teams as they have the largest team sizes. The second set can be smaller but should have lockers as these are regularly used by tennis and lawn bowls participants.
- A medium-large sized function room to cater for most function requirements. Very large functions are able to be held at the Town Hall. A function room of approximately 180m² would seat 150 persons, fulfilling the clubs needs and for most functions such as birthdays, weddings, quiz nights for the general community.
- A large sized kitchen/kiosk that can service all areas of the facility.
- Flexible bar spaces that can offer a range of configurations simultaneously for functions and multi club users.
- Sufficient storage space for each of the sporting groups and storage for the building equipment such as tables and chairs. 25m² for each group is generally considered a large storage area.
- Multi use office area for the key user groups including lockable administration cupboards and desks for each club.
- Meeting room for committee meetings etc
- 2 small flexible use rooms that can be used as officials rooms etc.
- Public toilets.
- Umpires change room
- First aid room.
- Sufficient verandah area for sheltered spectator viewing.



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Joint use facilities are a strategic objective of the State Government as they reduce capital and ongoing maintenance costs whilst providing a high standard of facilities for user groups. Duplication is reduced, life cycle costs are lowered and an economy of scale is achieved when developing a single large facility over multiple small facilities. As such, joint use facility developments provide a greater ability to attract funding, primarily through the Community Sport and Recreation Facilities Fund administered by the Department of Sport and Recreation.

With the considerable number of user groups at Forrest Oval requiring clubroom facilities including football, netball, hockey, cricket, lawn bowls and potentially tennis, these multipurpose clubrooms will need to be designed in such a way that it can cater for multiple user groups simultaneously and have sound management in place.

Recreation Centre

The Recreation Centre is still in good condition. Whilst the design of the building is not ideal, it is cost prohibitive to extend or rebuild the facility.

The gym is currently located on the upper level with a staircase as the only access. This prevents access from persons with disabilities or the frail and infirm. Should new changerooms be built in a new facility, there may be potential for the Recreation Centre changerooms to be remodelled as the new gym. Alternatively, should the decision be made to relocate the swimming pool, it would be a good opportunity to include a new gym within the pool facility design.

The runoff areas for the indoor court are short and discourages competition to be played there. As it would be very expensive to modify the building to accommodate larger runoff areas, it is not viewed as necessary to address this issue until the time comes to replace the building.

Oval

There is a need for improved turf quality for the oval, and for realignment to a more north/south orientation.

The Town oval is an important recreation facility for York being used by both the football and cricket clubs and the school. The surface is in poor condition being uneven and spongy which affects the quality and safety of play. Whilst verti-mowing and top dressing may help improve the surface quality to a degree, the Shire Works Co-ordinator advises that the replacing of the top 100mm of soil is required to properly rectify the quality of the turf. This is primarily due to the current topsoil being of poor quality making turf maintenance difficult. An improved playing surface will increase the usage capacity of the ground, with further usage to be expected as the Shire population grows.



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If the trotting facilities are relocated from Forrest Oval (as indicated by the Shire), there is an opportunity to realign the oval closer to a north/south orientation. This would improve the quality of play during afternoons limiting the effects of sun in players eyes. Importantly, realignment of the oval creates opportunities for further redevelopment of the precinct including collocation of tennis, bowls, netball and football/cricket facilities around a shared clubroom building. Realignment of the oval would require some earthworks to the new northern and southern ends of the oval. This would present a good opportunity to replace the topsoil of the oval and replant the ground with a drought resistant grass variety.

New floodlighting for the full oval is also required. The existing lighting is unlikely to be meeting Australian Standards for community level football training or competition. Lighting to 100 lux will allow training and competition of all large ball sports. The full oval should be lit to allow competition and to enable training on all parts of the ground, thus spreading wear and tear over the full surface. An electronic control system should be included in the lighting design to ensure user groups know and regulate their consumption and the Shire can charge appropriately. The control system should also allow for the lights to be used at 50 lux for training and 100 lux for competition.

It is advised that the tender for the supply of the light fittings be separate from the tender for installation and electrical works. Some Local Government Authorities have had issues with electrical contractors that have used cheap, inferior light fittings from China that do not have the same performance or lifespan of quality fittings. An alternative is to specify the light fittings to be used in a supply and install tender to ensure the desired light fittings are used.

Tennis/Netball Courts

The York Lawn Tennis Club is satisfied with its current facilities which include clubrooms and 9 grass courts (1 unused). The Club prefers grass over other surfaces. The Club expects to have approximately 100 members next season and is well represented in competition with 2 pennants teams being fielded.

The Club has strongly expressed a need for minimum 8 courts to facilitate pennants competition. If relocated, the Club has a preference for synthetic grass courts over plexi-paved hard courts as they are cooler to play on during summer.

Given the Tennis Club's strong representation in competition, potential future growth of the town and increased use that could be expected from the school and the community at its new location there is a strong rationale for a total of 8 courts to be constructed at the Forrest Oval precinct with 6 being synthetic grass tennis courts and two being multi marked netball/tennis hard courts with floodlighting. The eight courts should be located together to facilitate competition and maintenance.

The benefits of this combination are:

- Tennis will have access to two lit courts which it currently does not have. Evening play will provide additional revenue raising opportunities if the Shire determines the club can manage and collect fees for this usage.
- Tennis will be able to be played all year round rather than just the summer season.
- Children will have access to hard courts which will assist in player pathway skills development.
- Reliance on scheme water will be negated with the introduction of synthetics and hard courts.



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- The Club will have six tennis only marked courts that will cater for the majority of competitive play, with a further two lit multi-marked courts.
- An overall rationalisation of three courts (one tennis court and two netball courts) is achieved from current provision to proposed provision without affecting opportunity options to the community as netball and tennis are predominantly played in opposite seasons.
- As the existing Tennis Club land is owned freehold by the Shire it can be sold to raise revenue for facility developments and the Club can be part of a new shared clubroom facility at the Forrest Oval Precinct.
- The neighbouring School can utilise tennis courts during the day time as part of its program at this location.

Netballs' needs will be met through the provision of two new netball courts as the existing courts are in very poor condition. Two new courts (multi-marked with tennis) with floodlighting will significantly improve the quality of play and programming options for the netball clubs and school. Two outdoor courts and one single court in the Recreation Centre is considered adequate for current usage and provides capacity for increased usage in the future.

Lawn Bowls

Lawn Bowls currently has two greens and clubrooms which satisfy their current needs. The current greens, however, are maintained with voluntary labour on a temporary basis as the Club aims to achieve the implementation of synthetic greens. Prior to the use of voluntary labour three years ago, the Club paid for a full time greens keeper at a cost of \$39,000 pa. The Club also pays for approximately \$10,000 of scheme water per year plus chemicals coming to a total of approximately \$55,000 pa.

The high cost of maintaining the greens provides a strong rationale for conversion to synthetic greens. After the initial capital cost, the replacement and maintenance costs of a synthetic surface are much reduced (approximately \$25,000 pa for carpet synthetic with 10 year replacement). The Club currently has 2 greens (total of 12 - 14 rinks), however, the club feels that a single 12 rink synthetic green would fulfil its current and future needs. A 12 rink synthetic surface will enable the Club to continue to participate fully in pennants competition whilst significantly reducing operational expenditure and removing its dependence on scheme water use.

Furthermore, synthetic bowling greens have higher usage capacity and can be played on year round. Maintenance costs are relatively low (approximately \$1,000 pa) and can be largely performed by volunteers for further savings)



Cricket Nets

There is a need for the relocation of cricket nets. The current location and orientation is poor as it runs east/west and balls frequently cross on to South St, a busy local street. New nets should be running in a north/south orientation and hit out onto a playing field. Storage and access to power for a ball machine is also important in the location of practice nets. Ideally the nets are close to parking and the clubrooms.

Practice nets are an important facility for cricket clubs and for general use by the community. A three net facility is viewed as adequate for the current and future needs of users of the Forrest Oval Precinct.

Hockey Facilities

New Hockey/Multi-Purpose Field

There is a need for a second hockey field at Forrest Oval. The current grass hockey field is maintained to a high standard however is showing signs of wear and tear with training five nights per week and 4 – 5 games each weekend (approximately 20 hours use). Hockey is also experiencing participation growth with more teams expected in the coming season. A second field would relieve usage load from the existing, allowing a good quality of turf to be maintained.

The proposed new field would have capacity to be used as a multi-purpose field. It would create potential for soccer, touch football and rugby to be facilitated in school sports programming or in the community also. A flexible use field would be particularly useful when extra area is required for training for any sport, junior sports such as Auskick, when demand needs to be alleviated on the oval because of disrepair or time table clashes and to accommodate school carnivals. Hockey could still utilise the grass field for training and matches and two fields combined could facilitate hosting of regional events.

There is potential at some time in the future that additional rectangular field capacity could be required, at which point conversion of one of the fields to a dry sand filled synthetic hockey field should be explored. Whilst the capital costs of synthetic fields are high (approximately \$350,000 - \$400,000 for a good quality sand filled surface) a synthetic field has several advantages over a grass field. The rationale for a synthetic hockey field is as follows:

- A synthetic hockey pitch has a far higher usage capacity and could be expected to handle approximately double the current usage of the existing grass hockey pitch. As such, a synthetic field could handle a significant increase in usage from the Hockey Club allowing the multi-purpose field to continue to be used for alternative sports.
- A synthetic hockey field allows for a higher quality of play and may have the effect of attracting new participants.
- A sand filled synthetic hockey field requires no water,



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- Whilst the initial capital costs of a synthetic hockey field are high, the replacement costs are considerably reduced (replacement cost is approximately \$160,000). Given approximately \$4,000 would be spent on maintenance per year, the annual cost for replacement and maintenance of the synthetic surface is \$20,000 per year when allowing for a ten year lifespan of the surface. This is comparable to the annual maintenance costs of a grass hockey pitch, yet the quality and usage capacity of a synthetic surface is much greater than grass. If maintained properly, manufacturers believe the synthetic hockey surfaces can have a lifespan of 12-15 years.

Hockey Clubroom Additions

- There is a need for minor changerooms with toilets and showers to be added to the existing hockey clubrooms. Currently the club makes use of temporary toilets located near the agricultural sheds and are inadequate for players and spectators needs.
- Additional verandah facing the direction of the proposed new hockey field is desirable for providing sheltered spectator area for users of the proposed new field.

Parking/Driveway

There is a need for improved parking and traffic flow at the Forrest Oval precinct. Currently the parking is unmarked, disjointed and causes traffic flow problems entering and exiting the reserve. As all the parking is unsealed, dust in the air is a significant problem when it is dry and mud and puddles are a problem when it is wet. A sufficient sized, central area of bitumen parking utilising the Barker St entrance would improve the parking and traffic flow to the Forrest Oval Precinct. The parking area should include security lighting. The Barker St entrance should also be upgraded to suit.

Additional gravel parking area should be included in the parking design to handle peak usage.

Playground

Within the redeveloped Forrest Oval precinct, there will be a need for a playground. A playground can support the participation of parents for competition and training, multi aged siblings as well as provide a support venue that will assist in attracting venue hirers to the facilities (eg mothers groups etc). The playground should have shading to protect children from the sun, and a sand base is preferred as it is much less expensive to install and replace than synthetic alternatives.

Agricultural Sheds

The Shire has identified the Agricultural sheds to be more suitably located at the proposed equine precinct, making way for additional recreation facilities at Forrest Oval. A new hockey pitch would be best placed parallel alongside the existing hockey field in place of the existing agricultural sheds.



Trotting Facilities

The Shire has identified the trotting facilities to be more suitably located at the proposed equine precinct, allowing additional recreation facilities at Forrest Oval. The current facility can no longer be utilised for racing meets, only training.

Equestrian facilities are generally considered to be inappropriate for collocation with sporting fields or within residential areas. The land requirement is very large, therefore public open space that could otherwise be used for the general public is unavailable. The potential for horses to bolt is also a safety concern as Forrest Oval is situated close to the Town Centre in a built up area. Relocation of equestrian facilities for these reasons are currently being considered by a number of Shires including the Shire of Murray and the City of Gosnells.

The trotting track, tote building, offices and horse stalls are proposed to be demolished to make way for improved sport and recreation facilities.

Skate Park

The existing skate park is limited in function to skate boards only. A skate/BMX facility such as a portable ramp set up would be better utilised by youth. The shire has indicated a preference for a skate park to be located near the youth centre, however, it could also be well located at Forrest Oval as the majority of users of the reserve are youth. When a new skate/BMX park is built the existing facility could be removed.

Old House

The old house located on the Forrest St side of the reserve is in poor condition having reached the end of its lifespan. It is understood the Shire has capacity to house the current users elsewhere. The building should be removed, thus reducing the number of facilities required to be maintained.

Pathway

The development of a paved pathway will provide improved access for pedestrians and persons with prams, wheelchairs or gophers. A pathway entry point linking to the existing town pathway network on South St will also improve safety for school children crossing to the reserve.

The pathway should connect the facilities located within the reserve and also provide a looped trail which would be well utilised for exercise. As identified in Relevant Industry Trends, walking is the most popular physical activity for adults in Western Australia.



CONCEPT PLAN

The proposed concept plan for the Forrest Oval Precinct Sport and Recreation Facilities Master Plan can be seen as Appendix 1 to this report.

This concept plan has been interpreted from the perceived needs of the sporting and recreation organisations, the community from public submissions, technical advice from City staff and best practice examples in like facility development.

This information has then been applied to the existing facility provision to design a concept design that aims to provide a sustainable master plan for the development of the Forrest Oval precinct into the future.

The master plan design is based on sound best practice principles with a coordinated, integrated approach to development. This will provide the York community value for money through less duplication of facilities and assets that receive maximised utilisation.

The broad principles that underpin this Master Plan are as follows;

- Minimise duplication of facilities
- Collocation of compatible users
- Joint use / sharing of facilities (limit single use facilities)
- Rationalisation and replacement of poor facilities
- Optimum location of facilities where possible (considering existing provision)
- Flexible design
- Access and opportunity for all
- Creation of a sporting and Recreation community “Hub” for Shire
- Design to minimise anti social behaviour
- Integration between areas creating flow
- Design for ongoing cost efficient management and maintenance
- Environmentally sustainable features (water conservation, energy efficiency and waste minimisation)

The collocation of compatible usage types is integral to the effective optimisation of facilities. Benefits of collocation include;

- It is less expensive to maintain and replace fewer buildings.
- Minimised duplication of facilities - toilets, change rooms, office admin areas, storage etc.
- More efficient use of land as required as a result of less building duplication
- From the Local Government perspective it provides a level of insurance for stakeholders that funded buildings are likely to have maximised use (i.e. alternative uses will be made by other sports, or programming options) and maintained to a high level even when a sport is in a cyclical decline or in a poor state of governance.

The Concept Plan sketch has been prepared by Donovan Payne Architects. The proposed facility developments are explained below.



Shared Clubrooms

A shared clubroom building of approximately 1220m² including veranda's is included on the concept plan. Specifications for the clubrooms are provided as a guide for the future detailed design stage of this facility. The dimensions are derived from similar clubroom developments within WA. These specifications are based on the assumption of each of the clubs identified in the Needs Analysis becoming a user of the facility.

Clubroom Specifications

- Function/social room – 180m². This will seat approximately 150 persons.
- Kitchen/kiosk – 70m²
- Bar/coolroom – 60m²
- Equipment storage x 8, 25m² each
- Multi use office– 60m²
- Meeting room - 30m²
- Small multipurpose rooms x 2 , 15m² each (used as officials rooms etc)
- Major changerooms home and away, 60m² each
- Minor changerooms male and female, with lockers 40m² each
- Umpires room - 15m²
- Public toilets - 60m²
- First aid room - 15m²
- Verandah – 300m²

Security lights and Crime Prevention through Environmental Design (CPTED) design features should be included in the detailed design to protect the facility from vandalism.

The location of the clubroom facility towards the western flank of the re-aligned oval allows good viewing onto the oval to the east, the tennis courts to the north and the bowling green to the west. A large central car park can service all the facilities including the hockey pitches to the south.

Oval

The existing trotting track and buildings have been removed, thus allowing the realignment of the oval to a north/south orientation. The surface of the oval should be improved through the replacement of the topsoil.

New floodlighting is included to provide training and competition lighting to Australian Standards for all large ball sports (football, soccer, touch football etc).

A new synthetic cricket pitch aligned north / south is situated towards the southern end of the oval to allow good viewing from the shared clubrooms.



Tennis/Netball courts

Six synthetic grass tennis courts and 2 multipurpose plexi-paved hard courts are situated on the northern side of the shared clubrooms. This allows good viewing of the tennis courts from the clubrooms whilst the multi-purpose courts are adjacent to the recreation centre so that all three netball courts are kept together. The multi-purpose courts have floodlighting

An additional area allowing for future expansion for a further two multi-purpose courts and two tennis courts is also shown on the Concept Plan if the need arises in the future.

Lawn Bowls

A 12 rink synthetic lawn bowls surface allowing year round utilisation is located on the western side of the shared clubrooms. This allows good viewing from the building and is situated close to the available car park for the older patrons. The green includes lighting for evening use.

Cricket Nets

A three cricket net practice facility is located towards the southern end of the oval facing north. This location allows easy access to power and storage from the shared clubrooms to operate and store a bowling machine.

Hockey Facilities

A new hockey / multi-purpose field is located parallel to the western side of the existing pitch. The location allows good viewing from the hockey clubroom facility and is serviced by the central parking area to the north. The alignment is relatively close to north/south which will ensure that the sun will not be a problem for hockey or any other sports that utilise the new sporting field and still allows for a large parking area (7,000m²+) in the centre of the Forrest Oval precinct.

The Hockey clubroom is indicated to have the additions of two minor change rooms (30m² each) and 65m² verandah for spectator viewing towards new synthetic hockey pitch north west / south east parallel to existing turf pitch on west side of hockey clubroom.

A goals storage pen 50m² is located on the western side of the multi-purpose field for storage of football, hockey and any other goals as required.

Playground

A local level playground with shading is located on the southern side of the shared clubrooms. This is the preferred location as it is easily accessible from the parking area and close to the amenities of the clubrooms.



Parking/Driveway

A bitumised parking area with approximately 100 car parking bays is located centrally on the reserve providing access to all facilities. 100 bays is considered sufficient for the majority of events and functions that could be held at the reserve. This parking area includes security lighting. An extended gravel parking area indicated on the Concept Plan will allow increased parking capacity for large events such as grand finals or when multiple sports are having home competition.

The field in the south west corner of the reserve is proposed as future active reserve space / over flow parking. This area could be used as additional parking for particularly large events.

The Barker St entrance is proposed to be upgraded to bitumen. This will become the main entrance to the new parking area. The South St entrance is marked for removal to reduce traffic congestion. Parking for the Recreation Centre can be shared with the pool (if/when it is relocated), however, until that time the entrance should stay open only to be used as access to the Recreation Centre. It is proposed that traffic access will not be permitted through to the main parking area from South St.

Removal/Relocation of Facilities

A number of existing facilities at the Forrest Oval precinct are indicated to be removed. These facilities will no longer be required under the proposed developments of this Master Plan. A number of these facilities have reached the end of their life span or have been identified as better located elsewhere as indicated in the Facility Audit and Needs Analysis. Facilities that have been removed include:

- Old football clubroom building
- Pavilion
- Trotting track, tote building, office building and horse stalls
- Existing cricket nets
- Existing netball courts
- Existing bowling club and greens
- Public toilet block
- Agricultural sheds
- Skate park
- Old house located on s/w corner of precinct

The timing of removal of each of these facilities will vary according to development of the new facilities in order to cause minimal disruption to sports competitions.



COST ESTIMATES

The capital cost estimates of the proposed Forrest Oval Precinct Sport and Recreation Facilities Master Plan have been prepared by Ralph Beattie Bosworth from the Concept Plan depicted and can be seen as Appendix 6 to this report. A summary of the costings are provided below.

Football Oval with lighting	\$	490,000
Cricket Pitch		10,000
Cricket Practice Nets		25,000
Multi-Purpose Hard courts with Lighting		200,000
Synthetic Tennis Courts		335,000
Synthetic Bowling Green with Lighting		330,000
Entrance & Car Parking		375,000
New Hockey/Multi-Purpose Field		115,000
Hockey Clubroom Additions		145,000
Shared Clubrooms		1,660,000
Consultant Fees for Shared Clubrooms		130,000
Playground		60,000
Goals Storage Area		10,000
Pedestrian Pathway		21,000
Site Clearance and Demolition Works		130,000
Site Works		560,000
Contingency (10%)		454,000
Site Area Loading (15%)		700,000
Total Estimated Current Construction Cost (excl GST)		5,750,000

Notes:

- There is no consideration for the life cycle costs of any of the proposed developments contained within this Master Plan.
- Construction cost escalation is currently estimated by Ralph Beattie Bosworth at 5% per annum and need to be factored in to the above costs over the projected time period of redevelopment.
- Consultation with the Shire reveals substantial reductions to these costings are possible as the Shire has the capability of performing a significant portion of these works including earthworks and roadway/parking construction.



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The York Shire Council has analysed the cost estimates and submits that the following is a more realistic and achievable cost option taking into account the community priorities and the affordability of the project from a local government perspective:

STAGE 1

▪ Architectural design	\$ 120,000
▪ Preliminary works – Analysis of power, water, engineering, drainage and other service requirements	\$ 30,000
▪ Sewerage connection	\$ 12,000
▪ Oval realignment including lighting and reticulation	\$ 300,000
▪ Upgrade power supplies	\$ 21,000
▪ Extend Hockey club rooms	\$ 120,000
▪ Remove trotting track	\$ 42,000
	\$ 645,000

STAGE 2

▪ Construct shared club facilities	\$1,800,000
▪ Construct new netball courts	\$ 48,000
▪ Construct car parking and access ways	\$ 48,000
▪ Install synthetic bowling green	\$ 300,000
▪ Install site drainage	\$ 90,000
▪ Install cricket pitch and practice nets	\$ 36,000
▪ Landscaping	\$ 42,000
▪ Demolish buildings and structures	\$ 33,000
▪ Entry and internal roads	\$ 45,000
▪ Install pathways	\$ 21,000
▪ Install new grass hockey field	\$ 120,000
▪ Contingencies	\$ 300,000
	\$2,865,000

STAGE 3

▪ Construct tennis courts	\$ 306,000
▪ Demolish bowling club and greens	\$ 24,000
▪ Landscaping	\$ 42,000
▪ Parking	\$ 30,000
	\$ 411,000

STAGE 4

▪ Synthetic hockey field	\$ 384,000
▪ Swimming pool design	\$ 60,000
▪ Review master plan	\$ 21,000
	\$ 465,000

TOTAL **\$4,386,000**



MANAGEMENT

Management of Shared Clubrooms

This Master Plan proposes the development of a shared use clubroom facility for use by multiple user groups including:

- York Football Club (Seniors)
- York Junior Football Club
- York Senior Netball Club
- York Junior Netball Club
- York Hockey Club
- York Bowling Club
- York Lawn Tennis Club
- York Cricket Club

The Clubroom facility would also be available for casual hire by the community. The management of this proposed facility is an important issue.

Management of shared clubroom facilities generally fall under two categories:

1. Sportsman Association Model

The new shared clubrooms built at the Forrest Oval precinct could be leased to a Sportsman Association comprising of the key users, anticipated as being the York Hockey Club, York Football Club, York Junior Football Club, York Tennis Club, York Bowls Club and the York Junior Netball Club with a Council representative in the formative years.

The Sportsman Association would be responsible for managing the building including general maintenance, bookings and operating the kiosk and bar. The Sportsman Association would then determine how revenue from the kiosk and bar and the building operational costs be divided. Arbitration of issues could be chaired by the Council representative on the Sportsman Association Committee. An example of a sportsman association operating successfully is the Leeming Sportsman Association, City of Melville. A bowls club, cricket club and soccer club form the association. The success of the association is aided by the innovative design of the facility in which the bar is divided into a seasonal section and an all year section. The cricket and soccer clubs have seasonal liquor licences whilst the bowls club maintains a year round liquor licence.

A sportsman association works well when each of the clubs work together for the best interests of all. In some instances however, members of the sportsman association fail to cooperate fully and the association fails. This can be the case when there are a large number of stakeholders. Brian Blechynden, Facilities Planning Officer, City of Swan advises that the sportsman association at the Midland Sports Complex failed as a management committee because there were too many stakeholders, they lacked the required management skills and the facility was too big for them to manage adequately. The association consisted of a bowls, tennis, baseball, cricket and football clubs.

An additional consideration is the management of large events. A manager is required to be onsite to manage the complex during these events. This cannot be guaranteed when managed by a sportsman association.



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Brian advises the Midland Sports Complex is now successfully being operated under Shire management.

2. Shire Managed Model

The Shire takes responsibility for bookings and all maintenance of the clubrooms. For larger facilities with high utilisation, the Shire may employ a centre manager and bar staff. The main user groups can make seasonal bookings with the Shire whilst other users can make casual bookings.

The Shire of Kulin manages the Freebairn Recreation Centre (FRC). The FRC is a large building complex that includes two indoor courts, 2 function rooms, a large kitchen and bar, a hydrotherapy spa and three football size changerooms. The facility caters for all of the sporting groups within the town. All user group members are required to become members of the Recreation Centre with adults charged \$50 and juniors \$15.

Most facilities are free for members to use however there is a charge for use of the kiosk and spa. The Shire has staff employed to manage the facility, operate the bar and maintain the grounds and building. The Shire retains all revenue raised from hire of facilities and bar takings and pays for all of the expenses. Whilst the facility is operated at a loss, the Shire believes the cost is outweighed by the benefit of ensuring the complex is managed and maintained to a high standard. Additionally, the clubs are able to use the facilities without the burden of management, enabling the clubs to devote more energy towards the provision of sporting programs.

A further option is to lease a facility directly to one club to manage who then sub let to other clubs as required. A weakness of this model is that one club is given control over the facility, however, the lease document could encourage them to allow other clubs equitable use. This option can be appropriate in cases where there are a limited number of clubs sharing a facility and only one club has the capacity to manage a facility. Often, small clubs that may be of a social nature do not wish to be burdened with facility management. This option would not appear to be the most suitable for the Forrest Oval precinct however, as there are many potential user groups with almost all having expressed an interest in being part of a joint management committee if a sportsman association was formed.

It is suggested that the proposed shared clubrooms be managed by the Shire primarily due to the large number of clubs involved. This may involve a similar staffing scenario to the Freebairn Recreation Centre in which the Shire employs a full time centre manager and a full time bar manager who also performs general grounds maintenance around the facility. Casual staff are employed as required.



Current Operating Expenditure

The current operational expenses for buildings and grounds within the Forrest Oval precinct and the York Lawn Tennis Club are as follows:

Table 4. Indicative Current Operating Expenditure, Forrest Oval Precinct

Facility	Operating Expenditure (\$)
Recreation Centre maintenance	40,000
Forrest Oval grounds maintenance	36,500
Forrest Oval water	32,000
Skate Park	800
Pavilion	10,000
Hockey Field maintenance	15,000
Hockey Clubroom	4,000
Bowling Club building maintenance	20,000
Bowling greens maintenance	45,000
Bowling greens water	10,000
Tennis Club building maintenance	15,000
Tennis Club court maintenance	5,400
Tennis Club water	7,000
TOTAL	240,700

Note: building operating expenses have been calculated at 2% of estimated building replacement cost to enable comparison with potential future operating expenses.

Future Operating Expenditure

The following table provides an estimate of potential future operating expenses of the Forrest Oval precinct redeveloped as per this Master Plan.

Table 5. Indicative Future Operating Expenditure, Forrest Oval Precinct

Facility	Operating Expenditure (\$)
Recreation Centre maintenance	40,000
Shared Clubroom maintenance	34,000
Forrest Oval grounds maintenance	36,500
Multi-purpose field maintenance	15,000
New hockey field maintenance	15,000
Hockey Clubrooms maintenance	8,000
Forrest Oval water	42,000 [#]
Relocated Skate Park maintenance	800
Synthetic Bowling Green replacement allowance* (10 year cycle) and maintenance	25,000
Synthetic Tennis Courts replacement allowance* (10 year cycle) and maintenance	12,000
TOTAL	227,800

[#] This figure may be significantly reduced in future years as more water becomes available from the Town Dam

* Based on advice from Tiger Turf October 2008 using replacement with high quality synthetic surfaces.

As can be seen from the current and future operating expenditure tables above, the building maintenance expenses (excluding the Rec Centre) could be expected to decrease moderately from \$49,000 to \$42,000 through the rationalisation of the bowling clubrooms, the pavilion and the tennis clubrooms to be replaced with a shared clubroom building. The shared clubrooms will provide a superior level of facilities whilst building expenditure will be shared between multiple clubs, several of which did not previously have clubrooms to be based from.



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The replacement cost of the proposed synthetic bowling green and annual maintenance costs is approximately \$25,000 per year. This is significantly less than the current cost of maintaining the greens which is approximately \$55,000 per year including greens keeper, water and chemicals. The synthetic green's reduced operational expenses, ability to be used all year and no longer relying on water usage provides a strong rationale for the development of a 12 rink synthetic green. The improved facilities provided may also increase income compared to the previous facilities as it may be more inviting for social drinks after games and for corporate bowls.

The replacement and maintenance costs of the six proposed synthetic tennis courts is approximately \$12,000 per year. This is about equal with the current water and maintenance costs of maintaining the eight lawn courts at the York Lawn Tennis Club (approximately \$12,400 per year). It should be noted that a significant level of voluntary labour is currently used to maintain the tennis courts. Should a full time greens keeper be employed annual operational expenditure difference would be heavily in favour of the synthetic courts. The synthetic tennis court's similar operational expenditure, ability to be used all year, reduced voluntary labour requirements and no longer relying on water usage provides a strong rationale for the development of six synthetic grass tennis courts.

An additional grass hockey field is assumed to have the same maintenance and water requirements as the existing hockey field. Therefore, the cost of water usage could be expected to increase by \$10,000 per year. This water usage cost may be significantly reduced in future years as additional sources of ground or recycled water are obtained for irrigation of parks and gardens.

Overall, the above tables reveal that with the proposed developments including the addition of a grass hockey field and the development of a shared clubroom building to replace the pavilion, bowls clubrooms and tennis clubrooms, the estimated operational expenditure is \$13,000 less than the existing.

The overall cost to the Shire may be significantly less if the Tennis and Bowls clubs are required to continue to pay for court maintenance / replacement costs, however, this will depend on the outcome of management and profit sharing arrangements of the new shared clubrooms.



POTENTIAL DEVELOPMENT PLAN PRIORITIES

The following details a proposed order of priorities for implementation of the Forrest Oval Precinct Sport and Recreation Facilities Master Plan. This plan is an interpretation of the stakeholders needs and has been developed in conjunction with the Shire. The Master Plan is prioritised as follows:

Immediate	0 – 1 years
Short Term	1 – 3 years
Medium Term	3 – 5 years
Long Term	4 – 10 years

Immediate Priorities 0 – 1 years

- Detailed design and architectural drawings for the new shared clubrooms.
- Analysis of electrical, engineering, drainage, water and other service needs for the overall development.
- Relocation of the York Trotting Track and associated facilities.
- Relocation of the Oval to the new alignment.
- Extension of the Hockey clubrooms to incorporate change rooms and toilets to meet current and projected needs.
- Completion of a water management plan for the reticulation needs of the sport and recreation complex.
- Call tenders for the construction of the shared clubrooms.

Short Term Priorities 1 – 3 years

- Construction of the shared clubrooms, play area, parking areas and access ways.
- Construct netball courts.
- Install cricket wicket and oval lighting.
- Construct drainage to meet the requirements of the overall development.
- Connect the buildings to the reticulated sewerage scheme.
- Construct cricket practice nets.
- Construct synthetic surface bowling greens.
- Remove all buildings, structures and services not required for or suited to the overall redevelopment.
- Construct new grass hockey / multi-purpose field.
- Demolish existing pavilion and netball courts.
- Construct a new entrance to the Forrest Oval precinct.
- Upgrade power and water to meet the overall redevelopment requirements.
- Commence landscaping requirements.

Medium Term Priorities 3 – 5 years

- Construct tennis courts including lighting to multi-purpose courts.
- Demolish existing bowling club.
- Conduct York Swimming Pool Needs and Feasibility Study.
- Finalise demolition or relocation of any remaining structures.
- Finalise landscaping including pathways and access areas.
- Finalise the development and construction of onsite parking.



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Long Term Priorities 4 – 10 years

- Design and plan for the relocation of the swimming pool to the site if the existing site has reached the critical replacement stage.
- Review current and projected sport and recreation needs for York and the subregion for the next 10 year period.
- Review and update the Forrest Oval Precinct Sport and Recreation Facilities Master Plan.
- Construct synthetic hockey field.



FUNDING AND GRANTS

There are a number of funding sources that may provide funding opportunities for this Master Plan project. The timing of funding applications for this project will depend on a number of factors including; the agreed level of overall development, the timing and potential staging options and the capabilities of different users to contribute to costs.

Sporting Organisations

The key stakeholder sporting organisations have varying degrees of capacity to contribute financially towards the future development of facilities that benefit their sport at the Forrest Oval precinct. A number of clubs are able to raise funds through farmers donating the proceeds of a paddock of crop.

Once a firm future development proposal is adopted, more specific consultation with the key sporting group stakeholders should be undertaken in order to fully assess the potential for those groups to contribute. Likely funding contribution scenarios include fundraising towards the capital costs, provision of in kind services towards the projects development (including general labour, and some specialist services that members may possess skills for) and ongoing servicing of a self supporting loan.

Shire of York

The Shire of York will most likely be responsible for the majority of funding for any redevelopment of the sport and recreation facilities at the Forrest Oval precinct. This could occur via a number of methods including utilising financial reserves, general rates, loan borrowings or sale of assets.

Apart from the Shire's reserves and borrowings and the sporting organisations and their respective governing bodies, the following Funding and Grant opportunities have been identified.

Department of Sport & Recreation

- **Community Sport and Recreation Facilities Fund (CSRFF)**

CSRFF is the primary source of funding accessible to LGA's and sporting organisations within WA for sport and recreation facility development projects.

CSRFF is administered by the Department of Sport and Recreation (DSR) and "aims to increase participation in sport and recreation with an emphasis on physical activity, through rational development of sustainable, good quality, well designed and well utilised facilities".

Currently, the State Government invests \$9 million annually (via CSRFF) towards the development of quality physical environments in which people can enjoy sport and recreation. This level of funding is currently under review from the new State Government and may be increased in line with election commitments. The maximum grant currently available to one project is \$1.8Million. Large grants are typically apportioned over 2-3 years if successful. Applications are lodged via relevant local governments in September of each year, with applications then submitted to DSR in October.

Priority will be given to projects that lead to facility sharing and rationalisation. Multipurpose facilities reduce infrastructure required to meet similar needs and increase sustainability.



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Applicants must be either a local government authority, not for profit sport, recreation or community organisation and incorporated under the WA Associations Incorporation Act 1987. Clubs must demonstrate equitable access to the public on a short term and casual basis.

The types of projects which will be considered for funding include:

- Upgrade and additions to existing facilities where they will lead to an increase in physical activity or more rational use of facilities.
- Construction of new facilities to meet sport and recreation needs.
- New or replacement (not resurfacing) of synthetic surfaces. Where an application is made for a new or synthetic surface, evidence of long-term planning for all nearby facilities is required.

DSR advises that multi-sport development should consider the need for utility upgrades support the potential development (i.e. power and water supply). The issue of water supply to the area should be explored fully, especially in light of current climate change considerations.

It is also important for DSR to understand how this potential regional development fits in with other regional priorities. Potential applicants must contact their local DSR office to discuss projects before lodgement.

Additional Funding and Grants

Numerous additional funding and grants are also available for facility development and programs and services. These are listed below with further details provided in Appendix 6

Lotterywest

- Community Facilities Grants
- Trails Funding Program

Department of Local Government and Regional Development, State Government

- Community Facilities Grants Program
- Regional Collocation Scheme
- Regional Investment Fund
 - Regional Infrastructure Funding Program (RIFP)
 - Regional Headworks Program (RHP)
 - Indigenous Regional Development Program (IRDP)
 - Western Australian Regional Initiatives Scheme (WARIS)
 - Regional Development Scheme (RDS)

Department of Planning and Infrastructure, State Government

- Country Pathways Grant Scheme

Department of Infrastructure, Transport, Regional Development and Local Government, Federal Government

- Better Regions
- Regional and Local Community Infrastructure Program

Australian Government Water Fund

- Community Water Grants Scheme



RECOMMENDATIONS

It is recommended that the Shire of York:

- 1. Receive the Forrest Oval Precinct Sport and Recreation Facilities Master Plan as a guideline for development in this location.*
- 2. Review the Master Plan on an annual basis to bring into account demographic, financial, social and environmental changes impacting on the community.*
- 3. Undertake any necessary studies, surveys analysis or assessment to ensure that the structural development of the Forrest Oval precinct is viable and sustainable and that it meets current and projected community needs*

Advice Notes

There is a need for the following to be addressed:

- a. Ensure that there are adequate irrigation water supplies available.
- b. Analysis of current and future swimming pool needs of the community.
- c. Determine service capacity available for the overall redevelopment eg power, water.



APPENDICES

- Appendix 1 Forrest Oval Precinct Concept Plan**
- Appendix 2 Relevant Industry Trends Document**
- Appendix 3 Facility Review**
- Appendix 4 Public Submissions**
- Appendix 5 Youth Consultation**
- Appendix 6 Cost Estimates**
- Appendix 7 Funding and Grants**



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Appendix 1 Forrest Oval Precinct Concept Plan

(Separate electronic attachment)



Appendix 2 Relevant Trends Document



RELEVANT TRENDS

Recently in WA there has been an increased awareness by LGAs of the importance of efficient use of public open space, specifically regional active recreational reserves. This has led to a number of regional public open space areas the subject of master planning exercises eg, proposed Armadale Regional Active Reserve - City of Armadale, Kingsway - City of Wanneroo, Hay Park - City of Bunbury, Centennial Park - City of Albany, Eadon-Clarke Reserve – City of Geraldton-Greenough. This has been due to a number of factors including;

- Increased pressures on existing reserves
- Desire for efficient use of available land supply
- Forward planning for population growth

Trends in areas of the leisure industry that relate to and have effect on active / passive reserves are featured below. It is important in any well planned regional facility that they are considered within the planning process;

Physical Activity Participation

Findings from the Premier's Physical Activity Taskforce (PPATF) Adult Physical Activity Survey 2006 reveal West Australians have slightly increased their physical activity levels from 2002. However, there is still a large proportion of the population who are insufficiently active. WA records 41% of the population as being insufficiently active, with 49% of the population being overweight or obese.

The 2006 Survey reveals that more people are walking for transport, performing incidental physical activity and using a gym. Local streets/paths were identified as the most frequently used facilities for physical activity (49%) followed by the home (48%).

Organised Team Sports Participation

There are a number of trends in sport participation numbers that are worth noting with regards to sporting reserve provision. There were concerns several years ago that many sporting clubs would struggle to survive because of the increasing popularity of informal recreation at the expense of organised sports which were seen as contradictory to the increasingly convenience oriented lifestyle of Western culture. This trend has not eventuated. As the following tables will show, organised sport and physical activity has remained steady in Australia over the past six years and increased slightly in WA, with sport and recreation clubs being the primary provider.



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ERASS (Exercise Recreation and Sport Survey) conducted annually by the State and Territory Departments of Sport and Recreation shows organised physical activity trends for 15+ yr olds over a six year period, 2001 – 2006 as increasing by 1.6% in Western Australia.

Participation in organised sport and physical activity reduces with age in the following degrees;

Percentage of population participating in organised sport & physical activity by age (WA)

Age group	2001	2006	% change
15 – 24	62.2	69.2	+ 7.0
25 – 34	46.2	50.4	+ 4.2
35 - 44	40.5	43.9	+ 1.1
45 – 54	36.3	29.2	- 7.1
55 – 64	31.8	36.3	+ 4.5
65+	27.5	29.4	+ 1.9
Total	42.2	43.8	+ 1.6

Source: Exercise, Recreation and Sport Survey, 2001 - 2006

It is interesting to note that the 15-24 year olds recorded a significant increase in participation whilst those aged 45 – 54 recorded a significant decline. Overall, the popularity of organised sport and physical activity participation has remained steady over the past six years having increased slightly from 2001 levels.

According to the ERASS report, sports and recreation clubs are the largest provider of organised physical activity. From 2002 onwards Indoor Sports Centre provision has fluctuated year to year whilst Sports or Recreation Clubs have remained strong and steady at approximately 28%.

Provision of organised sport by type of organisation is shown in the following table;

Organised Physical Activity - Type of Organisation % (Australia)

Year	Indoor Sports Centre	Sport or Recreation Club	Work	School	Other	Total Organised Participation
2001	19.4	20.5	0.5	2.2	3.1	39.9
2002	13.4	27.8	0.6	3.5	5.1	40.9
2003	15.1	28.2	1.1	3.7	4.4	42.8
2004	17.3	29.8	1.2	3.4	4.2	42.7
2005	13.9	28.4	1.2	3.3	4.8	41.8
2006	13.7	27.1	0.8	3.5	4.2	39.1

Source: Exercise, Recreation and Sport Survey, 2001 - 2005

The Department of Sport and Recreation (DSR) acknowledges the slow but steady growth of organised club based sport in Australia. DSR recommends using caution when analysing the organised sport statistics from the ERASS due to the small sample size relative to the total population. Yvette Peterson (Consultant DSR) notes that significant initiatives to strengthen sporting clubs were introduced by Federal, State and Local Government around the turn of the century. Such initiatives include the Club Development Scheme offered by DSR, the Club Development Network operated by the Australian Sports Commission and the Clubs Forever program run by the City of Stirling.



Organised Sport Participation in Australia, 15yrs and over

Organised Sport Activity	Participation Rate %						
	2001	2002	2003	2004	2005	2006	Change
Tennis	3.6	3.5	3.8	3.8	3.4	2.7	-17%
Netball	3.5	3.4	3.5	3.2	3.2	3.1	-11%
Soccer (Outdoor)	2.5	3.1	2.8	2.8	2.7	2.7	8%
Basketball	2.4	2.8	2.4	2.2	2.4	2.3	-4%
Football	1.8	1.9	2.1	2.2	2.4	2.1	17%
Lawn Bowls	1.8	2.2	2.3	2.2	2.1	2.0	11%
Cricket (Outdoor)	1.8	2.1	2.1	2.2	2.0	2.4	33%
Touch Football	2.3	1.9	1.8	1.9	1.9	1.9	-17%
Rugby Union	0.5	0.6	0.7	0.8	0.9	0.9	80%
Hockey	0.9	0.9	0.8	0.8	0.8	0.9	0
Athletics	0.5	0.6	0.7	0.6	0.4	0.4	-20%
Badminton	0.4	0.4	0.5	0.6	0.3	0.5	+25%

Source: Exercise, Recreation and Sport Survey, 2001 - 2006

- Soccer participation levels have remained strong and steady between 2001 and 2006.
- Cricket recorded strong growth in 2006 with a one third higher participation rate than 2001.
- Touch football has remained steady since 2002 sitting on 1.9%, however this is slightly lower than 2001 levels
- Australian rules football has slightly increased its adult participation rate from 2001 levels.

Recent high profile international success in cricket and soccer appears to have had an immediate effect on player participation numbers with cricket experiencing growth across Australia (particularly in juniors) estimated by administrators at between 5 and 15%. Soccer has been experiencing a rapid growth period (particularly juniors and women) and the CEO of Football West has been quoted in the Sunday Times newspaper (November 20, 2006) as predicting that the current 22,000 soccer participants in WA could double within 2 years.

Whilst sporting administrators have a vested interest in predicting increase in participation in their sport, there can be no doubt that following high profile international success sports experience a “bubble” increase in participation. How well the sport retains that increase will determine the level of need it creates in supporting infrastructure such as sporting reserves.



Local Government Authorities should work with these sports to ensure that early planning for increased need for active reserves and supporting infrastructure is considered in an overall strategic sense and not ad-hoc provision which can prove to be expensive, short term and a hindrance to the longer term needs for the community as a whole.

Children’s Participation

The Children’s Participation in Cultural and Leisure Activities report (ABS, Cat. 4901.0, April 2006) measured the participations rates of children aged 5-14 years across a variety of cultural and leisure activities in the 12 months prior to April 2006.

The study found that organised sport participation has increased slightly amongst both boys and girls from 59% in 2000 to 63% in 2006. Boys recorded higher organised sport participation (69%) than girls (58%). 31% of children played two or more organised sports during the 12 month period.

The table below shows the participation rates of some of the most popular organised sports for children.

Boys			
Sport	2000 (%)	2006 (%)	% change 00-06
Outdoor Soccer	19.6	19.6	0
Swimming	13.1	16.5	+ 26%
Australian Rules Football	12.6	13.8	+ 10%
Cricket	9.9	10.1	+ 2%
Basketball	8.8	7.4	- 16%
Hockey	2.3	1.7	-26%
Girls			
Swimming	15.8	18.2	+ 15%
Netball	18.2	17.3	- 5%
Tennis	7.7	6.6	- 14%
Outdoor Soccer	2.9	6.4	+ 121%
Basketball	6.3	5.7	- 10%
Hockey	2.5	2.2	- 12%

Source: Children’s Participation in Cultural and Leisure Activities, ABS, April 2006

- Outdoor soccer remains the most popular organised sport for boys with a participation rate of 19.6% remaining consistent over the survey period. Girls’ participation in soccer more than doubled.
- Swimming has significantly increased its participation rates of boys and girls. It is now the most popular sport for girls.
- Boys participation in Australian Rules Football has increased by 10% between 2000 and 2006 whilst cricket has remained relatively the same.
- Boys and girls participation in organised hockey and basketball has decreased between the 2000 and 2006 surveys.
- Girls netball participation has decreased slightly between 2000 and 2006 and decreased by 14% in tennis participation.



Sporting Clubs

Today there are more and more challenges facing clubs and the volunteers who run them, such as busy lifestyles, changing participation habits, more competition from other activities, increased risk of litigation and increased administrative requirements. Clubs need to be aware of these challenges and continually look at how to respond to them.

The WA Department of Sport and Recreation has developed the 'Club Development Scheme' which provides resources, training and on line assistance to clubs and volunteers across WA. The issues which have been highlighted that need to be addressed are:

- Planning
- Volunteer Management
- Insurance
- Risk Management
- Liquor Licensing Changes
- Finance
- Safety

Research from the Premier's Physical Activity Taskforce and from SCORS shows that organised physical activity has halted the declining trend and has grown slightly over the past five years. However, the recreation environment is increasingly competitive and organised sports face strong challenges to maintain and improve their participation levels. Other trends affecting sporting clubs are:

- Many people do not want the added responsibility or commitment which comes with belonging to a club.
- It is becoming increasingly necessary for clubs and groups, at all levels, to remunerate coaches, players, instructors and administrators.
- Clubs are finding it harder to attract volunteers to help with coaching, administration and maintenance. This is due to more clubs seeking the services of a smaller number of people willing to become involved in local Sport and Recreation. The effect has been for fewer volunteers to do more work and greater reliance on paid staff. DSR recognises this issue and provides information and support to clubs to better manage their volunteers.
- There is an increased awareness of the need for community groups to be publicly accountable for the management of their activities and provide a duty of care for their members.

During the early part of this decade around 2001-2003 there was great concern amongst the sport and recreation industry about the rapidly rising insurance premiums. Due to the limited financial capacity of mostly volunteer run organisations many clubs were concerned they would lose their capacity to remain financially viable if premiums continued to rise.

The State Government responded to the issue by reforming laws of Tort. This includes the Civil Liability Bill 2002 and amendments in 2003 and 2004, and the Volunteers (Protection from Liability) Bill 2002. These Bills have increased the level of protection afforded to volunteers and have limited and regulated claims made for death or injury.



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Since the legislation reforms were made insurance premiums have stabilised and in some instances have been reduced over the past three to four years. The reason for the stabilisation of premiums can only be partly be attributable to the Tort law reforms however. More likely, the stabilisation occurred because insurance premiums had reached a point where they better reflected the risk associated with sport and recreation activities.

In addition, the West Australian Government has recently introduced Liquor License Reforms that will affect most sporting clubs that serve alcohol. Some of the reforms that will impact on clubs are:

- Licensed premises will be required to provide potable drinking water to patrons, free-of-charge, at all times liquor is available.
- All bar staff will be required to undergo training in the responsible service of alcohol.
- An approved manager will have to be on duty during all permitted trading hours.
- Penalties for breaching the Liquor Control Act have been doubled.
- There is a new definition of drunkenness that strengthens the ability for bar staff to refuse service.
- Police will have greater powers to deal with alcohol related, anti-social behaviour
- Applications for liquor licences will be subject to the public interest test.
- Occasional Licences - Any person engaged in the sale, supply and service of liquor are required to demonstrate that they have successfully completed a course of training in the responsible service of alcohol according to the criteria.

Capacity and Sustainability of Sports Fields

The issue of capacity on sports grounds is very topical and contentious. During consultation with other LGAs during this and other recent similar projects the vast majority of Councils reported not having policies on such and being under pressure to fit requests for reserves use with demands. Many LGAs are operating on loose guidelines based on the ability of the reserves to cope with the current levels of usage they receive, although in these cases most reported that this practice was not sustainable at present levels.

The identification of optimum hours use of a reserve appears to become an issue for an LGA when either sporting club demands for reserves exceed availability or the quality of reserve is threatened. The issue is very difficult to define and set policy for due to the vast number of variables each active reserve is exposed to. The soil types, the drainage system, the reticulation effectiveness, the shade, the grass type all have varying degrees of impact at each reserve.

The figure of 25 hours per week use has been generally supported by a number of LGAs as optimum and a sustainable level in normal conditions. Whilst “normal “ is not defined in this context, from consultation with a number of LGA representatives, for practical purposes, it constitutes weather patterns of average nature, well constructed reserves with effective drainage and irrigation systems and training use that avoids continued over-use of particular areas of the reserve (generally under lights or in front of changerooms and pavilions).

This figure was supported by the City of Maroondah (Victoria) for its “A” level reserves, the City of Gosnells which has a policy (Wanneroo also aims for this target) of 22 hours use in Winter and 25 hours in Summer, and 25 hours was also recently identified within a Feasibility Study for the Development of Soccer Facilities within the City of Mandurah.



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The 2005 September / October issue of Australasian Leisure Management contains an article by Stephen King (PLA President and Director of Community & Recreation Services for Sutherland Shire Council) titled *Unsustainable Sport*.

In this article King suggests that pressures on sports ground capacities and sustainability is due to Australian cities and town's growth and the historical planning methods not matching current community needs and expectations. He identifies trends in participation to show that it has changed in that out of season sports have emerged, year round versions of sport, growth in women participation and mid week competition has emerged in recent times.

There have also been increases in organised sport numbers due largely to physical activity initiatives and sports development programs, but little emphasis on the provision of the supporting infrastructure to support these increases.

King believes the solution to better leisure planning is for a more coordinated approach from industry partners to provide more resources and money for recreation planning and provision. He also suggests further agreement is needed on the purposes of planning, the scope to be delivered and tools to be used and opportunities to be gained from liaison and coordination with other community service providers.

Further confirmation of the issues of sports ground capacity and sustainability are raised within an article by Wendy Holland (National Projects Manager for Parks and Leisure Australia) within the summer 2005 issue of Parks and Leisure Australia titled "*Sports Ground Capacity and Sustainability*".

Within this article Holland identifies the key issue as being too few sports grounds that receive too much use and not sufficiently rested between seasons to recover to their optimum condition. This has been due to a number of reasons; increased population, higher density housing, government campaigns aimed at increasing physical activity levels, extended sporting seasons, the introduction of new sports and changes to existing sports and growth in junior and master level sports.

She identifies a number of strategies to rectify the identified problems;

- Industry wide research into sports ground capacity and sustainability
- Focus on sub regional and regional planning
- Liaison between federal, state and local government planners; state sporting associations; education department; universities and insurance companies
- Review the way in which sport is delivered
- Development of additional fields
- Improved leisure planning, education and training

A report by the NSW Parliament "*Inquiry into Sports Ground Management in NSW*" (November, 2006) also arrives at the same conclusions and makes the following additional recommendations:

- Utilisation of school grounds through a memorandum of understanding between LGA's and the Department of Education and Training.
- Increased Federal and State Government funding.
- Exploration of more alternative and more efficient irrigation methods.
- Reduced playing seasons to allow for longer recovery periods.
- Improved floodlighting to allow more even use of grounds during night training.
- That the Department of Planning purchase and allocate more land for the exclusive use of community sports grounds.



In the lead up to the 2007 Federal Election, national sporting bodies of 11 major sports formed a partnership to lobby the Federal Government for major funding of community sporting infrastructure. The sports involved include Australian rules football, cricket, soccer, hockey, netball, rugby league, golf, bowls, rugby union, tennis and athletics. They are asking the Federal Government for a \$1 billion dollar commitment over four years to address the shortage of playing fields, the sub-standard condition of many playing fields and ancillary infrastructure requirements. [1]

The proposal included the provision of three types of grants to be made directly to local governments. The first type of grant would address drought related problems such as irrigation upgrades and installation of drought tolerant turf. The second type of grant would address the shortage of playing fields through obtaining green field sites in newly developing areas. The third type of grant would address the need for sporting ground infrastructure such as clubrooms and lighting. [1]

The proposal called for Australia's first nationwide audit of sport and recreation facilities, which would guide community sports policy for the next 20 years. [1]

Nb. With the recent change of Federal Government it is not known as to the status of this proposal.

[1] Dan Silkstone & Royce Millar, (12/09/2007). Push to save sporting fields goes national. The age.com.au. Available www.theage.com.au [24/10/2007].

Flexible Open Space Design

The need to provide flexible open space is becoming increasingly important due to factors such as demographic shifts and changing sport and recreation preferences. The provision of broad acre style space is preferable to fencing and specific field developments as these limit the types of usage if needs change.

This is also becoming difficult in new areas where Developers are increasingly contributing land of a size, shape and quality that limits flexibility.

Water Shortage Implications

The water shortage crisis is now impacting on almost all LGA's across Australia. Currently the effects are being felt most acutely in the Eastern States. It is assumed that in time WA will experience the same level of shortages.

Water management plans and ground maintenance practices such as regular coring and use of wetting agents are being utilised to maximise water efficiency. Ipswich City Council along with many other Queensland councils are faced with making the decision to heavily reduce the amount of sports played on their reserves or incur substantial future repair costs for the playing surfaces.

In a submission to the State Water Plan of Western Australia, Parks and Leisure Australia reports that Canberra had to close 19 sporting grounds which has caused serious community concern (January 2007). Councils in NSW and Victoria are facing similar situations also.



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In the report “*Rationalising Provision of Irrigated POS*” Western Australia is reported to irrigate almost all public open space (POS) from ground water. The declining trend in rainfall and increasing extractions of groundwater has led to falling groundwater levels in much of Perth’s shallow aquifers. This unsustainable water consumption not only has significant implications for natural eco-systems that rely on shallow ground water, but also for all POS including sporting reserves that are reliant on ground water. Much of Perth’s irrigated POS would not survive without regular watering. The report asserts that there are substantial groundwater savings to be made from improvements in irrigation efficiency including water efficient plantings and deficit irrigation practices.

Synthetic Turf Surfaces

Synthetic turf sports surfaces have been in use for over 30 years. After initially having a high uptake, sports such as soccer and gridiron turned away from synthetic surfaces due to player safety concerns. Since the 1990’s however, there have been significant technological advances that have greatly improved the playability of the surfaces. In Australia, the drying climate has encouraged significant replacement of natural turf with the latest synthetic turf particularly in relation to bowls and hockey. The national bodies for Soccer, Cricket and Australian Rules Football have commenced investigations into the suitability of synthetic surfaces for their respective sports.

Bowls

Many bowls clubs across Australia are converting one or more of their greens to synthetic carpet primarily to reduce the significant amount of labour and specialised skills required to maintain natural turf greens. This can be expensive if a paid greenkeeper is required, or very draining on members if voluntary labour is utilised.

Whilst regular maintenance of synthetic bowling greens is still required, it has a much reduced requirement of labour hours and does not require specialist skills, thus much easier for club volunteers to perform.

Additional benefits include ability for winter bowling, watering of greens not required, increased water harvesting opportunities and an improved playing surface (if installed correctly and adequately maintained) making the club attractive to new members.

Some of the problems encountered with synthetic surfaces include the speed of the greens increasing with age, no standards developed for synthetic surfaces, lack of guidance towards maintenance of greens and replacement of greens required at around 10 years.

The cost for a new synthetic green is approximately \$300,000.

Hockey

Hockey has strongly embraced synthetic surfaces over the past 15 years due to the superior playing characteristics (ball roll and speed) compared to natural turf. Almost all hockey above local club level is played on synthetic surfaces. The latest generation synthetic surfaces known as hybrid surfaces have infill whilst also using some water before use, however can be played wet or dry.

Synthetic hockey pitches are expensive costing between \$600,000 and \$1,000,000 and have a life expectancy of around 10 years.



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The advantages of synthetic hockey pitches include a superior playing surface capable of withstanding high usage, reduced water requirements with opportunities for water harvesting, reduced maintenance requirements and the ability for multipurpose use (synthetic surfaces with hockey, tennis, netball markings are now being produced).

Strategic Directions 4 - WA DSR

Other trends in relation to the participation of Sport and Recreation, as indicated in the 2006 – 2010 strategic directions for Western Australian Sport and Recreation (SD4) are as follows:

- Parents are becoming increasingly concerned about the safety of tradition play environments of their young children. Parents are increasingly prohibiting their children from playing in the park and walking home from school. As a result, young children have less opportunity for incidental physical activity.
- People of all age groups can now choose from a wide range of Sport and Recreation options. This increased choice of options has led to increased client expectations of Sport and Recreation Service deliverers.
- Consumers expect high quality services, with considerable variety in type and availability. This expectation has invariably led to cost increases. As a result some services have become cost prohibited for some sectors of the community.
- There are substantial demographic and social shifts (e.g. ageing population, rural drift and family makeup) impacting on Sport and Recreation participation. This is reflected in the availability and willingness of players, coaches, spectators and administrators to participate.
- There is an increasing emergence of Industry Standards (both voluntary and legislation based) as a basis for better responding to community expectations in service delivery.

Passive Public Open Space Trends

Start With the Park: Creating sustainable urban green spaces in areas of housing growth and renewal. - Authors: Rob Cowan & Daniel Hill - Commission for Architecture and the Built Environment (CABE), 2005

CABE Space is a United Kingdom organisation that is part of the Commission for Architecture and the Built Environment. Its purpose is to promote excellence in the design and management of parks, streets and squares in towns and cities of the UK

The CABE Space publication ‘Start with the Park’ provides advice on eight qualities of successful green spaces.

1. Sustainability

Parks should be built to withstand the extremes of nature. In the UK this is often flooding. In many parts of Australia parks are being affected by drought. Drought tolerant plantings, advanced irrigation techniques and water recycling are key features of a sustainable park design in Australia.



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2. Character and distinctiveness

A successful green space should promote and reflect the identity of the culture of a community. Natural features such as streams, bushland, hills and valleys should be protected. The choice of plants, materials, furniture, paving and public art are all important.

3. Definition and enclosure

Smaller urban spaces should have clear boundaries that define public and private property through the uses of fencing, paths or gardens. Larger spaces enable people to escape the intensity of urban life where they can enjoy being immersed in nature.

4. Connectivity and accessibility

People feel safer in parks that are easily accessible and well utilised. Integrated pathways should link green spaces together as well as to work places, schools and local services to encourage people to travel by foot or bicycle.

5. Legibility

Parks should have separate areas for different uses that are well defined. Different spaces allow for different kinds of behaviour. A park can have quiet areas, play areas, adventure areas, picnic areas and more. People feel more comfortable when they have a clear sense of where they are.

6. Adaptability and robustness

Adaptability is key to sustainable green spaces. Challenges that face disadvantaged areas take years to overcome. Planners and clients need to be flexible in green space planning. Temporary uses of green space help to create a 'virtuous' circle of sustainable development.

7. Inclusiveness

Parks should include facilities that attract people from a wide range of backgrounds, of both sexes.

8. Biodiversity

Protection and management of biodiversity should be a key feature of all types of parks. Creating habitats has a number of benefits including repairing damaged areas, providing a stimulating area for adults and children, and reversing long term habitat loss.

Future Parks Provision

Michelle Prior and David Vial in their article in *Australasian Parks and Leisure* Winter 2007 identify three factors that are challenging the parks of the future;

- The existence of minimal worth parks
- Catch up (where park planners attempt to deal with the historic undersupply of parklands per capita).
- Pressure for catering for future demand (increasing competition for available land, increasing populations & urban density, inadequacy of statutes to provide adequate levels of parks).



Outdoor Amphitheatres

The provision of outdoor amphitheatres should consider the following design issues; compatibility with surrounding park environments, nearby residents, other park users and purpose of use. Traffic egress, ingress and parking also need to be considered in line with the scale of the events planned.

Vandalism has proven to be problematic for outdoor amphitheatres and should be addressed at design along with prevailing winds and traffic noise, lighting requirements, built facilities such as green rooms and public toilets.

Management issues include the operational management and bookings systems, inclement weather, power supplies and wear and tear on natural surroundings.

Trails

Trails are used by the community for transportation and recreation and have the ability to provide substantial social, economic and health benefits to a community. Trails encourage people to walk and cycle instead of driving, protect the environment, preserve and promote historical sites, attract tourist dollars and promote health through physical activity outdoors. Therefore trails are an important component to be considered in the development of both passive and active public open space.

Trails come in many forms. There are trails for walking, cycling, trail biking, snorkelling, scuba diving, horse riding, paddling and more with walking being the most popular. Almost everyone can participate in walking and is the most popular form of physical activity in Australia (Australian Bureau of Statistics, 2007).

Key benefits of trails in Australia have been identified by Garry Crilley (Senior lecturer and Director of the Centre for Tourism & Leisure Management) as;

- Trails provide opportunities for positive recreation and commuting
- Trails are positive public assets
- Trail use provides individual personal benefits such as improved fitness and wellness
- Socially trails provide a community benefit for a range of users
- Property owners with good access to trails perceive environmental and economic benefits from the trails

Classification system

There is an increased awareness among trail providers that a standardised classification system for trails is required. This will provide greater certainty for potential users in their assessment of ability to utilise. A Walking trails classification and Improvement project has been funded in Victoria by the State Department of Sustainability and Environment to develop a standard classification system for walking trails across Victoria (and possibly nationally).



Comparative Regional Active/Passive Reserves

ABV conducted research into comparative regional reserves for the City of Geraldton – Greenough Eighth St Sporting Precinct Master Plan in 2007 in order to gain an understanding key success factors and issues of with such facility provision.

Casey Fields

Casey Fields is located in the City of Casey on the outskirts of the Melbourne Metropolitan Area, about 45km from the CBD. The 70 hectare site is bounded by the Leongatha rail line (not operational) and is currently surrounded by rural land to the south, east and west. Its location allows for good access by car and has the potential for upgrades to public transport with bus and rail possible.

Casey Fields has a current population of 226,000 and is growing rapidly. It is expected to reach 350,000 within the next two decades. Casey Fields is designed to meet the future needs of the growing population as the surrounding rural land becomes residential.

Facilities

Casey Fields is being developed as the premier sports facility in Melbourne's South East and includes a broad range of active and passive sport and leisure opportunities. Construction started in 2004 and has 8 stages, with an approximate completion date of 2015. When fully developed the facilities will include:

When fully developed in around eight year's time Casey Fields will accommodate:

- 2 Football / Cricket ovals and cricket nets with capacity to develop 2 additional ovals, and potential to use each pair of soccer pitches as an extra cricket oval
- VFL Football oval and pavilion with function facilities
- 2 Premier Cricket ovals and pavilion with function facilities (also to be utilised for junior Australian football)
- 6 netball courts
- 12 tennis courts
- Criterium cycling track
- Golf Practice net
- 4 soccer pitches, with potential to develop 4 additional pitches, including a State level soccer field and stadium
- Athletics track
- 2 rugby fields
- Space for potential development of a large social club, comprising function facilities, restaurant and gaming lounge
- Space for potential development of other field sports (eg archery).

Casey Fields will also provide for passive leisure activities through the development of:

- Village Green which provides an open grassed area for informal 'kick about' spaces and community events
- Over 3km walking and cycling paths
- Lakes and passive leisure area
- Public Art Project Teamwork
- Dog obedience area and a dog playground
- Large children's playground
- Series of wetlands



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- Picnic area centred around the wetlands.
- Large tracts of woodlands

The total cost of development is expected to be \$30 million. To date \$15 million has been spent. There are multiple funding partners that each contribute to particular facilities being developed at Casey Fields. These include:

- VFL Football Oval and Pavilion. The total cost for the facility is \$4.7 million with the Council contributing \$4.15 million and Football Victoria contributing \$550,000.
- Cricket Victoria has provided \$250,000 for development of Premier League cricket facilities.
- The Victorian State Government has provided a total of \$1 million, with \$500,000 for the Criterion Track and \$500,000 for the development of Stage 1 facilities including netball and tennis courts, a pavilion, cricket nets and lighting.

Charges to tenants and user groups

Current Council policy is that Maintenance Charges are equivalent to 10 per cent of the cost of ground and building related maintenance at each sporting precinct. Tenants and users groups are responsible for utility charges.

Watering

Casey Fields uses recycled water from the Carrum Water Plant for irrigation of the fields and land scaping. The water is stored in the lake which is part of the wetlands area.

Casey Fields has a stormwater runoff management system that utilises swales and wetlands for the treatment of water, and can then be reused on the fields. The water is collected in a 50 megalitre lake and wetland system. In addition to this, recycled water from the Carrum Water Plant is stored in a 5 megalitre dam. During the most recent drought Casey Fields had enough water for construction and irrigation and the water was also used for watering of other ovals in the Council and for other purposes such as grading of the gravel roads.

Passive Areas

The passive elements of the reserve are still being developed. To date, 2 kms of walking trails, the lakes and leisure area and a village green have been developed. Further walking trails, a regional playground and family picnic facilities are still to be constructed.

Strengths

- The sustainability of the water supply ensures irrigation can be maintained during periods of drought. In addition, the lake and wetlands have ecological benefits for native flora and fauna and are an attraction for passive recreation users. The lake has even had rainbow trout recently added and will be used for recreational fishing and competitions.
- The Criterion Track used for cycling and other human powered vehicles achieves good casual use as well as club use. Robyn Bowen states that the track is almost always in use by cyclists for training and exercise purposes.
- The VFL football stadium is a good venue for large community events. It recently catered for 11,000 people for a preseason AFL match. Additional parking was utilized from the centre of the Criterion track and from neighbouring farmland.
- Many walkers are already utilizing the walking trails. The trails are a popular feature for passive recreational users.
- Most pavilions are dual use with 4 sets of change rooms and overlook two fields.



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- There are good combinations of complimentary sports that will attract a number of people and at differing times, i.e. bike circuit, lake and sports grounds, golf practice cage, walking trails etc.

Weaknesses

- There is limited shade/shelter on most pavilions and only shade structures not much larger than a bus shelter at various locations such as the netball courts. They will not accommodate many spectators.
- Most ovals have been fenced around the boundary. Two senior soccer pitches can normally be placed on an oval with only a small amount of extra turf required outside the oval boundary. In this instance the fencing prohibits it and only one senior rectangular pitch could be marked out without removing the fencing.
- The main cricket oval and main football oval are underutilised as they are not used for 6 months of the year during the off season.
- No public toilets have yet been built for the passive parkland around the lakes which is limiting the number of visitors. Externally facing public toilets have been built into the pavilions which partly remedies the situation. Purpose built public toilets will be included with the construction of the regional playground in the next stage of development.
- The narrow access to the reserve from the North creates access difficulties when large events are held and during peak usage times. Access from the East is blocked by the railway line. Future upgrades to the entry will allow for greater ease of traffic flow.
- Parking is reaching its limits when large events are held such as AFL games. During winter alternate parking areas cannot be used as because of the rain.

Lark Hill

The City of Rockingham and the WA Planning Commission are working in conjunction to develop a major sporting and recreation complex in Lark Hill, Rockingham located 60km south of Perth. It will cover over 270 hectares of land and will serve the rapidly growing population of the Rockingham/Mandurah/Peel region. The complex will have public transport access including the proposed rail line.

Facilities

Stage One of the Lark Hill Reserve will include construction of 27 ha of playing grounds and 7 ha of landscaping to cater for all major sports including:

- Rugby league
- Rugby union
- Touch football
- Softball
- Cricket
- Soccer
- Football
- Hockey (synthetic pitch)
- Extensive outdoor playing areas and social facilities.

A number of sports grounds will be available for use by the end of 2007. In addition to the sporting grounds, WA Cycling has put forward a proposal for a velodrome and criterion track to be located on the site and an all weather thoroughbred horse training venue is already established.



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Passive leisure activities will be provided for with the development of walk trails and viewing platforms throughout the conservation and heritage listed areas within the site, providing interpretive signage and eco tourism opportunities.

Watering

An irrigation lake is utilised at the site for watering of the extensive playing fields. An irrigation lake is used rather than water tanks due to the large volume of water that is required for irrigation of the Reserve. Water is pumped in to the lake externally outside of the shallow aquifer the Reserve occupies so as to conserve the wetlands. Most of the water comes from other reserves' bores that have been connected with 5.5km of piping and pumps costing \$1.8 million.

The lake itself was constructed as part of the entire reserve's earthworks but is estimated to have cost in the region of \$150,000 to \$200,000.

Costs

Stage One will cost approximately \$21 million. The project is receiving significant funding from the State and Federal Government and comprises of:

- \$5 million from The WA Planning Commission for planning and infrastructure costs.
- \$900,000 from the Department of Sport and Recreation for the development of playing fields.
- \$275,000 from the Federal Government for the development of environmental walk trails.
- \$660,000 from the Federal Government Regional Partnership Funding for clubroom infrastructure.

Strengths

- The large number of playing fields Lark Hill is able to provide will enable sporting clubs to have all their teams playing at one venue which is particularly helpful for families with children playing in different age groups.
- Lark Hill has an additional 25 – 30ha of developable land available when required.

Weaknesses

- Lark Hill is constrained by the high conservation value of the land it occupies, restricting access and design options for the reserve.



Hay Park, City of Bunbury

Hay Park is a 50 hectare regional sporting precinct located 4km to the South of Bunbury's centre. The South West Sports Centre is also located on this reserve. The City of Bunbury has recently advertised for a Master Plan to be developed for the Hay Park Precinct.

A wide range of sports are played at Hay Park. Facilities include:

- Cricket - 4 synthetic, 2 turf wickets.
- Junior Football - 5 junior ovals (shared with cricket)
- Hockey – 2 astro turf pitches and 9 hectares of turf for juniors.
- Tennis – 6 hard courts, 27 turf courts.
- Dog training/Archery – 5.3 hectares
- T-ball – collocated with two turf cricket wickets 6.25 hectares
- Soccer – 6.4 hectares junior and senior pitches
- Netball – 14 outdoor courts
- Croquet – 6 courts
- Badminton stadium

Strengths

- Most junior sport is played in the one place
- It is located in close proximity to the City centre and so is within a short travelling distance of the majority of the population

Weaknesses

- Limited lighting for night training or games.
- Reticulation is old and needs to be replaced
- The large area of turf sporting fields uses a lot of water
- Lack of parking
- Numerous separate buildings over site

South West Sports Centre

The South West Sports Centre is a large multi purpose indoor stadium containing the following facilities:

- Indoor 50m ten lane heated swimming pool.
- Combined leisure / 25m learn to swim pool
- 3 indoor basketball courts with sprung wooden floors
- 6 squash courts
- Gym and group fitness rooms
- 2 multi purpose meeting rooms
- Creche
- Café

Strengths

- The multi purpose sports centre, in conjunction with the outdoor sporting fields of Hay Park creates a major sporting precinct with a wide variety of sports facilities available in the one area.



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Weaknesses of the Sports Centre

- The 6 squash courts are currently used only once per week as the popularity of squash has been declining for the past ten years. The space has potential to be for martial arts and other activities that are currently experiencing strong participation and there is also demand for additional shop and office space at the centre.
- There are no dividing walls between any of the three basketball courts. This limits the ability to program indoor sports that require boundaries on all sides such as indoor cricket and soccer.

Harmony Fields – Gosnells

Harmony Fields is a new regional reserve in the City of Gosnells nearing completion at a total cost of \$6 million. The grounds have been developed from base at a cost of \$3.5 million and the pavilion has been constructed at a cost of \$1.4 million. Facilities at Harmony Fields include:

- 5.5ha of Active Reserve. Will initially be configured as 2 cricket ovals in summer and 1 senior + 2 junior football ovals in Winter.
- Shared use pavilion including 4 sets of change rooms + umpire's change room, social/function room for 150 patrons, large kitchen with servery, meeting room, multiple storage rooms, 4m wide verandah all around.
- Dual use pathways
- Floodlighting of entire reserve to training standards (50 lux)
- Children's playground
- BBQ area including gazebo

Strengths

Harmony Fields has not yet commenced sports on the site, however, Rachel Ward of the City of Gosnells believes one of the key strengths of the site is the location of the pavilion. Its elevated central location allows good viewing over both ovals and provides good views of the hills.

Additionally;

- Parking has been kept away from the pavilion to allow for future expansion of the building if required.
- Wide verandah surrounds the pavilion to provide sufficient spectator shelter.
- The reserve has been designed to allow for future additions of sports facilities if and when required.

Weaknesses

- Cricket Clubs have complained the ovals situated too close to the two main roads, however this is not the opinion of the Council Officers as there is 26m between the oval boundary and the roads.
- The cricket practice nets are possibly too close to the oval.
- The cricket wickets are lined up with each other which may cause difficulties with distractions in the batsman's line of sight. The pitches were not lined up in the original design however the contractor has mistakenly constructed the pitches in this way.
- The change rooms have been built on either side of the social area of the pavilion which means the social area cannot be expanded easily without significant works.



Booyembara Park

Booyembara Park is an area of passive open space located in the City of Fremantle and adjoins two golf courses. The 16 hectare site has progressively been developed since 1998. Prior to being developed into a park, the area was a limestone quarry and then became a waste disposal site for car bodies and building rubble. \$2.5 million has been expended to date, with a further \$2.5 million required to complete the project as planned.

There is uncertainty as to when the Park will be completed as the Council currently has other funding priorities.

The vision of Booyembara Park is “to create a unique open space that provides leisure and recreation opportunities for the whole community and is visionary in terms of innovative design, appropriate technology and sustainability.”

Facilities at the Booyembara Park include:

- Dual use paths – asphalt and crushed limestone - with shaded rest spots.
- Skate park and eco friendly toilets located close to the road for passive security.
- Plaques for identification of plants along pathway.
- Story telling circle and bush tucker garden.
- Themed gardens.
- Bocce Court
- Man made lake for recreation and for irrigation.
- Aboriginal art
- Community notice boards
- Fencing to protect rehabilitated bush areas from people and animals.
- Amphitheatre
- Reticulated turf areas and soccer goals for informal play.

Facilities still to be constructed include a billabong (wetland area), completion of the amphitheatre and development of community gardens that represent the various types of gardens found in Fremantle.

Strengths

- The Park offers a ‘sense of escape’ from the surrounding built up area; offering a relaxing setting with native gardens, lake, seats under the shade of trees, grassed areas and paths through the park.
- The dual use paths through the park land encourage walking for exercise and recreation from nearby residents providing physical health benefits and a de-stressing environment.
- There are a variety of features of the park that attract many different user groups including walkers, bird watchers, children kicking footballs and skateboarding, community groups utilizing the amphitheatre and story telling circles, model boat enthusiasts and others.

Weaknesses

- The size of the park may be too large for the City of Fremantle to develop and maintain. Due to the high cost the development has been spread out over many years, and in this time Council priorities have changed.
- The Council currently allocates \$150,000 pa to maintain the park whilst the Environmental Officer believes \$300,000 - \$400,000 pa is required to keep the park



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sufficiently maintained. Developing some of the land may have helped contribute funds toward the project and leave the Council with a more manageable sized park.

- The sprinkler heads used in the reticulation system are not suitable for established native plants. Coverage is patchy and over watering can occur. An underground dripper system is better suited to watering native plants.
- There were limited funding opportunities for the development of this park as it was not natural vegetation prior to being developed. Environmental grants are geared towards conserving existing natural bush rather than converting cleared areas such as waste disposal sites. In total only \$150,000 to \$200,000 was contributed to the project from grants, the rest has been funded by the Council.

Piney Lakes Reserve, City of Melville

Piney Lakes Reserve is located the City of Melville well within the Perth Metropolitan are. The Reserve is approximately 67 hectares, comprising around 50ha of bushland and wetland environments and about 17ha of developed parklands to the South and West.

The Reserve currently accommodates a variety of passive recreational activities including, walking, jogging, cycling, flora and fauna observation), dog walking, children's play activities, night walks and community purposes/education.

Facilities in the park include:

- A path network to provide alternative paths for pedestrians throughout the Reserve and cyclists at the perimeter of the Reserve.
- A boardwalk for controlled access in the wetland area.
- Open space and picnic areas to the south of the bushland and wetland conservation area.
- The Environmental Education Centre.
- A sensory playground in the parkland area.
- A lake adjacent to the playground, to provide a focus for recreation and used for irrigation.

Watering

Piney Lakes utilises two man made irrigation lakes for the irrigation of the 17 ha of grassed parkland. The lakes are also used as a point of focus for recreational users and are landscaped including waterfalls and plantings. The lakes are fed solely from bore water and are used for watering of the grassed areas and also for the toilets at the playground and the Environment Centre.

The Acting Manager of Infrastructure Services at the City of Melville informs that irrigation lakes need to be carefully designed with many examples, particularly in new housing estates, of lakes that have been built for irrigation/recreation purposes that have become stagnant, unattractive and even toxic due to poor design. Expert advice should be sought prior to developing a man made lake.

Strengths

- Accessible via public transport.
- Paths and playground are well utilised by nearby residents.
- Parking and easy access provided for coaches and the disabled.
- The landscaped areas are maintained in a sustainable way.



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- Specific measurements and testing is performed to ensure the grass receives the minimum water and fertiliser required.

Weaknesses

- Vandalism and anti social behaviour can be a problem due to the bushland restricting passive security.

Centennial Park Albany

Centennial Park is an elongated active sporting reserve almost 2km long and 300 metres wide located in central Albany. Facilities include:

- 2 football ovals
- Agricultural society buildings
- BMX track
- Athletics track shared with rugby union.
- 3 turf wickets, 2 synthetic wickets and 4 synthetic practice wickets
- Fire fighters training track
- Croquet green
- Multi use grounds (soccer/cricket/hockey)
- Skate park
- 3 soccer pitches
- 1 synthetic hockey pitch.
- Multiple clubhouses
- Basketball Centre (indoor cricket and netball training played also)
- Albany Leisure and Aquatic Centre – multi purpose indoor recreation centre
- Private gymnasium and aerobics hall
- Lotteries house
- PCYC facility
- Scouts Hall
- SES building

Future Development

- In 2003 a Precinct Plan was produced and adopted by Council. The Plan proposed the redevelopment of Centennial Park including redesigning passive and active grounds, lighting and construction of a large multipurpose sports building to cater for number of indoor and outdoor clubs as well as smaller satellite facilities to service the outer lying grounds. An estimate of \$20 million for the development has meant the Council has had to delay further detailed design concept planning for at least the next two to three years.

Strengths

- Centennial Park is the primary sporting precinct for the City of Albany. It is centrally located where the community can access a wide variety of sport and recreation activities in one location.



Weaknesses

- The sporting fields are spread over many acres and does not facilitate the most efficient use of the available land. There is demand for more playing fields from the community.
- Management arrangements differ for each club as Council has historically dealt with each club individually. This has resulted in some clubs receiving favourable treatment over other clubs.

Kingsway Reserve, City of Wanneroo

Kingsway Reserve is the major sporting precinct for the City of Wanneroo. It covers almost 70 hectares and caters for football, hockey, soccer, rugby, baseball, cricket, athletics, netball and badminton. The original master plan for Kingsway has been revised after consultation with sporting clubs and upon completion of the planned upgrades the following facilities will be provided:

- 5 hockey fields
- 2 turf cricket pitches (1 shared with hockey, 1 single use) and turf practice nets
- 3 senior and four junior soccer pitches
- 2 senior rugby fields
- 2 shared soccer/rugby fields
- Senior fenced football oval shared with athletics
- 3 Senior and 1 junior baseball diamonds
- 57 outdoor netball courts with competition standard lighting to 27
- International standard badminton stadium
- 2 irrigation lakes fed by bores also acting as recreation focal point for passive users.
- Dual use pathways
- Passive parkland & Regional playground
- Multiple clubrooms. Each sport has own clubrooms except for hockey and cricket that share.

Watering

Two man made lakes will be developed at Kingsway for irrigation of the sporting fields as well as a focal point for passive recreation users. The lakes will gather water runoff from the adjacent large car park and playing fields and will be topped up from existing bores at the reserve.

Parking

Kingsway has large parking areas in the central, western and northern ends of the reserve along with several smaller parking lots around the reserve and roadside parking through out.

Strengths

- The Reserve has access from all four sides,
- The amount of parking will be significantly increased
- Accessible via public transport and pedestrian/cycle paths.
- New passive recreation elements will encourage local residents into the reserve.
- The reserve has the potential to be developed to a point where it can attract State and National teams to train or play exhibition matches
- The large size of the sporting complex is very rare these days and offers flexibility in use of the sporting grounds.

The works for the reserve will be completed in a staged approach over an approximate 6 year period.



Key Findings

The comparative research highlights a number of features considered to be success factors of regional active / passive reserves;

- Centrally located Regional Reserves are within short travelling distances of the majority of the population.
- A wide range of facilities both passive and active ensures there is something for everyone in the one location.
- Large areas of land allow for flexibility of use as the populations needs grow and change over time.
- Good parking and road access is important as well as via public transport and being linked to dual use path network.
- Facilities cater for large events such as state/national sporting events and concerts.
- Sustainable landscaping practices such as native plantings and computerised reticulation to give protection against the effects of climate change.
- The use of irrigation dams is useful in watering very large reserves that have high water usage. They can promote more efficient usage of ground water and utilise recycled water also. The dams also provide a passive recreation focus.



Appendix 3 Facility Review



FACILITY REVIEW

The Forrest Oval precinct site is approximately 13.5 hectares and is home to most of the Shire's sport and recreation facilities. The precinct is centrally located approximately 500m to the south west from the Town Centre. It is bounded by the old railway line to the east, South St to the north, Forrest St to the west and Henrietta St to the South.

The facilities at the precinct have been added to over many years and have not been coordinated by an overall master plan. As such, the layout of the precinct and the mix of facilities are not ideal for the current and future needs of the community.

The current facilities at the Forrest Oval precinct include:

- One senior football oval with synthetic cricket pitch.
- Cricket practice nets
- Recreation Centre
- Two outdoor netball courts
- Pavilion
- Turf hockey pitch and clubroom
- Bowling Club
- Public toilet block
- Skate Park
- Agricultural Sheds
- Trotting track around oval
- Tote building
- Old football clubrooms

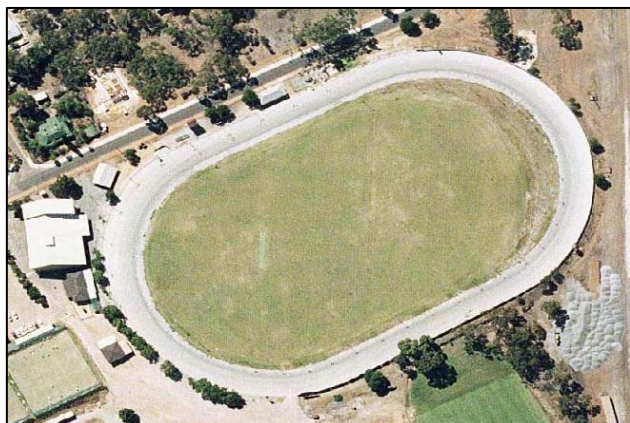
The York Lawn Tennis Club is located on the opposite side of the River from Forrest Oval. This facility has also been reviewed in the master plan.

A review of each of the facilities has been provided below to assist in determining the priority needs for the precinct.



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Oval



Aerial View of Oval



Oval surrounded by trotting track



Pavilion



Social Area of Pavilion

Description

- Senior sized football oval running in an east/west direction. Has some lighting for training only.
- Surrounded by pacing race track (used for training only)
- Trotting offices have white ant damage, cracks in ceilings. Still in use by York Trotting Club. 30+ years old.
- Synthetic cricket pitch (north south direction)
- Practice nets (2 wickets) facing east
- Home and away changerooms located at Recreation Centre. Fair condition, in need of refurbishment.
- Separate pavilion with kitchen, function area and m/f toilets. 30+ years old, fair condition with some minor cracking. 10 years life expectancy.
- Old football clubrooms used as cricket storage. 50+ years old, basic and run down facility, unviable to refurbish.
- Disused tote building. 30+ years old, poor condition.

Utilisation

- The pavilion is hired out for meetings, seminars, workshops parties etc with 91 recorded in the Shire of York Sport and Recreation Facilities Audit 2007/2008.
- The Pavilion and Oval was hired out to Football, Cricket and the Trotting Club for 28 bookings



Strengths

- Large oval size.

Weaknesses

- Mixture of scheme water and recycled water used to irrigate the oval, at risk of water restrictions in future.
- Oval turf is spongy and has poor quality soil.
- The pacing track is no longer used for meets as it does not meet the required standards for racing. For this reason the tote building is no longer used and receives little or no maintenance.
- Lighting to football oval is poor, the pacing light poles are too low.
- Multiple buildings to cater for users needs, i.e. separate buildings for storage, social area and changerooms.
- Oval running east / west for football, players facing into afternoon sun.
- The cricket practice nets are poorly located and create safety hazard. Balls regularly go onto Forrest Rd and bowlers face into the afternoon sun.
- The Pavilion is small (caters for approximately 70)

Opportunities

- Sufficient area to realign oval north / south.
- A multi-purpose facility could be built to replace the multiple single use buildings, reducing the maintenance burden.
- Lighting could be improved for night training and games.
- The pacing facilities could be relocated to the proposed Equine Precinct, may be potential for the gravel surface to be reused.
- Sufficient area to relocate cricket practice nets

Obstacles

- Power supply to the oval may need upgrading.



Recreation Centre



Aerial view of Recreation Centre



Multi-purpose indoor court



Gym

Description

- Single court stadium – multi marked for netball, basketball and badminton. Sprung wooden floors in good condition.
- One squash court upstairs
- One gym upstairs
- Small office
- Storage
- Male and female changerooms.
- Building is 30 years old and in good condition. Life expectancy of 20 years with ongoing maintenance.

Utilisation

- Regular users include
 - Senior and junior netball
 - Martial arts
 - Aerobics
 - Seniors mobility group
 - York District High School
 - Badminton



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- In 2007 the Gym had 11hrs per week of regular bookings and a total of 57 other bookings.

Strengths

- Building in good condition
- Multi-use facility for whole community

Weaknesses

- Access to gym and squash court only available by stairs, no wheelchair access.
- Changerooms are aesthetically poor.
- No disabled access toilets.
- Poor parking, congested during peak usage.
- Changerooms are small and are crowded when used by football teams.

Opportunities

- The building could be expanded for additional width around indoor court and additional spectator area.
- Gym could be brought to ground level for disabled access.

Obstacles

- The costs to expand the building would be prohibitive for the benefits to be gained.



York Bowling Club



Aerial view of bowling club



Clubhouse



Turf bowling green



Entrance

Description

- 2 turf bowling greens. One is lit, second to have lighting installed in near future.
- Clubhouse with kitchen, bar, social area, office and male and female toilets. Air-conditioned. 30 years old, good condition, life expectancy of 20+ years with ongoing maintenance.

Utilisation

- Approximately 180 members. 56 are pennants players.
- Mostly summer use with some limited social use during winter.

Strengths

- Turf greens are in good condition
- Building is in good condition



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Weaknesses

- Larger social / clubrooms required
- Greens reliant on scheme water. At risk if water restrictions are introduced.
- Turf greens require significant voluntary labour contribution. At risk if key members leave.

Opportunities

- Synthetic greens could be installed to reduce voluntary labour and watering requirements, increase usage capacity and enable play all year.
- Could be part of new multi-purpose centre.

Obstacles

- Club members may not wish to give up having own clubroom facility to be part of a shared facility.



York Lawn Tennis Club



Aerial view of tennis club



Entrance to club – steps and steep ramp



Low height shelter



Clubhouse

Description

- The club has 8 turf courts (plus area for one additional court)
- Clubrooms including bar, kitchen, storage, male and female changerooms, toilets and social room seating 80.
- Located on the corner of Glebe St and Clifford St on the east side of Town (approx 800m north east of Forrest Oval)

Utilisation

- Used in summer only
- 56 members (approximately 100 expected for 08/09 season), 2 pennants teams

Strengths

- Lawn is attractive to members as it is cool to play on during hot summer days
- Sufficient for club's current needs
- Building in good condition



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Weaknesses

- Parking is across a main road
- Access is via stairs or a steep ramp
- Currently using scheme water for all watering
- Lawn maintenance requires greenkeeper services
- Spectator shelter has low height
- Playground with wooden equipment is degraded and unsafe

Opportunities

- Potential to be relocated to Forrest Oval precinct. Current land could be sold as residential lots

Obstacles

- Club is very happy with their current location and facilities.



Hockey Pitch



Aerial view of hockey pitch



Hockey pitch with new lighting



Clubrooms



Agricultural Sheds, potential location for new pitch

Description

- One turf senior sized pitch with flood lighting
- New clubrooms (single enclosed room social area only). 3 years old.

Utilisation

- Used by the York Hockey Club 7 days per week for training and competition during winter season

Strengths

- New floodlighting for training and competition
- New clubrooms are expandable



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Weaknesses

- Public toilets located considerable distance away.
- Small sheltered spectator viewing area
- Watered using scheme and recycled water. At risk if increased water restrictions are ever enforced.
- Turf beginning to struggle with high level of usage.

Opportunities

- If agricultural sheds are relocated there is space for a second hockey pitch
- The clubrooms are expandable if required

Obstacles

- New location for agricultural sheds required. Possibly Equine Precinct.



Netball Courts



Aerial view of netball courts



Heavily cracked surface

Description

- Two netball hard courts, no lighting.
- Reversible basketball/netball poles.
- Small public toilet block 50+ years old. Poor condition, no disabled toilets. Unviable to refurbish.

Utilisation

- The York Junior Netball Club plays on Tuesday afternoons (4 games) during the winter and trains on Mondays, Wednesdays and Thursdays

Strengths

- Limited strengths

Weaknesses

- Reversible goal posts not ideal for netball
- Surface is in very poor condition, heavily cracked
- Public toilets are in poor condition
- No lighting

Opportunities

- New netball courts could be constructed in a more appropriate location when other developments take place
- Lighting could be provided for evening use, making evening competition and training available

Obstacles

- Netball club would prefer single use courts.



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Appendix 4 Public Submissions



FORREST OVAL PRECINCT SPORT AND RECREATION FACILITIES MASTER PLAN

Have your say on the redevelopment of the Forrest Oval Precinct to ensure your current and future sport and recreation needs are considered.

The Shire of York wants to make the best use of the facilities provided at the Forrest Oval Precinct for the future. A leisure consultant has been engaged to research the community's needs and prepare concept plans of the area including the buildings and sporting fields.

Are you currently satisfied with the sport and recreation facilities at the Forrest Oval Precinct? What do you think is needed? These are the types of questions that the Shire of York is asking in order to assist in determining the strategic direction for the Forrest Oval Precinct.

You can participate in the process by making a submission in writing, facsimile or email and forward to;

Shire of York
PO Box 22
York WA 6302
Phone 9641 2233
Fax 9641 2202
records@york.wa.gov.au

For specific information concerning this study, please contact Paula Flinn at the Shire of York on 9641 2233.

Please note the final date for submissions is Friday the 12th of September.

Public Submissions

From: York Olive Oil Co. [mailto:info@yorkoliveoil.com.au]
Sent: Wednesday, 3 September 2008 6:58 AM
To: Kate Hooper
Subject: Forrest Oval Precinct Master Plan:CCP.3

Hello,

Here's my submission regarding Forrest Oval:

Incorporate a cycling track in the design of new facilities – nothing fancy, 2-3 metres wide of hotmix - with one way directional arrows and distance markings at regular intervals.

It would be more interesting if it was more than an oval track, something winding its way around the whole complex.

Young and old could use it safely and the school could use sections (or even the whole track) to organise competitions amongst the students.

Oldies, like myself, would appreciate at least part of the circuit being suitable for very fast cycling.

Cycling is an inexpensive activity that can be practised by almost anyone of any age, solitary or in group.

In my opinion, incorporating cycling amongst the other traditional activities would make this precinct stand out from the crowd.

There is plenty of space for this track and I have no doubts that once established volunteers will come forward to share their knowledge and passion about the subject and organise activities suitable for all levels of fitness.

Regards

Arnaud Courtin

York Olive Oil Co
PO Box 688, York, WA 6302
Tel: 08 9641 2200
Fax: 08 9641 2211
Mobile: 0429 412 200
info@yorkoliveoil.com.au
www.yorkoliveoil.com.au

From: Louise Draper-Sevenson [mailto:louiseds@bbnet.com.au]
Sent: Wednesday, 10 September 2008 8:54 PM
To: Kate Hooper
Subject: FW: Forrest Oval Precinct Master Plan

Hi Paula

Large mirrors are often used by dance and physical activity studios for students learning steps and routines. The advantage of them is that students can watch the back of the instructor in front of them, and the instructor's front in the mirror. Students can also observe their own movements and get visual feedback on it. Mirrors can also make it easier to see other students' movements, which often helps when learning new steps and routines. The instructor can have their back to the students so the students can follow lefthand and righthand movements without confusion, but the instructor can see all their students in the mirror.

I would like to put in an initial request for one large, probably portable, mirror for the use of physical activity classes, be they martial arts, dance or straight fitness classes. It could be booked via the Shire booking system and transported by Shire staff to different venues in York for periods of time. No doubt the school could also make use of it.

There are a couple of reasons why I would suggest a portable mirror.

1. Different groups use different facilities for different reasons, be they lighting, floor type, size of venue, parking availability, traffic safety for children, etc.
2. It would be *possible* for this equipment to be used in any venue, and only trialing different venues would determine the most useful place for it. I realise that Shire policy may preclude Shire-owned equipment being stored and used at non-Shire property. This would reduce the number of venues where they could be used.
3. However, it might disappear!

If it is not possible to purchase a portable mirror, then I would request that a large, fixed mirror be installed in a single Shire space on a trial basis, to ascertain how best it could be used, eg Town Hall, Lesser Hall or existing Recreation Centre. It may be possible to fit it in the Recreation Centre, where there would be an impact risk, by using a winching system to lift it out of access when not in use, in the same way as some basketball backboards. I really don't know a lot about the technical side of it, but here is a website for an Australian company that manufactures them.

<http://stmstudiosupplies.com/products/?c=dance#studio-mirrors> .

Talking to some of the dance groups in town tells me that most people are unfamiliar with using mirrors, but I think it would be an interesting trial of a very versatile tool, and it would only be a matter of time before it became very useful, particularly for instructors.

Regards

Louise Draper-Sevenson

-----Original Message-----

From: Gary & Tricia Byfield [<mailto:byfield@wn.com.au>]

Sent: Tuesday, 9 September 2008 5:36 PM

To: Kate Hooper

Subject: Forrest Oval Precinct Master Plan

Thank you for allowing community input into what we think is needed in future developments of the Forrest Oval Precinct. When visiting other country communities it is fantastic to see most of the sporting groups sharing facilities eg, Merredin & Wagin. My main concern within the community is the need for an indoor heated (25m) pool which can be utilised, not just for swimming all year round, but as a hydrotherapy pool for our ageing population. The ideal position would be where the unused stables are at present. As the coach of the York Swimming Club and teacher of many adults and young children, along with a background of fitness & physio, the benefits of all year round swimming and hydrotherapy are huge within our community.

Many of our older and dissabled people's mobility and health could be much improved, leaving less of a strain on our Hospital system.

Please feel free to contact me for further input. Tricia Byfield
96411741

From: WIFSA - Karen Miller [<mailto:wifsa@bigpond.com>]

Sent: Monday, 8 September 2008 6:22 PM

To: Kate Hooper

Subject: Forrest Oval Precinct

Sensitivity: Personal

Dear Shire of York,

I strongly urge you to install an air-conditioning system at the Recreation Centre and in particular in the newly re-stocked Gymnasium.

As the summer in York is particularly severe with temperatures well above Perth temperatures, by an average of 4 degrees, it seems a shame that the Gym will not be used to it's fullest potential. As a new member I am looking forward to being able to use the Gym often but am really worried about the hot summer days and how hot it will be in there when a lot of exertion is used to use the equipment. It is very possible that under these conditions people could pass out or dehydrate really quickly.

I am worried that I won't be able to fully utilise my membership as it will get extremely hot in the Gym and become unbearable by early afternoon.

Again, I strongly urge the Shire of York to install Air-conditioning at the Forrest Oval Complex.

Regards,

Karen Miller
33 Cardwell Rd
YORK WA 6302

12th Sept 2008

Shire of York
PO Box 22
YORK WA 6302

Dear Sir/ Madam

RE: Forrest Oval precinct sport and recreation facilities master plan.

I am writing in response to request for community information/ comment in regards to the above. I and my family are rate payers.

Personally I think the current facilities are in a general state of poor condition and very uninviting or esthetic. When travelling to other communities (Beverley in particular) I find their facilities and surrounds are in a much better condition and more inviting. Most of the facilities do not allow for easy access by wheelchairs, disabled people or prams.

Specific issues:

Cricket training nets-

Their current location and allocated space is dangerous for passing vehicles and insufficient for adequate training needs. They are in poor condition. I feel they need to be relocated with more space and rebuilt.

Clubrooms and storage facilities-

Currently the cricket club doesn't have a clubroom location, they work from what is called the shed or bunker. Their equipment is not able to be secured; the rooms are also used by the football club. The building itself needs demolishing due to age and condition.

Shared facilities would be adequate for the cricket clubs needs. The building would require sufficient space to hold fund raising, social and training activities, have a kitchen & bar space and also allocated space for trophy, awards and photo displays.

Separate storage space should be allocated to each group using the facilities to ensure equipment is safe from plunder or damage.

Netball courts (outside)-

Currently the playing area is dangerous due to potholes (poorly repaired), dirt and gravel. There is no seating or lighting to enable night-time use, especially in the summer months.

Indoor stadium/ courts-

Again there is insufficient seating (especially semi-permanent layered), heating and cooling is non-existent, the playing surface is dangerous at times and there is insufficient space around the courts to enable inter-association games (by netball rules).

Lighting-

There is no lighting when leaving the stadium or in the non-existent carpark. This is very dangerous for all concerned and should be rectified before this master plan is implemented.

Carparking-

Currently there are no marked parking bays, or lighting, this is a potential for disaster with traffic movement and pedestrian access having no direction. During winter the area becomes muddy and slippery and during summer it is a dust bowl, not good for air quality.

York Show and other events-

I believe the Show should continue to be held at the Forrest Oval, it is a very good family event that due to location is easy and central to access. Surrounding parking is an issue during these large events that needs better planning i.e. "No Parking" on road or verge in vicinity of main entrance. The plan requires reworking of facilities to enable a better flow of traffic (pedestrian as well as vehicle) and enable easier access to the oval for pedestrians during these events.

There should be a small covered grandstand for viewing of events.

A better stage area should be incorporated to enable outdoor concerts.

Disabled, wheelchair and pram access-

Currently most facilities do not allow for easy access by the above. Most doorways have lips or steps, no ramps; doors are heavy and not easily opened or open automatically and there is not adequate suitable toilet/ changing facilities. The gym can not be accessed by disable people.

Gym-

Good to see the new equipment but there is inadequate room if a number of people in there together.

Please contact me for further clarification if required.

Thank you for your time, hope this is helpful.

Fiona, Tim and Lyndsey Hill

20 Mansfield St

YORK WA 6302

Ph: 96412454



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Leisure Consultancy Services**

Appendix 5 Youth Consultation



York Youth Sport & Recreation Questionnaire

Number of completed surveys = 128

Male = 55%

Female = 45%

Age

11 years = 8%

12 years = 14%

13 years = 31%

14 years = 27.5%

15 years = 18%

Not Indicated = 2 = 1.5%

Results – below are some of the most significant results from the survey:

Do you play sport in York?

Yes = 76%

No = 20%

No response = 4%

What do you play in competition?

(More than one response given)

Netball = 20%

Football = 17%

Hockey = 13%

Tennis = 12.5%

Swimming = 11%

No response = 36%

What do you play for fun?

(More than one response given)

Football = 28%

Netball = 26.5%

Swimming = 26%

Tennis = 20%

Hockey = 15%

Cricket = 12.5%

What other recreation pursuits do you participate in or are you interested in?

(More than one response given)

Hanging Out (in public space) = 37%

Bike Riding = 36%

BMX/skateboarding = 27%

Walking (including with your dog) = 27%

Soccer = 23%

Basketball = 22%

Dance = 21%

Horse Riding = 21%

What are the main reasons stopping you from participating in sport, recreation and physical activity?

(More than one response given)

- There isn't enough to do in York = 43%
- No time = 24%
- Can't get to the facility/sport/activity = 16%
- Don't know what is going on = 16%
- Don't have anyone to participate with = 15%
- Can't be bothered = 14%

How do you get to sport and recreation places in York?

(More than one response given)

- I get driven = 64%
- I walk = 34%
- I ride = 23%
- No response = 19%

Which category best describes your usual level of physical activity?

- I do more than 30 minutes on most days of the week = 55%
- I do about 30 minutes on most days of the week = 20%
- I do 30 minutes on some days of the week = 18%
- I don't do any physical activity = 2%
- No response = 5%

If you were given a million dollars to spend on sport and recreation in York what would you spend it on? *please note this survey was completed before the new gym equipment was installed

(More than one response given)

- Places to hang out = 35%
- Gym = 32%
- The swimming pool = 25%
- Skate park = 25%
- Netball and basketball courts = 23%
- More or better sports equipment = 21%
- Sports oval = 20%
- Better play equipment = 19%
- Bush activities – bush walking trails, mountain bike paths = 15%
- Recreation centre = 15%
- Tennis courts = 14%
- Bike paths and footpaths = 13%
- Parks = 12.5%
- Playgrounds = 7%
- Other = 22% (includes BMX park/track, motorbikes, artificial grounds – hockey and tennis, paintball, soccer, martial arts, mountain biking, water sports, shooting)

Do you have any other ideas to make sport and recreation better in York?

- BMX park/track = 7%
- Improve Netball Courts = 4%
- Improve Skate park = 3%
- More activities = 3%



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Leisure Consultancy Services**

Appendix 6 Cost Estimates



4 November 2008

ABV Consultants
22 Hamilton Street
EAST FREMANTLE WA 6158

Attention: Gavin Fialkowski

Dear Sir

FORREST OVAL, YORK

Please find attached our estimate of current construction cost totalling \$5,750,000 exclusive of GST.

Please note the exclusions.

Yours faithfully
Ralph Beattie Bosworth

A handwritten signature in black ink, appearing to read 'Martin Collins', with a stylized flourish at the end.

Martin Collins
Director

Ralph Beattie Bosworth Pty Ltd
ABN 58 260 502 981
Construction Cost Consultants

12 Kings Park Road West Perth Western Australia 6005
PO Box 456 West Perth Western Australia 6872
Telephone 08 9321 2777 Facsimile 08 9481 1783
Email info@rbb.com.au www.rbb.com.au

SUMMARY**General Works**

Football Oval	\$ 490,000
Cricket Pitch	10,000
Hardcourts	200,000
Tennis Courts	335,000
Bowling Greens	330,000
Carparking	275,000
Main Entry	100,000
Overflow Parking	-
Existing Hockey Field	-
Hockey Pitch	115,000
Hockey Clubrooms	145,000
Swimming Pool	-
Shared Clubrooms	1,660,000
Playground	60,000
Cricket Practice Nets	25,000
Goals Storage Area	10,000
Future Hardcourts	-
Future Active Reserve	-
Siteworks	560,000

Client Supply Items

Dual use path	21,000
Demolition	130,000
Consulting fees for shared Clubroom building	130,000
	4,596,000
Contingency	454,000
Site area loading (15%)	700,000

Total Estimated Current Construction Cost excl of GST**\$ 5,750,000**

EXCLUSIONS

The following are excluded from the estimate:

- Consultants' fees
- Operator equipment
- Loose furniture and equipment
- Air conditioning to all areas other than the function/social room
- Security system, CCTV
- Abnormal subsoil conditions (rock, etc)
- Upgrading of services serving the site (electrical excluded)
- Specific council requirements
- Specific exclusions as noted in the estimate
- Cost escalation (allow 5% pa)
- GST

13814-EST FORREST OVAL - YORK

EST EST-2 ESTIMATE 03/11/08
 ZONE B BUILDINGS
 TRADES GE GENERAL

Football Oval

115	Remove and replace topsoil 100 deep	m2	20600	5.00	103,000.00
116	Regrassing	m2	20600	3.00	61,800.00
117	Alterations to reticulation	m2	20600	6.00	123,600.00
118	Relocate goal posts	Item			2,000.00
119	Submains and switchboard	Item			25,000.00
120	Builders work	Item			7,500.00
121	Lighting - match standard 100 Lux	Item			160,000.00
Football Oval					482,900.00

Cricket Pitch

122	Synthetic surfaced wicket on oval	Item			8,500.00
Cricket Pitch					8,500.00

Hardcourts

123	Earthworks	m2	1088	2.00	2,176.00
124	Plexi-paved netball and tennis courts	m2	1088	65.00	70,720.00
125	3600 high fencing	m	100	110.00	11,000.00
126	Lighting	Item			75,000.00
127	Builders work	Item			7,500.00
128	Electrical submains and switchboard	Item			10,000.00
129	Drainage	Item			20,000.00
130	Nets and posts	Item			5,000.00
Hardcourts					201,396.00

Tennis Courts

131	Earthworks	m2	3100	2.00	6,200.00
132	Synthetic grass courts	m2	3100	85.00	263,500.00
133	Lighting - excluded	Note			0.00

13814-EST FORREST OVAL - YORK

134	3600 high fencing	m	274	110.00	30,140.00
135	Nets	Item			8,000.00
136	Drainage	Item			25,000.00
				Tennis Courts	332,840.00
	<u>Bowling Greens</u>				
137	Earthworks	m2	2200	2.00	4,400.00
138	Synthetic bowling greens	m2	2200	85.00	187,000.00
139	Signage, players seating, etc	Item			10,000.00
140	Raised spectator seating - DELETED	m2	297	0.00	0.00
141	Lighting	Item			70,000.00
142	Builders work	Item			7,500.00
143	Submains and switchboard	Item			20,000.00
144	900 high fencing	m	230	45.00	10,350.00
145	Drainage	Item			20,000.00
				Bowling Greens	329,250.00
	<u>Carparking</u>				
146	Central Parking area including drainage and lighting	m2	3200	70.00	224,000.00
147	Overflow parking - gravel - no drainage and lighting	m2	3500	15.00	52,500.00
148	Visitor parking around oval - assumed no work required	Note			0.00
				Carparking	276,500.00
	<u>Main Entry</u>				
149	Upgrade Forrest Street entry including security gate	Item			25,000.00
150	6000 wide bitumen driveway excluding drainage and lighting	m2	1200	60.00	72,000.00
				Main Entry	97,000.00

13814-EST FORREST OVAL - YORK

Overflow Parking

151	Overflow parking in south west cornder -excluded	Note			0.00
				Overflow Parking	0.00

Existing Hockey Field

152	No work included	Note			0.00
				Existing Hockey Field	0.00

Hockey Pitch

153	Earthworks	m2	6500	2.00	13,000.00
154	Grassed hockey pitch including reticulation	m2	6500	10.00	65,000.00
155	Court markings	Item			1,000.00
156	Goal nets	Item			3,000.00
157	Lighting - match standard - DELETED	Item			0.00
158	Builders work	Item			4,000.00
159	Electrical submains and switchboard - DELETED	Item			0.00
160	900 high fencing - DELETED	m	410	0.00	0.00
161	Drainage	Item			25,000.00
162	Behind goal security fencing 2400 high	m	50	80.00	4,000.00
				Hockey Pitch	115,000.00

Hockey Clubrooms

163	Power supply upgrade - assumed not needed - excluded	Note			0.00
164	Changerooms and toilets (comprises steel framing and metal cladding)	m2	60	1,750.00	105,000.00
165	Raised and roofed spectator seating comprising terraced concrete slabs and retaining walls	m2	65	500.00	32,500.00

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166	Work to existing clubrooms - excluded	Note			0.00
				Hockey Clubrooms	137,500.00
	<u>Swimming Pool</u>				
167	Excluded	Note			0.00
				Swimming Pool	0.00
	<u>Shared Clubrooms</u>				
168	Public toilet areas	m2	60	2,600.00	156,000.00
227	Construction comprises steel framing and metal cladding	Note			0.00
169	First aid room including hand basin - no toilets	m2	15	1,600.00	24,000.00
170	Umpires room including toilet, basin and shower	m2	15	2,300.00	34,500.00
171	Major changerooms including showers and toilets	m2	120	1,750.00	210,000.00
172	Minor changerooms including showers and toilets	m2	80	1,750.00	140,000.00
173	Multipurpose rooms (match officials, etc)	m2	30	1,400.00	42,000.00
174	Meeting rooms	m2	30	1,700.00	51,000.00
175	Offices	m2	60	1,700.00	102,000.00
176	Equipment storage	m2	200	1,000.00	200,000.00
177	Bar and coolroom area	m2	60	1,400.00	84,000.00
178	Kitchen/kiosk	m2	70	1,500.00	105,000.00
179	Function/social room including evaporative cooling	m2	180	1,700.00	306,000.00
180	Electrical submains and switchboard	Item			25,000.00
181	Sewer	m	50	200.00	10,000.00
182	Water supply	m	50	50.00	2,500.00
183	Stormwater drainage	Item			20,000.00
184	Grease trap	Item			15,000.00

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185	Verandah and paving	m2	300	450.00	135,000.00
186	Bar, coolroom and kitchen fitout excluded	Note			0.00
187	Loose furniture and equipment - excluded	Note			0.00
				Shared Clubrooms	1,662,000.00
	<u>Playground</u>				
188	Playground including sand base and all equipment - 100m2	Item			60,000.00
				Playground	60,000.00
	<u>Cricket Practice Nets</u>				
189	No. 3 practice nets including synthetic surface	Item			25,000.00
				Cricket Practice Nets	25,000.00
	<u>Goals Storage Area</u>				
190	Goal storage area including chainwire fencing to sides and roof - 50m2	Item			12,500.00
				Goals Storage Area	12,500.00
	<u>Future Hardcourts</u>				
191	Excluded	Note			0.00
				Future Hardcourts	0.00
	<u>Future Active Reserve Areas</u>				
192	Excluded	Note			0.00
				Future Active Reserve Areas	0.00
	<u>Client Supply Items</u>				
193	1400 m long x 1800 wide concrete path including site clearance	Item			21,000.00
				Client Supply Items	21,000.00
				Total for GENERAL	3,761,386.00
				Total for BUILDINGS	3,761,386.00

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EST EST-2 ESTIMATE 03/11/08
 ZONE S SITEWORKS
 TRADES GE GENERAL

Earthworks

211	Filling where trotting track has been removed	m3	4471	25.00	111,775.00
212	Miscellaneous earthworks	Item			10,000.00
					Earthworks
					121,775.00

Siteworks

213	Alterations to site perimeter fencing - excluded	Note			0.00
214	Miscellaneous seating, bins, bollards, etc.	Item			15,000.00
215	Landscaping and reticulation to balance of areas	Item			85,000.00
216	Landscaping and reticulation to south west future open space area - excluded	Note			0.00
					Siteworks
					100,000.00

Site Services

217	Upgrade submains and site main switchboard	Item			50,000.00
218	Connect power supply to existing buildings to new location of site main switchboard	Item			15,000.00
219	Miscellaneous external lighting	Item			20,000.00
220	Fire hydrant service to all building improvements	Item			100,000.00
221	Miscellaneous site services	Item			25,000.00
222	WAWA headworks (after allowing for credits for existing facilities that will be demolished)	Item			10,000.00
223	Western Power headworks	Item			50,000.00
224	Telstra headworks	Item			3,000.00

225	Gas service - excluded	Note		0.00
			Site Services	273,000.00
	<u>General</u>			
226	Preliminaries and margin on all siteworks and site services	Item		65,225.00
			General	65,225.00
	<u>Client Supply Items</u>			
194	Demolition of all structures and improvements	Item		110,000.00
210	Miscellaneous site clearance	Item		20,000.00
			Client Supply Items	130,000.00
			Total for GENERAL	690,000.00
			Total for SITEWORKS	690,000.00
			Total for ESTIMATE 03/11/08	4,451,386.00
			TOTAL \$	4,451,386.00

*** END OF REPORT ***



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Appendix 7 Funding and Grants



FUNDING & GRANTS

Funding for Facility Development

Department of Sport & Recreation

- **Community Sport and Recreation Facilities Fund (CSRFF)**

CSRFF is administered by the Department of Sport and Recreation (DSR) and “aims to increase participation in sport and recreation with an emphasis on physical activity, through rational development of sustainable, good quality, well designed and well utilised facilities”.

The State Government invests \$9 million annually (via CSRFF) towards the development of quality physical environments in which people can enjoy sport and recreation. The maximum grant available to one project is \$1.8Million. Large grants are typically apportioned over 2-3 years if successful. Applications are lodged via relevant local governments in September of each year, with applications then submitted to DSR in October.

The following information currently appears on the DSR website -
http://www.dsr.wa.gov.au/scripts/nc.dll?DSR.65838:STANDARD::pc=PC_23:

Priority will be given to projects that lead to facility sharing and rationalisation. Multipurpose facilities reduce infrastructure required to meet similar needs and increase sustainability.

Applicants must be either a local government authority, not for profit sport, recreation or community organisation and incorporated under the WA Associations Incorporation Act 1987. Clubs must demonstrate equitable access to the public on a short term and casual basis.

The types of projects which will be considered for funding include:

- Upgrade and additions to existing facilities where they will lead to an increase in physical activity or more rational use of facilities.
- Construction of new facilities to meet sport and recreation needs.
- New or replacement (not resurfacing) of synthetic surfaces. Where an application is made for a new or synthetic surface, evidence of long-term planning for all nearby facilities is required.

DSR advises that multisport development should consider the need for utility upgrades support the potential development (i.e. power and water supply). The issue of water supply to the area should be explored fully, especially in light of current climate change considerations.

It is also important for DSR to understand how this potential regional development fits in with other regional priorities.



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Potential applicants must contact their local DSR office to discuss projects before lodgement.

Lotterywest

▪ **Community Facilities Grants**

Lotterywest is a West Australian Government Agency that supports not for profit community based organisations through the provision of grants for a wide range of initiatives. In 2006/2007 Lotterywest awarded \$74.8 million in grants to community organisations and local government authorities.

The following detail is currently found on the Lotterywest grants website - <http://svc051.wic010tp.server-web.com/asp/index.asp?pgid=392>:

Lotterywest has five broad grant areas being:

- Extending the Capacity of Not-For-Profit Organisations
- Strengthening Community Service Delivery
- Enhancing Community Development Initiatives
- Valuing Western Australian Heritage
- Advancing Participation in Community Life

Within the grant area of “Advancing Participation in Community Life” Lotterywest has funding available for Community Facilities. Lotterywest recognises the benefits of having access to appropriate and broadly accessible facilities to help increase participation in community life.

Community Facilities grants may support proposals for:

- Community Playgrounds
- Skateboard Parks
- Community Buildings
- Interpretive Centres
- Trails and
- Other facilities

The main criterion for funding is that the proposal encourages participation from people from all backgrounds and all abilities.

Specific sporting facilities such as football clubrooms are not normally supported as there are other grants that provide for this eg CSRFF.

Organisations are required to speak to a Lotterywest consultant prior to submitting a grant application. Provided the grant proposal is within the scope of Lotterywest’s funding objectives there is a high probability of receiving some level of funding. Around 96% of applications receive part or full funding.



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▪ **Trails Funding Program**

Lotterywest provides up to \$750,000 each year in grants for trail development in Western Australia. This program is administered jointly by Lotterywest and the Department of Sport and Recreation. Groups eligible to apply for the Trails Funding Program must be not for profit community organisations or local governments. The following descriptions are found on the DSR website:

http://dsr.wa.gov.au/scripts/nc.dll?DSR.131308:STANDARD::pc=PC_25:

Funding may be sought under the following categories:

- Trail Planning (feasibility, consultant work)
- Trail construction
- Upgrade of existing trails
- Trail Promotion and marketing

The following examples of trails projects may be considered for grants:

- Proposals that demonstrate inclusion in local, regional or state trail plans or in a local government recreation plan.
- The conversion of disused railways into multiuse recreational trails.
- Trail construction and development for non-motorised uses, such as walking, hiking, mountain biking, canoeing and horse riding.
- Trails catering for people with disabilities
- Preparation of individual, local and regional plans
- Interpretive signposting.
- Signposting for distances and direction, general information (trailhead signs), trail rules and trail etiquette, traffic safety and road crossings.
- Publicity brochures, trail guides and maps.
- Hosting of special trail events (e.g. trail openings) and general promotional activities.
- Other worthwhile projects.

Grants of up to \$10,000 may be given without co-contribution. Grants of \$10,000 up to \$100,000 require matching funding with 25% of the applicants' contribution can be 'in kind' eg voluntary labour / donated materials etc. Projects of over \$100,000 will also now be considered for major projects. To be eligible, the trails must be unsealed, i.e. compacted limestone. Preference is given to trails that link into a regional trails network.



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Department of Infrastructure, Transport, Regional Development and Local Government

The new Regional and Local Community Infrastructure Program, and the Better Regions Program will replace Sustainable Regions and the Regional Partnerships program. The Federal Government will honour all existing contracts under the Regional Partnerships and Sustainable Regions programs; however, uncontracted applications will not be proceeded with.

A media release from the office of The Hon Althony Albanese MP, Minister for Infrastructure, Transport, Regional Development and Local Government titled “New directions for regional Australia” (13 May 2008) describes the new funding programs as follows:

- **Better Regions**

The \$176 million Better Regions program aims to provide regional Australia with much needed community facilities and services.

The Better Regions projects encourage economic and community development and invest in local infrastructure such as:

- the revitalisation of towns' main streets
- multi-purpose community and resource centres
- major sport and recreational venues
- community transport infrastructure

- **Regional And Local Community Infrastructure Program**

From the 2009 Budget, the new Regional and Local Community Infrastructure Program will be funded to deliver major investments in regional and local community, recreational and environmental infrastructure initiatives.

To make sure the program is developed properly and reflects the needs of regional communities, we will consult widely with the community. The public consultations are expected to be conducted by the new RDA network and the House of Representatives Standing Committee on Infrastructure, Transport, Regional Development and Local Government.

Regional Development Australia

The Federal Government is establishing Regional Development Australia (RDA) with an allocation of more than \$17 million this year to ensure effective engagement with communities. The new RDA network across Australia will build on and replace Area Consultative Committees.

The Government's new body will take on a broader role to provide strategic input into national programs, improve the coordination of the Government's regional development initiatives, link closely to local governments and other regional organisations.

The RDA's final structure will be developed over this year in consultation with regional communities and stakeholders. It appears likely the RDA will be the principle contact for groups seeking funding through the new Better Regions and Regional and local community infrastructure program.



Department of Local Government and Regional Development

The Department of Local Government and Regional Development (DLGRD) has several funding opportunities for infrastructure programs. Some of these have only limited application to sport and recreation facilities but are outlined here for consideration. The agency website (<http://www.dlgrd.wa.gov.au/FinancialAssist/Default.asp>) currently provides the following detail:

- **Community Facilities Grants Program**

The Community Facilities Grants Program (CFGF) provides financial assistance to help fund the capital cost of providing community facilities in regional areas. The State Government recognises that the need for this type of assistance is particularly acute in regional areas and has allocated \$2 million over four years to help establish amenities for local communities and tourists.

Grants of between \$2,000 and \$25,000 are available to local government authorities, incorporated community groups and indigenous communities that can demonstrate a need for assistance.

Funding is available for capital works that provide facilities for public use, such as:

- public toilets and nursing rooms
- public playgrounds, including equipment, located in parks, ovals or public open spaces
- shelter for public facilities such as playgrounds, public swimming pools and cemeteries
- youth facilities

Funding is not available for:

- recurring maintenance or operational costs of existing facilities
- non-fixed equipment
- landscaping
- organisations located in the metropolitan area
- Commonwealth and State Government agencies
- private or for profit organisations
- incorporated community groups that do not provide public access to facilities eg, sporting clubs, day care centres and playgroups

NB it is noted that sporting facilities are typically ineligible for funding and hence this funding scheme will likely only be applicable to non sport components of any developments eg public ablutions, playgrounds, shade etc.



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▪ **Regional Collocation Scheme**

The Regional Collocation Scheme (RCS) is a \$7.3 million capital works grant program that aims to assist regional communities build or renovate multi-function facilities for the collocation of government and community services involved in regional or community economic development.

Incorporated community groups and Local Government are eligible to apply for funding to help meet a proportion of the costs associated with the:

- Construction of a new or refurbished facility (including limited design costs); or
- Purchase of an existing building; or
- Purchase of fixtures that are normally an integral part of new buildings.

Potential applications should refer to the Funding Guidelines and contact their Regional Development Commission to discuss their proposed project.

▪ **Regional Investment Fund**

In 2001, the Western Australian Government established a Regional Investment Fund which has provided \$75 million over four years to assist with the economic and social development of regional Western Australia or improve the access by regional communities to services.

An additional \$80 million over four years has been allocated to the fund through the May 2004 State Budget process with funding becoming available in 2005 / 2006. The funds will continue to assist with the economic and social development of regional Western Australia or improve the access by regional communities to services.

Funding will be available through five financial assistance schemes:

- Regional Infrastructure Funding Program
- Regional Headworks Program
- Indigenous Regional Development Program
- WA Regional Initiatives Scheme
- Regional Development Scheme

1. Regional Infrastructure Funding Program (RIFP)

RIFP provides grants from \$100,000 to \$5,000,000 for capital infrastructure projects that will assist in attracting investment and increasing jobs in regional areas or improving the access of regional communities to services.

Note: Applications are currently closed for RIFP funding.

For further information on RIFP, contact Steven May on (08) 9217 1463 or via email at rifp@dlgrd.wa.gov.au.

2. Regional Headworks Program (RHP)

RHP will provide grants from \$5,000 to \$200,000 for projects involving the connection to providers of the essential services of water, electricity, telecommunications, gas, drainage and sewerage. Eligible projects are small to



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medium industrial projects that will assist in attracting investment and increasing jobs in regional areas or improving the commercial and industrial activity in the region.

Note: Applications are currently closed for RHP funding.

For further information on RHP, contact Tim Horne on (08) 9217 1465 or via email at rhp@dlgrd.wa.gov.au.

3. Indigenous Regional Development Program (IRDP)

IRDP will provide grants from \$10,000 to \$500,000 for capital works, infrastructure and other major capital items, to assist in projects that strengthen the confidence, economic capacity and sustainability of Indigenous communities.

Eligible applicants are incorporated Aboriginal Associations. Local Government organisations, non-Indigenous community groups, businesses and other bodies (such as educational institutions) where these organisations are in partnership with incorporated Aboriginal Associations and where the majority of the project's benefits will accrue to the Aboriginal Association or Indigenous community are also eligible to apply. **Note:** Applications are currently closed for IRDP funding.

For further information on IRDP, contact Steve May on (08) 9217 1468 or via email at irdp@dlgrd.wa.gov.au.

4. Western Australian Regional Initiatives Scheme (WARIS)

WARIS provides grants from \$10,000 to \$250,000 for non-capital works projects designed to deliver benefits to two or more regions of the State in areas such as capacity building and leadership, youth support, population retention, environmental and natural resource management and research and development on regional issues and opportunities. WARIS is now open for applications. You are invited to submit a bid if you feel you have a project that is of State significance and fits the guidelines.

Note: Applications closed 5:00pm Wednesday, May 21, 2008 for the WARIS 2008-09 funding round. It is anticipated that the next WARIS funding round will be open in May, 2009.

For further information on WARIS, contact Helena Zlatnik on (08) 9217 1466 or via email at waris@dlgrd.wa.gov.au.

5. Regional Development Scheme (RDS)

RDS will provide grants of up to \$150,000 for a mix of capital works projects and other projects which may include feasibility studies, regional and local marketing programs as well as festivals and events. Each of the nine Regional Development Commissions administers its own RDS scheme.



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Details of funding rounds and application processes can be obtained by contacting your local Regional Development Commission.

- There are no set guidelines with each application assessed on a case by case basis, however other funding partners are encouraged.
- Larger grants are generally only given for projects with very high total costs, e.g. three grants of \$50,000 were given in the previous funding round for projects that were in excess of \$1,000,000.
- A maximum of \$30,000 is granted for planning projects such as needs assessments and feasibility studies.

Department of Planning and Infrastructure

▪ Country Pathways Grant Scheme

The Country Pathways Grant Scheme provides up to \$750,000 each year in grants to local government authorities for the development of sealed pathway networks in regional and rural areas of Western Australia. The primary aims of the scheme are to:

- Encourage the integrated planning of shared path infrastructure
- Develop an integrated network of shared paths and on-road bike lanes
- Provide safe access to schools, sport, recreation and community facilities
- Improve the safety of cyclists, pedestrians and other path users

Grants of up to \$50,000 are available and require matching funding contribution by the applicant. Projects that link community facilities and are identified in a Bicycle Plan are highly regarded.

Australian Government Water Fund

▪ Community Water Grants Scheme

Community organisations including Local Government Authorities can apply for a Community Water Grant for practical, on ground activities that save, recycle or improve the health of water resources. The project must have clear public benefits to be eligible.

Grants of up to \$50,000 are commonly available. Larger grants of between \$100,000 and \$250,000 have recently been introduced however are subject to stricter eligibility criteria and require matching cash funding by the applicant.

Project categories include:

- Water savings and efficiency
- Water reuse and recycling
- Water treatment

Sport and recreation facilities including parks and sporting grounds that are for public use are eligible for the grant.

Funding for Community Water Grants has been extended to the 2012-2013 financial year. Round 4 of the grant will be opened early to mid 2008.



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Australian Sports Foundation Ltd

The Australian Sports Foundation Ltd (ASF) assists non-profit and incorporated sporting organisations, schools, local governments and community organisations to raise money for sport projects. This is achieved through enabling organisations to offer the incentive of tax deductibility for donations towards the project.

An eligible organisation may register projects which could involve building a multi-purpose indoor sports facility, developing an aquatic centre, resurfacing a tennis court or installing lights, feasibility studies (capped to \$50,000), assistance with travel to major national and international sporting events, purchasing of sporting equipment, conducting specialised coaching or training clinics or hosting a major event.

This funding option offers incentive for private industry to donate to projects they may have an interest in. A \$275 application fee applies for the registration of new projects which is refundable after \$5,000 has been raised within the first 12 months.



SHIRE OF YORK

Forrest Oval Precinct Sports and Recreation Facilities

BUSINESS PLAN

Prepared by D Carbone & Associates
For the Shire of York

March 2009
Updated October 2009

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EXECUTIVE SUMMARY

The Forrest Oval Precinct Sport and Recreation Facilities Master Plan recognises that the Forrest Oval precinct is home to most of the sporting clubs within the Shire including netball, football, hockey, bowls, cricket, badminton, martial arts and also the Recreation Centre which includes an indoor multi-marked court, gymnasium and a squash court. The reserve is well located close to the town centre and adjacent to the York District High School. Many of the facilities at the Forrest Oval precinct are significantly aged and do not meet the current or future needs of the community.

The Shire of York is preparing for significant population growth over the next ten years and beyond. Current population projections suggest the population has potential to almost double within ten years due to excellent work and lifestyle opportunities, and its close proximity to Perth. The Shire has a strong sporting culture and the significant population growth will place additional demands on the existing sport and recreation infrastructure.

There is significant potential for the Forrest Oval precinct to be developed into a highly utilised sport and recreation 'hub' within the Shire of York. The size of the reserve provides scope for further collocation of the Shire's sport and recreation facilities and an improved layout that supports the principles of flexible design, joint use / sharing of facilities and design for ongoing cost efficient management and maintenance.

The Concept Plan proposes the following components and facilities to be constructed or redeveloped.

Shared Clubrooms

The shared clubroom building comprises an area of 1442.9m² summarised as follows:

FACILITY	AREA
Entry Foyer	21m ²
Function / Social room (seat 255 people)	260m ²
Bar	30m ²
Bar Coolroom & Store	25m ²
Kitchen	41m ²
Kitchen Coolroom & Store	13.6m ²
Office	14m ²
Store 1 & 2	21m ²
Committee Room	44m ²
Committee Store	15m ²
Public Toilets & Duct/Amenities	77m ²
Office	7.4m ²
Gymnasium	104m ²
Gym Amenities	22m ²
Gym Store	6.4m ²
Home Changerooms	80m ²
Home Amenities	21m ²
Trainers	10.7m ²
Store	15.5m ²
Visitor Changerooms	60m ²
Visitor Amenities	21m ²
Umpires Room	14.3m ²
Bin Store	9m ²
Kitchen Bin Store	6m ²
Parents Room	37m ²
Plantroom	42m ²
Sub-Total Area	1017.9m²
External Covered Areas	425m ²
TOTAL AREA	1442.9m²

Oval

The following works be undertaken:

- Existing Trotting Track and buildings to be removed.
- Re-alignment of the oval to a North/South orientation.
- Installation of new flood lighting.
- New synthetic cricket pitch, located to allow good viewing from shared clubroom.

Tennis/Netball Courts

Construction of eight (8) synthetic grass tennis courts and two (2) plexi-pave netball courts.

A further review in relation to the tennis and netball courts was undertaken with key stakeholders resulting in the abovementioned changes to the original master plan.

Lawn Bowls

Construction of 2 X 7 or a 12 rink synthetic lawn bowls surface allowing year round utilisation. Lighting to be installed to allow for evening use.

Cricket Nets

Construction of three practice cricket pitches with nets.

Hockey Facilities

The following works be undertaken:

- Existing Hockey field to be replaced with a synthetic turf.
- New Hockey field to be located parallel to the existing pitch.

Extension to the existing Hockey Clubrooms by the additions of two change rooms and a verandah for spectator viewing.

The cost of development is estimated at \$7.6M, comprising of 4 components (ref page 15)

Component 1

Works are currently in progress, the estimated cost is \$1.065M, and is fully funded

Component 2

The Shire of York proposes to progress this component of the development. The estimated cost is \$4.195M, to be funded through own resource allocation of \$2.822M. \$1.32M is subject to a funding application to the Department of Sport & Recreation, and \$60K of 'in kind' contribution from local community groups.

The Shire of York has applied for the development bonus available under CSRFF funding to take into account growth and development factors, co-location of sports, energy efficiency principles and other criteria. For component 2 of the programmed development the bonus equates to \$658,034

Components 3 / 4

The Shire of York intends to progress these components through available funding sources, and to undertake the works between 2011 and 2013. The estimated cost is \$2.347M.

The operating costs of the facilities are estimated at \$596,347 and \$215,955 inclusive and exclusive of non-cash expenditure respectively in the first year of its operations.

The development is supported by the community of York to such an extent that the Shire is fully committed to the project.

PURPOSE OF THE PLAN

The Local Government Act 1995, and accompanying legislation places great emphasis upon the accountability of local government

In the area of the provision of services and facilities the Council of the local government is to satisfy itself that the service and facilities it provides integrate and co-ordinate with any provided by governments or public bodies; avoid unnecessary duplication with those provided by governments any other body or person be they public or private; and the resources of the council are managed efficiently and effectively.

This Plan is designed to ensure the Council of the local government of the Shire of York can address itself to these matters.

When setting fees and charges for the provision of services and facilities Council must be satisfied that the fees and charges proposed meet the requirements set out in the Local Government Act 1995 and other legislation. This Plan addresses these matters.

In some instances involving entering into defined undertakings or transactions a local government is required to provide an overall assessment of the services and facilities it may provide and undertake cause and effects analyses of its proposals. Whilst the proposal presented does not require this scrutiny the plan does address the issues outlined in the Act.

PROPOSAL

A Master Plan has been developed and the principles that underpin the Plan include minimisation of facilities duplication, co location of sporting groups, joint use where possible, optimum location of facilities and design flexibility, all improving the facility's sustainability.

The Master Plan identified the following design elements:

- Re-alignment of oval to north/south orientation and floodlighting to Australian Standards for community level training and competition (100 lux).
- Shared clubrooms with two sets of change rooms to cater for multiple clubs including Tennis, Football, Bowls and Cricket.
- Two multi-marked tennis / netball courts on hard court surface and six synthetic grass tennis courts.
- 12 rink synthetic bowling green with lighting.
- Bitumen parking area supported with additional unsealed parking in centre of precinct will provide for almost all the parking needs for the facility.
- New synthetic hockey / multi-purpose field located parallel to existing hockey field and additional change rooms, toilets and verandah to the existing hockey clubrooms.
- A looped pathway circuit that connects all the facilities within the precinct and links to the Town's existing pathway network. Also provides a walking / jogging facility for exercise.
- Relocation of cricket nets.
- Removal / relocation of facilities that are no longer appropriate or required at the Forrest Oval precinct.

The Business Plan will investigate the Forrest Oval Precinct Sports and Recreation Facilities proposal to accommodate the above mentioned facilities.

BACKGROUND

History

The Shire of York is a growing peri-urban community in the Avon Region of the Wheatbelt, with a strong sporting culture. The population has been estimated to increase from 3800 to 6000 over the next 5 to 10 years as a result of industrial, residential, commercial and health developments. The increase in population will place additional pressure on the Shire's sport and recreation facilities.

The majority of the sporting facilities within the Shire are located at the Forrest Oval precinct and includes the Recreation Centre, a football/cricket oval, trotting track, hockey field, bowls club and netball courts. Whilst the reserve is well utilised by the community the facility layout is disjointed and many of the facilities are ageing and do not meet the needs of the community. A number of clubs based at the precinct are experiencing growth and do not have adequate clubroom facilities.

The Forrest Oval precinct is close to the town centre and situated on 13.5 hectares of land. It offers considerable opportunity for facility upgrades and improvements.

The York District High School is situated immediately adjacent to the site and the 550 students utilise the sport and recreation facilities for school based sports and physical activity in addition to out of school use.

The current facilities at the Forrest Oval precinct include:

- One senior football oval with synthetic cricket pitch.
- Cricket practice nets
- Recreation Centre
- Two outdoor netball courts
- Pavilion
- Turf hockey pitch and clubroom with no change rooms and no toilet facilities.
- Bowling Club
- Public toilet block
- Skate Park
- Agricultural Sheds
- Trotting track around oval
- Tote building
- Old football clubrooms (now used by cricket/football for storage)

A review of each of the facilities reveals the following:

- Most of the buildings at the precinct are aged 30+ years. Some buildings such as the public toilets, old football clubrooms, tote building and trotting offices are nearing the end of their lifespan.
- The Recreation Centre, bowls clubroom and pavilion are still in relatively good condition and have significant life span remaining if maintained properly.
- The Trotting Track is only used for training as the venue is no longer allowed to host race meets.
- Parking is poor due to two entrance/exit points and poor layout causing traffic congestion, it is unsealed becoming dusty when dry, muddy in the wet.
- The overall layout of the precinct is poor with multiple small buildings spread over the area, inadequate toilets, change rooms and lighting and the dislocation of sports fields/courts from each other.
- The oval has a poor quality surface, is aligned east/west and has inadequate floodlighting.
- The hockey field is in good condition but beginning to struggle with the high level of use.

The following clubs utilise the current facilities:

York Imperial Cricket Club

Participation

- The Club has 35 juniors consisting of 20 Milo Have a Go participants and one team of 9-12 yr olds and 17 seniors making one team.
- Membership has generally been stable in recent years however there has been some increase in the 8 year olds due to the Milo Have a Go program being introduced.

Facility Usage

- The Club trains on Friday evenings. Juniors play on Saturday morning and the Seniors play on a Saturday or Sunday afternoon.

Facility Issues/Needs

- The cricket nets are poorly located being too close to Forrest St, with the ball regularly being hit out onto the road. They are also facing east west making vision of the ball difficult in the afternoon sun. Ideally the nets would be relocated closer to new clubrooms if built and have access to power so that a bowling machine could be utilised.
- The synthetic surface of the cricket pitch has been recently replaced however the concrete base is beginning to crack and will require repair or replacement in the coming years.
- The oval surface needs improving as it is uneven.
- The Club requires improved clubroom facilities including social areas, toilets and change rooms and storage. The Club is supportive of a shared facility being built and would want to participate in a joint management committee to manage the building.

York Hockey Club

Participation

- The Club has 204 members including 52 Minkey players, 4 junior teams and 5 senior teams.
- The Club is experiencing growth and anticipates there will be an extra 2 junior teams in 2009.

Facility Usage

- Each team utilises the grass hockey pitch at Forrest Oval for training and competition. Training occurs each weeknight and 4-5 games are played on the weekend.

Facility Issues/Needs

- The pitch is struggling to be maintained at a high level due to the significant usage it receives. The surface has become uneven and requires re-levelling.
- A second pitch is required to allow the Club to continue to grow. Ideally the pitch would be synthetic. If this were to occur, it is likely the East Avon Valley League would want to utilise the pitch also.
- A second pitch would ideally be located parallel to the existing hockey field.
- The Club reports a need for a children's playground.
- The Club has a need for change rooms and toilets. Currently they have a single room shelter for spectators. The existing public toilets are a considerable distance from the playing field and in poor condition.
- The Club would be satisfied if change rooms, toilets and spectator viewing was provided adjacent to the hockey field whilst a large function room and bar facilities could be utilised from a shared clubroom facility if built.

York Junior Netball Club

Participation

- The Club has 8 teams.
- Numbers are reported to be increasing.

Facility Usage

- The Club trains on Monday, Wednesday and Thursday afternoons on the outdoor courts.
- Competition is held on Tuesday afternoons with 3 games played on the outside courts and 1 game played in the Recreation Centre.

Facility Needs/Issues

- The Club uses the outdoor netball courts and the indoor court at the Recreation Centre.
- The Club is unsatisfied with the condition of the outdoor courts surface and the lack of shelter provided.
- The Club reports a need for additional and improved facilities including additional courts, storage, lighting, change rooms and social facilities.
- The Club would like a stadium to be built that would bring the elite sports out from Perth.
- The Club would prefer netball courts not to be multi-marked as it can be confusing for young children.
- The Club would be happy to share new clubroom facilities if built and be part of a joint management committee.

York Senior Netball Club

Participation

- The Club has 36 female players in the winter competition (4 teams) and 37 players (4 teams) in the shortened mixed summer competition.
- The trend in participation is reported as stable.

Facility Usage

- Two games are played on Tuesday evenings at 6:45 pm and then 9:00pm in the Recreation Centre.

Facility Issues/Needs

- The Club requires increased storage space for equipment.
- The Recreation Centre floor surface is very slippery.
- There is a need for improved toilet facilities.
- The Club is happy to share new clubroom facilities, however, it would not want to be part of a joint management committee as it is a small club of a social nature and does not have large requirements.

York Junior Football Club

Participation

- The Club has 40 Auskick participants and 4 teams (100 children) including a 9's, 11's, 13's and 15's.
- Participation has been stable and expected to remain steady in coming years.

Facility Usage

- The Club plays on Saturdays between 9:00am – 1:30pm.
- Auskick is played at the school.

Facility Needs/Issues

- Improved playing surface required.
- The club currently utilises the old football clubrooms for storage (sharing with cricket). Sufficient storage would need to be provided as part of any new development.
- The Club would be happy to share new clubroom facilities and be part of a joint management committee.

York Football Club (Senior)

Participation

- The Club has a league team and a reserves team and a total of approximately 60 playing members.
- Participation is expected to increase as the Town population grows.

Facility Usage

- There are 7 home games scheduled each year with most games played on Sundays.

Facility Needs/Issues

- A main point of concern of the Club is the poor quality of the playing surface. It is uneven and spongy in areas creating risk of injury.
- Improved clubroom facilities are required including:
 - o Larger change rooms
 - o Large function/social area with bar
 - o Storage
 - o Public toilets
- The Club is happy to share new clubroom facilities and to be part of a joint management committee.

York Bowling Club

Participation

- The Club has 177 members including 22 juniors and 155 seniors. Approximately 90 of these are social and corporate members.
- Membership is stable. Most members are aged 50 and over.

Facility Usage

- Bowling occurs every day of the week however most activity occurs on Thursdays, Saturdays and Sundays during the summer.

Facility Needs/Issues

- The Club has two natural turf bowling greens and is currently maintained with voluntary labour.
- Training lights on one green, soon to have lights installed on the second green. All facilities in good condition.
- Priorities for the Club include converting the greens to synthetic to reduce maintenance burden and expanded clubroom facilities and improvements.
- The Club would consider being part of a shared facility if a synthetic bowling green (12 rinks) could be placed adjacent to the building. The Club believes 12 rinks to be sufficient for the club's needs as it will reduce the burden on volunteers and increase usage capacity.

York Lawn Tennis Club

Participation

- The Club currently has 56 members.
- Junior members are expected to grow by 40-50 next year as all children being coached will be required to be members.

Usage

- 8 courts are used during pennants competition. Competition is played on Saturdays beginning around midday and finishing in the evening.

Facility Needs/Issues

- Facility development plans are on hold until a decision is made about its future location.
- If relocated to Forrest Oval as has previously been discussed with the Shire, the club would prefer lawn courts however would be satisfied with synthetic grass courts.
- The Club has a strong emphasis on competition. The Club would not like multi-marked courts as it is more difficult to play on and reduce the quality of play.
- The Club would be happy to share clubroom facilities if built and be part of a joint management committee.

Legal Structure

The Shire of York shall retain ownership of the proposed sports and recreation facilities. The York Imperial Cricket Club, York Hockey Club, York Junior Netball Club, York Senior Netball Club, York Junior Football Club, York Football Club (Senior), York Bowling Club and the York Lawn Tennis Club have mutual partnerships with the Shire involving the use of Council owned facilities and buildings.

Core Activities

The activities are as follows:

- The provision and management of a variety of sport fields and recreation facilities to accommodate:
 - Football
 - Tennis
 - Hockey
 - Cricket
 - Netball
 - Bowls
 - Badminton
 - Squash
 - Basketball
 - Martial Arts
 - Seniors Mobility Classes
- To provide meeting and function rooms to community, commercial and social clubs on a long term or occasional basis.
- To provide kiosk, bar and kitchen facilities to the users of the function and clubroom facilities.
- To provide playground and passive recreation.
- To provide gymnasium facilities for programs to casual users, members and school groups.

Operation Location

Forrest Oval is bounded by the old railway line, South Street, Forrest Street and Henrietta Street and is located approximately 500 metres from the Town Centre and adjacent to the York District High School.

Technologies

Modern technologies will be used for the recording of income received and expenditures incurred in providing and maintaining facilities. Recording systems are used for the allocating and recording of seasonal usage and occasional hire.

The facilities will utilise security and CCTV systems and incorporate information technology for use at training seminars and functions.

Key Values

Clients

All customers, clubs or casual users are highly valued and recognised as having specific requirements.

Relevant information of clients is maintained and this ensures clients can be kept fully informed on all matters that are of concern and interest to them.

Service

The Shire of York is committed to providing a range of facilities and an efficient, courteous and effective service. There is an expectation of excellence in provision of facilities and service offered through the amenities located at the Forrest Oval Precinct Sports and Recreational Facilities with initiative and ingenuity being encouraged.

Key Players

- Chief Executive Officer
- Recreation Facilities Manager
- Project Coordinator
- Advisory Group
- Sporting Clubs members

ANALYSIS OF PROPOSAL

The statement that follows reflects what services are to be provided for the next 4 years.

Forrest Oval Precinct Sports and Recreation Facilities

The Shire of York is committed to an upgrade of sport and recreation facilities at the historic Forrest Oval. The Precinct will include the co-location of various sports and shared facilities, based on the Concept Plan sketch (copy attached) was originally prepared by Donovan Payne Architects. Some of the components of the concept plan have been subject to review and this is detailed below.

Shared Clubrooms

Hodge & Collard Architects were engaged to review the concept plan in so far as the York Sports Building (shared clubrooms) in July 2009

The shared clubroom building comprises an area of 1442.9m² and the space requirements are summarised as follows:

FACILITY	AREA
Entry Foyer	21m ²
Function / Social room (seat 255 people)	260m ²
Bar	30m ²
Bar Coolroom & Store	25m ²
Kitchen	41m ²
Kitchen Coolroom & Store	13.6m ²
Office	14m ²
Store 1 & 2	21m ²
Committee Room	44m ²
Committee Store	15m ²
Public Toilets & Duct/Amenities	77m ²
Office	7.4m ²
Gymnasium	104m ²
Gym Amenities	22m ²
Gym Store	6.4m ²
Home Changerooms	80m ²
Home Amenities	21m ²
Trainers	10.7m ²
Store	15.5m ²
Visitor Changerooms	60m ²
Visitor Amenities	21m ²
Umpires Room	14.3m ²
Bin Store	9m ²
Kitchen Bin Store	6m ²
Parents Room	37m ²
Plantroom	42m ²
Sub-Total Area	1017.9m²
External Covered Areas	425m ²
TOTAL AREA	1442.9m²

Oval

The following works be undertaken:

- Existing Trotting Track and buildings to be removed.
- Re-alignment of the oval to a North/South orientation.
- Installation of new flood lighting.
- New synthetic cricket pitch, located to allow good viewing from shared clubroom.

Tennis/Netball Courts

Construction of eight (8) synthetic grass tennis courts and two (2), plexi-pave netball courts.

A further review in relation to the tennis and netball courts was undertaken with key stakeholders resulting in the abovementioned changes to the original master plan.

Lawn Bowls

Construction of 2 X 7 or a 12 rink synthetic lawn bowls surface allowing year round utilisation. Lighting to be installed to allow for evening use.

Cricket Nets

Construction of three practice cricket pitches with nets.

Hockey Facilities

The following works be undertaken:

- Existing Hockey field to be replaced with a synthetic turf.
- New Hockey field.
- Extension to the existing Hockey Clubrooms by the additions of two change rooms and a verandah for spectator viewing.

Cost of Development

The cost of development detailed below is based on the original cost estimates prepared by the Quantity Surveyors Ralph Beattie Bosworth and the Shire of York. RLB/Rider Levett & Bucknall Quantity Surveyors, provided an update to the cost estimates for the York Sports Centre (shared clubrooms) in October 2009. Based on the revised concept plan prepared by Hodge & Collard Architects.

The revised estimates are detailed below

Component 1

- Architectural design	\$ 164,000
- Preliminary works – Analysis of power, water, Engineering drainage and other service requirements	\$ 30,000
- Sewerage connection	\$ 30,000
- Oval realignment including lighting and reticulation	\$ 603,000
- Install cricket pitch & practice nets	\$ 36,000
- Extend Hockey club rooms	\$ 160,000
- Remove trotting track	\$ 42,000
	\$1,065,000

The abovementioned works are currently in progress and have been funded in the following manner

- Shire of York Cash Contribution	\$ 771,416
- Department of Sport & Recreation Grant	\$ 243,584
- Community Groups In Kind Contribution	\$ 50,000
Total	\$1,065,000

Component 2

- Construct shared club facilities	\$3,182,317
- Fitout	\$ 313,500
- Construct carparks, footpaths & paved areas	\$ 180,000
- Headworks, Western Power, Telstra and Water Corporation	\$ 196,500
- Demolish buildings and structures	\$ 40,000
- Tender Preparation and Consultants Fees	\$ 82,780
- 5% escalation	\$ 200,000
	\$4,195,097

The Shire of York proposes to progress component 2 of the development detailed above and is seeking a further grant from the Department of Sports & Recreation of \$1,312,127

The funding for the abovementioned works is as follows

- Shire of York Cash Contribution	\$2,214,813
- Shire of York Royalties for Regions Contribution	\$ 608,157
- Department of Sport & Recreation Grant	\$1,312,127
- Community Groups In Kind Contribution	\$ 60,000
Total	\$4,195,097

The Shire of York is seeking a Department Sports & Recreation Development Bonus of \$658,034, should it be successful in obtaining this grant, then the Shire of York contribution would reduce accordingly.

Component 3

- Construct new netball courts	\$ 123,000	
- Construct tennis courts	\$ 390,000	
- Install synthetic bowling green	\$ 400,000	
- Install site drainage for courts	\$ 150,000	
- Landscaping	\$ 42,000	
- Install pathways	\$ 21,000	
- Contingencies	\$ 150,000	
- 10% escalation	\$ 127,600	
	\$ 1,403,600	

The Shire of York intends to progress these components through available funding sources, and to undertake the works between 2011 and 2013.

Component 4

- Synthetic hockey field	\$ 800,000	
- Security systems, CCTV	\$ 21,000	
- 15% escalation	\$ 123,150	
	\$ 944,150	\$7,607,847

It is anticipated that the Shire of York will progress this component through other available sources with the aim of completing the works in 2012-13.

Funding

The proposed funding for the project is as follows:

	FINANCIAL YEARS				
	2009-10	2010-11	2011-12	2012-13	TOTAL
	\$	\$	\$	\$	\$
Component 1 (2008-09 funding carried forward)					
Shire of York Cash Contribution	771,416				771,416
Department of Sport & Recreation Grant	243,584				243,584
Community Groups In Kind Contribution	50,000				50,000
Component 2					
Shire of York Cash Contribution		2,214,813			2,214,813
Shire of York Royalties for Regions Contribution		608,157			608,157
Department of Sport & Recreation Grant		1,312,127			1,312,127
Community Groups In Kind Contribution		60,000			60,000
TOTAL	1,065,000	4,195,097			5,260,097

Note: The Shire of York is seeking a Development Bonus from the Department of Sports & Recreation in relation to its grant application. Should the Shire be successful its contribution will reduce accordingly by the additional grant received by the department

Shire of York

Own Resources

Funding is available in the Shire's current and future Annual budgets for the project.

Department of Sport and Recreation WA

Community Sporting and Recreation Facilities Fund (CSRFF)

Priority is given to projects that lead to facility sharing and rationalisation. Multi-purpose facilities reduce infrastructure required to meet similar needs and increase sustainability.

The type of projects which will be considered for funding include:

- Upgrade and additions to existing facilities where they will lead to an increase in physical activity or more rational use of facilities;
- Construction of new facilities to meet sport and active recreation needs;
- New or replacement (not resurfacing) synthetic surfaces. Where an application is made for a new or replacement synthetic surface, evidence of long-term community planning for all nearby facilities is required;
- Floodlighting projects;

Forward Planning Grants will be offered to the more complex projects that require a planning period of between one and three years. Grants given in this category will be allocated in the first (2010/11) and (2011/12) or third (2012/13) year of the triennium. Examples of Forward Planning Grant projects:

- Multi-purpose leisure/recreation centre;
- Swimming pool new or major upgrade to allow increased use;
- Construction of large synthetic fields;
- Playing field construction;
- Large scale dams, water collection systems and pipelines for distribution (maximum grant offered is \$60,000);
- Large floodlighting project;
- Clubroom – new or major upgrade; and
- Large ablution block/change rooms.

Australian Government

*Regional and Local Community Infrastructure Program – Strategic Projects
(RLCIP – Strategic Projects)*

Under the RLCIP – Strategic Projects funding will be available to local government for a limited number of large strategic projects seeking a minimum Commonwealth contribution of \$2 million.

Larger projects and projects which include partnership funding will be given preference.

Projects will be allocated funding on a nationally competitive basis and will be assessed by the Department of Infrastructure, Transport, Regional Development and Local Government (the Department) on a tight timetable.

RLCIP – Strategic Projects will provide funding for community infrastructure including new and major renovations or refurbishments such as:

- Social and cultural infrastructure (e.g. art spaces, gardens);
- Recreational facilities (e.g. walkways, tourism information centres);
- Tourism infrastructure (e.g. walkways, tourism information centres);
- Children, youth and seniors facilities (e.g. playgroup centres, senior citizens centres);
- Access facilities (e.g. boat ramps, footbridges); and
- Environmental initiatives (e.g. drain and sewerage upgrades, recycling plants).

Community Inkind Contributions

Community equipment, labour and materials for earthworks and landscaping.

Component 1

Earthworks – Cartage of material to level the site.

- | | |
|--|----------|
| - 12 trucks for 16 hours each at \$135 per hour - | \$26,000 |
| - Sand royalties for materials provided from private land.
8000cum @ \$3.00 | \$24,000 |

Component 2

Site Works – Cartage of clean fill material for the building pad, carparking and landscaping areas.

- | | |
|---|----------|
| - 9 semi trailers for 25 hours each at \$135 per hour | \$30,375 |
| - 4 truck/trailer for 25 hours each at \$105 per hour | \$10,500 |
| - 1 loader for 30 hours at \$130 per hour | \$ 3,900 |

Voluntary labour landscaping and construction components

- | | |
|-------------------------------------|----------|
| - 298 labour hours \$17.50 per hour | \$ 5,225 |
|-------------------------------------|----------|

Sub Total **\$50,000**

Sand royalties for materials provided from private land.

- | | |
|---------------------------|-----------|
| - Sand - 4900cum @ \$4.00 | \$ 19,600 |
|---------------------------|-----------|

Total in Kind **\$69,600**

Management of the Centre

The Shire of York will retain ownership of the proposed facilities and for the first five years the Chief Executive Officer at his discretion may appoint an advisory group, from the membership of the various clubs that use the facilities. Thereafter a Sportsman's Association will be formed, to operate the shared clubrooms.

It is envisaged the Chief Executive Officer would report to the Council on issues pertaining to the facilities.

The Shire of York will be responsible for.

Financial and Management

- Recreation facilities manager and bar staff to operate the clubrooms and associated facilities
- Building Insurance, repairs, maintenance.
- All cleaning and gardening
- Take bookings and organise function and meeting rooms for use by the hirer
- Receive hire charges from seasonal and casual users
- Receive membership fees
- Be responsible for all expenses associated with the facilities, recoup expenses from seasonal users.

Operational

- Ensure facilities are maintained adequately
- Promote the facilities
- Conduct recreational activities

Human Resources

The employment opportunities created by the project are summarised as follows:

<i>Construction Phase</i>	Number of Workers(FTE)
Professional, Building Trades & Labourers	<u>40</u>
<i>Operational Phase</i>	Number of Workers(FTE)
Centre Manager	1.0
Bar Staff/ Casual Staff	1.0
Cleaners	0.75
Gardener/ Grounds Keeper	<u>0.5</u>
	<u>3.25</u>

Estimated Revenues and Subsidies

The financial analysis detailed in the plan to follow has been prepared on the assumption that certain costs pertaining to the running of the Sports and Recreation Facilities will be recoverable from the sports clubs, community groups, schools, businesses and casual hirers.

Currently sports clubs and community groups are committed to providing a contribution to the Council for the use of the facilities. The estimated revenues are detailed below:

	Amount
<i>Contributions</i>	
- York District High School	\$ 12,000
- York Football Club	\$ 2,000
- York Hockey Club	\$ 2,000
- York Tennis Club	\$ 2,000
- Imperials Cricket Club	\$ 1,000
- York Netball Club	\$ 1,000
- York Bowling Club	\$ 2,000
<i>Facility Hire</i>	
- Gym/ Squash Courts	\$ 11,200
- Sports Oval	\$ 1,000
- Tennis Courts	\$ 500
- Netball Courts	\$ 100
- Hockey Fields	\$ 100
- Clubrooms (50 @ \$250)	\$ 12,500
- Recreation Centre	\$ 2,000
<i>Membership Fees</i>	
- Adult members (500 @ \$50)	\$ 25,000
- Junior members (350 @ \$10)	\$ 3,500
- Social Members (150 @ \$40)	\$ 6,000
Bar/Catering Net Trading	\$ 75,000
TOTAL	\$163,900

Staffing

Personnel Plan

This table indicates staffing for the service based now and to the end of the business plan period.

<i>POSITIONS</i>	FORECASTS (FULL TIME EQUIVALENT EMPLOYEES)			
	2009-10	2010-11	2011-12	2012-13
Chief Executive Officer	0.03	0.03	0.03	0.03
Recreation Facilities Manager	0.00	0.00	0.50	1.00
Bar Staff	0.00	0.00	0.25	0.50
Casual Staff	0.00	0.00	0.25	0.50
Cleaner	0.30	0.30	0.37	0.75
Gardener	0.30	0.30	0.25	0.50
Total number of staff	0.63	0.63	1.65	3.28

Marketing

Research Conducted

In compiling this plan the following research was conducted.

- Needs assessment
- Engaged – A Balanced View (ABV) Leisure Consultancy Services to prepare the Forrest Oval Precinct Sport and Recreation Facilities Master Plan
- Researched similar facilities and management structures
- Investigated funding opportunities
- Engaged Ralph Beattie Bosworth Pty Ltd to provide a preliminary cost estimate based on the Master Plan
- Engaged Donovan Payne Architects to prepare the concept plan sketch
- Engaged Hodge & Collard Architects to design the York Sports Building (shared clubrooms)
- Engaged Rider Levett & Bucknall Quantity Surveyors to estimate the cost of the York Sports Building.
- Consultation with key stakeholders and the York community
- Youth Survey

Analysis

Consultation with sports clubs, local community groups, schools and the York community affected by the proposal together with research undertaken into similar facilities will ensure that the redevelopment of the Forrest Oval Precinct Sports and Recreation Facilities will meet the current and future needs and achieve the best possible outcome for the York community.

Target Clientele

It is anticipated that the following groups will predominately use the services and facilities:

- Individuals of all ages
- Residents from predominantly within a 50 kilometre radius of the facilities
- Community groups, schools, clubs, individuals and commercial operators who require a venue for meetings, conferences and social functions
- Groups and organisations who hire the facilities to conduct their seasonal or club sporting activities
- Groups and individuals who wish to hire the facilities for casual matches and games
- Commercial hirers who wish to hire the facilities for the conduct of lessons and coaching
- Schools within the district for their curriculum and other sporting activities
- Adults who wish to attain or maintain a high level of health and fitness
- Shire programmes and activities

Services Offered

These groups will be offered provision of the following services and facilities:

Facilities

- A multi purpose sports hall
- Gymnasium
- Creche facilities
- Change rooms
- Clubrooms shared facility
- Sporting facilities

Services

- Holiday programmes
- Fitness and gymnasium programmes
- Indoor basketball, netball and badminton competitions
- A variety of approved programmes to foster participation in recreation, leisure and cultural activities.

Clubroom/Hall

- Social functions hire
- Sports clubs and community group activities hire
- Commercial functions, meeting and conferences hire

Retail Operations

- Sale of refreshments
- Minor sporting accessories
- Kiosk and catering

Promotion and Advertising

The following promotion and advertising are likely to be undertaken.

- Open day
- Production of brochures
- Website
- Promotional materials to schools, community groups and businesses
- Press releases
- Paid advertising

FINANCIAL ANALYSIS

Capital

The capital cost of developing the Forrest Oval Precinct Sports and Recreation Facilities is detailed in page 14.

Operational Income and Expenditure

Operating Statement	Operating Activity 2009-10 (Current Budget)	Operating Activity 2010-11	Operating Activity 2011-12	Operating Activity 2012-13
	\$	\$	\$	\$
<i>Revenue</i>				
- Contributions				
York District High School	12,000	12,000	12,000	12,000
York Football Club	2,000	2,000	2,000	2,000
York Hockey Club	2,000	2,000	2,000	2,000
York Tennis Club	25,100	25,100	12,550	2,000
York Netball Club	0	0	500	1,000
Imperial Cricket Club	500	500	500	1,000
York Bowling Club	78,200	78,200	40,100	2,000
York Agricultural Society	100	100	50	0
- Reimbursements				
York Bowling Club (Electricity)	3,000	3,000	3,000	545
- Fees and Charges				0
Squash and Gym Hire	11,200	11,200	11,200	11,200
Pavilion Hire	1,500	1,500	0	0
Oval Hire	500	500	500	1,000
Tennis Court Hire	0	0	250	500
Netball Courts Hire	0	0	50	100
Hockey Pitches	0	0	50	100
Clubroom	0	0	6,250	12,500
Recreation Centre	0	0	1,000	2,000
- Membership				
Adult	0	0	12,500	25,000
Junior	0	0	1,750	3,500
Social	0	0	3,000	6,000
- Bar/Catering Net Trading	0	0	37,500	75,000
TOTAL INCOME	136,100	136,100	146,750	159,445

Operating Statement	Operating Activity 2009-10 (Current Budget)	Operating Activity 2010-11	Operating Activity 2011-12	Operating Activity 2012-13
	\$	\$	\$	\$
<i>Expenditure</i>				
- Maintenance of Facilities				
<i>Forrest Oval Recreation Centre (Includes Change rooms)</i>	30,403	30,403	32,000	34,000
<i>Bowling Club (Electricity and Insurance)</i>	3,550	3,550	3,550	3,550
<i>Forrest Oval Pavilion</i>	10,830	10,830	5,415	0
<i>Forrest Oval</i>	44,770	44,770	40,000	42,500
<i>Forrest Oval Water Supplies</i>	29,205	29,205	31,000	31,900
<i>Facilities Caretaker/Cleaner</i>	30,019	30,019	30,500	31,200
<i>Hockey Pitches</i>	14,425	14,425	14,425	20,500
<i>Tennis Courts</i>	20,000	20,000	20,000	6,100
<i>Bowling Greens</i>	65,000	65,000	65,000	8,250
<i>Bowling Clubhouse</i>	7,200	7,200	7,200	0
<i>Netball Courts</i>	1,000	1,000	1,000	1,050
<i>Parking Area</i>	0	0	2,600	5,200
<i>Landscaping Gardens</i>	0	0	2,600	5,200
<i>Sports Centre(Including Clubrooms, Change rooms etc.)</i>	0	0	22,500	46,200
- Waste Collection	0	0	750	1,550
- Labour Costs - Facility Manager	0	0	32,500	66,500
- Labour Costs – Bar/ Casual Staff	0	0	32,500	66,500
- Office Expenses	0	0	2,500	5,200
- Depreciation	30,185	30,185	263,004	380,392
TOTAL EXPENDITURE	286,587	286,587	609,044	755,792
Council (Subsidy) Surplus				
- Inclusive of Non-Cash Expenditure	(150,487)	(150,487)	(462,294)	(596,347)
- Exclusive of Non-Cash Expenditure	(120,302)	(120,302)	(199,290)	(215,955)

Fee Structure

All customers are expected to pay a fee for the use of services and facilities at the Forrest Oval Precinct Sports and Recreation Facilities. Fees are set at a scale which takes into account the service or facility being accessed as charged for similar services at other venues.

SCHEDULE OF FEES	
Facility /Service	Charges (Excluding GST)
Membership Fees	
- Adult	\$ 50.00 pa.
- Junior	\$ 10.00 pa.
- Social	\$ 40.00 pa.
Recreation Centre	
- Adults	\$ 15.00 per hour
- Adults	\$110.00 per day
- Juniors	\$ 6.00 per hour
- Juniors	\$ 46.00 per day
Squash and Gym	
- Per Person	\$ 5.50 per hour
- Pensioners/Seniors	\$ 2.75 per hour
- Annual Membership Individual	\$ 95.00 pa.
- Annual Membership Pensioner/Seniors	\$ 47.50 pa.
- Annual Membership Juniors	\$ 47.50 pa.
- 6 Months Membership Individual	\$ 47.50 6 monthly
- 6 Months Membership Pensioner/Seniors	\$ 23.75 6 monthly
- 6 months Membership Juniors	\$ 23.75 6 monthly
Clubrooms	
- Functions	\$250.00 per function
- Meeting Rooms	\$ 80.00 per day
- Meeting Rooms	\$ 45.00 4 hrs or less
Oval	
- General Usage	\$ 9.00 per hr
- General Usage	\$ 36.00 per day
Tennis Courts – Per person	\$ 5.50 per hour
Netball Courts	\$ 15.00 per game
Hockey Pitches – Per game	\$ 25.00 per game

COSTS AND BENEFITS

Costs

The inclusion of all costs reveals that the Council subsidy towards the Forrest Oval Precinct Sport & Recreation Facilities will be \$596,347 and excluding non-cash items (depreciation) \$215,955 for the 2012-13 financial year when the facilities become fully operational, the level of subsidy for future years should remain constant.

Capital expenditure is estimated to be \$7.6M.

Benefits

The Sport & Recreation Facilities have a low recovery cost and an increase in the fees and charges would result in fewer people using the facilities.

The bar facilities net income and membership fees provides an alternative source of revenue that will enable the level of subsidy provided by the Shire to be minimised.

Evaluation

The object is to ensure that the facilities continue to operate with minimal subsidy from the Council. The proposal will provide modern and integrated facilities to the community groups and users. The co-location will ensure an increase in patronage and the sharing of the facilities.

ISSUES

The Local Government Act indicates those matters that each local government should concern itself about in relation to services and facilities.

Operations

Do the services and facilities integrate and co-ordinate with those provided by government or public bodies?

The services and facilities provided will integrate and co-ordinate with those provided by governments and public bodies.

Do the service and facilities duplicate, to an inappropriate extent, with those provided by government, any body or person whether public or private?

The service and facilities provided do not duplicate those provided by the government or others.

How can Council itself be satisfied that the services and facilities are managed efficiently and effectively?

An ongoing review of the operations will ensure the facilities are managed in an effective and efficient manner.

Cause and Effects

What is the expected effect of the proposal on the provision of services and facilities provided by the Shire?

The development of the Facilities is a viable solution to meet the requirements of the community as a whole and for the benefits of the future.

What is the expected financial effect on the Shire?

The Shire will subsidise the operation of the facilities in terms of total cost to the extent of approximately \$596,347pa and in cash terms by \$215,955pa for the 2012-13 financial year when the facilities become fully operational. The new facility will increase the operational costs by approximately \$446,000 pa, and in cash terms by \$95,000 pa. The expected growth in the Shire of York's population over the medium term will increase the Shire's revenue potential through rating revenue, regulatory charges and other fees and charges. Never the less, the negative financial result is out weighed by the many positive advantages the community will derive through the use of the facility.

Has the Shire the ability to manage the service and facilities?

The Shire has appropriately qualified and experienced staff to ensure all proposals in this business plan will be implemented in a professional, effective and efficient manner.

What is the expected effect on the proposal in relation to the Plan for the Future?

The Plan for the Future will incorporate the capital expenditure required to develop and maintain the facilities.

What is the expected effect of the proposal on another person providing services and facilities in the Shire?

The private sector does not provide this type of service and facilities.

ASSESSMENT

The proposal will allow a number of community based organisations to co-locate and operate in modern and purpose built facilities. It will service not only the York community but also the surrounding region. It will generate an income stream through membership fees and bar trading to reduce the subsidy required to fund the operations. Additional benefits will be gained from the co-location of the various sporting clubs and facilities resulting in a greater use and sharing of the facilities.

PERFORMANCE MEASURES

The successful achievement of the aspirations contained within any plan is dependent upon ensuring that the operation and development phases are accomplished. The following “indicators” have been set to test whether or not these critical factors are achieved.

- Council Approvals - Already in place
- Preparation of tenders/quotes – February 2010
- Issuing of tender – March 2010
- Site works commence – April 2010
- Construction starts – May 2010
- Project 50% complete – February 2011
- Project complete – December 2011
- Handover – final inspections – December 2011



SHIRE OF YORK

Forrest Oval Recreation and Convention Centre

Regional Benefit Value Comparative Advantage

Country Local Government Fund – Regional Component 2010/2011

Background

York has a very significant local and regional value for tourism and the potential to attract conventions and training to the Avon Valley and the Wheatbelt through the following factors:

- **History and Heritage**

York is Western Australia's oldest inland town (founded in 1831) and it formed part of the original route to the Goldfields.

There are a high number of national, state and local heritage registered buildings and sites in the Shire.

- **Travel**

York is located on the crossroads of a state road network with state roads / highways providing linkages to Perth (Chidlow – York Road), Goldfields and Eastern States (York – Merredin Road), Northam and Great Eastern Highway (Northam – Cranbrook Road) and the South – West (Great Southern Highway).

- **Tourism**

York is part of the recognised Avon Valley tourism precinct as well as being a tourist destination in its own right. York is on the route for Wave Rock and other tourist destinations.

There are a high number of prestige annual events held in York annually to build on the tourism potential.

Skydiving, ultralight aircraft, racing, motocross, walk trails, parks and facilities add to tourism interest and activity choice.

- **Accommodation**

York has by far the highest number of rooms for visitors of any town in the Wheatbelt with accommodating ranging from motel, hotel units, backpacker, bed and breakfast, lodges, caravan and camping to cater for all levels of accommodation needs.

Settlers House now have 98 rooms for a single site accommodation package for corporate needs.

- **Meals and Catering**

York is very well serviced for meals and catering for both in-house and external needs through the restaurants, hotels, cafes and private enterprise.

- **Convention and Training Facilities**

Current facilities for these functions are disjointed and below standards and operate in a make do capacity rather than as a dedicated facility geared to service delivery.

These current facilities do have an important function as support areas for break-out sessions, smaller convention and training needs and multi-use e.g. York Town Hall.

None of the current facilities have the relevant technology facilities for modern day convention delivery and they lack appropriate climate control and acoustic facilities.

- **The Proposal**

The Shire of York has completed Stage 1 of the Forrest Oval redevelopment project for the co-location of sport and recreation and to incorporate convention facilities into the recreation centre to support the viability and sustainability of the development.

The Convention centre component of the sports and recreation development will have a facility for 250 seated participants and it can cater for up to 400 people. Immediately adjacent to the building the existing pavilion will be refurbished as a break-out or administration section for up to 40 people.

The convention centre is capable of being sectioned into three (3) service areas as and when required. All three sections will have independent technology services which can also be linked for large scale delivery if used as a single venue.

A commercial kitchen and bar facilities are also incorporated into the design and layout with appropriate access to toilets and change rooms.

Parking will cater for up to 200 vehicles including buses. The sports of football, hockey, cricket, netball, bowls, tennis, basketball and croquet will be located in close proximity to the building to cater for a level of exercise and sports if associated with convention arrangements.

York is the only current location in the Wheatbelt and eastern peri-urban area which can provide ongoing accommodation and catering for large scale conventions and training to attract these events rather than having Perth as the only or main venue.

- **Local and Regional Economy**

A large scale convention centre in York will generate local and regional employment and business through accommodation, catering, services and operations of the centre.

To date there has been no scope or potential for private industry to provide convention facilities in the region at the relevant scale.

The location of York in the Avon Valley and its proximity to other towns in the region e.g. Northam, Toodyay, Cunderdin, Beverley, Brookton, Quairading, Goomalling, Mundaring and Midland ensures that it is easily accessible by car / bus and spin off funding can apply to these other towns from through traffic, tours, employment and other factors such as tourism and events.

From a training perspective the location of TAFE and employment agencies in Northam support the need for relevant training facilities in York.

- **Structural Reform**

The Shire of York has been an integral part of the South East Avon Voluntary Regional Organisation of Councils (SEAVROC) since the inception of the group in May 2005. SEAVROC has shown high quality leadership and direction setting in the structural reform agenda and processes to date.

The recent signing of a Regional Transition Group agreement by the local governments of York, Beverley, Quairading, Cunderdin and Tammin further imbeds the structural reform processes.

Structural reform has a significant regional value and there is a need to provide and fund local infrastructure needs as part of the potential amalgamation of local governments as this underpins sustainability factors and a lack of infrastructure is the most likely cause to derail the process if communities feel they are being disadvantaged.

- **Regional Support**

The Regional Transition Group – York, Beverley, Tammin, Cunderdin and Quairading unanimously endorsed the 2010/11 funding allocations at an RTG meeting held in Cunderdin on the 2nd September 2010.

- **Funding Request**

That the funding nominally allocated to the South East Avon Regional Transition group be allocated in 2010/11 is as follows:

(a) Head works Fees – Quairading Community Resource Centre	\$200,000
(b) Convention Centre component to the York Forrest Oval Recreation Centre Building	Balance of the 2010/11 funds

The Shire of York endeavoured to obtain state funding through the Department of Sport and Recreation CSRFF grant round and the national Community Infrastructure fund for this second stage of the development without success.

The Shire of York has allocated municipal, trust and reserve funds and the proceeds of land sales to the project and grant funding will be applied for in relation to other components.

A business plan for the project has been prepared and advertised and this has been through due process to adoption by Council.

A business plan as designated through the Department of Regional Development and Lands will be provided as the next stage.



Ray Hooper
CHIEF EXECUTIVE OFFICER
070910



**Royalties for Regions
Business Case
for
York Convention and Recreation
Centre**



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1.0 EXECUTIVE SUMMARY

The South East Avon Regional Transition Group (SEARTG) was formed on 1st September, 2010 in response to the Minister for Local Government's industry reform proposal. SEARTG consists of the Shires of Beverley, Cunderdin, Quairading, Tammin and York, who are all situated in the Avon region of the Wheatbelt.

The Shire of York embarked on a Master Planning Process for the Forrest Oval Precinct in 2007, which culminated in the preparation and adoption of a Master Planning document in 2008. The Master Plan was developed to reduce duplication of facilities, encourage joint use where possible, co-locate sporting groups, provide a dedicated function/convention centre through the optimum use of design flexibility and location of facilities, with the overall aim of improving the Precincts sustainability.

A critical component of the Master Plan was the incorporation of a 250 seat Convention Centre. Such a facility will provide a much needed versatile venue and service in the region, catering for a range of functions, seminars, concerts, exhibitions and conventions. It will also generate an income stream, which will ensure the viability and sustainability of the entire Precinct development.

Only one purpose built convention centre exists within the Wheatbelt region, which is situated at Northam. There is an identified need for a further dedicated and specialised facility within the South East Avon sub-region of the Wheatbelt that will meet consumer requirements and which is also underpinned by the necessary accommodation and related service industries. York has a thriving tourism industry and is established as a point of destination, and coupled with its heralded heritage status provides the perfect location for the construction of a convention centre.

A convention centre will provide regional and local opportunities to retain existing, and attract new, corporate entities to the region. A purpose built convention centre will stimulate local and regional employment and business opportunities, particularly in the hospitality and associated ancillary industries, such as catering, servicing and related operations.

The construction period for the total project, including the recreational components, is 48 weeks, with an estimated completion date of 26 September 2011. Key construction milestones associated with the project are detailed below:

ITEM/DELIVERABLE	EXPECTED DATE OF COMPLETION	RESPONSIBILITY
Site works	21 January 2011	Building Contractor
Construct substructures	21 February 2011	Building Contractor
Construct superstructure	20 July 2011	Building Contractor
Complete finishes	12 September 2011	Building Contractor
Complete external works	26 September 2011	Building Contractor

The construction of the convention centre component of the overall development has been quantified by Hodge, Collard, Preston Architects at a cost of \$2,976,212.

Sources of funding for the project have been identified as:

Shire of York loan funds	\$1,936,212
Lotterywest grant	\$ 100,000
Community In-kind contribution	\$ 30,000
Proposed Royalties for Regions CLGF Regional funding	<u>\$ 910,000</u>
Total Funding	<u>\$2,976,212</u>

The Shire of York is the governing authority and owns the site where the convention centre will be constructed, being York Town Lot 292. The Shire of York will be responsible for the administration and management of the project, including the receipt of all related funding sources. The Shire of York will oversee the management of the project, in conjunction with appointed project manager Hodge, Collard, Preston Architects.

2.0 PROJECT INFORMATION

2.1 PROJECT DESCRIPTION

The Shire of York prepared a Master Plan for the development of the Forrest Oval Sports and Recreational Facilities Precinct in 2008. An executive summary of the Master Plan is attached at Appendix 1. The aims of the Plan included the minimisation of facilities duplication, co-location of sporting groups, joint use where possible, optimum location of facilities and design flexibility, dedicated Convention Centre facilities, all improving the facility's sustainability.

The Master Plan identified the following design elements:

- (1) Re-alignment of oval to north/south orientation and floodlighting to Australian Standards for community level training and competition (100 lux);
- (2) Shared clubrooms of approximately 1,440m²;
- (3) Two multi-purpose hard courts for tennis and netball, and six synthetic grass tennis courts;
- (4) 12 rink synthetic grass bowling green with lighting;
- (5) Bitumen parking areas supported with additional unsealed parking on a portion of the precinct will provide for all the parking needs for the facility;
- (6) New synthetic hockey/multi-purpose field located parallel to existing hockey field and additional change rooms, toilets and verandah to existing hockey club rooms;
- (7) A looped pathway circuit that connects all the facilities within the precinct and links to the towns existing path network, whilst doubling as a walking / jogging facility;
- (8) Relocation of cricket nets;
- (9) Removal/relocation of facilities that are no longer appropriate or required at the Forrest Oval precinct.

In March 2009, the Shire of York appointed Dominic Carbone and Associates (DCA) to assist the Shire in preparing a Business Plan that would investigate a proposal to accommodate the abovementioned facilities. A copy of the DCA business plan is attached at Appendix 2. The DCA Business Plan was based on a concept plan prepared by Donovan Payne Architects and cost estimates prepared by Ralph Beattie Bosworth Quantity Surveyors. The concept plan and business plan included as part of the shared clubrooms, a function/convention centre with an estimated 250 seat capacity for conventions, seminars, training courses and functions; and two sets of change rooms to cater for multiple clubs including tennis, football, bowls and cricket;

This Business Case has been prepared to address the Convention Centre component of the development.

2.2 OBJECTIVES

The key objectives of this project are:

- To capitalise on the growing need to cater for local and regional training seminars, functions and exhibitions;
- To build on the comparative advantage that the Avon valley and York have as a destination point and the availability of accommodation houses;
- To provide employment in the hospitality industry in the region;
- To improve the viability and sustainability of the Recreation Precinct development by generating an income stream linked to the private, corporate and governmental sectors through training, seminars, events, exhibitions and conventions;
- To support accommodation and other service industries, and encourage further investment, in the region.

The Shire of York is committed to an upgrade of sport and recreation facilities at the historic Forrest Oval. The Precinct will include the co-location of various sports and shared facilities. The Shire has completed Stage 1 of the development and now wishes to progress Stage 2 of the development, which incorporates the construction of the Convention and Recreation Centre shared facilities.

The Convention Centre will accommodate a seated audience of 250. Immediately adjacent to the Centre, the existing pavilion will be refurbished as a break-out area for up to 40 persons. Internally the Centre will be able to be divided into four (4) distinct areas with separate office space for event co-ordinators.

The Convention Centre will provide a much needed versatile facility and service in the region, catering for conventions, training seminars, functions, concerts and exhibitions. It will also generate an income stream, which will ensure the viability and sustainability of the entire Precinct development.

3.0 NEEDS ANALYSIS/PROJECT FEASIBILITY

The Shire of York is a growing Wheatbelt community with a strong sporting culture. The population has been estimated to almost double over the next 5 to 10 years, to approximately 7,000 due to industrial, commercial, residential and health services development. This increase in population will place additional pressure on the Shires sporting, recreational and public meeting facilities. York is currently the fifth largest centre in the Wheatbelt Region.

3.1 REGION ANALYSIS

There is only one purpose built Convention Centre within the Wheatbelt region, situated at Northam. There is an established need for a further dedicated and specialised facility within the South East Avon sub-region of the Wheatbelt that can meet consumer requirements, which is also supported by the necessary accommodation and catering service industries.

The town of York is a point of destination and has an established tourism and associated services industry, which is increasing in popularity. Its burgeoning tourism industry, coupled with its heralded heritage status provides the perfect location for the construction of a Convention Centre that will meet the needs of a professional market requiring purpose built facilities offering modern information technology capabilities.

Anecdotal evidence has identified the existence of a professional market that would utilise the proposed Convention Centre, in addition to the annual events and community festivals currently hosted by York. York has a range of accommodation houses that vary in style, standard and price to cater for all markets, which can provide over 300 beds to support a 250 seat Convention Centre.

The Shire of York Plan for the Future 2008-2012 specifically identifies the Forrest Oval Precinct project as a key development initiative to be completed by the Council during the specified planning period. The Convention Centre forms an essential component of the overall project, with its potential revenue streams aiding in achieving the sustainable operating model for the Forrest Oval Precinct.

The Wheatbelt Development Commission (WDC) has identified sport and recreation as a vital part of the Wheatbelt lifestyle and recognises regional planning for sport and recreation facilities as a priority. The Commission is supportive of collaborative behaviour and quality regional planning for sub-regional facilities.

The Shire of York appointed Dominic Carbone and Associates (DCA) to assist the Shire in preparing a Business Plan (copy attached) that would investigate a proposal to develop the Forrest Oval Recreational Precinct, incorporating the Convention Centre as an integral component of the overall development. During the preparatory phase of the business plan, the Shire consulted with eight sporting organisations, who will all be potential key users of the new facilities, and all supported the development of a new sport and recreation precinct, incorporating a Convention Centre. The business plan was also advertised a 42 day period inviting public comment, commencing in March 2009. At the closure of the submission period, no submissions were received on the proposal.

The provision of a modern Convention Centre in York will address a significant regional need within the Wheatbelt South region that has been present for some time. Current facility options within the region are extremely limited due to a lack of suitable venues of appropriate size and design flexibility to accommodate convention needs, with the accommodation and catering

capacity to service large numbers of convention delegates. York is well placed infrastructure wise, with significant overnight bed capacity, combined with numerous commercial food houses that can deliver quality food in the appropriate quantities to meet the potential market.

A Convention Centre will provide regional and local opportunities to retain existing, and attract new, corporate entities to the region. The establishment of purpose built convention facilities will stimulate local and regional employment and business opportunities, particularly in the hospitality and associated ancillary industries, such as catering, servicing and operations of the Centre.

The South East Avon local governments have led the way in structural reform, particularly in the Wheatbelt, through SEAVROV since 2005, and more recently through the SEARTG.

Structural reform for the local government industry is an integral part of planning for the future and the South East Avon Regional Transitional Group recognises there is a need for infrastructure for recreation, convention and community facilities to meet local and regional needs.

A vital component of future structural reform is the capacity to plan and utilise, to best advantage, regional funding to underpin genuine structural reform. The Regional Component of the Country Local Government Fund (CLGF) provides approximately \$1,100,000 across the Shires of Beverley, Cunderdin, Quairading, Tammin and York. The five local governments have identified, and unanimously agreed, the key projects of regional significance to the RTG that are to be funded from the CLGF Regional component are Shire of Quairading Community Resource Centre project - \$200,000, and the Shire of York Convention and Recreation Centre project - \$910,000.

A comparative advantage report on the Shire of York is attached at Appendix 3.

3.2 PROJECT ANALYSIS

The location of York in the Avon valley, and its proximity to other towns in the region, (Beverley, Brookton, Northam, Quairading, Cunderdin and Tammin), provides it with the unique opportunity to establish a dedicated convention facility that can service the South East Avon sub-region of the Wheatbelt.

Limited market research reveals that convention, training and event forums in York have been sustained over the past six years. Examples include Small Towns Survival Conference (350 delegates), Main Roads WA training seminars, Health Department and Education Department regional training seminars, and a combination of private, corporate, service club and strategic planning conventions. These coupled with community based events, such as weddings, functions, TAFE educational courses, agricultural industry training courses and local government seminars all demonstrate an ongoing need for a convention facility.

The Shire will retain ownership of the facilities and for the first five years the Chief Executive Officer at his discretion may appoint an advisory group, from the membership of the various clubs that use the facilities. Thereafter a Sportsman's Association will be formed, to operate the shared club rooms. The Shire will be accountable for management and fiduciary responsibilities as follows:

- Recreation facilities manager and bar staff to operate the convention centre, club rooms and associated facilities;
- Building insurance, repairs and maintenance;

- All cleaning and gardening;
- Take bookings and organise Convention Centre, function and meeting rooms for hire;
- Receive hire charges from seasonal and casual users;
- Receive membership fees;
- All expenses associated with the facilities, and recoup expenses from seasonal users.

The Shire will be responsible for all operational matters including:

- Ongoing maintenance of the facilities;
- Marketing and promotion of the facilities; and
- Conduct of recreation programs and activities.

The Forrest Oval Sports and Recreation Facilities business plan clearly establishes that the delivery of this multi-faceted project is financially feasible. The Precinct business plan demonstrates that ongoing operational and maintenance costs of the new convention centre and precinct facilities, inclusive of the convention centre, are well within the financial capacity of the Shire.

3.3 COST BENEFIT ANALYSIS

3.3.1 Construction Costs

In 2009/2010 the Shire of York constructed Stage 1 of the Forrest Oval Precinct project at a cost of \$1,242,000, which included Community Sport and Recreation Facilities Funding (CSRFF) of \$243,000 from the Department of Sport and Recreation.

Tenders have been called for the construction of Stage 2 of the Forrest Oval Precinct project, which consists of the Shire of York Convention Centre and Recreation Facilities. Detailed breakdown on the capital expenditure requirements for Stage 2 of the project are as follows:

Convention and Recreation Centre facility	\$3,575,233
Fit out	\$ 313,500
Construct car park, footpaths and paved areas	\$ 180,000
Headworks – (Western Power, Telstra, Water Corporation)	\$ 196,500
Demolish old buildings and structures	\$ 40,000
Tender preparation and consultant's fees	\$ 82,780
4.5% escalation	<u>\$ 200,000</u>
Total Expenditure	<u>\$4,588,013</u>

The proposed funding for the total project is as follows:

Shire of York loan funding	\$2,668,013
Shire of York cash reserves	\$ 200,000
Proceeds from sale of land	\$ 650,000
Lotterywest grant funding	\$ 100,000
Community Groups in-kind contributions	\$ 60,000
Proposed Royalty for Regions funding	<u>\$ 910,000</u>
Total Funding	<u>\$4,548,882</u>

The Convention Centre component, which is the subject of this business plan, is costed as follows:

Convention Centre construction costs	\$2,562,484
Convention Centre Headworks Component (50%)	\$ 98,250
Car Parks and ancillary costs (50%)	\$ 90,000
Tender preparation and consultant's fees (66.6%)	\$ 55,182
Community contribution – supply of sand and carting costs	\$ 30,000
Escalation Factor (5%)	\$ 140,296
Total Project Cost	<u>\$2,976,212</u>

The above project cost has been quantified by Hodge, Collard, Preston Architects and is attached at Appendix 4.

The proposed funding for the construction of the Convention Centre component is as follows:

Shire of York loan funds	\$1,936,212
Lotterywest grant	\$ 100,000
Community In-kind contribution	\$ 30,000
Proposed Royalties for Regions funding	\$ 910,000
Total Funding	<u>\$2,976,212</u>

The Royalties for Regions funding is the subject of this business plan.

3.3.2 Operational Expenses and Revenues

Forward operational estimates for the proposed Forrest Oval Precinct Convention and Recreation Centre facilities are as follows:

Operating Revenue	Operating Activity 2010/2011	Operating Activity 2011/2012	Operating Activity 2012/2013
Contributions	\$119,900	\$ 69,700	\$ 22,000
Reimbursements	\$ 3,000	\$ 3,000	\$ 545
Hire Charges	\$ 13,200	\$ 19,300	\$ 27,400
Catering net trading	\$ 0	\$ 37,500	\$ 75,000
Membership Fees	\$ 0	\$ 17,250	\$34,500
Total Revenue	\$ 136,100	\$ 146,750	\$ 159,445

Operating Expenses	Operating Activity 2010/2011	Operating Activity 2011/2012	Operating Activity 2012/2013
Maintenance of Facilities	\$41,233	\$59,915	\$ 80,200
Electricity costs	\$ 3,550	\$3,550	\$ 3,550
Cleaning costs	\$ 30,019	\$30,500	\$ 31,200
Maintenance of playing surfaces	\$ 181,600	\$183,825	\$120,700
Waste collection	\$ 0	\$ 750	\$ 1,550
Labour costs	\$ 0	\$ 65,000	\$ 133,000
Office Expenses	\$ 0	\$2,500	\$ 5,200
Depreciation	\$30,185	\$ 263,004	\$ 380,392
Total Expenses	\$ 286,587	\$ 609,044	\$ 755,792
Council Surplus/(Subsidy)	(\$ 150,487)	(\$ 462,294)	(\$ 596,347)

The inclusion of all costs reveals that the Council subsidy towards the Forrest Oval Precinct Convention and Recreation Centre facilities will be \$596,347, and if non-cash items (depreciation) are excluded, the Council cash subsidy would be \$215,955 for the 2012/2013 financial period. It is anticipated that the subsidy level will remain relatively constant for future years.

The following details the cash subsidy provided by the Shire for the existing facilities for the 2009/2010 financial period.

Forrest Oval Precinct 2009/2010 operating costs	\$279,157
Less Operating Revenue	\$ 41,126
Less Depreciation	<u>\$ 60,482</u>
Council Net Cash Subsidy	<u>\$177,549</u>

This demonstrates that the estimated Council subsidy for the proposed new facilities is reasonably comparable to 2009/2010 subsidy provided by Council.

It is well documented that Sport and Recreation Facilities have a low recovery cost and an increase in fees for the use of the facilities has a strong possibility of detrimentally impacting on patronage, resulting in reduced attendance rates.

The Convention Centre, combined with the bar facilities net income and membership, provide alternative sources of revenue that will enable the level of subsidy provided by the Shire to be kept to a minimum. The co-location will ensure an increase in patronage and a reduction in costs from shared facilities.

3.3.3 Cost Benefit Analysis Summary

The key non-financial benefit arising from this project will be stimulation of the local economy. A major construction company will be in York for a period of approximately 48 weeks, with a reasonably substantial workforce who will spend money on accommodation, food and entertainment. This has the potential to generate additional job creation at a local level to meet increasing demand in service.

The Convention Centre will also generate additional job opportunities directly through new services being offered from the new Centre, and indirectly through greater demand for accommodation and catering services from seminars, conventions and training sessions.

A modern Convention Centre will also be a major infrastructure drawcard for potential investors particularly in the accommodation and related service industries.

If the Convention Centre project did not proceed, an unmet need for dedicated convention facilities in the South East Avon sub-region of the Wheatbelt would remain. It also has the capacity to delay further investment in the sub-region from potential investors due to a critical piece of infrastructure being missing.

4.0 RISK ASSESSMENT

A range of risks have been identified that may impact on either the delivery of this project or its ongoing management and have been assessed from an AS4360 point of view, which examines the risk from a consequence and likelihood point of view to provide a risk rating.

RISK RATING					
Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	M	H	H	E	E
Likely	M	M	H	H	E
Possible	L	M	M	H	E
Unlikely	L	M	M	H	H
Rare	L	L	M	M	H

Risk Rating		Action Required
L	Low Risk	Managed by Routine Procedures
M	Medium Risk	Planned Action Required
H	High Risk	Prioritised action required
E	Extreme Risk	Immediate corrective action required

The risks assessed include:

- (1) Competition in the Convention venue market in the region;
Risk rating - Medium (likelihood – unlikely, consequence - moderate).
- (2) Shortfall or reduction in patronage of convention centre facility;
Risk rating - Medium (likelihood – possible, consequence – moderate).
- (3) Poor management of convention centre
Risk rating – Medium (likelihood – rare, consequence – moderate)
- (4) Increasing operational deficit of convention centre (financial mismanagement)
Risk rating – Medium (likelihood – possible, consequence – moderate).

The Shire will implement appropriate risk mitigation strategies to assist in combating these potential risks from occurring. Such strategies examined include:

- (1) Active promotional and marketing campaigns to sustain the image of the convention centre as a prime host venue supported by quality service industries;
- (2) Direct line of management between the Shire CEO and the appointed manager of the facilities; and
- (3) Financial management of the facilities being performed by the Shire. This will ensure the setting of annual financial performance targets and regular reviews of financial performance comparing budget to actual. It will then be subject to a third party audit process, as part of the Shires annual audit as required by the Local Government Act 1995.

This project will remain in the ownership of the Shire of York through-out the construction phase and thereafter, eliminating any third party involvement.

4.1 CONCLUSIONS

Risks	Internal/External	Level	Mitigation Strategy
1. Competition in the convention venue market	External	Medium	It is unlikely that other competitors will enter the York market if the Shire establishes the convention centre first. York is uniquely placed in that its tourism industry offers a greater attraction than other rural centres, giving it an edge in the market place. A watching brief will be maintained on any potential new entries into the convention centre market, with a view to developing an established market edge.
2. Shortfall or reduction in patronage of convention centre.	External	Medium	Implementation of aggressive marketing and promotional programs to maintain profile of venue.
3. Poor management of convention centre.	Internal	Medium	Direct line of management between CEO and Manager of facilities, to ensure venue performance targets are met.
4. Increasing operational deficit associated with convention centre.	Internal	High	Shire will manage and monitor financial performance of convention centre facilities.

5.0 APPROVAL REQUIREMENTS

The Shire of York has all necessary approvals in place for the construction of this project to proceed. Approvals issued include:

- (1) Planning approval -
Planning consent was granted by the Shire of York on 21 September 2009 for site works and construction of the facilities.
- (2) Native Title and Aboriginal Heritage approval -
There are no known native title or aboriginal heritage issues related to the site.
- (3) Commonwealth and State Heritage approval -
There are no known Commonwealth or State heritage issues associated with the site.
- (4) Environmental approval –
Native vegetation approvals are not required as the site is fully cleared.
There is no known contamination of the site.
The Shire of York has engaged LNC Hydraulics to prepare a comprehensive drainage study of the site. The estimated completion date for the drainage study is 30 November 2010. Whilst no approvals are necessary to address the drainage issues, the Shire will be implementing the outcomes of the drainage study to protect its investment in new assets at the site.
- (5) Building Approval -
Building licence No. 127/10 was issued on 2 November 2010. FESA assessment of the building plans has occurred with FESA advising there are no outstanding items of concern.
- (6) Health approvals –
There are no health approvals required.
- (7) Crown Land access approval –
The Shire of York is the owner of York Town Lot 292 by virtue of Crown Grant in Trust. The Shire has written to the Minister for Regional Development and Lands, seeking approval for the project, given that the land is subject to a Crown Grant in Trust.

5.1 CONCLUSIONS

In summary, the following approvals have been issued:

Approval Type	Issues	Actions	Timeframe for Resolution
1. Planning	Nil.	Granted	21/09/2009
2. Native Title	Nil.	N/A	N/A
3. Heritage	Nil.	N/A	N/A
4. Environmental	Nil.	N/A	N/A
5. Building	Nil.	Granted	2/11/2010
6. Health	Nil.	N/A	N/A
7. Crown Land Access	Crown Lease in Trust	Ruling obtained from Department of Lands on 10 th November, 2010	N/A

6.0 CONSULTATION

The Shire of York has undertaken two comprehensive consultation processes relating to the Forrest Oval Precinct Sports and Recreation facilities, incorporating the Convention Centre.

The first consultation process involved the community of the Shire of York and all sporting groups associated with existing facilities, in the development of a Recreation Master Plan for Forrest Oval. This resulted in a concept design being approved by all participating sporting groups, and its final adoption by the Council.

The second consultation process involved the invitation of public submissions to comment on the business plan prepared for the Forrest Oval Precinct project. No submissions were received.

In addition to the above, the Shire of York has extensively consulted with:

- South East Avon Regional Transition Group members of Beverley, Cunderdin, Quairading and Tammin;
- Minister for Regional Development and Lands;
- Wheatbelt Development Commission;
- Lotterywest; and
- Northam Regional Office of Department of Sport and Recreation.

The project has been endorsed by the South East Avon Regional Transitional Group Board. A copy of the minutes documenting this support is attached at Appendix 5.

7.0 GOVERNANCE AND MANAGEMENT

7.1 PROJECT MANAGEMENT

The Shire of York is the governing authority where the Convention Centre will be constructed and it owns the land, Crown Grant in Trust and in fee simple, on which the Convention and Recreation Centre facility will be built. The Shire of York will be responsible for the receipt, administration and management of all funding sought under this business plan relating to the implementation of the Shire of York Convention and Recreation Centre project.

The Shire of York will oversee the management of the project, in conjunction with appointed project manager Hodge, Collard, Preston Architects.

Progress reports on the project's implementation will be provided to the Regional Transition Group Board on a regular basis.

7.2 ASSET OWNERSHIP

The new asset will be fully owned by the Shire of York and recorded on the Shires Asset Register and detailed on relevant insurance schedules. The Convention and Recreation Centre will be constructed on York Town Lot 292, which is owned by the Shire of York by virtue of Crown Grant in Trust Volume 706, Folio: 91. A copy of the Certificate of Title is attached at Appendix 6.

There are no legal issues surrounding the ownership of the proposed new asset.

There are no accounting issues relating to the proposed new asset.

7.3 ASSET MAINTENANCE

The Shire of York will be the owner and manager of the asset throughout its life, with the Shire being responsible for any profit or loss arising from the operations of the proposed new asset (Shire of York Convention and Recreation Centre). The Shire has made provision in its forward financial plan for the annual costs associated with the operation and maintenance of the new asset, which shows the ongoing costs to be affordable.

There are no legal or accounting issues associated with the operation and maintenance of the proposed new asset.

8.0 PROJECT BUDGET AND IMPLEMENTATION

8.1 PROCUREMENT STRATEGY

8.1.1 Development Stages

The Forrest Oval Precinct Convention and Recreation Centre Facilities project involves 3 primary stages and one secondary stage.

- (1) Stage 1 - Oval realignment, cricket and hockey facilities, drainage and building design.

These elements were completed during 2009/2010 at a cost of \$1.242,000, which included CSRFF funding from Department of Sport and Recreation totalling \$243,000, with the remainder funded by the Shire of York.

- (2) Stage 2 – Construction of a Convention and Recreation Centre and Netball courts

These elements are to commence in 2010/2011 and be completed in the 2011/2012 financial year.

The project, encompassing the convention centre and recreation facilities has an estimated total construction period of 48 weeks, with a contract value of \$3.5Million. The Shire of York has successfully applied for LotteryWest funding of \$100,000 and is seeking \$910,000 under the Royalties for Regions Fund to assist with the construction of the Convention Centre component of this project.

The netball courts are estimated at \$142,000 and a CSRFF grant of \$47,125 has been approved by the Department of Sport & Recreation.

- (3) Synthetic bowling greens, tennis courts and second hockey field

CSRFF applications for these elements have been prepared and were submitted to the Department of Sport and Recreation at the end of October 2010 for proposed development in the 2011/12 financial year.

- (4) Swimming Pool relocation, and synthetic hockey and soccer fields

These elements are longer term objectives for the Shire of York and have been incorporated into the over all Master Plan design for the Forrest Oval Precinct.

8.1.2 Documentation and Resourcing

The Shire of York has already funded and completed detailed design documentation and tender specifications for the construction of the convention and recreation centre. These were compiled during the 2009/2010 financial year.

Tenders have been called for the construction of the convention and recreation centre, with a preferred tender selected.

The Shire of York has appropriately qualified and experienced personnel in the management of construction projects and where required, will contract external expertise to assist deliver the project.

8.2 PROJECT BUDGET

The confirmed budget for the construction of the Convention Centre, excluding GST, is detailed below.

Convention Centre construction costs	\$2,562,484
Convention Centre Headworks Component (50%)	\$ 98,250
Car Parks and ancillary costs (50%)	\$ 90,000
Tender preparation and consultant's fees (66.6%)	\$ 55,182
Community In-kind contribution – supply of sand & carting	\$ 30,000
Escalation Factor (5%)	\$ 140,296
Total Project Cost	<u>\$2,976,212</u>

8.2.1 Project Cash Budget

The estimated cash cost of the Convention Centre project, excluding GST, is detailed in the table below.

Item of Project Expenditure	Shire of York Contribution	CLGF Contribution	LotteryWest Contribution	Total \$
Convention Centre Construction Costs	\$1,668,484	\$794,000	\$100,000	\$2,562,484
Convention Centre Headworks costs	\$67,790	\$30,460		\$ 98,250
Car Parks and ancillary costs	\$60,000	\$30,000		\$ 90,000
Tender documentation preparation & consultants fees	\$38,627	\$16,555		\$ 55,182
Tender Escalation provision	\$101,311	\$38,985		\$ 140,296
TOTAL	\$1,936,212	\$910,000	\$100,000	\$2,946,212

8.2.2 In-Kind Budget

The estimated community in-kind contribution is detailed in the table below.

Item of Project Expenditure	Shire of York Contribution	Community Contribution	Community Contribution	Total \$
Supply of sand – 4,500m ³		\$18,000		\$18,000
Carting of sand to site		\$12,000		\$12,000
TOTAL		\$30,000		\$30,000

In-kind contributions have been calculated on standard commercial rates. Sand in the York area is currently worth \$4/m³.

The use of local farmer trucks to cart the sand will be calculated at current market rates multiplied by the number of hours required to cart the sand.

8.3 COUNTRY LOCAL GOVERNMENT FUNDING AMOUNT

The Shire of York proposes to utilise the following funding amounts from the Country Local Government Fund.

Item/Deliverable as per budget in 8.2.1	Total 10/11 – 12/13 \$	2010/2011 \$	2011/2012 \$	2012/2013 \$
Construction of Convention Centre	\$794,000	\$794,000		
Convention Centre Headworks costs	\$30,460	\$30,460		
Car Parks and ancillary costs	\$30,000	\$30,000		
Tender documentation preparation & consultants fees	\$16,555	\$16,555		
Tender Escalation provision	\$38,985	\$38,985		
TOTAL	\$910,000	\$910,000		

9.0 TIMELINES AND REPORTING

9.1 PROJECT TIMEFRAMES AND KEY MILESTONES

The following key milestones and project timeframes have been identified.

ITEM/DELIVERABLE	EXPECTED DATE OF COMPLETION	RESPONSIBILITY
Site works	21 January 2011	Building Contractor
Construct substructure	21 February 2011	Building Contractor
Construct superstructure	20 July 2011	Building Contractor
Complete finishes	12 September 2011	Building Contractor
Complete external works	26 September 2011	Building Contractor

Please see Gantt Chart attached at Appendix 7 that has been provided by the preferred construction company to deliver the Convention and Recreation Centre project.

9.2 PERFORMANCE MEASURES

The following performance measures in relation to this project have been established:

- (1) Construction of Convention Centre by the Building Contractor in accordance with Contract, including Design documentation, specification and drawings approved by the Shire of York.

10.0 DUE DILIGENCE

Not required as this project does not involve a third party.

11.0 SUPPORTING DOCUMENTATION

Please find attached at the following Appendices a range of documentation in support of this Business Case proposal.

- (1) Forrest Oval Precinct Master Plan Executive Summary.
- (2) Forrest Oval Precinct Concept Master Plan.
- (3) Forrest Oval Precinct Sports and Recreation Facilities Business Plan.
- (4) Shire of York Regional Comparative Advantage Report.
- (5) Hodge, Collard, Preston Architects cost quantification for Convention Centre.
- (6) Minutes of South East Avon Regional Transitional Group Meeting endorsing Convention Centre Project.
- (7) Certificate of Title for York Town Lot 292.
- (8) Firm Construction – Gantt Chart of construction timeline for Convention Centre.
- (9) Shire of York Planning Consent issued in relation to the Forrest Oval Precinct Recreation and Convention Centre Facilities.
- (10) Building Licence # for construction of Convention Centre project and FESA assessment letter dated 17 November 2009.

12.0 RECOMMENDATION OF PROJECT

The following local governments of the South East Avon Regional Transitional Group hereby certify their support for the York Recreation and Convention Centre Project and the allocation of \$910,000 of Royalties for Regions funding to the project.

Signed: _____

Position: Chief Executive Officer

Shire of York

Dated: _____

Signed: _____

Position: President

Shire of York

Dated: _____

Signed: _____

Position: Chief Executive Officer

Shire of Beverley

Dated: _____

Signed: _____

Position: President

Shire of Beverley

Dated: _____

Signed: _____

Position: Chief Executive Officer

Shire of Cunderdin

Dated: _____

Signed: _____

Position: President

Shire of Cunderdin

Dated: _____

Signed: _____

Position: Chief Executive Officer

Shire of Quairading

Dated: _____

Signed: _____

Position: President

Shire of Quairading

Dated: _____

Signed: _____

Position: Chief Executive Officer

Shire of Tammin

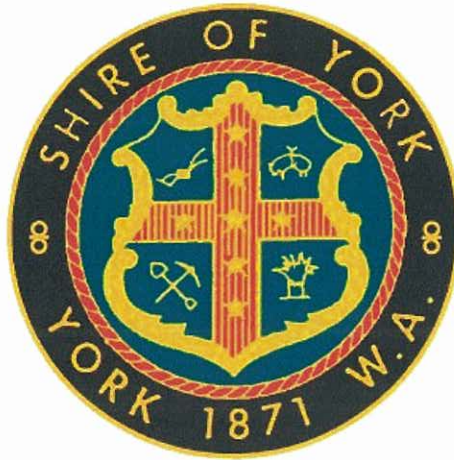
Dated: _____

Signed: _____

Position: President

Shire of Tammin

Dated: _____



APPLICATION FOR THE GRANT OF A TAVERN LICENCE –
YORK RECREATION AND CONVENTION CENTRE

ENCLOSED:

- Copy of the Liquor Licence Application
- Copy of Public Interest Assessment Submission
- Copy of In-House Management Plan
- Copy of Responsible Service of Alcohol Commitment
- Copy of In-House Bar Code of Conduct
- Copy of proposed Licensed Area

Available for Public Viewing within the York Shire Office from:
Monday January 9, 2012 – Sunday, February 5, 2012
(Business Hours Only)

NOT TO BE REMOVED FROM YORK SHIRE OFFICE

NOTICE OF APPLICATION FOR LICENCE
 (Other than Club Licence or Occasional Licence)
 LIQUOR CONTROL ACT 1988 - Section 68

To the Director of Liquor Licensing

Please print neatly in **BLOCK LETTERS** with a *black* pen only

1. DETAILS OF APPLICANT(S)

If there are 2 or more applicants, give details for each one

- (a) Name of Applicant (individual/partnership/company): SHIRE OF YORK
 Postal Address: P.O. BOX 22
YORK WA. Postcode: 6302
- Name of Applicant (individual/partnership/company): SHIRE OF YORK
 Postal Address: P.O. BOX 22
YORK WA. Postcode: 6302
- (b) Address for Service of documents: SHIRE OF YORK
P.O. BOX 22 YORK WA. Postcode: 6302
- (c) Address where the application and Public Interest Assessment submission can be viewed during the advertised period:
 (Please note that this address must be within the same locality as the proposed premises)
1 JOAQUINA STREET YORK WA. Postcode: 6302
- (d) Contact Person: GORDON TESTER Email: records@york.wa.gov.au
 Telephone: (08) 9641 2233 Mobile: 0409 377 443

2. APPLICATION DETAILS

Type of Licence

- | | | |
|--|--|---|
| <input type="checkbox"/> Hotel | <input type="checkbox"/> Hotel (Small Bar) | <input type="checkbox"/> Wholesaler's |
| <input type="checkbox"/> Hotel (Restricted) | <input type="checkbox"/> Nightclub | <input type="checkbox"/> Restaurant |
| <input checked="" type="checkbox"/> Hotel (Tavern) | <input type="checkbox"/> Liquor Store | <input type="checkbox"/> Special Facility |
| <input type="checkbox"/> Hotel (Tavern Restricted) | <input type="checkbox"/> Producer's | <input type="checkbox"/> Casino |

Premises to be Licensed

- (a) Trading Name: YORK RECREATION AND CONVENTION CENTRE
- (b) Address: LOT 292 CORNER OF ULSTER AND SOUTH
STREET, YORK, WA Postcode: 6302
- (c) Certificate of Title - Volume No: CT 206 Folio No: 91
- (d) Is the premises owned by the applicant? YES NO If NO, give details of the owner and the applicants tenure
- (I) Name: SHIRE OF YORK
- (II) Address: 1 JOAQUINA STREET, YORK, WA
 Postcode: 6302
- (III) Applicant's tenure: Lease Other RESERVE VESTED IN SHIRE OF YORK
- (IV) Duration of lease/tenure: N/A
- (e) Is the licence conditional on completion of the premises? YES NO

3. COMPANY DETAILS – To be completed if the applicant is a company

(a) Australian Company Number (ACN): _____

(b) Place of Incorporation/Registration: _____

(c) Date of Incorporation/Registration: ____ / ____ / ____

(d) **Directors and other Officers**
(Give details of all directors, company secretaries, executive officer and any other officers)

Name: _____

Position: _____

Address: _____

_____ Postcode: _____

Place of Birth: _____ Date of Birth: ____ / ____ / ____

Name: _____

Position: _____

Address: _____

_____ Postcode: _____

Place of Birth: _____ Date of Birth: ____ / ____ / ____

Name: _____

Position: _____

Address: _____

_____ Postcode: _____

Place of Birth: _____ Date of Birth: ____ / ____ / ____

(e) **Shareholders**

Name: _____

Address: _____

_____ Postcode: _____

Place of Birth: _____ Date of Birth: ____ / ____ / ____

Name: _____

Address: _____

_____ Postcode: _____

Place of Birth: _____ Date of Birth: ____ / ____ / ____

Name: _____

Address: _____

_____ Postcode: _____

Place of Birth: _____ Date of Birth: ____ / ____ / ____

3. COMPANY DETAILS

Name: N/A

Address: N/A

Postcode: NA

Place of Birth: N/A Date of Birth: / /

4. TRUSTEE DETAILS

Will the applicant hold the licence as a trustee? YES NO

If the applicant is a proprietary company, does any shareholder hold the shares as a trustee? YES NO

If YES, give full details of the trust (including name, address and date of birth of all beneficiaries)

Name of Trust: _____

Name of Beneficiary/Unit Holder	Address	Date of Birth
_____	_____	_____

5. SPECIAL CONDITIONS

(a) **Liquor Store Licence**

Is approval sought for a sampling area? YES NO

If YES, part of the premises to be used as a sampling area: _____

(b) **Wholesaler's or Producer's Licence**

Is approval sought for a sampling area? YES NO

If YES, part of the premises to be used as a sampling area: _____

Is approval sought to store liquor off the licensed premises? YES NO

If YES, address of storage premises: _____ Postcode: _____

(c) **Special Facility Licence**

Purpose for which the licence is required: (refer to regulation 9A of the *Liquor Control Regulations 1989*)

<input type="checkbox"/> Works Canteen	<input type="checkbox"/> Theatre/Cinema	<input type="checkbox"/> Reception/Function Centre
<input type="checkbox"/> Transport	<input type="checkbox"/> Tourism	<input type="checkbox"/> Education & Training Institution
<input type="checkbox"/> Education & Training Course	<input type="checkbox"/> Sports Arena	<input type="checkbox"/> Foodhall
<input type="checkbox"/> Catering	<input type="checkbox"/> Bed & Breakfast Facility	<input type="checkbox"/> Room Service Restaurant
<input type="checkbox"/> Amusement Venue	<input type="checkbox"/> Auction	

6. TRADING HOURS

Monday	<u>6.00 am</u>	am/pm	to	<u>MID NIGHT</u>	am/pm
Tuesday	<u>6.00 am</u>	am/pm	to	<u>MID NIGHT</u>	am/pm
Wednesday	<u>6.00 am</u>	am/pm	to	<u>MID NIGHT</u>	am/pm
Thursday	<u>6.00 am</u>	am/pm	to	<u>MID NIGHT</u>	am/pm
Friday	<u>6.00 am</u>	am/pm	to	<u>MID NIGHT</u>	am/pm
Saturday	<u>6.00 am</u>	am/pm	to	<u>MID NIGHT</u>	am/pm
Sunday	<u>10.00 am</u>	am/pm	to	<u>MID NIGHT</u>	am/pm

Christmas Day: YES NO Good Friday: YES NO Anzac Day: YES NO
12.00 PM - MIDNIGHT.

Any special trading conditions being sought? NO

2.00 am NEW YEARS DAY.

8. DECLARATION – must be signed by all applicants

The applicant:

- (I) declares that all the information in this form, Public Interest Assessment and in any supporting documentation is true and correct and no relevant information has been omitted; and
- (II) consents to the Public Interest Assessment being displayed on the licensing authority's website during the advertising period.

Dated the _____ day of _____ / _____

WHERE THE APPLICANT IS A COMPANY THAT HAS A COMMON SEAL

The common seal of _____

was hereunto affixed in accordance with section 127 of the *Corporations Act 2001* and the Articles of Association in the presence of:

Signature of Director

Name of Director (Please print clearly)

Signature of Director

Name of Director (Please print clearly)

WHERE THE APPLICANT IS A COMPANY THAT DOES NOT HAVE A COMMON SEAL

Executed in accordance with section 127 of the *Corporations Act 2001* and the Articles of Association

Signature of Director

Name of Director (Please print clearly)

Signature of Director

Name of Director (Please print clearly)

WHERE THE APPLICANT IS ONE OR MORE INDIVIDUAL PERSONS:-

Signature of Applicant

Signature of Witness

Signature of Applicant

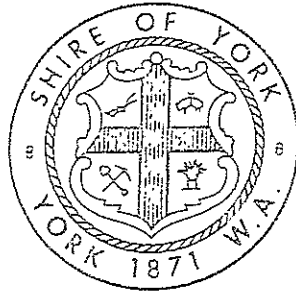
Signature of Witness

9. Payment Details

Application Fee: \$ 2,810.00	Receipt Number:
Card Type: Visa <input type="checkbox"/> MasterCard <input type="checkbox"/>	
Card Number:	Expiry Date:
Cardholder's Name:	Cardholder's Signature:

SHIRE OF YORK

1 JOAQUINA STREET, YORK WA 6302
TELEPHONE (08) 9641 2233
FACSIMILIE (08) 9641 2202
WEBSITE www.york.wa.gov.au
EMAIL: records@york.wa.gov.au



P.O. Box 22, York
Western Australia, 6302

YORK RECREATION AND CONVENTION CENTRE PUBLIC INTEREST ASSESSMENT

September 2011

Ray Hooper
Chief Executive Officer

York Recreation & Convention Centre

The objectives of the York Recreation & Convention Centre are;

To create a healthy and active community by building strong relationships with key stakeholders and providing quality community, recreation and leisure services to the region and;

To provide an effective and efficient management approach that is environmentally and economically sound by:

- Working in harmony with the centres key stakeholders
- Providing a high level of customer service and satisfaction
- Attracting and developing new and existing markets
- Investigating and implementing social and industry trends
- Maintaining a safe and inclusive environment
- Encouraging and recognising volunteer involvement

Community benefits

The York community will benefit with the involvement of local and regional residents, and visitors to the Centre, in leisure and community activities through efficient management of the York Recreation and Convention Centre.

The provision of such benefits to the York Community will be achieved by:

- Ensuring the needs of all users are considered by adopting a consultative approach to the programming of Centre facilities and services;
- Adopting an 'inside/out' approach to leisure service delivery through programs, facilities and services which empower individuals to participate in leisure activities of their choice in a safe and enjoyable manner.
- Levying fees on all participants and users of the York Recreation and Convention Centre in a manner which is financially justifiable whilst being sensitive to the socio-economic profile of the community.
- Ensuring a 'best practise' customer satisfaction approach is incorporated into all aspects of the Centre's operations, supported by providing patrons with regular opportunity to comment on service provision.
- Developing and implementing as part of the management culture, a continuous improvement approach to all aspects of the Centre's operations.
- Providing a focal point for planning, management and assistance to all community and sporting groups in the York region.
- Support the broad use of the centre with equal access for sporting, community and corporate purposes.

We have considered the purpose and objects of the Act as provided in section 5 and the matters set out in section 38(4) and understand:

Section 5

The primary objects of the Act are:

- a) To regulate the sale, supply and consumption of liquor, and
- b) To minimise harm or ill – health caused to people, or any group of people due to the use of liquor; and
- c) To cater for the requirements of consumers for liquor and related services, with regard to the proper development of the liquor industry, the tourism industry and other hospitality industries in the state.

The secondary objects of the Act are:

- a) To facilitate the use and development of licensed facilities, including their use and development for the performance of live original music, reflecting the diversity of the requirements of consumers in the State; and
- b) To provide adequate controls over, and over the persons directly or indirectly involved in, the sale, disposal and consumption of liquor; and
- c) To provide a flexible system, with as little formality or technicality as may be practicable, for the administration of this Act.

Section 38(4)

Section 38(4) of the Act provides that the matters the licensing authority may have in regard to determining whether the granting of an application is in the public interest include –

- a) The harm or ill-health that might be caused to people, or any group of people, due to the use of liquor; and
- b) The impact on the amenity of the locality in which the licensed premises, or proposed licensed premises are, or are to be, situated; and
- c) Whether offence, annoyance, disturbance or inconvenience might be caused to people who reside or work in the vicinity of the licensed premises or proposed licensed premises; and
- d) Any other prescribed matter.

To regulate the sale, supply and consumption of liquor:

- The Licensee must have completed the course in Liquor Licensing.
- The Approved Bar Manager(s) must have completed the course in Liquor Licensing.
- All employees must have obtained the Responsible Service of Alcohol certificate.
- Juveniles will not be served in our premises.
- Photographic identification checks will be conducted.
- No alcohol will be served to anyone failing to provide appropriate photographic identification
- No alcohol will be served to anyone who is intoxicated.

To minimize harm or ill-health caused to people, or any group of people, due to the use of liquor.

- Potable drinking water will be available in the licensed area and free of charge to patrons.
- Snacks will be available for purchase during bar opening times.
- A variety of soft drinks, juices and hot beverages will always be available for purchase.
- Mid strength and low alcohol beer will be sold at a cheaper rate than full strength beer to encourage its purchase.
- Excessive advertising of alcoholic beverages will not be permitted.
- Unduly intoxicated persons will be asked to leave the York Recreation and Convention Centre. In doing so, Management will call friends or relatives on the persons behalf if required.
- The presence of a diverse cross section of the sporting community when attending club activities and social events will assist to deter any unrelated antisocial behaviour from the general public.

To cater for the requirements of consumers for liquor and related services, with regard to the proper development of the liquor industry, the tourism industry and other hospitality industries in the State

- All staff will promote the safe drinking message to all members, visitors and guests of our Recreation and Convention Centre.
- Appropriate signage from the "Rethink Drink" campaign will be placed around the licensed area promoting "Drinking in Moderation", "Responsible Drinking" and "Responsible Service".

- Information on Standard Drinks for both men and women will be available to all patrons of the Club.

To facilitate the use and development of licensed facilities, including their use and development for the performance of live original music, reflecting the diversity of the requirements of consumers in the state.

- We are committed to monitoring patron noise to comply with all prescribed regulatory noise levels.
Because of our location and design, noise levels to neighbouring housing would be nil.
- The York Recreation and Convention Centre will comply with all noise regulations and restrictions as per provisions set out by the Shire of York.

To provide adequate controls over, and over the persons directly or indirectly involved in, the sale, disposal and consumption of liquor;

- A register and copy of attainments by staff will be kept by Management in the main office.
- The York Recreation and Convention Centre will develop a **House Management Policy** and this will be supported by a **Code of Conduct**.
- The House Management Policy and the Code of Conduct will be displayed in a prominent position on the licensed premises.

To provide a flexible system, with as little formality or technicality as may be practicable, for the administration of this Act.

- All staff will have access to current Responsible Service publications as issued by Liquor Licensing.
- Regular staff meetings and training sessions that reiterate the practices and procedures of the Responsible Service Alcohol and updates to Liquor Licensing policy will be held. Management will visit the RGL website regularly to check for updates and new information pertaining to the Act.
- All Sporting Club Members affiliated with the YRCC will receive an induction package with their membership which will include the Code of Conduct and a copy of our House Management Policy.

Section 38(4) of the Act provides that the matters the licensing authority may have regard to in determining whether the granting of an application is in the public interest include the harm or ill-health that might be caused to people, or any group of people, due to the use of liquor;

- The York Recreation and Convention Centre will develop a **House Management Policy** and that will be supported by our **Code of Conduct**.
- The House Management Policy and the Code of Conduct will be displayed in a prominent position on the licensed premises.
- A professional Security Company will be utilised one hour prior to the conclusion of an event until one hour after an event (if deemed necessary) to ensure the safety of all members and their guests.
- No alcohol will be served to anyone failing to provide appropriate photographic identification.
- No alcohol will be served to anyone who is intoxicated.
- Unduly intoxicated persons will be asked to leave the York Recreation and Convention Centre. In doing so, Management will call friends or relatives on the persons behalf if required.
- Rubbish collection is by the Shire of York during normal Shire of York rubbish collection hours.

The impact on the amenity of the locality in which the licensed premises or proposed licensed premises are, or are to be, situated;

- The consumption of alcohol will have minimal impact on the area surrounding the premises as our Centres first priority for operation are Sportsmanship, Health and Wellbeing.
- In accordance with the IA policy we have considered the West Australian Drug and Alcohol Strategy 2005-2009. It is considered that there are some 'at risk' groups referred to by the PIA policy for the purposes of this application.
- a) The locality shows limited significance to the risk of children and young people, due to the different ages of sporting groups using the Centre. The Centre manager will minimise any risks.
- b) The indigenous populations make up approximately 7% of the total population in the entire region.
- c) There is a school and a hospital in the locality, however they are situated far enough away from the Centre to be of minimum concern.
- d) York has areas of low socio-economic status with the majority of these areas being of an aged population.
- e) By consolidating all sporting groups into one area of the York Town site the impact of alcohol related activities currently occurring elsewhere will be eliminated.

Whether offence, annoyance, disturbance or inconvenience might be caused to people who reside or work in the vicinity of the licensed premises or propose licensed premises;

- The YRCC located centrally within a Recreation reserve, with a Railway Reserve on two sides and a limited amount of residences on two sides. The annoyance, disturbance or inconvenience to anyone will be absolutely minimal. Parking for the venue is purpose built, well lit and adjacent to the YRCC. (Please see attached Location Map)
- We are committed to monitoring patron noise to comply with all prescribed regulatory noise levels.



YORK RECREATION & CONVENTION CENTRE

MANAGEMENT PLAN

(Please note Plan *does* not need to be displayed but must be given to Relevant Authorities on Request)

The Management and Staff of the Shire of York will ensure the responsible service of alcohol at all times in accordance with the Liquor Licensing Amendment Act 1998 of WA.

Serving Alcohol:

Alcohol will be served according to the requirements of the Shire of York's liquor licence and in accordance with the safety and wellbeing of patrons.

- The Shire of York will discourage excessive or rapid consumption of alcohol.
- Alcoholic drinks will be served in standard drink measures.
- The Shire of York will display posters on Blood Alcohol Content and the ways alcohol affects the body.
- The liquor licence will be displayed at the bar.
- The designated Manager is responsible for ensuring the above best practices will be undertaken by the Shire of York.

In hours training:

- Only trained servers will be permitted to serve alcohol.
- The Shire of York will pay for all personnel to receive training on the service of alcohol.
- The Shire of York will provide a position description and centre orientation for all bar personnel.
- All bar personnel will receive information on Shire of York serving of alcohol requirements and procedures.
- The Shire of York appointed manager is responsible for ensuring training is undertaken by bar personnel.

Intoxicated patrons:

- Alcohol will not be served to any person who is intoxicated.
- Servers will follow procedures, provided in their training by the Liquor Licensing Commission, for

- dealing with and refusing alcohol to intoxicated patrons.
- Intoxicated patrons will be asked to leave the York Recreation and Convention Centre.
- The Shire of York will encourage safe transport options.
- The Shire of York will allocate management personnel to undertake and assist with bar staff in the removal of patrons from the venue.

Underage drinking:

- Alcohol will not be served to minors.
- Staff will request proof of age, where appropriate.
- Only photographic ID will be accepted.

Safe transport:

- The Shire of York will take every action necessary when the driver is over the 0.05 limit.
- The Shire of York will prominently display signage indicating that taxi services do not exist in York and alternative transport arrangements are required.
- York Recreation and Convention Centre members and bar staff will encourage intoxicated patrons to take safe transport home.
- The Shire of York will implement a designated driver program.
- The Shire of York will provide a selection of low-cost, low-alcohol and alcohol-free drinks at the bar.
- Free jugs of water will be placed at the bar.
- A range of low-alcohol and non-alcoholic drinks will be actively promoted and sold at prices competitive with those of full-strength alcoholic drinks.
- Tea and coffee will be available at the bar during social functions.

Provision of food:

- The Shire of York will actively promote and provide a range of snacks and meals when alcohol is served.
- The Shire of York will actively promote and sell food whenever alcohol is available.
- The Shire of York will provide a range of attractive, nourishing and inexpensive snacks and meals.
- The Shire of York will use food or canteen awards rather than alcohol as prizes for player performance.

Promoting the responsible use of alcohol:

- The Shire of York will actively demonstrate its attitude relating to the responsible use of alcohol.
- The Shire of York will not advertise, promote or serve alcohol at junior events or activities.
- The York Shire will educate Sporting Group members and supporters about the alcohol policy through Shire of York media outlets.
- The Shire of York will pursue non-alcohol sponsorship and revenue sources.
- The Shire of York will promote alcohol-free social events for young people and families.
- Alcohol advertising will only appear at the bar.
- The Shire of York will not promote alcohol through 'cheap drink' strategies, such as happy hours.

Complaint procedures

- The Shire of York will take every action necessary to solution complaints from the community.

Complaint Procedures (Continued)

- The Shire of York will allocate personnel responsible to respond to complaints from the community.
- The Shire of York will ensure all personnel follow Shire of York complaint procedures.
- The Shire of York will allocate personnel responsible to ensuring a safe environment for all participants.

Review Practices:

- The Shire of York will review the management plan yearly or on request from the centre Manager.
- The Centre Manager is responsible for monitoring the effectiveness of alcohol service delivery and practices.
- All House Management policies and practices will be reviewed by allocated personnel based on the needs and best practices of the York Recreation and Convention centre.
- The Shire of York will actively implement change which best recognizes the right of every individual to enjoy themselves in a safe, sociable, reliable and legal environment.

Notes: House Management Policy In the Policy you need to have:

1. House management Policy:

- a. Generic statement of intent on the way the licensee wishes to operate the premises.

b. Code of conduct

- Says commitment to controlling intoxicated persons
- Controlling juveniles
- Resolving complaints from customers and residents
- Patron care – which has:
 - Harm minimization strategies which encourage;
 - The availability of food;
 - Non alcoholic products;
 - Staff training;
 - Effective transport of patrons; and
 - Discourage disorderly behaviour.
- Respect the neighbours – statement should encourage patrons to respect the rights of neighbours and not to disturb the amenity of the local area.
- Responsible server practices [from Directors guideline on responsible promotion of liquor]

c. Management Plan

In detail: how the House Policy and the Code of Conduct will be implemented:

- Confirm the licensee and the approved manager have demonstrated their knowledge of the liquor licensing laws;
- In-house training;
- How responsible server practices will be adopted;
- The display of responsible service posters on the licensed premises;
- The way in which licensed security undertake their duties;
- The practices adopted to control juveniles on the licensed premises;
- The way in which intoxicated patrons are effused service: and
- The procedures in place to respond to complaint and protect the amenity of the area

**HOUSE POLICY & CODE OF
CONDUCT MUST BE DISPLAYED
IN A PROMINENT POSITION AT
THE CLUB**



YORK RECREATION & CONVENTION

RESPONSIBLE SERVICE OF ALCOHOL

The Shire of York recognizes the right of every individual to enjoy themselves in a safe, sociable, reliable and legal environment.

The good health of all participants will always be the first priority.

Where possible the Shire of York will:

Ensure compliance with the Liquor Licensing Act 1998 including:

- Not selling or supplying alcohol to an intoxicated [drunk] person;
- Not serving to intoxication;
- Ensuring the quiet or good order of a neighbourhood is not frequently disturbed by activity occurring at the licensed premises or by patrons in the vicinity of the premises:

- Not allowing the sale or supply of alcohol to people aged under 18;
- Ensuring that alcohol is serviced in a responsible manner;
- Providing food, water, non- and low alcohol alternatives; and
- Ensuring access to safe transport for patrons.

YORK RECREATION AND CONVENTION CENTRE

HOUSE MANAGEMENT POLICY

The York Recreation and Convention Centre aims to consistently meet the expectations of our customers through the provision of quality service in a safe and friendly environment.

The York Recreation and Convention Centre aims to promote the responsible sale of alcohol at its premises situated at Forrest Oval in the Town site of York.

The York Recreation and Convention Centre staff are appropriately trained in the service and sale of alcohol, in accordance with the laws of the state of Western Australia.

The service of alcohol at the York Recreation and Convention Centre in accordance with the Western Australian *Liquor Control Act 1988* (as amended) by *Liquor and Gaming Legislation Amendment Act 2006*, is a high priority to management and all staff.



YORK RECREATION & CONVENTION

BAR CODE OF CONDUCT

In accordance with the Liquor Licensing Amendment Act 1998 of WA and the Registered Club Act, Management and Staff will ensure the responsible service of alcohol at all times.

Controlling Intoxicated Persons:

- Bar staff will assist patrons in their decision to drink in moderation.
- Bar staff have the right to refuse service to a Patron who is in a clear state of intoxication.
- Bar staff will not serve alcohol to any patron to the point of intoxication.
- Bar staff will interpret signs of intoxication as one or all of the following:
 - Dizziness;
 - Slurred speech;
 - Poor coordination;
 - Slower reactions;
 - Blurred vision;
 - Flushing;
 - Loss of inhibitions;
 - Aggression; and
 - Unconsciousness.

Controlling Juveniles:

Bar staff will check the age of a patron who may be under the age of 18 ordering drinks in the restricted bar area.

Staff will not serve any patron they suspect may supply alcohol to another person to the point of intoxication or to minors.

Bar staff will request valid and recognized identification for suspected minors.

- Current Australian driver license with photo;
- Current passport; or
- WA issued Proof of Age Card.

Bar staff will refuse patrons alcohol if one of the above forms of identification cannot be provided.

Resolving Complaints:

Bar staff will manage intoxicated, anti-social or disruptive patrons with safe removal from the premises.

All resident complaints will be acknowledged and directed to allocated personnel.

CODE OF CONDUCT (Continued)

Patron Care:

- Bar staff will ensure food will be offered at all times that alcohol is available.
- Bar staff will ensure free water is available upon request.
- Bar staff will ensure Low-alcohol and non-alcoholic beverages will be available.
- Bar staff will ensure excessive or rapid consumption of alcohol is discouraged.
- Bar staff will discourage disorderly behavior.
- Bar staff will avail themselves of the training and literature given to them by management?
- Bar staff will ensure the effective transport of patrons.
- Bar staff will ensure food will be offered at all times that alcohol is available.

Respect the Neighbours:

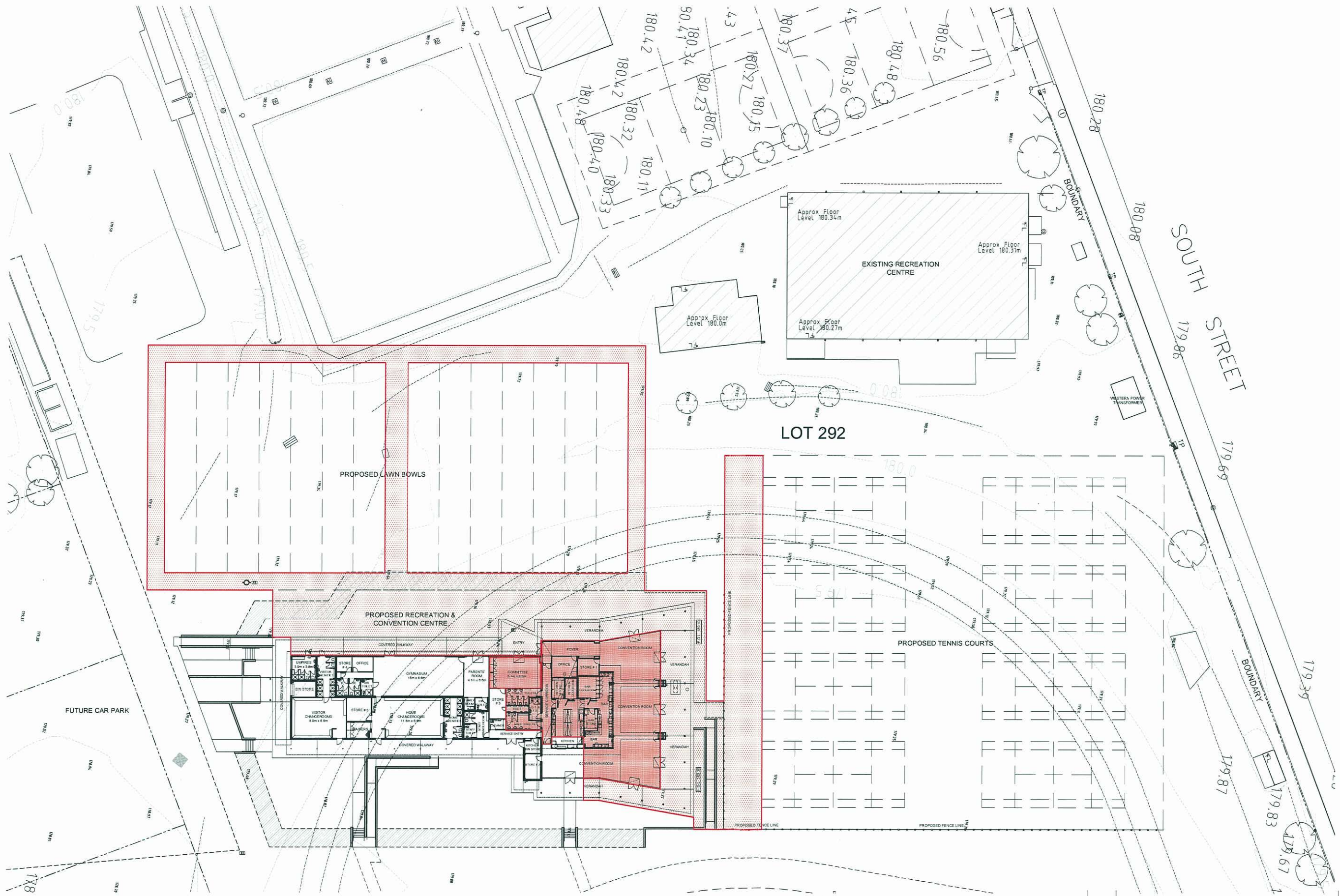
Bar staff will ensure the quiet or good order of a neighbourhood is not frequently disturbed by activity occurring at the licensed premises or by patrons in the vicinity of the premises.

Responsible Server Practices:

Bar staff will not promote alcohol as an enticement to attract people to the premises.

Bar staff will not promote cheap or discounted liquor likely to encourage the irresponsible consumption of alcohol.

Bar staff will adopt Responsible Promotion of Liquor for Consumption on Premises Guidelines.



PROPOSED SITE PLAN
SCALE 1:300



LEGEND:

PROPOSED LIQUOR LICENCE AREA

B ISSUED FOR LIQUOR LICENCE APPROVAL - AREA REVISED		AK	NP	26.10.2011
A ISSUED FOR LIQUOR LICENCE APPROVAL		AK	NP	28.09.2011
revision/ description	drawn	checked	date	
project	drawn	description		
location	checked	NP	SITE / FLOOR PLAN	
	checked	AK	FORREST OVAL, YORK	
	checked	NP		
scale	date			
1:300	23.08.2011			
A1	project no	dwg no		
	82.09	CA15		
HODGE + COLLARD ARCHITECTS		Third Floor, 38 Richardson Street, West Perth, WA 6005 PO Box 743, West Perth, WA 6872 Ph: (08) 9322 5144 Fax: (08) 9322 5740 Email: admin@hodgecollard.com		



Government of **Western Australia**
Department of **Racing, Gaming and Liquor**

Your Ref:
Our Ref: 14238
Enquiries: Mary Ioannidis
☎ (08) 9425 1915

The Licensee
York Recreation and Convention Centre
Attention: Gordon Tester
1 Joaquina Street
YORK WA 6302

SHIRE OF YORK	
FILE	<i>ccp.7</i>
OFFICER	INITIALS
<i>ALLISON</i>	
<i>GORDON</i>	
21 FEB 2013	
<i>1/30422</i>	
REFERRED TO COUNCIL	
DATE	INITIALS

Dear Mr Tester

GRANT OF A TAVERN LICENCE: YORK RECREATION AND CONVENTION CENTRE

Enclosed is a copy of the decision A221648 in respect of the above licence together with the following documents:-

- licence document.
- plans dated 9 March 2012.
- sample of signage.

Should you have any queries regarding this please contact Mary on [08] 9425 1915.

Yours sincerely

Theresa Kow
A/LICENSING COORDINATOR

18 February 2013

Enc.

cc: Simon Saint
87 Avon Terrace
YORK WA 6302

Roma Paton
30 Bouverie Road
YORK WA 6302

John Saville-Wright and Lynette Vincent
83 Avon Terrace
YORK WA 6302

Meg Gray
P O Box 683
YORK WA 6302

Patricia Walters
27 Henrietta Street
YORK WA 6302

David Taylor
1 Glebe Street
YORK WA 6302

Department of Health
Public Health Division
Attention: Dr Revle Bangor-Jones
Executive Director of Public Health
189 Royal Street
EAST PERTH WA 6004

Western Australia Police
Licensing Enforcement Division
Attention: Jim Migro
Commissioner of Police
Locked Bag 9, East Perth Post Office
EAST PERTH WA 6892

DECISION OF DIRECTOR OF LIQUOR LICENSING

APPLICANT: SHIRE OF YORK
PREMISES: YORK RECREATION AND CONVENTION CENTRE
PREMISES ADDRESS: LOT 292, CORNER SOUTH AND ULSTER ROADS, YORK
APPLICATION NO: 14238
NATURE OF MATTER: GRANT OF A TAVERN LICENCE

Introduction

- 1 On 11 November 2011 an application was lodged by the Shire of York (the applicant) for the grant of a tavern licence for premises to be known as the York Recreation and Convention Centre and located at the corner of South Road and Ulster Road, York. The application is made pursuant to section 41 of the *Liquor Control Act 1988* (the Act).
- 2 The application was advertised for public comment in accordance with instructions issued by the Director of Liquor Licensing, which included a notice published in *The West Australian* newspaper; a notice and banner on the site of the premises for a period of 28 days; advice to residents and businesses within a 200 metre radius of the site of the premises; and advising schools, educational institutions, hospitals, child care centres and churches within three kilometre of the proposed licensed premises. Any objections to the application were to be lodged on or before 5 February 2012.
- 3 Objections to the grant of the application were lodged by Simon Saint, Roma Paton, John Saville-Wright and Lynette Vincenti, Meg Gray and Patricia Walters. Pursuant to section 69 of the Act, Notices of Intervention were lodged by the Executive Director Public Health and the Commissioner of Police.
- 4 On 17 December 2012 an objection was lodged by Mr David Taylor which was out of time (ie the last date for objections to be lodged was 5 February 2012). Pursuant to section 73(5) of the Act, a late objection will only be heard if it is in the public interest to do so. Mr Taylor primarily raises four issues in his objection: first is that in a letter dated 30 October 2012 from the CEO of the Shire of York to residents and business owners seeking support for its application, it was indicated that the Shire was seeking a "liquor licence" at the venue and not a "tavern" licence; secondly Mr Taylor believes that there is no mandate under the Act to grant a liquor licence specifically to compliment community and government investment, with the proposed development by the Shire of York having a \$1.8m public/community debt; thirdly that in 2011 the

Shire of York was found by the Department of Local Government to have a "Deficient Administration", and fourthly the suitability of the applicant.

5 In my view there is nothing compelling in Mr Taylor's objection and submission to warrant his late objection being considered in the public interest for these reasons:

- the application for a tavern licence at the proposed premises was advertised widely throughout the community and reported in the local media. Many of the letters of support are from existing clubs that will use the venue, and on the balance of probabilities, these clubs would have been aware of the type of licence that the applicant was seeking notwithstanding the general reference to a "liquor licence" by the CEO of the Shire in his letter of 30 October 2012. Furthermore, others in their letter of support, actually refer to a tavern licence while the questionnaires submitted in support of the application also refer specifically to a tavern licence;
- whether the Shire of York has a debt on the development is inconsequential. Mr Taylor provides no evidence to suggest that the Shire cannot service its debt and his assertion that there is no liquor licence to compliment community and government investment is misplaced. There is nothing in the Act which precludes the granting of a liquor licence, including a tavern licence, to a local government authority. For example, the Shire of Merredin operates a tavern licence at the Merredin Regional Community and Leisure Centre;
- the findings of the Department of Local Government in respect of the administration of the Shire is a matter more appropriately dealt with by that agency in accordance with its legislative mandate; and
- pursuant to section 37(2A) of the Act, where the licensing authority is to determine whether a person is a fit and proper person to occupy a position of authority in a public body, the licensing authority may, in the absence of evidence to the contrary, assume that the person is a fit and proper person to occupy that position. Rumour, speculation and innuendo do not constitute evidence.

Therefore, the late objection by Mr Taylor will not be heard.

6 Pursuant to sections 13 and 16 of the Act the application will be determined on the papers. The submissions of the parties are briefly summarised as follows.

Submissions on behalf of the applicant

7 According to the applicant, the Shire of York has undertaken extensive planning and research to develop a co-located sports precinct on land in the York town site bounded by South Street, Forrest Street, Henrietta Street and the Northam-Albany rail reserve. The intent of the project is to co-locate the sports of tennis, bowls, netball, football,

cricket, hockey, badminton, squash and basketball to a single venue providing high quality sports surfaces and facilities complemented by a recreation and convention centre which will serve as a community social hub for recreation, tourism and business purposes. Expenditure on the project to date is \$6.9m.

- 8 Consequently, it was submitted that the York Recreation and Convention Centre (YRCC) is an important regional facility and although it is located within the town of York, it also provides for the wider Wheatbelt region. The YRCC incorporates new change rooms, gymnasium with Parents Room, Committee Room and a commercial kitchen, bar and function area. The building has been designed to assist local tourism based operations by attracting conventions, seminars and training courses to York which will support local business operators with the resultant spin-off of accommodation, meals, entertainment, shopping and other services.
- 9 The playing and participation in sporting activity is a valuable part of life in regional Western Australia which helps to built communities and contributes to a healthy lifestyle. The application for a tavern licence at the recreation centre is to replace existing licences held by the York Bowling Club, the York Tennis Club and replace the use of occasional liquor licences used by other individual sporting clubs. It is proposed that the redeveloped YRCC will provide a central meeting place for the whole of the community who can be motivated to come together through sport, community groups, functions, public events, conferences and other activities.
- 10 It is envisaged by the applicant that the majority of patrons of the YRCC will be members of the various sporting clubs that use the facilities for their respective club activities and sporting fixtures. In addition, there will be spectators, visitors and function guests who would also use the facility. A tavern licence will provide the applicant with the flexibility to provide an additional range of services at an important regional facility.
- 11 The applicant's Public Interest Assessment (PIA) and accompanying submissions provided information on the locality in which the proposed premises is located, intended manner of trade at the venue, harm minimisation initiatives to be adopted by the applicant, social health indicators and demographics of the area and the likely impact on the amenity of the area.
- 12 In support the applicant's claims that the grant of the licence will benefit the general community, the applicant submitted 10 questionnaires and 16 letters of support from local business operators, politicians, Avon Tourism Inc and the following clubs:
 - York Bowling Club;
 - York Basketball Club;

- York Football Club;
- York Imperials Cricket Club;
- York Junior Netball Club; and
- York Lawn Tennis Club.

13 It was submitted that the Shire of York is well suited to hold a liquor licence for the proposed licensed premises as it operates under the principles of openness and accountability, acts on behalf of the community as a whole and has a structured financial management and reporting system in place.

14 In summary, it was submitted that the YRCC and its related development was intended to:

- provide high quality sport surfaces and associated facilities to meet current and future community needs and to attract regional level events;
- support the principles of energy and water efficiencies by the use of relevant heating, lighting and cooling systems and the use of synthetic surfaces to minimise water use;
- reduce the cost to individual clubs to maintain, manage and upgrade individual facilities and infrastructure to meet current and projected demand;
- reduce the burden on volunteers from individual sports clubs and organisations for fundraising needs;
- offer the opportunity for people to participate in multiple sports by having physical and viewing access to all sports on a single site;
- support wellness and fitness within the community by providing a single site recreational facility;
- encourage family interaction and engagement by co-ordinating sports at a single venue;
- take advantage of the high quality, high volume accommodation capacity of York to attract conferences, seminars and conventions;
- assist local businesses in the hospitality industry by attracting conferences, seminars and conventions with the consequential flow on effects;
- provide a community social hub for the users of the sports facilities;

- offer an alternative social venue to the existing liquor, food and entertainment outlets in York;
- not act in direct competition with existing service providers in the hospitality industry, but rather to act complimentary to the existing facilities and services;
- ensure the responsible service and consumption of liquor;
- reduce the number of existing and occasional liquor licences associated with sports and recreation in York; and
- provide equity of access to all members of the public and not just to sports club members.

Submissions on behalf of the Executive Director Public Health

- 15 The Executive Director Public Health (EDPH) lodged a Notice of Intervention in respect of the application to make representations regarding the high-risk aspects associated with the application and to recommend conditions be imposed upon the licence to assist in the minimisation of potential harm or ill-health effects associated with the licence.
- 16 According to the EDPH and based upon the available literature, the granting of a tavern licence and the availability of alcohol in a recreation and sporting environment raises a number of risk factors, particularly in the context of the existing drinking culture in Western Australia and the normalisation of the use of alcohol as part of recreational activities.
- 17 Consequently, the EDPH recommended that should the licence be granted, formal conditions be imposed on the licence in order to:
- Protect and minimise harm (both in the short and long-term) to those juveniles and young people that will frequent the venue in the context of their sporting endeavours; and
 - Ensure the focus of the premises remains on its sporting and leisure activity operation, and not on the sale and consumption of alcohol.

Submissions on behalf of the Commissioner of Police

- 18 The Commissioner of Police expressed his concern that if the application is granted, and conditions not imposed on the operation of the licence, public disorder or disturbance would be likely to result.
- 19 It was submitted by the Commissioner of Police that in the period 1 November 2011 to 31 January 2012, there were 16 recorded domestic violence incidents in the town of

York were alcohol was identified by police as a casual factor. The Commissioner of Police therefore recommended that if the application is granted, conditions be imposed on the licence pertaining to the manner and types of liquor that may be sold, that a browse area for the sale of packaged liquor is not established, that the sale and consumption of liquor is not promoted in a manner that encourages the excessive consumption of liquor, the use of crowd controllers, the use of CCTV system and the implementation of dress standards to prohibit the wearing of jackets or clothing bearing the insignias of Outlaw Motorcycle Gangs.

Submissions on behalf of the objectors

Simon Saint

- 20 Mr Saint was of the view that granting a tavern licence to the venue would essentially make the complex a pub and this would send mixed messages that sport and liquor are acceptable and closely associated. Many clubs utilising the premises have junior members who would be exposed to the consumption of liquor at the premises. Mr Saint believes that a club licence is more appropriate and this would limit the potential for juvenile drinking and anti-social behaviour. On this basis, any member of the public who wished to use the facility would simply join one of the sporting clubs as a full or part member which would result in increased club membership and enable the clubs to control any potential harmful situations. If the Council wanted to hold conventions, seminars or functions at the venue, it could obtain occasional licences. Mr Saint also expressed concerns that a letter from the CEO of the Shire of York to residents and business owners seeking support for its application, did not clearly indicate that the Shire was seeking a tavern licence at the proposed licensed premises.

Roma Paton

- 21 According to Ms Paton the grant of the application is not in the best interests of the York community because elected members of the Shire may be voted out of office and therefore should not hold a liquor licence in their own name or alternatively the elected members would have no authority over the employees of the CEO of the Shire. In addition, the granting of a tavern licence to the Shire may result in the various sporting groups who use the oval being ineligible for Healthways grants.
- 22 Ms Paton is of the view that it is not the role of local government to foster or encourage the supply of liquor within the same location of the major sporting complex designed to encourage youth in the community to participate in sporting activities. Ms Paton is also concerned that the grant of the licence may lead to an increase in local traffic in the area which could impact on people travelling to and from the York District Hospital.

John Savile-Wright and Lynette Vincenti

- 23 Mr Savile-Wright and Ms Vincenti, who operate the Imperial Hotel in York, object to the grant of the licence on the basis that the Town of York already experiences some alcohol-related violence and anti-social behaviour and the grant of the licence may negatively impact on the amenity of the locality. It is also their view that the proposed hours of operation on the venue is not consistent with a sporting venue and the clubs that use the premises will lose a valuable income stream (from the sale of liquor) and therefore make them less viable.

Meg Gray

- 24 Ms Gray is of the view that a tavern licence is inappropriate for the venue however she is not opposed to the grant of a club licence at the venue with a provision for the catering of conferences or functions. According to Ms Gray the population of York does not warrant the establishment of another public liquor outlet and having a facility open to the public for the hours specified by the Shire is not conducive to a healthy image of sport. Ms Gray is also concerned that the grant of the licence may have a negative social impact and be detrimental to other businesses in town.

Patricia Walters

- 25 Ms Walters objects to the grant of the application on the basis that it would not be in the best interests of the public to give mixed messages to juveniles and promote the idea that the consumption of liquor, bad language and bad behaviour are acceptable. Having the venue licensed could also restrict access to the hospital and the school and, in the event of an evening function, disrupt the quiet and good order of the locality through noise (traffic and loud music).

Determination

- 26 An applicant for the grant of a tavern licence must, pursuant to section 38(2) of the Act, satisfy the licensing authority that granting the application is in the public interest, while the burden of establishing the validity of any objection lies on the objector (refer to section 73(10) of the Act).
- 27 In determining whether the grant of an application is "in the public interest" I am required to exercise a discretionary value judgment confined only by the scope and purpose of Act (refer *Water Conservation and Irrigation Commission (NSW) v Browning (1947) 74 CLR 492*; *O'Sullivan v Farrer (1989) 168 CLR 210*; *Palace Securities Pty Ltd v Director of Liquor Licensing [1992] 7WAR 241*; and *Re Minister for Resources: ex parte Cazaly Iron Pty Ltd (2007) WASCA 175*).

- 28 In *McKinnon v Secretary, Department of Treasury [2005] FCAFC 142* Tamberlin J said:

"The reference to "the public interest" appears in an extensive range of legislative provisions upon which tribunals and courts are required to make determinations as to what decision will be in the public interest. This expression is, on the authorities, one that does not have any fixed meaning. It is of the widest import and is generally not defined or described in the legislative framework, nor, generally speaking, can it be defined. It is not desirable that the courts or tribunals, in an attempt to prescribe some generally applicable rule, should give a description of the public interest that confines this expression.

The expression "in the public interest" directs attention to that conclusion or determination which best serves the advancement of the interest or welfare of the public, society or the nation and its content will depend on each particular set of circumstances."

- 29 Although section 38(4) of the Act specifically directs the licensing authority to consider the application in terms of the harm that might be caused to people due to the use of liquor and the impact on the amenity of the locality, these are not the only matters for consideration. When determining whether the grant of an application is in the public interest, the licensing authority needs to consider both the positive and negative social, economic and health impacts that the grant of the application will have on the community (refer section 19 of the *Interpretation Act 1994* and *Parliamentary Debates, WA parliament, Vol 409, p 6342*).
- 30 Also, advancing the objects of the Act as set out in section 5 is relevant to the public interest considerations (refer *Palace Securities supra*). The primary objects of the Act are:
- to regulate the sale, supply and consumption of liquor;
 - to minimize harm caused to people, or any group of people, due to the use of liquor; and
 - to cater for the requirements of consumers for liquor and related services, with regard to the proper development of the liquor industry, the tourism industry and other hospitality industries in the State.
- 31 The Shire of York has undertaken an extensive planning and research process to establish a multi-purpose sport and recreational facility in the Town of York which will serve as a community social hub for recreation, tourism and business purposes. To date, expenditure on the project is in excess of \$6m. Attracting conventions, seminars and training courses to York will benefit local business operators through the provision of accommodation, meals, entertainment, shopping and other services.

-
- 32 In response to concerns expressed by the objectors in respect of juveniles and the potential negative impact that the grant of the licence may have on the community, the applicant proposes a range of initiatives to ensure that liquor is only sold and supplied in a responsible manner consistent with the obligations of a licensee under the Act. The applicant has also accepted a range of conditions proposed by the interveners in order to minimise the potential harm or ill-health to the community from the sale and supply of liquor at the venue.
- 33 Some of the objectors expressed the view that a club licence is a more appropriate type of licence to operate at the venue rather than a tavern licence because a club licence would reduce the risk of juveniles being exposed to liquor, reduce anti-social behaviour and allow the clubs to generate revenue from the operation of the bar. Notwithstanding these views, the application is supported by many existing clubs who use, or will use, the facility and see the benefits of the proposed development. Also, it should be noted that:
- the applicant cannot be granted a club licence;
 - a club licence would not facilitate the conduct of the business under the licence in the manner proposed in this application;
 - multiple club licences may have to operate at the venue which is problematic under the Act, which restricts the granting of two or more licences over the same part of any premises (except in the case of club restricted licences); and
 - the restrictions in respect of juveniles being on premises licensed under a club licence are less restrictive than premises licensed under a tavern licence.
- 34 In my view, having a single licence at the venue will obviate the need for multiple licences held by different operators; ensure consistency of serving practices and standards and overcome the logistics and costs of duplicating services and infrastructure.
- 35 Although some objectors raised concerns that the grant of the application may negatively impact on the amenity of the locality, there is no evidence to support this contention, particularly in view of the management practices proposed by the applicant, which will mitigate this risk. The concerns of the objectors can also be addressed through the imposition of appropriate conditions on the licence.
- 36 Based upon the applicant's evidence and submissions, I am of the opinion that, on the balance of probabilities, the proposed tavern will be catering for the requirements of the public who resort to the premises for the purposes of viewing or participating in an event or sporting activity, or who may be attending a community or club function or meeting. This is consistent with object 5(1)(c) of the Act and object 5(2)(a), which relates to the use and development of licensed facilities reflecting the diversity of consumers in the State. I conclude from the evidence presented that the YRCC is an

important development for the Town of York and the surrounding region and any potential negative impact is outweighed by the benefits to the community at large.

- 37 Based on the evidence submitted, I find that the objectors have failed to establish their grounds of objection as required under section 73(10) of the Act and I am satisfied that the grant of the application is in the public interest and that the applicant has complied with all the necessary statutory criteria, requirements and conditions precedent to the application being granted.
- 38 Consequently, a tavern licence is granted to the applicant, with the following conditions imposed on the operation of the licence, which are consistent with the applicant's submissions or are otherwise in the public interest.

TRADING HOURS

As permitted under section 98(1) of the Act, however trading may not commence before 10 a.m.

TRADING CONDITIONS

- The licensee is permitted to sell and supply liquor in accordance with the provisions of section 41 of the Act as it relates to tavern licences.
- Food is to be available at all times during trading hours.
- Unaccompanied juveniles are permitted on the licensed premises only for the purposes of using the toilet facilities.
- When a junior event is taking place at the licensed premises, notwithstanding that a juvenile may be accompanied by a responsible adult (as defined in the Act), the sale, supply and consumption of liquor is prohibited.
- When a junior sporting event is taking place at the venue, the sale, supply and consumption of liquor is prohibited.
- The establishment of a browse facility for packaged liquor is prohibited.
- Packaged liquor may only be sold and supplied to patrons who are present at the licensed premises for reasons other than purchasing liquor, that is, such as to view an event, participate in an event or to attend a club or community meeting or function held at the premises.

- Liquor advertising at the licensed premises may only take the form of modest signage which informs the public of product pricing or upcoming functions or events at which liquor will be available. The advertising must not be designed to actively encourage liquor consumption together with sporting pursuits or encourage rapid or excessive consumption of liquor.
- Sponsorship by liquor suppliers of juvenile sporting competitions or events is prohibited.
- The selling and supplying of beverages in such a way that would encourage rapid consumption of liquor (e.g. but not limited to; unadulterated spirits or liqueur in a shot glass) or drinks known as 'laybacks', 'shooters', 'test tubes', 'jelly shots', 'blasters', or 'bombs' or any other emotive title is prohibited.
- No liquor is to be supplied mixed with energy drinks. For the purposes of this condition 'energy drinks' has the same meaning as formulated caffeinated beverage within the Australian New Zealand Food Standards Code with a composition of 145mg/l of caffeine or greater.
- Drink options that contain light and mid strength alcohol content must be available at all times.
- The following dress standard applies during the permitted trading hours:
 - Jackets, or other clothing or accessory, bearing patches or insignia of any Outlaw Motor Cycle Gangs, not limited to but including the following listed Gangs, are not permitted to be worn on these premises at any time-
 - Coffin Cheaters
 - Comancheros
 - Club Deroes
 - Finks
 - God's Garbage
 - Gypsy jokers
 - Outlaws
 - Rebels
 - Hell's Angels
 - Rock Machine

ENTERTAINMENT CONDITION

1. A person resorting to, or on the premises, including the licensee or manager, or an employee or agent of the licensee or manager, shall not:-
 - (a) be immodestly or indecently dressed on the licensed premises, and/or

-
- (b) take part in, undertake or perform any activity or entertainment on the licensed premises in a lewd or indecent manner.
2. The licensee or manager, or an employee or agent of the licensee or manager, is prohibited from:-
- (a) exhibiting or showing, or causing, suffering or permitting to be exhibited or shown, on the licensed premises any classified "R 18+", "X 18+" or "RC" classified publication, film or computer game or extract therefrom;
- (b) causing, suffering or permitting any person employed, engaged or otherwise contracted to undertake any activity or perform any entertainment on the licensed premises to be immodestly or indecently dressed on the licensed premises, or
- (c) causing, suffering or permitting any person to take part in, undertake or perform any activity or entertainment on the licensed premises in a lewd or indecent manner.
3. In this condition "licensed premises" includes any premises, place or area:-
- (a) which is appurtenant to the licensed premises, or
- (b) in respect of which an extended trading permit granted to the licensee is for the time being in force, but does not include any part of the premises which is reserved for the private use of the licensee, manager or employees of the licensee and to which the public does not have access.

REGISTERS

The licensee must maintain on the licensed premises the following registers:

1. a register of prescribed incidents that take place at the licensed premises (section 116A of the Act and regulation 18EB refer); and
2. a register that records training compliance for all staff (section 103A of the Act and regulation 14AG refer).

These registers must be maintained in a form approved by the Director of Liquor Licensing. The licensee, or an employee or agent of the licensee of the business conducted under the licence shall, at the request of an authorised officer, produce the registers for inspection by that authorised officer.

COMPLIANCE WITH HARM MINIMISATION POLICY

The applicant has lodged a copy of the House Management Policy, Code of Conduct and Management Plan developed for these premises in accordance with the Harm Minimisation Policy. These documents must be retained on the licensed premises and produced to any Authorised Officer if required.

LICENCE FEES

Pursuant to section 127(2) of the Act the prescribed licence fee payable in respect of this licence is \$539.00 and is payable prior to the grant of the licence.

I am satisfied that the licence fee has been paid.

GENERAL

The licensed premises are defined as the area outlined in red on the plans attached and dated 9 March 2012. A copy of that plan is to be retained on the premises and produced to any authorised officer on request.

The premises' name "York Recreation and Convention Centre" is approved and may not be altered without prior approval of the Director of Liquor Licensing.

The applicant must ensure that the signage required under Section 116(4) and 116(5) of the Act is displayed on the licensed premises within fourteen (14) days of the date of this decision.

Additionally, pursuant to Section 116(4) of the Act, the applicant must ensure a copy of the licence is displayed in a readily legible condition and in a conspicuous position in the licensed premises.

In addition to the specified trading conditions of the licence, the licensee is also reminded of the obligations of a licensee under the Act including the following:-

- *Supervision & Management*

The licensee must ensure that the conduct of the business at the licensed premises is personally supervised and managed by an Approved Manager or by the licensee if the licensee is a natural person at any time when business is conducted. In this regard, the managers approved as part of this application are deemed to be approved managers until such time as they receive their Identification Cards.

- *Mandatory Training - Responsible Service of Alcohol*

Within four (4) weeks of commencing employment at the licensed premises the licensee is required to have any person who will be engaged in the sale, supply or service of liquor on the licensed premises, and all senior staff, successfully complete a course of training in the responsible service of alcohol.

- *Free Drinking Water*

Pursuant to Section 115A of the Act, at all times that liquor is sold and supplied for consumption on the licensed premises, the licensee shall make available to patrons, potable drinking water free of charge. As a minimum, this condition is to be met by way of water dispensers located at or near all bar service areas. The water must be refreshed regularly, with clean glasses or disposable cups being available for use.

39 Parties to this matter dissatisfied with the outcome may seek a review of the Decision under section 25 of the Act. The application for review must be lodged with the Liquor Commission within one month after the date upon which the parties receive notice of this Decision.

40 This matter has been determined by me under delegation pursuant to section 15 of the Act.



Peter Minchin

DELEGATE OF THE DIRECTOR OF LIQUOR LICENSING

18 February 2013

SIGNAGE REQUIREMENTS

Effective 7 June 2011

In accordance with section 116(4) of the *Liquor Control Act 1988* the licensee must display a notice in a **readily legible condition** and in a **conspicuous position in the licensed premises** showing the name of each approved manager who is supervising and managing the licensed premises. For example:

Approved Managers
Manager name(s)

NB: *This sign only needs to show the name of the manager or managers who are currently on duty and are managing the licensed premises.*

Section 116(4) also requires the licensee to display a readily legible copy of the licence document in a conspicuous position in the licensed premises.

In accordance with section 116(5) of the *Liquor Control Act 1988* the licensee must ensure a notice in a form approved by the Director is displayed, in a **readily legible condition** and in a **conspicuous position at or near the front entrance to the licensed premises**, showing the approved name of the premises, the class of licence and the name of the licensee. For example:-

York Recreation and Convention Centre
Tavern Licence
Shire of York "Licensee"

Under section 116(5A) of the *Liquor Control Act 1988* the two signs can be combined and displayed in a **conspicuous position at or near the front entrance to the licensed premises**. For example:

York Recreation and Convention Centre
Tavern Licence
Shire of York "Licensee"
Insert manager name(s) followed by "Manager"



Licence No. 6020142381

**LIQUOR CONTROL ACT 1988
TAVERN LICENCE**

The Licensee
York Recreation and Convention Centre
Shire of York Office
1 Joaquina Street
YORK WA 6302

Premises Name: York Recreation and Convention Centre
Premises Address: Lot 292, Cnr South and Ulster Roads, York WA 6302

Licensee: Shire of York

The licensee named above is authorised to sell liquor at the licensed premises described above, in accordance with the Liquor Control Act 1988 ("the Act"). The licensee must comply with all requirements and conditions imposed by the Act, any conditions or authorisations published by notice under section 31 of the Act, and any conditions or requirements set out below. The licence continues in force until surrendered, suspended or cancelled under the Act.

1. EXTENDED TRADING PERMITS

The following extended trading permits have been granted under section 60 of the Act. The authorisation to trade pursuant to the licence is modified accordingly.

Permit Nos: N/A

2. CONDITIONS IMPOSED UNDER THE LIQUOR CONTROL ACT 1988

TRADING HOURS

As permitted under section 98(1) of the Act, however trading may not commence before 10 a.m.

TRADING CONDITIONS

The licensee is permitted to sell and supply liquor in accordance with the provisions of section 41 of the Act as it relates to tavern licences.

Food is to be available at all times during trading hours.

Unaccompanied juveniles are permitted on the licensed premises only for the purposes of using the toilet facilities.

When a junior event is taking place at the licensed premises, notwithstanding that a juvenile may be accompanied by a responsible adult (as defined in the Act), the sale, supply and consumption of liquor is prohibited.

When a junior sporting event is taking place at the venue, the sale, supply and consumption of liquor is prohibited.

The establishment of a browse facility for packaged liquor is prohibited.

Packaged liquor may only be sold and supplied to patrons who are present at the licensed premises for reasons other than purchasing liquor, that is, such as to view an event, participate in an event or to attend a club or community meeting or function held at the premises.

Liquor advertising at the licensed premises may only take the form of modest signage which informs the public of product pricing or upcoming functions or events at which liquor will be available. The advertising must not be designed to actively encourage liquor consumption together with sporting pursuits or encourage rapid or excessive consumption of liquor.

Sponsorship by liquor suppliers of juvenile sporting competitions or events is prohibited.

The selling and supplying of beverages in such a way that would encourage rapid consumption of liquor (e.g. but not limited to; unadulterated spirits or liqueur in a shot glass) or drinks known as 'laybacks', 'shooters', 'test tubes', 'jelly shots', 'blasters', or 'bombs' or any other emotive title is prohibited.

No liquor is to be supplied mixed with energy drinks. For the purposes of this condition 'energy drinks' has the same meaning as formulated caffeinated beverage within the Australian New Zealand Food Standards Code with a composition of 145mg/l of caffeine or greater.

Drink options that contain light and mid strength alcohol content must be available at all times.

The following dress standard applies during the permitted trading hours:-

Jackets, or other clothing or accessory, bearing patches or insignia of any Outlaw Motor Cycle Gangs, not limited to but including the following listed Gangs, are not permitted to be worn on these premises at any time -

- Coffin Cheaters
- Comancheros
- Club Deroes
- Finks
- God's Garbage
- Gypsy jokers
- Outlaws
- Rebels
- Hell's Angels
- Rock Machine

ENTERTAINMENT CONDITION

1. A person resorting to, or on the premises, including the licensee or manager, or an employee or agent of the licensee or manager, shall not:-

- (a) be immodestly or indecently dressed on the licensed premises, and/or
- (b) take part in, undertake or perform any activity or entertainment on the licensed premises in a lewd or indecent manner.

2. The licensee or manager, or an employee or agent of the licensee or manager, is prohibited from:-

- (a) exhibiting or showing, or causing, suffering or permitting to be exhibited or shown, on the licensed premises any classified "R 18+", "X 18+" or "RC" classified publication, film or computer game or extract therefrom;
- (b) causing, suffering or permitting any person employed, engaged or otherwise contracted to undertake any activity or perform any entertainment on the licensed premises to be immodestly or indecently dressed on the licensed premises, or
- (c) causing, suffering or permitting any person to take part in, undertake or perform any activity or entertainment on the licensed premises in a lewd or indecent manner.

3. In this condition "licensed premises" includes any premises, place or area:-

- (a) which is appurtenant to the licensed premises, or
- (b) in respect of which an extended trading permit granted to the licensee is for the time being in force, but does not include any part of the premises which is reserved for the private use of the licensee, manager or employees of the licensee and to which the public does not have access.

REGISTERS

The licensee must maintain on the licensed premises the following registers:

1. a register of prescribed incidents that take place at the licensed premises (section 116A of the Act and regulation 18EB refer); and
2. a register that records training compliance for all staff (section 103A of the Act and regulation 14AG refer).

These registers must be maintained in a form approved by the Director of Liquor Licensing. The licensee, or an employee or agent of the licensee of the business conducted under the licence shall, at the request of an authorised officer, produce the registers for inspection by that authorised officer.

COMPLIANCE WITH HARM MINIMISATION POLICY

The applicant has lodged a copy of the House Management Policy, Code of Conduct and Management Plan developed for these premises in accordance with the Harm Minimisation Policy. These documents must be retained on the licensed premises and produced to any Authorised Officer if required.

This licence takes effect from **18 February 2013**.



Department of Racing, Gaming and Liquor V11

A.B.N.: 68-027-200-567
 Level 1 87 Adelaide Terrace East Perth WA 6004
 Phone: 0894251888 Fax: 0893251041



Sales Docket

Docket No	83785	Date	18/02/2013 9:32AM	Reference	14238FEE13
Served by	Natalie Farnsworth				

Sold To :

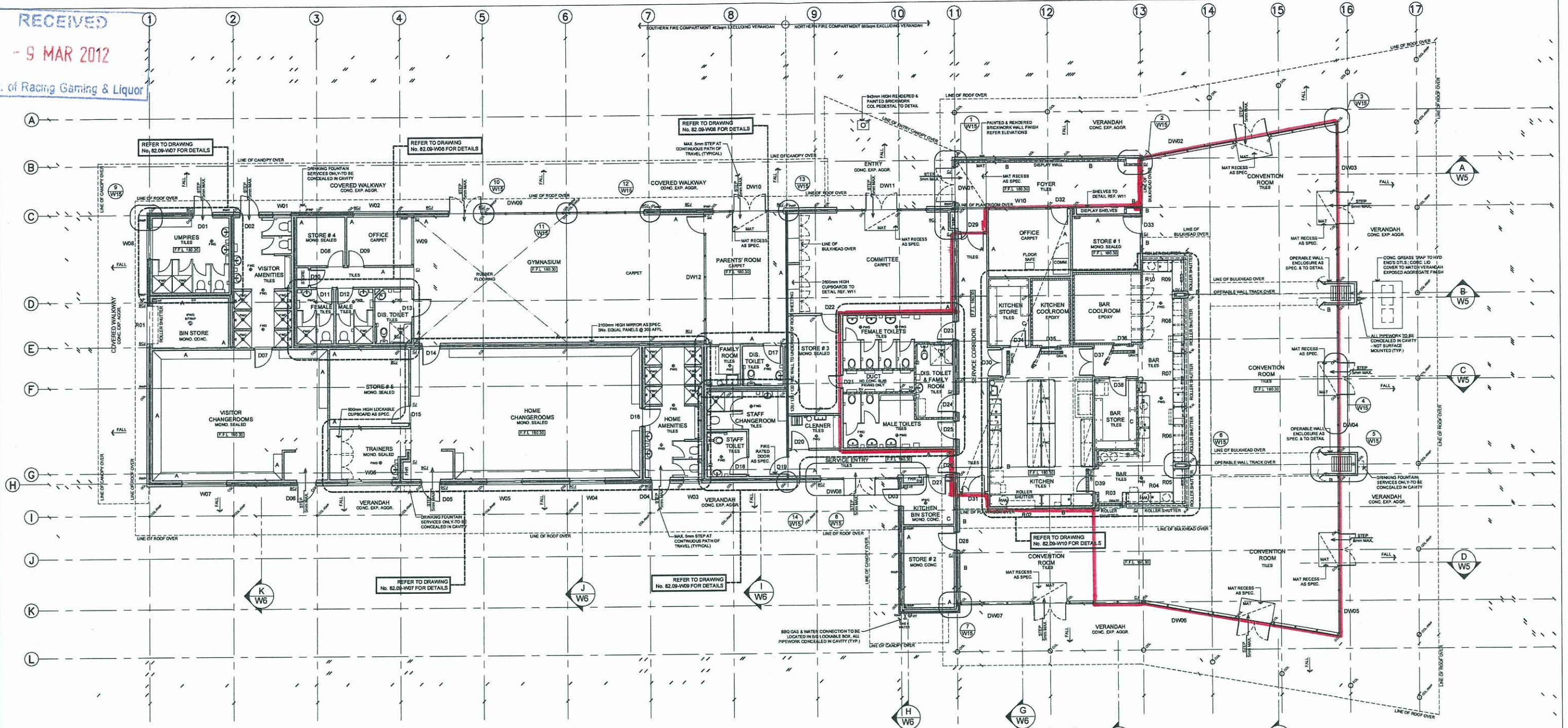
Delivered To:

Description	Tax	Price \$	Qty	Total \$
Liquor Licence Annual Fee 255 ORGL 255 AAM Liquor Licence Ann Fee	FRE	539.00	1	539.00

Payment Details		Totals	
Master Card	\$539.00	Sub Total	\$539.00
		TOTAL inc	\$539.00

Comments:
 York Recreation & Convention Centre

RECEIVED
- 9 MAR 2012
Dept. of Racing Gaming & Liquor



LIQUOR CONTROL ACT 1988
The area outlined in red on this plan is the defined licensed area. It is a condition of the licence that this area shall not be altered without approval.
Decision No. A221648 Date 18/02/2013

PROPOSED FLOOR PLAN
SCALE 1:100

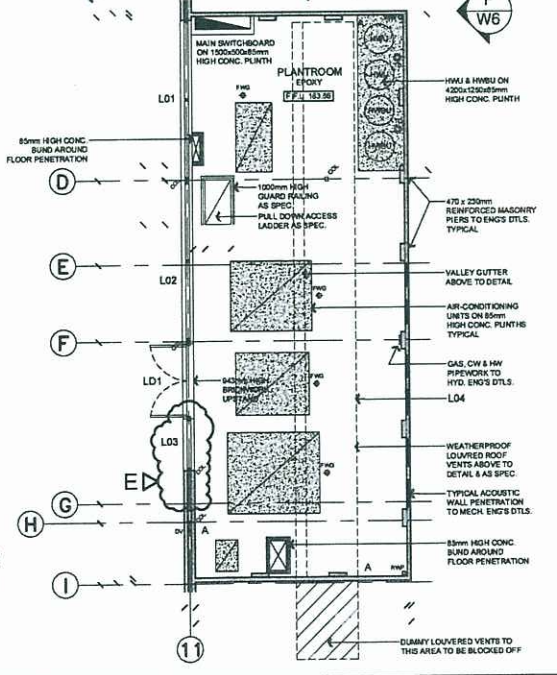
- NOTES:**
- REPORT ANY DISCREPANCIES TO THE ARCHITECT BEFORE PROCEEDING
 - REFER TO DETAIL DRAWINGS FOR DIMENSIONS
 - CONFIRM ALL DIMENSIONS & BOUNDARIES ON SITE
 - DRAWINGS TO BE READ IN CONJUNCTION WITH ALL CONSULTANTS' DRAWINGS
 - DO NOT SCALE FROM DRAWINGS
 - REVISIONS NOT LIMITED TO REVISION CLOUDS

- LEGEND:**
- 110mm FACE BRICKWORK WALL OR 100mm BLOCKWORK WALL WITH 110mm FACE BRICKWORK WALL ABOVE REFER TO ELEVATION DRAWINGS
 - 100mm FEATURE FACE BLOCKWORK WALL
 - 90mm BRICKWORK WALL
 - 100mm COOLROOM WALL PANEL REFER MECH. ENGS DETAILS
 - 2 HOUR FIRE RATED FACE BRICKWORK WALL TO USIDE OF ROOF SHEETING
 - WINDOW / DOOR NUMBER; REFER TO WINDOW & DOOR SCHEDULE DWG.
 - STRUCTURAL STEEL COLUMN; REFER ENGS DRAWINGS
 - BRICKWORK CONTROL JOINT; REFER ENGS DRAWINGS
 - FAIR FACED BRICKWORK; FLUSH JOINTED AS SPEC.
 - PAINTED HARDWALL PLASTER FINISH AS SPEC.
 - PAINTED BRICKWORK WITH FLUSH JOINT AS SPEC.
 - NOTE - KITCHEN STORE, BAR STORE & KITCHEN BIN STORE TO HAVE PAINTED FLUSH JOINT FAIR FACE BRICKWORK WALL FINISH

- RWP RAINWATER PIPE AS SPECIFIED; REF HYD. ENGS DRAWINGS
- FWG FLOOR WASTE GULLY; REF HYD. ENGS DRAWINGS
- IFWG INDUSTRIAL FLOOR WASTE GULLY; REF HYD. ENGS DRAWINGS
- HT HOSE TAP; REF HYD. ENGS DRAWINGS
- TD TUNDISH; REF HYD. ENGS DRAWINGS
- BT BUCKET TRAP; REF HYD. ENGS DRAWINGS
- HUW HOT WATER UNIT; REF HYD. ENGS DRAWINGS
- HWSU HOT WATER BOOSTER UNIT; REF HYD. ENGS DRAWINGS
- DV DRAINAGE VENT; REF HYD. ENGS DRAWINGS
- GV GREASE VENT; REF HYD. ENGS DRAWINGS
- SS SEWER STACK; REF HYD. ENGS DRAWINGS
- L LOCKER AS SPECIFIED
- FHR FIRE HOSE REEL IN CABINET AS SPECIFIED
- SLAB CONTROL JOINT TO ENGS DETAIL
- EXPANSION JOINT TO ENGS DETAIL
- COMMUNICATIONS RACK
- MONOLITHIC CONCG. FLOOR FINISH AS SPEC.
- EXPOSED AGGREGATE CONCRETE FINISH AS SPEC.
- REMOVABLE ROLLER SHUTTER MULLION AS SPEC.
- * ALL EXTERNAL CAVITY WALLS TO HAVE 10mm FOIL BOARD INSULATION PANEL INSTALLED UP TO CEILING LEVEL TO DETAIL & AS SPECIFIED
- ** SET FOOTINGS DOWN FOR SERVICES

SET-OUT OF MECHANICAL SERVICES PLINTHS, PENETRATIONS & FLOOR DRAINS IN THE PLANTROOM TO BE IN ACCORDANCE WITH THE SHOP DRAWINGS!!
THE LOCATIONS SHOWN ARE INDICATIVE ONLY.

PROPOSED UPPER FLOOR
PLANTROOM FLOOR PLAN
SCALE 1:100



revision / issue	description	drawn	checked	date
E	REDUCE SIZE OF LOUVER L03, BRICK UP 772mm WIDE OPENING & REPOSITION KITCHEN EXHAUST DISCHARGE DUCT TO NEW L03 LOUVER	AK	NP	13.04.2011
D	PLANTROOM LAYOUT UPDATED IN LINE WITH SHOP DRAWINGS; REINFORCED MASONRY PIERS ADDED TO PLANTROOM SINGLE LEAF BRICKWORK WALL	AK	NP	21.03.2011
C	SIZE OF PLANTROOM SWITCHBOARD CONCRETE PLINTH REDUCED	AK	NP	25.02.2011
B	FUTURE DRINKING FOUNTAIN RELOCATED	AK	NP	24.02.2011
A	CONSTRUCTION ISSUE	AK	NP	28.10.2010

project	location	scale	date
YORK RECREATION & CONVENTION CENTRE	FORREST OVAL, YORK	1:100	28.10.2010

drawn	description	scale	date	project no	dwg no
AK	FLOOR PLAN	1:100	28.10.2010	82.09	W01

Hodge Collard Preston ARCHITECTS
Third Floor, 38 Richardson Street, West Perth, WA 6005
PO Box 743, West Perth, WA 6872
Ph: (08) 9322 5144 Fax: (08) 9322 5140 Email: admin@hpcorp.com



Your Ref:

Our Ref: 14238

Enquiries: Mary Ioannidis
 ☎ (08) 9425 1832

The Licensee
 York Recreation and Convention Centre
 Shire of York Office
 1 Joaquina Street
 YORK WA 6302

SHIRE OF YORK	
FILE	ccp. 7
OFFICER	INITIALS
RAY	
GAIL	
ALLISON	
11 APR 2013	
I131543	
REFERRED TO COUNCIL	
DATE	INITIALS

Dear Sir/Madam

VARIATION OF TRADING CONDITIONS: YORK RECREATION AND CONVENTION CENTRE

Please find enclosed Decision Number A222034 and the amended licence document in respect of the above matter.

Should you have any queries please contact me on [08] 9425 1832.

Yours faithfully

p.p. B Paterson

Mary Ioannidis
 Research and Public Interest Assessment Officer
 5 April 2013

cc: Licensing Enforcement Division

(enc)



Licence No. 6020142381

LIQUOR CONTROL ACT 1988
TAVERN LICENCE

The Licensee
York Recreation and Convention Centre
Shire of York Office
1 Joaquina Street
YORK WA 6302

Premises Name: York Recreation and Convention Centre
Premises Address: Lot 292, Cnr South and Ulster Roads, York WA 6302
Licensee: Shire of York

The licensee named above is authorised to sell liquor at the licensed premises described above, in accordance with the Liquor Control Act 1988 ("the Act"). The licensee must comply with all requirements and conditions imposed by the Act, any conditions or authorisations published by notice under section 31 of the Act, and any conditions or requirements set out below. The licence continues in force until surrendered, suspended or cancelled under the Act.

1. EXTENDED TRADING PERMITS

The following extended trading permits have been granted under section 60 of the Act. The authorisation to trade pursuant to the licence is modified accordingly.

Permit Nos: N/A

2. CONDITIONS IMPOSED UNDER THE LIQUOR CONTROL ACT 1988

TRADING HOURS

As permitted under section 98(1) of the Act, however trading may not commence before 10 a.m.

TRADING CONDITIONS

The licensee is permitted to sell and supply liquor in accordance with the provisions of section 41 of the Act as it relates to tavern licences.

Food is to be available at all times during trading hours.

Unaccompanied juveniles are permitted on the licensed premises only for the purposes of using the toilet facilities.

When a junior event is taking place at the licensed premises, notwithstanding that a juvenile may be accompanied by a responsible adult (as defined in the Act), the sale, supply and consumption of liquor is prohibited.

The sale and supply of liquor is prohibited on the licensed premises when a scheduled junior sporting event is taking place at the venue except:

- between the hours of 12 noon to 2.30pm and 5.30pm to 8.30pm when liquor may sold and supplied ancillary to a meal; or

- where the scheduled junior sporting event is taking place at the Netball Courts, the existing Indoor Sports Stadium or the Hockey Fields; or

- where the sale and supply of liquor is to persons participating in a scheduled lawn bowl event.

The establishment of a browse facility for packaged liquor is prohibited.

Packaged liquor may only be sold and supplied to patrons who are present at the licensed premises for reasons other than purchasing liquor, that is, such as to view an event, participate in an event or to attend a club or community meeting or function held at the premises.

Liquor advertising at the licensed premises may only take the form of modest signage which informs the public of product pricing or upcoming functions or events at which liquor will be available. The advertising must not be designed to actively encourage liquor consumption together with sporting pursuits or encourage rapid or excessive consumption of liquor.

Sponsorship by liquor suppliers of juvenile sporting competitions or events is prohibited.

The selling and supplying of beverages in such a way that would encourage rapid consumption of liquor (e.g. but not limited to; unadulterated spirits or liqueur in a shot glass) or drinks known as 'laybacks', 'shooters', 'test tubes', 'jelly shots', 'blasters', or 'bombs' or any other emotive title is prohibited.

No liquor is to be supplied mixed with energy drinks. For the purposes of this condition 'energy drinks' has the same meaning as formulated caffeinated beverage within the Australian New Zealand Food Standards Code with a composition of 145mg/l of caffeine or greater.

Drink options that contain light and mid strength alcohol content must be available at all times.

The following dress standard applies during the permitted trading hours:-

Jackets, or other clothing or accessory, bearing patches or insignia of any Outlaw Motor Cycle Gangs, not limited to but including the following listed Gangs, are not permitted to be worn on these premises at any time -

Coffin Cheaters
Comancheros
Club Deroes
Finks
God's Garbage
Gypsy jokers
Outlaws
Rebels
Hell's Angels
Rock Machine

ENTERTAINMENT CONDITION

1. A person resorting to, or on the premises, including the licensee or manager, or an employee or agent of the licensee or manager, shall not:-

- (a) be immodestly or indecently dressed on the licensed premises, and/or
- (b) take part in, undertake or perform any activity or entertainment on the licensed premises in a lewd or indecent manner.

2. The licensee or manager, or an employee or agent of the licensee or manager, is prohibited from:-

- (a) exhibiting or showing, or causing, suffering or permitting to be exhibited or shown, on the licensed premises any classified "R 18+", "X 18+" or "RC" classified publication, film or computer game or extract therefrom;
- (b) causing, suffering or permitting any person employed, engaged or otherwise contracted to undertake any activity or perform any entertainment on the licensed premises to be immodestly or indecently dressed on the licensed premises, or

(c) causing, suffering or permitting any person to take part in, undertake or perform any activity or entertainment on the licensed premises in a lewd or indecent manner.

3. In this condition "licensed premises" includes any premises, place or area:-

(a) which is appurtenant to the licensed premises, or

(b) in respect of which an extended trading permit granted to the licensee is for the time being in force, but does not include any part of the premises which is reserved for the private use of the licensee, manager or employees of the licensee and to which the public does not have access.

REGISTERS

The licensee must maintain on the licensed premises the following registers:

1. a register of prescribed incidents that take place at the licensed premises (section 116A of the Act and regulation 18EB refer); and

2. a register that records training compliance for all staff (section 103A of the Act and regulation 14AG refer).

These registers must be maintained in a form approved by the Director of Liquor Licensing. The licensee, or an employee or agent of the licensee of the business conducted under the licence shall, at the request of an authorised officer, produce the registers for inspection by that authorised officer.

COMPLIANCE WITH HARM MINIMISATION POLICY

The applicant has lodged a copy of the House Management Policy, Code of Conduct and Management Plan developed for these premises in accordance with the Harm Minimisation Policy. These documents must be retained on the licensed premises and produced to any Authorised Officer if required.

This licence takes effect from **5 April 2013**.



Barry A Sargeant
DIRECTOR OF LIQUOR LICENSING

DECISION OF DIRECTOR OF LIQUOR LICENSING

APPLICANT: SHIRE OF YORK
PREMISES: YORK RECREATION AND CONVENTION CENTRE
PREMISES ADDRESS: LOT 292, CNR SOUTH AND ULSTER ROADS, YORK
LICENCE NO: 6020142381

NATURE OF APPLICATION: VARIATION OF TRADING CONDITIONS

On 18 February 2013 I granted a tavern licence in respect of the York Recreation and Convention Centre, which was subject to a number of trading conditions. The licensee has sought clarification of the condition imposed on the licence restricting the sale of liquor at the licensed premises when junior sporting events are taking place at the venue.

Consequently, the condition of the licence prohibiting the sale and supply of liquor when junior sporting events are taking place at the venue is amended as follows:

The sale and supply of liquor is prohibited on the licensed premises when a scheduled junior sporting event is taking place at the venue except:

- between the hours of 12 noon to 2.30pm and 5.30pm to 8.30pm when liquor may sold and supplied ancillary to a meal; or
- where the scheduled junior sporting event is taking place at the Netball Courts, the existing Indoor Sports Stadium or the Hockey Fields; or
- where the sale and supply of liquor is to persons participating in a scheduled lawn bowl event.



Peter Minchin

DELEGATE OF THE DIRECTOR OF LIQUOR LICENSING

5 April 2013



York Convention and Recreation Centre

Business Plan - Cost Benefit Analysis for Competitive Neutrality



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EXECUTIVE SUMMARY

1.0 INTRODUCTION

1.1 BACKGROUND

The Shire of York prepared a Master Planning document for the Forrest Oval Precinct in 2008. The Master Plan was developed to reduce duplication of facilities, encourage joint use where possible, co-locate sporting groups; provide a dedicated function/convention centre through the optimum use of design flexibility and location of facilities, with the overall aim of improving the Precincts sustainability.

A critical component of the Master Plan was the incorporation of a 250 seat Convention Centre. This type of facility would provide a versatile venue and service in the region, catering for a range of functions, seminars, concerts, exhibitions and conventions. It would also generate an income stream, which will ensure the viability and sustainability of the entire Precinct development.

The Shire secured significant grant funding to construct the Convention and Recreation Centre in 2010, with construction completed in 2012.

The Convention and Recreation Centre contains a commercial kitchen allowing for the provision of food and beverages to participants that attend conferences, seminars and functions at the Centre. The Shire charges a fee per person for all catering provided from the commercial kitchen by the Manager of the Centre.

1.2 PURPOSE OF THIS PLAN

The Western Australian Local Government Clause 7 Competition Policy Statement requires local governments to apply the Competition Principles to significant business activities, where the benefits to be realised from implementation outweigh the costs. Significant Business Activities are defined as a business activity that exceeds \$200,000 in annual income.

The Shire has identified that the Convention Centre may have an annual income of more than \$200,000, deeming it to be a significant business activity.

A key objective of preparing this plan is to undertake a Cost Benefit Analysis (CBA) to determine if the implementation of the competitive neutrality (CN) principles to the York Convention and Recreation Centre will provide benefits to the community which are likely to outweigh the associated costs to the community.

This Plan is designed to ensure the Council of the Shire of York can address itself to these matters.

Further, the Local Government Act 1995 and accompanying legislation places great emphasis upon the accountability of local government.

In the area of the provision of services and facilities the Council of the local government is to satisfy itself that the services and facilities it provides integrate and co-ordinate with any provided by governments or public bodies; avoid unnecessary duplication with those provided by governments, any other body or person be they public or private; and the resources of the Council are managed efficiently and effectively.

This Plan allows the Council of the Shire of York to address these matters.

2.0 COMPETITIVE NEUTRALITY¹

2.1 NATIONAL COMPETITION POLICY AND THE HILMER INQUIRY

Since the early 1990s State, Territory and Commonwealth Heads of Government through the Council of Australian Governments (COAG), have been committed to achieving a nationally consistent approach to competition policy in Australia.

In 1991 all Heads of Government agreed that a national approach to competition policy should give effect to the four fundamental principles set out in Table 1.

Table 1: Fundamental Competition Principles

(1)	No participation in the market should be able to engage in anti-competitive conduct against the public interest
(2)	As far as possible, universal and uniformly applied rules of market conduct should apply to all market participants regardless of their form of business ownership
(3)	Conduct with anti-competitive potential said to be in the public interest should be assessed by an appropriate transparent assessment procedure, with provision for review, to demonstrate the nature and incidence of the public costs and benefits claimed
(4)	Any changes in the coverage or nature of competition policy should be consistent with, and support, the general thrust of reforms: (i) to develop an open, integrated domestic market for goods and services by removing unnecessary barriers to trade and competition; and (ii) in recognition of the increasingly national operation of markets, to reduce complexity and administrative duplication.

In 1992 Heads of Government commissioned the Independent Committee of Inquiry into a National Competition Policy, chaired by Professor Frederick Hilmer, [Hilmer Inquiry] to review the application of the Trade Practices Act 1974 and to advise on:

- (1) whether the scope of the Trade Practices Act 1974 should be expanded to deal effectively with anti-competitive conduct of persons or enterprises in areas of business currently outside the scope of the Act;
- (2) alternative means for addressing market behaviour and structures currently outside the scope of the Trade Practices Act 1974; and
- (3) other matters directly related to the application of the fundamental principles in Table 1.

In 1993 the Hilmer Inquiry reported to COAG which then established a Micro-Economic Reform Working Group to develop the recommendations of the Hilmer Report into the Package. The Package was accepted and endorsed by COAG at its April 1995 meeting.

The Package comprised the following competition policy reform strategies:

POLICY	PURPOSE
1. Extension of the coverage of the trade Practices Act	To limit the anti-competitive conduct of persons carrying on a business, including local government, regardless of their ownership.
2. Third party access	To provide access to certain infrastructure essential for competition to "third parties" at "fair" prices.

¹ Extensive information has been extracted from the Primary source: "WA Local Government Clause 7 Competition Policy Statement", Government of Western Australia, June 1996.

POLICY	PURPOSE
3. Prices oversight	To prevent the misuse of monopoly pricing power by government business activities.
4. Structural reform	To reform the structure of government owned businesses.
5. Competitive neutrality	To allow competition by removing benefits (and costs) which accrue to government business as a result of their public ownership.
6. Legislation review	To reform and remove government legislation which restricts competition.
7. Reform packages for individual markets	To further reform key sectors of the economy, including the electricity, gas, road and water industries.

The April 1995 NCP package contained four parts:

- (1) the Competition Policy Reform Bill (which is now an Act) at the Commonwealth level provides for:
 - (a) the application of the Trade Practices Act's conduct rules to both the "unincorporated" sector (i.e. entities other than corporations, which includes the professions) and state and local government business activities. That is, virtually all business activities will become subject to the key section of the Trade Practices Act dealing with anti-competitive conduct; irrespective of whether they are publicly or privately owned;
 - (b) a mechanism for businesses to negotiate access to services provided by infrastructure which are "of national significance" and which are necessary for their operations - this is referred to as third party access;
 - (c) amendments to the Prices Surveillance Act to enable price surveillance of government business enterprises; and
 - (d) the establishment of two new Commonwealth bodies:
 - (i) the Australian Competition and Consumer Commission (ACCC) – to be responsible for the enforcement of the competition and consumer protection provisions of the Trade Practices Act and making determinations under the access regime and prices surveillance; and
 - (ii) the National Competition Council (NCC) - to exercise recommendatory powers on access and prices surveillance issues and to have advisory powers on matters including the extent to which states/territories have complied with the provisions of the various NCP agreements.

(It should be noted that the third party access regime and the prices oversight powers of the ACCC will extend only to state and local government business activities if that state government does not have access or prices oversight regimes in place which are consistent with the principles of the NCP.)

- (2) The Conduct Code Agreement - this agreement between the Commonwealth and the state and territory governments sets out the legislative means by which the application of the Trade Practices Act will be extended.
- (3) The Competition Principles Agreement (CPA) - this agreement, between each of the governments, sets out principles (and deadlines) for the development and implementation of policies on:
 - (a) establishment of state-based third party access regimes;
 - (b) prices oversight of state-based government business enterprises which have monopoly power;
 - (c) structural reform of public monopolies;

- (d) imposition of competitive neutrality between government business activities and their private sector competitors; and
 - (e) a program of review of legislation to remove restrictions on competition.
- (4) The National Competition Policy and Related Reforms Agreement – this agreement provided for the payment from the Commonwealth to individual States/territories of additional monies (i.e. above and beyond existing levels of payments) conditional upon the states/territories achieving prescribed reform milestones.

2.2 APPLICATION TO LOCAL GOVERNMENT

While local government is not a party to the Package, representatives from the Australian Local Government Association (ALGA) were involved in the COAG process leading to the development of the Package. ALGA was also a member of the Micro-Economic Reform Working Group.

Under Clause 7 of the CPA, Heads of Government agreed to publish a statement, by June 1996, specifying the application of the structural reform, legislation review and competitive neutrality Competition Principles to local government activities and functions.

The Western Australian Government published their “Local Government Clause 7 Competition Policy Statement” in June 1996, following extensive consultation with local governments in Western Australia and the WA Municipal Association (now known as WALGA).

It is primarily the responsibility of local government to ensure that it complies with the Local Government Statement. Provided that the principles are embraced and implemented in a consistent manner, it will be left to local government to determine its own priorities and policies for implementation of the obligations.

To ensure that the Competition Principles are being implemented, local governments are required in their annual reports to verify compliance with this statement. This process is consistent with the reporting requirements under the Local Government Act (1995). The annual reports must include sufficient information to allow interested parties to ascertain whether or not the principles have been complied with. This includes a requirement that local government also indicate areas where it does not intend to implement the Competition Principles, accompanied by evidence of a transparent and open analysis supporting that conclusion.

2.3 IMPLEMENTATION SAFEGUARDS

Safeguards have been built into the various NCP agreements to ensure that governments' pursuit of increased competition within the economy does not limit other social objectives. These safeguards include:

- (1) A commitment in the Competition Principles Agreement is that each element of the NCP is to be implemented only if the benefits outweigh the costs;
- (2) This Agreement also provides that the following matters are to be taken into account when implementing NCP reforms:
 - (a) Legislation and policies relating to ecologically sustainable development;
 - (b) Social welfare and equity considerations, including community service obligations;
 - (c) Legislation and policies relating to matters such as occupational health and safety, industrial relations and access and equity;
 - (d) Economic and regional development, including employment and investment growth;
 - (e) The interests of consumers generally or of a class of consumers;
 - (f) The competitiveness of Australian business; and
 - (g) The efficient allocation of resources.

2.4 TRADE PRACTICES ACT

In line with the practice in other industrialised nations, most Australian businesses are required to abide by a set of rules that are designed to ensure that competition is not undermined by the anti-competitive behaviour of businesses either acting collusively or in their own right. These rules are contained in Part IV of the Commonwealth Trade Practices Act 1974 (referred to as the TPA). However, in the past these rules have not covered all participants in the market, and this has limited the capacity of the legislation to restrict anti-competitive conduct.

The NCP package addresses this situation through an agreement between the Commonwealth and the various state/territory governments that coverage of the TPA should be extended to all businesses regardless of ownership.

2.5 COMPETITIVE NEUTRALITY

The objective of competitive neutrality involves the introduction of measures effectively to remove any net competitive advantages arising simply as a result of local government ownership of a business entity.

Local government businesses face a range of potential advantages and disadvantages when judged against the private sector. However, not all competitive advantages or disadvantages should be removed. They should be balanced against one another. Only advantages and disadvantages which arise from government measures which discriminate between local government and private businesses should be neutralised.

There are 10 Competitive Neutrality Principles detailed in the WA Local Government Clause 7 Competition Policy Statement that local governments must adhere to.

2.5.1 Principle CN.1

The objective of competitive neutrality is the elimination of resource allocation distortions arising out of a local government ownership of significant business activities.

Competitive neutrality principles only apply to the significant business activities of local government entities, and not to the non-business activities of those entities.

Significant business activities are defined as any individual business activity that has an annual income that exceeds \$200,000.

2.5.2 Principle CN.2

Local government business enterprises should not enjoy any net competitive advantage arising simply as a result of their public ownership.

Traditionally local government business activities have enjoyed advantages which potentially make it easier for businesses to operate and be successful. Examples of potential competitive advantages that may be enjoyed by local government business activities include:

- (1) Exemptions and concessions from taxes and charges;
- (2) Access to concessional interest rates on government procure borrowings;
- (3) Effective immunity from bankruptcy;
- (4) Access to central purchasing schemes;

By the same token local governments have also had imposed on them obligations which the private sector does not have, therefore potentially making it more difficult for businesses to operate and be successful. Examples of potential disadvantages include:

- (1) Compliance with employment terms and conditions greater than those applying to the private sector;
- (2) Expectations from local businesses for preferred supplier status (buy local policy);

- (3) Increased reporting, accountability and transparency requirements above those applied to the private sector;
- (4) Social equity considerations; and
- (5) Local government reporting requirements.

Net competitive advantage is assessed by balancing the advantages against the disadvantages. Competitive neutrality should be implemented to the extent that the benefits to be realised from implementation outweigh the costs.

Net competitive advantage can be removed through:

- (1) Commercialisation or corporatisation of the entity;
- (2) Reform of specific advantages and/or disadvantages affecting the entity; or
- (3) Requiring the entity to adopt commercial principles in the pricing of its goods or services.

2.5.3 Principle CN.3

Local government should determine its own priorities and policies for the implementation of the competitive neutrality principles subject to the principles.

This principle related to the initial introduction of the Competition Principles Agreement (CPA) and the expected time limits for local governments to comply with the CPA.

Local governments are now required to assess as soon as possible, or re-assess, a business activity against the CPA where it has become a significant business activity.

2.5.4 Principle CN.4

For significant local government business enterprises which are classified as “Public Financial Enterprises” (PFE) and “Public Trading Enterprises” (PTE) under the Government Financial Statistics Classification local government will, where appropriate:

- (a) *Adopt a corporatisation model for those local government business enterprises; and*
- (b) *Will impose on significant business enterprises:*
 - (i.) *Full Commonwealth, State and Territory taxes or tax equivalent systems;*
 - (ii.) *Debt guarantee fees directed towards offsetting the competitive advantages provided by government guarantees; and*
 - (iii.) *Those regulations to which private sector businesses are normally subject, such as those relating to protection of the environment and planning and approval processes, on an equivalent basis to private sector competitors.*

At present the Australian Bureau of Statistics has indicated that no local government business entity in Western Australia is categorised as either a PFE or PTE.

If a local government entity implements a tax equivalent system, payment made by the entity to the local government will be retained by that local government, but cannot be used to support the business activity which gave rise to it.

2.5.5 Principle CN.5

Local government agrees that entities which are not PFE’s or PTE’s, but which undertake significant business activities as part of a broader range of functions will, in respect of those business activities:

- (a) *Implement Principle CN.4; or*
- (b) *Ensure that the prices charged for the goods and services will take account, where appropriate, of items listed in Principle CN.4 and reflect full cost attribution for those activities.*

Full cost attribution is where all costs, including indirect and overhead costs, are allocated to a function, activity, good or service on a reliable and consistent basis. The aim is to determine to

the “true” cost of providing a good or service which assists in determining the price of the good or service.

2.5.6 Principle CN.6

Local government is not required to implement the competitive neutrality principles unless the benefits to be realised from implementation outweigh the costs.

Local governments are required to undertake an open and transparent cost benefit analysis (CBA) to determine whether it is appropriate to apply the competitive neutrality principles to their business activities. The CBA must:

- (1) Identify all the quantitative and qualitative costs and benefits (including economic, social, environmental, etc); and
- (2) Evaluate whether the identified benefits outweigh the costs.

2.5.7 Principle CN.7

Principle CN.4(b)(iii) shall not be interpreted to require the removal of regulations which apply to a local government business entity (but which do not apply to the private sector) where local government considers the regulation to be appropriate.

Local government is only required to apply the same regulations to its business activities as those which apply to the private sector. Similarly, a local government is not required to remove regulations, which do not apply to the private sector, if the local government believes that the continued imposition of the regulation provides a type of social benefit but no financial benefit.

2.5.8 Principle CN.8

To ensure the efficient operation of this Statement local government will furnish any reasonable information that may be requested by the State to enable the State to publish its annual report on the application of the competitive neutrality principles in Western Australia.

The application of this principle allows the State to meet its annual reporting obligations on the implementation of competitive neutrality principles. The provision of this information by the local government may be required from time to time at the request of the State.

2.5.9 Principle CN.9

Where a private business that is in competition (or potential competition) with a local government entity to which the competitive neutrality principles apply, believes that the entity is not complying with this statement, it may make a written submission to the Department of Local Government setting out the allegations of non-compliance with the principles.

Only a private business that is in competition, or potential competition, may raise allegations of non-compliance with the competitive neutrality principles in this statement. The Department of Local Government, or other authorised body, on receipt of a complaint, will review the matter in consultation with the parties and report to the Minister on the appropriate course of action, if any, to be taken.

2.5.10 Principle CN.10

Local government will include in its annual report details of the application and implementation of competitive neutrality principles to its activities and functions pursuant to this statement.

The annual report must include:

- (1) Notification that a local government business enterprise has been classified by the Australian Bureau of Statistics as either a PFE or PTE;
- (2) A statement of the activities to which competitive neutrality has been applied in the reporting period;

- (3) A statement of the activities to which the application of competitive neutrality was considered but not applied in the reporting period;
- (4) An implementation timetable complying with CN.5 for activities to which the competitive neutrality principles will be applied in the next reporting period;
- (5) Confirmation that a cost benefit analysis was undertaken as required under CN.6;
- (6) Details of any allegations of non-compliance with the competitive neutrality principles made by a private entity and the action, if any, that was taken to resolve the complaint; and
- (7) Any other information considered relevant with regard to the implementation of the competitive neutrality principles.

3.0 BUSINESS OPERATIONS OF THE YORK CONVENTION AND RECREATION CENTRE

3.1 BUSINESS ACTIVITY

The York Convention and Recreation Centre is specially designed venue for the hosting of conventions, functions, and seminars, as well as providing clubhouse facilities for a variety of sports, including training:

- Football
- Tennis
- Hockey
- Cricket
- Netball
- Bowls
- Badminton
- Squash
- Basketball

3.1.1 Core Functions

The York Recreation and Convention Centre primary function is as a venue facility. A series of activities are performed by the Recreation and Convention Centre. These activities include:

Conferences and Functions

The main floor areas of the Centre provides a high quality, versatile venue for the hosting of a range of conferences and functions, with the capability of accommodating up to 200 seated patrons. The Centre has the ability to be divided into four distinct areas, and has separate office space for event coordinators. The Centre caters for large conferences, functions, seminars and training sessions on a fee for hire basis. The Centre also offers function catering on a rate per participant basis. The price structure varies depending on whether the hirer requires morning tea, lunch, afternoon tea, or a combination of two or more.

Since the commencement of operations on [date], there have been [xx] functions held.

The pricing structure for venue hire is contained in 'Appendix 1'.

A pricing structure for function catering has not been provided, as it is highly dependent upon the type and mix of catering requested by the venue hirer.

Restaurant and Bar

The main floor area of the Centre is open on a [Friday] evening where seated meals, based on a restaurant atmosphere, are provided to patrons. The venue is a fully licensed facility.

The pricing structure for restaurant meals is contained in 'Appendix 1'.

Kiosk

The Centre has a small kiosk servery that faces the main football oval. This facility enables the provision of light food and beverages to patrons attending sporting competitions.

A pricing structure of kiosk sales has not been provided, as prices will vary based on the items offered for sale, ranging from pies, sausage rolls, packets of chips, cool drink and ice creams.

Gymnasium

The Centre has a separate floor area that is utilised as a gymnasium, housing a range of exercise equipment. Access to the gymnasium is by the payment of a membership fee, upon which unsupervised key/card access is provided.

The pricing structure for gymnasium membership is contained in 'Appendix 1'.

Change rooms/Amenities

The Centre has a large floor area dedicated to change rooms and amenities for the both the local football club and the visiting football teams. These facilities contain changing areas, showers and ablutions.

The pricing structure for the use of these facilities is contained in 'Appendix 1'.

Committee Room/Storeroom

The Centre has a committee room to cater for sporting club needs.

These facilities complement the above uses and attract no separate hire fee.

3.1.2 Business Size

The Convention and Recreation Centre services the population of the Shire of York as well as other parties interested in hosting a function in York. This includes approximately 2900 residents and more than 450 businesses in the local economy (including farming businesses).

It is anticipated that in serving these groups, the Centre will:

- (5) Host [xx] general functions per annum;
- (6) Cater for [xx] function patrons per annum;
- (7) Host [xx] sport and recreation meets per annum;
- (8) Cater for [xx] restaurant meals per annum.

In performing these activities, the Shire of York will employ [xx] FTE staff and receive over \$xx in revenue.

3.1.3 Main Assets

The assets utilised by the Convention and Recreation Centre include:

Conference/Restaurant/Bar Area

The conference/restaurant/bar area consists of approximately 408m² of floor space, which can be separated into three partitioned areas, including an area for meals and refreshments.

Kiosk

The kiosk area consists of approximately 20m² and is attached to the kitchen to facilitate food storage and preparation.

Gymnasium

The gymnasium consists of approximately 178m² to house gymnasium equipment. Access to the area is by a card swipe facility. A range of gymnasium equipment is situated in the gym area, which is owned by the Shire.

Change rooms/Amenities

The change rooms and associated facilities consist of approximately 252m² and incorporate home and visitor change rooms, umpires room and first aid room.

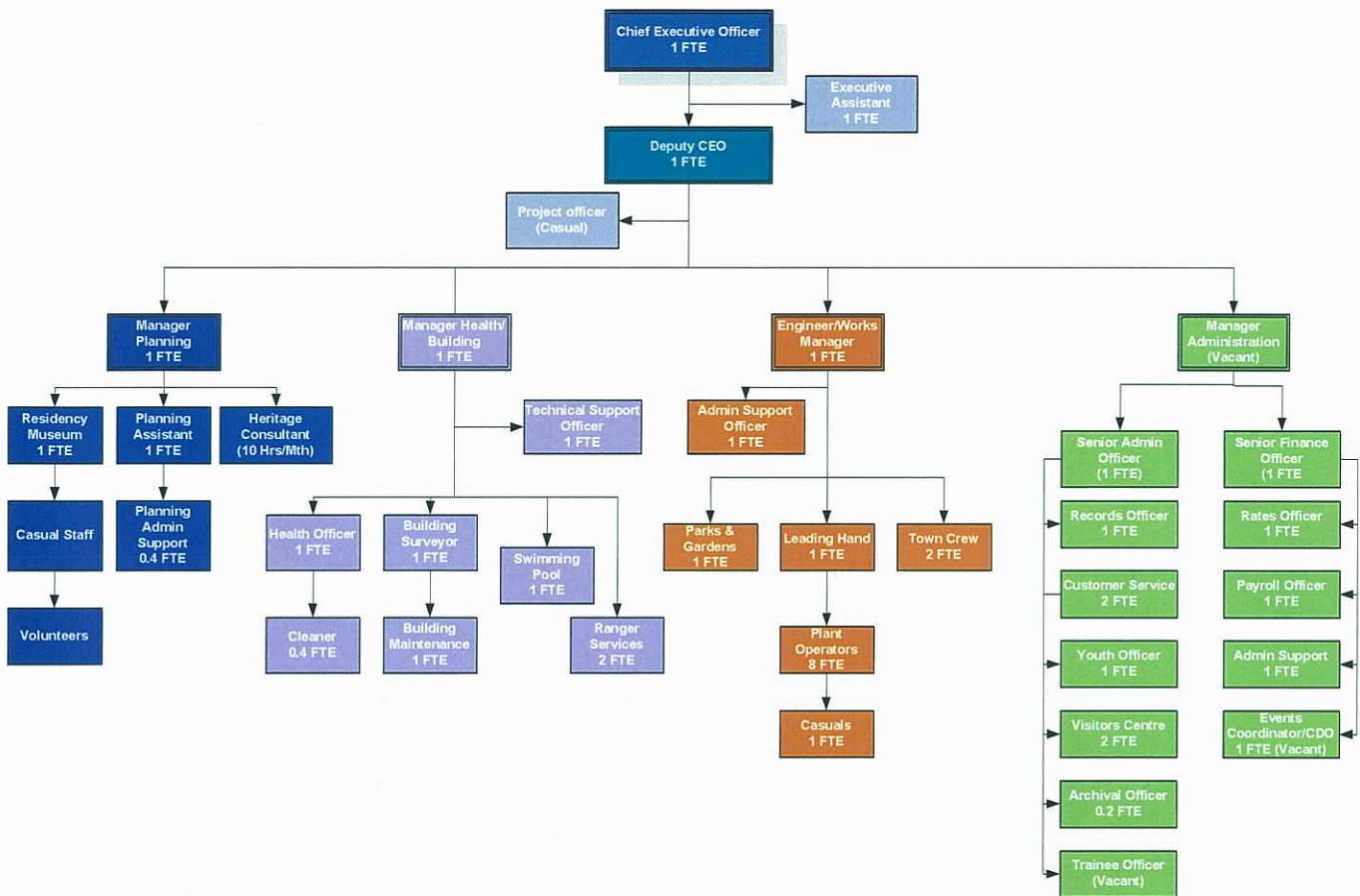
Committee Room/Storeroom

The Committee Room/Storeroom consists of approximately 62m².

3.1.4 Organisational Structure and Employment Arrangements

3.1.4.1 Organisational Structure

The York Recreation and Convention Centre is a significant recreation service provided as part of the core Recreation and Culture function performed by the Shire of York. The Centre Manager reports to the Manager Health/Building, who in turn reports to the Chief Executive Officer. The Shire of York organisational structure is detailed below.



Internal services provided by the Council to the Centre are costed through an administration allocation charge on a percentage basis. This charge is determined through a time and motion study; where time for each administration staff member is accumulated based on the hours spent carrying out a task/duty/activity over a four week period. A percentage allocation is then determined based on the total hours allocated to an activity divided by the total hours for the 4 week period for the total administration staff.

3.1.4.2 Number of Employees

There are currently **xx** staff employed within the business activity, equating to **XX** FTE's. Of these, **x** are management level staff, **xx** are operational staff and **x** are administrative staff. The manager of the centre coordinates and runs the operation of the centre, including the engagement of casual wait staff for when the restaurant and bar are in operation.

3.1.4.3 Management Autonomy

Under the current business structure, the Centre management have little management autonomy and remain answerable Deputy Chief Executive Officer and Manager Health/Building, and report to the Chief Executive, who in turn reports to the Council of the Shire of York. Whilst the Centre manager is responsible for the day to day management and operation of the Centre, the Council

retains significant input at a strategic level. Purchasing needs are authorised by a senior manager, not by the Centre manager.

3.1.4.4 Externally Contracted Functions

Externally contracted functions include maintenance works relating to plumbing and electrical repairs.

3.1.4.5 Employment Conditions

Employees are employed under a Collective Work Place Agreement (WPA). The main components of the WPA as they relate to competitive neutrality include:

- Annual wage increases – indexed annually within the WPA.
- Employees work limited hours (38 hr. week).
- Employees are entitled to four weeks annual leave per annum.
- Employees are entitled to 18 weeks maternity leave and two weeks paternity leave at full pay.

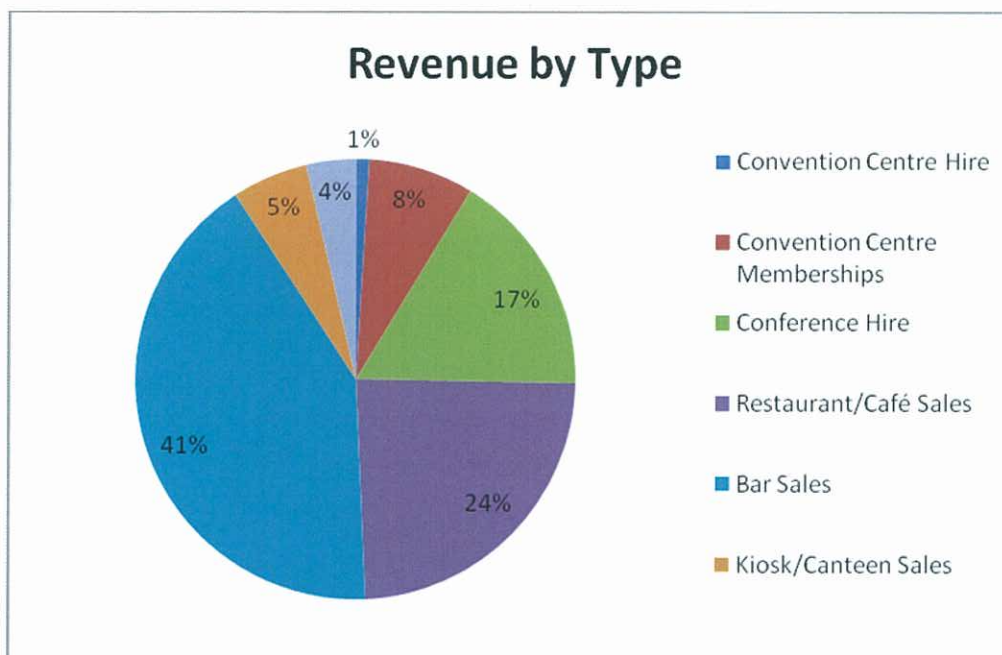
3.1.5 Financial Performance

3.1.5.1 Key Sources of Revenue

The key sources of revenue for the York Convention and Recreation Centre are:

- Membership fees;
- Hire charges;
- Conference hire;
- Restaurant/Café sales;
- Bar sales;
- Kiosk/Canteen sales; and
- Gym memberships.

The majority of revenue (41%) is estimated to be derived from bar sales, as detailed in the following chart.



3.1.5.2 Profit and Loss Statement

Due to the recent commissioning of the Convention and Recreation Centre, there are no full year financial accounts for the operations of the Centre. In preparing its 2013/14 budget, the Shire has compiled estimated operational figures for the Centre and the following profit and loss (P&L) statement has been derived.

Table 2 – Forecast P & L Statement

Description	Conferences	Restaurant/ Café	Bar	Kiosk	Gym	Change rooms	Convention Centre General	Total
Total Income	\$137,000	\$130,000	\$225,000	\$30,000	\$20,000	\$0	\$0	\$542,000
Total Expenses	\$64,485	\$112,463	\$185,600	\$22,107	\$12,734	\$815	\$278,081	\$676,285
Operating Surplus/(Deficit)	\$72,515	\$17,537	\$39,400	\$7,893	\$7,266	(\$815)	(\$278,081)	(\$134,285)
Income Tax Equivalent ²	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0
Return on Equity	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0

3.1.5.3 Asset Valuation Methodology

Land, buildings and furniture and equipment are valued at fair value, in accordance with *AASB116 Property, Plant and Equipment* and the *Local Government (Financial Management) Regulations 1996*.

Depreciation of assets is calculated on a straight line basis at 1% of the asset value. Assets are depreciated from the date of acquisition, or in respect of internally constructed assets, from the time an asset is completed and commissioned ready for use. Land is not depreciated as it has an unlimited useful life.

3.1.5.4 Financial Relationship with Council

The York Convention and Recreation Centre is part of the overall operations of the Shire of York and due to its multi-purpose role, it is not viewed as being able to operate separately from the Shire. In this regard the Centre's finances are inextricably linked to the Shire.

3.1.6 Pricing Policies

3.1.6.1 Current Pricing Approach

The Centre has only recently commenced operations and has implemented pricing based on the following methods:

- (1) Venue hire – comparable market rates utilised at similar regional facilities.
- (2) Function catering – meal portion costings based on experience and knowledge of Centre manager, inclusive of profit margin;
- (3) Bar sales – (pricing approach)
- (4) Kiosk – base purchase price of items plus profit margin;
- (5) Gymnasium membership – Previously established costings to operate gymnasium facility plus annualised CPI increase each year;

² Income tax is calculated as 30% of operating surplus

- (6) Restaurant meal catering - meal portion costings based on experience and knowledge of Centre manager inclusive of profit margin;
- (7) Venue use by local sporting clubs – based on an annualised contribution for use of facilities, linked to the number of participants in the sporting club and the estimated number of uses per annum/season.

3.1.6.2 Full Cost Attribution Approach

The Shire is obligated to examine Full Cost Attribution (or Full Cost Pricing) for the service as required under the Competition Principles Agreement, as per Principle CN.5(b). However, pursuant to Principle CN.6, the Shire is only required to implement Full Cost Attribution where the benefits will outweigh the costs of implementation.

This Business Plan examines the impact of Full Cost Attribution.

3.1.7 Key Non-Financial Performance Indicators

- Customer complaints -
- Community awareness -

Others?

3.2 CURRENT MARKET ARRANGEMENTS

3.2.1 Market Conditions

The town of York is a point of destination and has an established tourism and associated services industry, which is increasing in popularity. Its growing tourism industry, coupled with its heralded heritage status provides the perfect location for the construction of a Convention Centre that will meet the needs of a professional market requiring purpose built facilities offering modern information technology capabilities.

There is evidence of a professional market that would utilise the Convention Centre, in addition to the annual events and community festivals currently hosted by York. York has a range of accommodation houses that vary in style, standard and price to cater for all markets, which can provide over 300 beds to support the 250 seat Convention Centre.

3.2.2 Market Characteristics

3.2.2.1 Number of competitors

There is only one purpose built Convention Centre within the Wheatbelt region, situated at Northam. There is an established need for a further dedicated and specialised facility within the South East Avon sub-region of the Wheatbelt that can meet consumer requirements, which is also supported by the necessary accommodation and catering service industries.

The restaurant/café facility of the centre will be competing with approximately 10 eating houses within the Shire, although the operating hours of the restaurant may see it only directly competing with 6 of these businesses.

The bar facility will be directly competing with 5 established hotels within the district, with 4 located within the York townsite and one located at the Greenhills townsite.

The kiosk facility will be competing with 6 established businesses that will offer similar takeaway foods.

There is no alternative gymnasium facility within the Shire district.

3.2.2.2 Legislative and Administrative Restrictions in the Market

There are no identified legislative and administrative restrictions in the market.

3.3 REGULATORY RESPONSIBILITIES

There are four key pieces of legislation that apply to the York Convention and Recreation Centre governing the operational processes of a Convention Centre owned by the Shire of York.

3.3.1 Local Government Act (WA) 1995 (LGA)

The Local Government Act 1995 and associated regulations provide the framework for the role and jurisdiction of local government.

It details the compliance and accountability requirements of a local government, and sets out the statutory requirements for financial reporting, purchasing requirements, and the setting of fees and charges for goods and services offered.

3.3.2 Health (Public Buildings) Regulations 1992 (As Amended)

The Health (Public Buildings) Regulations 1992 details the minimum construction standards for public buildings, as well as how public buildings are used to protect public safety.

3.3.3 Liquor Control Act 1988

The Liquor Control Act 1988 regulates the sale, supply and consumption of liquor, the use of the premises on which liquor is sold and the services and facilities provided in conjunction with or ancillary to the sale of liquor.

3.3.4 Trade Practices Act 1974

The Trade Practices Act 1974 underpins the national competition laws. The Section that is most relevant to the York Convention and Recreation Centre is Section 46, which relates to the misuse of market power.

4.0 ADVANTAGES AND DISADVANTAGES OF PUBLIC OWNERSHIP

The York Convention and Recreation Centre experiences a number of advantages and disadvantages of being in public ownership.

These advantages and disadvantages are outlined in detail below.

4.1 ADVANTAGES

4.1.1 Commonwealth Taxation Exemptions

Income tax is payable for each year by each individual and company, and by some other entities, based on their total assessable income for that year.

Sections 11-5 and 50-25 of the Commonwealth Income Tax Assessment Act 1997 exempt a local government from paying income tax.

To neutralise this taxation advantage, a Tax Equivalent Regime (TER) would need to be applied, where an income tax equivalent payment is applied to the operating profit at the corporate tax rate (current maximum is 30 cents in the dollar). However this TER would only be applied if the business operation was producing an operating profit.

Based on the figures contained in Section 3.1.5, before applying any TER's, the Convention and Recreation Centre does not produce a profit, therefore income tax would not be payable.

4.1.2 State Taxation Exemptions

Payroll Taxation

Payroll tax is a general purpose tax assessed on the wages paid by an employer in Western Australia. The tax is self-assessed; the employer calculates the liability and pays the appropriate amount to the Office of State Revenue, either monthly quarterly or annually.

Sections 40(1) and (2)(g) of the Payroll Tax Assessment Act 2002 exempt a local government from paying payroll tax.

Current payroll tax rates in Western Australia are detailed in the table below.

ANNUAL WAGES	TAX RATES %
\$0 - \$750,000	Nil
Over \$750,000	5.5%

To neutralise this taxation advantage, a Tax Equivalent Regime (TER) would need to be applied, where a payroll tax equivalent payment is applied to the total salaries and wages paid by the Shire to those employees engaged at the York Convention and Recreation Centre (currently 5.5 cents in the dollar).

However, due the fact that the total wages paid by the Shire to employees engaged to work at the Convention and Recreation centre is below the \$750,000 annual threshold, (\$249,360) no payroll tax would be payable, therefore no TER would need to be included.

Land Taxation

Land Tax is imposed on non-exempt land by the State Government of Western Australia and forms part of the Consolidated Revenue of the State. Land Tax is an annual tax based on the ownership and usage of land owned at midnight on 30 June, and is levied on land owned (excluding exempt land) with an aggregated taxable value in excess of \$300,000.

Section 31(1) of the Land tax Assessment Act 2002 exempts a local government from paying Land Tax on land it owns or has management control over.

Current Land tax rates for 2013-14 are detailed in the table below.

LAND VALUES	TAX RATES %
\$0 - \$300,000	Nil
\$300,001 - \$1,000,000	0.10 cents for each dollar in excess of \$300,000
\$1,000,000 - \$2,200,000	\$700 plus 0.53 cents for each dollar in excess of \$1,000,000
\$2,200,000 - \$5,500,000	\$7,060 plus 1.37 cents for each dollar in excess of \$2,200,000
\$5,500,000 - \$11,000,000	\$52,270 plus 1.64 cents for each dollar in excess of \$5,500,000
\$11,000,000 +	\$142,470 plus 2.43 cents for each dollar in excess of \$11,000,000

To neutralise this taxation advantage, a Tax Equivalent Regime (TER) would need to be applied, where a land tax equivalent payment is applied to the unimproved taxable value of the land the York Convention and Recreation Centre is situated on.

4.1.3 Local Government Rates

Local government rates are a property based tax paid by owners of rateable land within a local government district; it is assessed on either the unimproved value or gross rental value of the land. The tax is imposed by local governments with a rate notice issued to each land owner at the beginning of each financial year.

Section 6.32(1) of the *Local Government Act 1995* provides that –

When adopting the annual budget, a local government-

(a) in order to make up the budget deficiency, is to impose a general rate on rateable land within its district,...*

**Absolute majority required*

Section 6.26(1) of the *Local Government Act 1995* provides that –

Except as provided in this section all land within a district is rateable land.

Section 6.26 (2)(a) provides that –

(2) The following land is not rateable land-

(a) land which is the property of the Crown and-

(i) is being used or held for a public purpose;

Current local government rates for the Shire of York are detailed in the table below.

RATE TYPE	RATES in \$
General Rate - GRV	\$0.088821
Minimum Rate - GRV	\$830.00

The York Convention and Recreation Centre is situated on reserve land, owned by the Crown, with a Management Order issued to the Shire for care, control and management of the land for recreational purposes; making the land exempt from local government rates.

To neutralise this taxation advantage, a Tax Equivalent Regime (TER) would need to be applied, where a local government tax equivalent payment is applied to the gross rental value of the property (see above table).

4.1.4 Local Government Refuse Charges

Local government also provides a mandatory refuse collection service on a user pays basis. Regardless of whether the land owner/occupier avails themselves to the service, they are still obligated to pay the relevant user charge.

Current refuse charges for the Shire of York are detailed in the table below.

SERVICE TYPE	\$ PER SERVICE PER ANNUM
Initial Bin Service	\$230.00
Additional Bin Service	\$230.00

To neutralise this taxation advantage, a Tax Equivalent Regime (TER) would need to be applied, where a local government tax equivalent payment is applied to the refuse service provided (see above table).

4.1.5 Availability of Resources and Expertise

Being part of a larger organisation provides certain fundamental advantages to the operations of the Centre, specifically through the ability to access specialist services such as accounting, information, communication and technology, human resources and administrative services. Access to these specialist services would not normally be readily available to smaller commercial operators.

Full Cost Attribution requires the cost of these services be charged internally at their full cost price.

The York Convention and Recreation Centre financial accounts currently provide for an administration allocation charge of \$40,000 for internally provided services.

4.1.6 Debt Guarantee Fee

The Shire of York's debt funding is sourced through the Western Australian Treasury Corporation, and this debt is then guaranteed by the State. The weighted average cost of debt for the Shire of York as a whole is currently 5.06%. A competitor in the private sector would not be able to access debt at this rate, and would generally have a cost of debt of approximately 8.40%.

To neutralise this advantage, a Tax Equivalent Regime (TER) would need to be applied based on the difference in the interest rate and the amount borrowed.

4.1.7 Community Accountability

One of the perceived benefits of public ownership is that elected members, who are ultimately held responsible for the delivery of the local government's core services, are able to control and influence, on a day to day basis, the operations of the York Convention and Recreation Centre. This may give the community a level of comfort knowing that their elected members can be held accountable for the performance and service standards of the Centres business.

It is not possible to measure the value of this advantage.

4.2 DISADVANTAGES

There are a number of disadvantages, which are generally unquantifiable, that impact on public owned enterprises. The disadvantages that apply to the York Convention and Recreation Centre are detailed below.

4.2.1 Regulatory Restrictions

Public owned enterprises are subject to a broad range of legislative and regulatory controls, which impact on their flexibility to do business, particularly in the areas of entering legal contracts, purchasing of goods and services, and restrictions on the ability to delegate authority.

Specific examples of these regulatory controls include compliance with purchasing policies and the application of tender regulations (if purchase is over a particular threshold); monthly and annual reporting requirements; and access to information through the Freedom of Information Act requirements. These restrictions do not apply to private businesses.

4.2.2 Commercial Objectives versus Social Objectives

Publicly owned enterprises often have broader objectives than purely a commercial focus; such as social justice and equity issues (ability for a person, regardless of cost, to have access to a service), environmental issues as well as financial and economic issues. Not all of these issues are going to be as important to a private business, in the overall context of its commercial viability.

These issues tend to make publicly owned enterprises more responsive to issues that can be in conflict with maximising short term returns on assets and investments.

4.2.3 Wages and Collective Bargaining Agreement

The Shire of York has a Collective Bargaining Agreement in place that details the terms and conditions of employment for staff.

The nature and structure of the Agreement means that higher wages are paid to staff when compared to those in the private sector.

In addition to the higher wages, the Agreement provides for superannuation payments over the required statutory minimum of 9.25%, up to a maximum of 15.25%.

5.0 BASE CASE

The base case for the York Convention and Recreation Centre is to identify and incorporate all associated costs with the Centre. The current budget estimates, whilst provide for all operating revenues and expenses do not include items such as depreciation and debt servicing costs (interest on loans).

5.1 BASE CASE OPERATIONS

The table below models the impact of the inclusion of all associated costs for the Centre.

DESCRIPTION	CONFERENCE EXPENSES	RESTAURANT/CAFE	BAR	KIOSK	GYM	CHANGE ROOMS	CENTRE GENERAL	TOTAL
Income								
Centre Hire	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
Centre Memberships	\$42,000	\$0	\$0	\$0	\$0	\$0	\$0	\$42,000
Conference Hire	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
Rest/Café Sales	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$130,000
Bar Sales	\$0	\$0	\$225,000	\$0	\$0	\$0	\$0	\$225,000
Kiosk/Canteen Sales	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Gym Memberships	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Total Income	\$137,000	\$130,000	\$225,000	\$30,000	\$20,000	\$0	\$0	\$542,000
Expenses								
Salaries	\$42,306	\$68,574	\$79,947	\$7,667	\$0	\$0	\$0	\$198,494
Superannuation	\$6,552	\$10,629	\$12,393	\$1,188	\$0	\$0	\$2,815	\$33,577
Maintenance Wages	\$0	\$0	\$0	\$0	\$1,023	\$0	\$13,710	\$14,733
Cleaning Wages	\$627	\$3,260	\$3,260	\$752	\$7,311	\$0	\$20,108	\$35,318
Cleaning Rooms	\$0	\$0	\$0	\$0	\$0	\$815	\$0	\$815
Carpet Cleaning	\$0	\$0	\$0	\$0	\$0	\$0	\$828	\$828
General Maintenance	\$0	\$0	\$0	\$0	\$2,000	\$0	\$4,140	\$6,140
Equip. Maintenance	\$0	\$0	\$0	\$0	\$2,400	\$0	\$0	\$2,400
Stock Purchases	\$15,000	\$30,000	\$90,000	\$12,500	\$0	\$0	\$0	\$147,500
Property Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$5,629	\$5,629
Refuse Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$261	\$261
Water Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$8,480	\$8,480
Telephone Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$6,210	\$6,210
Electricity Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$31,500	\$31,500
Plant Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$600	\$600
Marketing Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$3,105	\$3,105
Administration Allocation	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$44,246	\$44,246
Interest on Loan	\$0	\$0	\$0	\$0	\$0	\$0	\$94,949	\$94,949
Total Expenses	\$64,485	\$112,463	\$185,600	\$22,107	\$12,734	\$815	\$278,081	\$676,285
Profit/(Loss)	\$72,515	\$17,537	\$39,400	\$7,893	\$7,266	(\$815)	(\$278,081)	(\$34,285)

5.2 REVISED BASE CASE OPERATIONS

The Other Costs, which are indirect costs related to the operation of the Centre, need to be distributed proportionately to the main activities undertaken at the Centre. The cost drivers identified to distribute these costs are the floor area and estimated usage. The floor area can be utilised to determine the related costs associated with the Gym, Kiosk and change rooms, and the total area utilised for conventions, restaurant meals and bar related activities combined. The

following floor areas have been determined from the detailed design plans for the construction of the Centre.

ACTIVITY	FLOOR AREA
Conference/Restaurant/Bar	408.25m ²
Kiosk	20.00m ²
Gymnasium	178.50m ²
Change rooms/amenities	252.00m ²
Committee Room/Storeroom	61.75m ²
TOTAL	920.50m²

Additional drivers then need to be utilised to determine the cost distribution between conventions, restaurant/café and bar activities. Estimated usage has been determined to be the most appropriate driver for the remaining cost distribution. The indicators to determine the percentage of use are the estimated salaries and wages for the three areas. The table below details the estimated cost split based on this driver.

ACTIVITY	ESTIMATED WAGES	PERCENTAGE ALLOCATION
Conference	\$42,306	22.17%
Restaurant/Café	\$68,574	35.94%
Bar	\$79,947	41.90%
TOTAL	\$190,827	100.00%

Based on the above cost redistribution methodologies, the revised operations for each activity are detailed in the following table.

DESCRIPTION	CONFERENCE EXPENSES	RESTAURANT/CAFE	BAR	KIOSK	GYM	CHANGE ROOMS	COMMITTEE/STORE	TOTAL
Income								
Centre Hire	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
Centre Memberships	\$42,000	\$0	\$0	\$0	\$0	\$0	\$0	\$42,000
Conference Hire	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
Rest/Café Sales	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$130,000
Bar Sales	\$0	\$0	\$225,000	\$0	\$0	\$0	\$0	\$225,000
Kiosk/Canteen Sales	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Gym Memberships	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Total Income	\$137,000	\$130,000	\$225,000	\$30,000	\$20,000	\$0	\$0	\$542,000
Expenses								
Salaries	\$42,306	\$68,574	\$79,947	\$7,667	\$0	\$0	\$0	\$198,494
Superannuation	\$7,176	\$11,641	\$13,571	\$1,188	\$0	\$0	\$0	\$33,577
Maintenance Wages	\$1,348	\$2,185	\$2,547	\$298	\$3,682	\$3,753	\$920	\$14,733
Cleaning Wages	\$2,604	\$6,465	\$6,996	\$1,189	\$11,210	\$6,320	\$1,349	\$36,133
Cleaning Rooms	\$0	\$0	\$0	\$0	\$0	\$780	\$0	\$780
On-Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,980
Carpet cleaning	\$0	\$0	\$0	\$0	\$615	\$0	\$213	\$800
General Maintenance	\$407	\$660	\$769	\$90	\$803	\$1,133	\$278	\$4,140
Equipment Maint.	\$0	\$0	\$0	\$0	\$2,400	\$0	\$0	\$2,400
Materials Purchases	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	\$2,000
Stock Purchases	\$15,000	\$30,000	\$90,000	\$12,500	\$0	\$0	\$0	\$147,500
Property Insurance	\$553	\$897	\$1,046	\$122	\$1,092	\$1,541	\$378	\$5,629
Refuse Charges	\$26	\$41	\$48	\$6	\$51	\$71	\$18	\$261
Water Charges	\$834	\$1,351	\$1,576	\$184	\$1,644	\$2,322	\$569	\$8,480
Telephone Charges	\$926	\$1,502	\$1,750	\$205	\$1,827	\$0	\$0	\$6,210

DESCRIPTION	CONFERENCE EXPENSES	RESTAURANT/CAFE	BAR	KIOSK	GYM	CHANGE ROOMS	COMMITTEE/STORE	TOTAL
CCTV Monitoring	\$147	\$239	\$279	\$33	\$291	\$410	\$101	\$1,500
Electricity Charges	\$3,097	\$5,021	\$5,853	\$684	\$6,108	\$8,624	\$2,113	\$31,500
Plant Costs	\$59	\$96	\$112	\$13	\$116	\$164	\$40	\$600
Marketing Costs	\$306	\$495	\$577	\$67	\$602	\$850	\$208	\$3,105
Administration Allocation	\$3,933	\$6,375	\$7,432	\$869	\$7,757	\$10,951	\$2,683	\$40,000
Depreciation	\$4,351	\$7,052	\$8,221	\$961	\$8,580	\$12,113	\$2,968	\$44,246
Interest on Loan	\$9,336	\$15,133	\$17,642	\$2,063	\$18,412	\$25,994	\$6,369	\$94,494
Total Expenses	\$92,409	\$157,727	\$238,366	\$28,139	\$67,190	\$74,246	\$18,207	\$676,285
Profit/(Loss)	\$44,591	(\$27,727)	(\$13,366)	\$1,861	(\$47,190)	(\$74,246)	(\$18,207)	(\$134,285)

6.0 FULL COST PRICING

Full cost pricing for the various activities conducted at the York Recreation and Convention Centre will require the inclusion of various TER adjustments relating to the competitive advantages the Centre has as a result of its public ownership by the Shire of York. The calculations for the adjustments are detailed below.

6.1 TAX EQUIVALENT REGIME FOR INCOME TAX EXEMPTION

The base operating position outlined in Section 5.2 shows that the Centre is not generating a profit, therefore no income tax is assessable.

On this basis no TER adjustment is required for potential income tax payable.

6.2 TAX EQUIVALENT REGIME FOR STATE PAYROLL TAX

The base operating position outlined in Section 5.2 shows that the Centre is paying a total of \$249,360 in salaries and wages. The threshold that triggers the payment of payroll tax is \$750,001.

The total salaries and wages is below the threshold, meaning that no payroll tax would be payable by the Centre, therefore no TER adjustment is required.

6.3 TAX EQUIVALENT REGIME FOR LAND TAX

A TER adjustment needs to be made for land tax, seeing that local governments are exempt from paying land tax.

Land tax rates for 2013/14 are set out in Section 4.1.2.

Landgate, a State Government Statutory Authority, is responsible for providing valuations for land taxation purposes. Landgate has advised that the unimproved value for the York Recreation and Convention Centre for the 2013/14 year is \$460,000.

Based on the 2013/14 tax rates, a TER of \$16,000 would need to be applied ($\$460,000 - \$300,000 \times \$0.10$).

6.4 TAX EQUIVALENT REGIME FOR LOCAL GOVERNMENT RATES

A TER adjustment needs to be made for local government rates, as local government property is exempt from paying rates.

Landgate, a State Government Statutory Authority, is responsible for providing valuations for local government purposes. Landgate has advised that the Gross Rental Value for the York Recreation and Convention Centre for the 2013/14 year is \$26,000.

Based on the GRV General Rate adopted by the Shire of York, and the valuation provided by Landgate, a TER of \$2,309 would need to be applied ($\$26,000 \times \0.088821).

6.5 TAX EQUIVALENT REGIME FOR LOCAL GOVERNMENT REFUSE REMOVAL CHARGES

A TER adjustment needs to be made for refuse charges levied by the Shire of York.

The York Convention and Recreation Centre is currently serviced by 3 refuse bins that are picked up weekly by the appointed contractor.

An allowance has been made in the 2013/14 budget for the provision of two bins at a cost of \$261.00, which not the full cost for the service provided. The full cost for 3 services is $3 \times \$230 = \690.00 . An additional TER of \$430 would need to be applied to neutralise this taxation advantage.

6.6 TAX EQUIVALENT REGIME FOR RESOURCES AND EXPERTISE AVAILABLE IN-HOUSE

A TER is required to account for internal expertise and resources available to the Centre that a competitor would not freely have access to.

The Shire of York have provided in its 2013/14 budget for an administrative allocation to the Centre of \$40,000. This administration allocation is to record the cost of administrative staff time related to supporting the operation of the Centre. The allocation has been determined by a time and motion study conducted over a four week period, which was the basis for all administrative allocations across the Shire of York.

As an allowance is already included in the financial accounts for the Centre, no TER adjustment is necessary.

6.7 TAX EQUIVALENT REGIME DEBT GUARANTEE FEE

A TER is required to account for the interest rate advantage available to local governments, given they are able to use their general municipal funds as security for any loan raised.

The Shire of York is currently able to borrow money from WA Treasury at a rate of 5.16%. Similar borrowing facilities available on the commercial market provide a weighted average interest rate of 8.35%.

This gives the operations of the York Recreation and Convention Centre a debt guarantee fee advantage of 3.29% per annum on any debt borrowed. Averaged calculations show that this equates to an annual advantage of approximately \$47,000 per annum on a borrowing of \$2,170,000.

A TER of \$47,000 would need to be applied to neutralise this advantage.

6.8 FINANCIAL IMPACTS OF FULL COST PRICING

This section presents the financial results of Full Cost Pricing Implementation.

6.8.1 Revised Base Case with Full Cost Pricing

The following financial summary incorporates each of the TER's analysed and calculated above to provide a full cost pricing of the Centre's Operations if NCP was implemented.

DESCRIPTION	CONFERENCE EXPENSES	RESTAURANT/CAFE	BAR	KIOSK	GYM	CHANGE ROOMS	COMMITTEE/STORE	TOTAL
Income								
Centre Hire	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
Centre Memberships	\$42,000	\$0	\$0	\$0	\$0	\$0	\$0	\$42,000
Conference Hire	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
Rest/Café Sales	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$130,000
Bar Sales	\$0	\$0	\$225,000	\$0	\$0	\$0	\$0	\$225,000
Kiosk/Canteen Sales	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Gym Memberships	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Total Income	\$137,000	\$130,000	\$225,000	\$30,000	\$20,000	\$0	\$0	\$542,000
Expenses								
Salaries	\$42,306	\$68,574	\$79,947	\$7,667	\$0	\$0	\$0	\$198,494
Superannuation	\$7,176	\$11,641	\$13,571	\$1,188	\$0	\$0	\$0	\$33,577
Maintenance Wages	\$1,348	\$2,185	\$2,547	\$298	\$3,682	\$3,753	\$920	\$14,733
Cleaning Wages	\$2,604	\$6,465	\$6,996	\$1,189	\$11,210	\$6,320	\$1,349	\$36,133
Cleaning Rooms	\$0	\$0	\$0	\$0	\$0	\$780	\$0	\$780
On-Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,980
Carpet cleaning	\$0	\$0	\$0	\$0	\$615	\$0	\$213	\$800
General Maintenance	\$407	\$660	\$769	\$90	\$803	\$1,133	\$278	\$4,140
Equipment Maint.	\$0	\$0	\$0	\$0	\$2,400	\$0	\$0	\$2,400
Materials Purchases	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	\$2,000
Stock Purchases	\$15,000	\$30,000	\$90,000	\$12,500	\$0	\$0	\$0	\$147,500
Property Insurance	\$553	\$897	\$1,046	\$122	\$1,092	\$1,541	\$378	\$5,629
Refuse Charges	\$26	\$41	\$48	\$6	\$51	\$71	\$18	\$261
Water Charges	\$834	\$1,351	\$1,576	\$184	\$1,644	\$2,322	\$569	\$8,480
Telephone Charges	\$926	\$1,502	\$1,750	\$205	\$1,827	\$0	\$0	\$6,210
CCTV Monitoring	\$147	\$239	\$279	\$33	\$291	\$410	\$101	\$1,500
Electricity Charges	\$3,097	\$5,021	\$5,853	\$684	\$6,108	\$8,624	\$2,113	\$31,500
Plant Costs	\$59	\$96	\$112	\$13	\$116	\$164	\$40	\$600
Marketing Costs	\$306	\$495	\$577	\$67	\$602	\$850	\$208	\$3,105
Administration Allocation	\$3,933	\$6,375	\$7,432	\$869	\$7,757	\$10,951	\$2,683	\$40,000
Depreciation	\$4,351	\$7,052	\$8,221	\$961	\$8,580	\$12,113	\$2,968	\$44,246
Interest on Loan	\$9,336	\$15,133	\$17,642	\$2,063	\$18,412	\$25,994	\$6,369	\$94,494
<u>TER Adjustments</u>								
Land Tax	\$1,573	\$2,550	\$2,973	\$348	\$3,103	\$4,380	\$1,073	\$16,000
Local Govt Rates	\$227	\$368	\$429	\$50	\$448	\$632	\$155	\$2,309
Local Govt Refuse	\$42	\$69	\$80	\$9	\$83	\$118	\$29	\$430
Debt Guarantee Fee	\$4,621	\$7,491	\$8,733	\$1,021	\$9,114	\$12,867	\$3,153	\$47,000
Total Expenses	\$98,872	\$168,205	\$250,581	\$29,567	\$79,938	\$92,243	\$22,617	\$742,024
Profit/(Loss)	\$38,128	(\$38,205)	(\$25,581)	\$433	(\$59,938)	(\$92,243)	(\$22,617)	(\$200,024)

The above table highlights the fact that whilst implementation of Full Cost Pricing may show a more transparent comparison to the operations of a similar commercial entity, it would require an increase to prices of at least 12.13% to break even if Council maintained its operational subsidy at \$134,285.

Current prices implemented by the Shire of York for goods and services available at the Centre have been benchmarked to what the local market can afford, with pricing similar to other competitors in the local economy.

The operational loss needs to be kept in perspective of the core reason local governments provide recreational and function facilities. It is to provide quality services and facilities to its

community efficiently and effectively. The provision of such services and facilities by local governments are not profit driven, and in most cases do not break even. The provision of these services are predicated on the philosophy of meeting service obligations to its residents, with cost recover on a user pays basis a lesser priority.

7.0 COST BENEFIT ANALYSIS

The costs and benefits associated with implementing Full Cost Pricing (FCP) are summarised as follows.

STAKEHOLDER	CRITERIA	BENEFITS/COSTS/COMMENTS
Consumers	Impact on services offered	<u>Benefits/Costs</u> <ul style="list-style-type: none"> ▪ It is not anticipated that the implementation of FCP will cause any change to the number of consumers with access to the services at the Centre. ▪ The implementation of FCP is unlikely to impact on the majority of services offered from the Centre.
	Impact on the quality of services provided	<u>Benefits/Costs</u> <ul style="list-style-type: none"> ▪ It is not anticipated that FCP will cause any change in the quality of services provided by the Centre.
	Impact upon price compared to revised base case.	<u>Costs</u> <ul style="list-style-type: none"> ▪ If FCP is implemented, it would result in an increase in prices of at least 12% to cover the additional costs (assuming that Councils current subsidy level of \$134,285 remained). ▪ Prices are currently set at comparable local market rates so any increase would make consumers price sensitive to the services. ▪ FCP may require a higher subsidy from Council to fund the operations of the Centre.
The Market	Impact on competition, productivity and	<u>Benefits/Costs</u>

	efficiency	<ul style="list-style-type: none"> Centre services are already priced at local market rates, so the additional costs of FCP will not increase competition or impact on the efficiency of the Centres operations.
Social Welfare and Equity	Impacts on disadvantaged members of the community	<u>Costs</u> <ul style="list-style-type: none"> Price of services would increase relative to current price by at least 12% (assuming Councils current subsidy of \$134,285 remained).
Employees	Impact on remuneration levels, employment conditions	<u>Benefits/Costs</u> <ul style="list-style-type: none"> Changing the pricing policy will not impact on the employees of the Centre.

8.0 FINDINGS

8.1 FINANCIAL ANALYSIS COMPARISONS

The table below provides a comparison of the financial results of the revised Base Case and the Full Cost Pricing model. The financial comparisons are based on the estimates contained within the 2013/14 budget.

DESCRIPTION	REVISED BASE CASE	FULL COST PRICING	FULL COST PRICING WITH 12.13% PRICE INCREASE
Total Revenue	\$542,000	\$542,000	\$607,745
Total Expenses	(\$676,285)	(\$742,024)	(\$742,024)
Council Operational Subsidy	(\$134,285)	(\$200,024)	(\$134,279)
Operating Surplus/(Deficit)	\$0	\$0	\$0

The financial impact of Full Cost Pricing will required Council to increase the prices for all goods and services offered by 12.13%, if it wishes to maintain its internal operational subsidy to the Centre at approximately \$134,285.

8.2 COST/BENEFIT ANALYSIS

For comparison purposes the following table summarises the impact of Full Cost Pricing:

- 0 = no net or material impact to the identified stakeholder
- = a positive net impact on the identified stakeholder
- = a negative net impact on the identified stakeholder

STAKEHOLDER	CRITERIA	FULL COST PRICING
Consumers	Impact on services offered	0
	Impact on the quality of services provided	0
	Impact upon price compared to revised base case.	<input checked="" type="checkbox"/>
The Market	Impact on competition, productivity and efficiency	0
Social Welfare and Equity	Impacts on disadvantaged members of the community	<input checked="" type="checkbox"/>
Employees	Impact on remuneration levels,	0

9.0 RECOMMENDATION

Based on the findings detailed in this report, it is recommended that as long as the Shire of York continues to set its prices for goods and services at the Centre at comparable local market prices, that Full Cost Pricing not be implemented as the costs to the community would outweigh any benefits provided.

This recommendation is based two key factors:

1. The provision of the York Recreation and Convention Centre is a complex facility arrangement that provides significant social service to the community in the form of a multipurpose recreational facility. The other activities operated from the Centre, such as conference, restaurant and bar facilities provide a much need cash flow that assists in offsetting the full cost of providing a quality, state of the art facility to the community.
2. Even with local market pricing in place, the council of the Shire of York is required to provide an annual operating subsidy to the Centre of \$134,285. Full Cost Pricing will only result in forcing Council to increase prices to consumers, making them price sensitive and potentially resulting in a reduction in patronage and lower revenues. A reduction in patronage will leave Council with no options but to increase its operational subsidy which is sourced from general rates.



York Recreation Convention Centre Business Plan



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1 INTRODUCTION

This chapter outlines the background to the Business Plan and the approach used in preparing the Business Plan.

1.1 Background

York Recreation and Convention Centre (YRCC) is located at the Forrest Oval Sporting Complex, which was redeveloped in 2013 at a cost of \$7.3m.

Facilities at Forrest Oval Sporting Complex include:

- Forrest Oval used for football, cricket, school sports day and private hire, with synthetic cricket pitch and floodlights (not suitable for senior cricket),
- 3 x plexipave netball courts
- 8 x synthetic grass tennis courts
- 2 x synthetic turf bowling greens
- 2 x grass hockey field with clubhouse
- Indoor sports stadium (single court) and squash court converted into activity space
- Pavilion (or "old tearooms") is a basic small hall, which requires repairs, with the kitchen suitable for up to 40 people seated or 70-80 standing.

Redevelopment was funded by a cocktail of sources including grants from Department of Sport & Recreation and Country Local Government Fund, loans, Shire reserves and club contributions. A breakdown of redevelopment costs are summarised below:

Works	Cost
Earthworks, Drainage & Landscaping	\$623,708
Turf & Reticulation	\$194,380
Shire Labour, Plant & Other	\$278,146
Water Services	\$271,398
Hockey clubroom upgrade	\$178,652
Netball courts and cabling	\$159,496
Architects, Surveyors, Engineers	\$324,682
Construction & Fitout	\$3,684,186
Bowls & Tennis Greens	\$1,049,640
Lights	\$570,352
TOTAL	\$7,334,640

1.2 Objectives

The objective of the study is to:

- Review and update the existing Business Plan for York Recreation Convention Centre
- Review and prepare a tenancy policy, including a fees and charges policy

1.3 Methodology

The project was undertaken in three phases, involving the following tasks:

Phase 1: Project Inception

Project Inception Meeting
Document Review

Phase 2: Business Review

Internal Stakeholder Interviews
Operational Audit

Phase 3: Reporting

Business Assessment
Preliminary Draft Business Plan
Stakeholder Workshop
Final Report



2 BUSINESS PLAN 2009

This chapter summarises key points included in the original Business Plan prepared in 2009 before the complex was redeveloped.

2.1 Proposed Development

A Master Plan was prepared for Forrest Oval Sporting Precinct, which identified the following design elements:

- Re-alignment of oval to north/south orientation and floodlighting to Australian Standards for community level training and competition (100 lux).
- Shared clubrooms with two sets of change rooms and umpires change room to cater for multiple clubs including Tennis, Football, Bowls and Cricket.
- Two multi-marked tennis/netball courts on hard court surface and six synthetic grass tennis courts.
- 12 rink synthetic bowling green with lighting.
- Bitumen parking area supported with additional unsealed parking in centre of precinct will provide for almost all the parking needs for the facility.
- New synthetic hockey/multi-purpose field located parallel to existing hockey field and additional change rooms, toilets and verandah to the existing hockey clubrooms.
- A looped pathway circuit that connects all the facilities within the precinct and links to the Town's existing pathway network. Also provides a walking / jogging facility for exercise.
- Relocation of cricket nets.
- Removal / relocation of facilities that are no longer appropriate or required at the Forrest Oval precinct.

All these proposed facilities were developed with the exception of the synthetic hockey pitch.

The Business Plan noted that "modern technologies will be used for the recording of income received and expenditures incurred in providing and maintaining facilities. Recording systems are used for the allocating and recording of seasonal usage and occasional hire. The facilities will utilise security and CCTV systems and incorporate information technology for use at training seminars and functions."

The Business Plan included detailed information on the expected cost of developing facilities and sources of funds.

2.2 Management

The Business Plan proposed that the Shire of York retain ownership of the facilities. The option of establishing an advisory group from the members of the user of the complex was mooted. It was proposed that after five years a "Sportsman's Association" be formed, to operate the shared clubrooms.

It was proposed that the Shire be responsible for:

- Financial and Management
 - ✓ Recreation facilities manager and bar staff to operate the clubrooms and associated facilities
 - ✓ Building Insurance, repairs, maintenance.
 - ✓ All cleaning and gardening
 - ✓ Take bookings and organise function and meeting rooms for use by the hirer
 - ✓ Receive hire charges from seasonal and casual users
 - ✓ Receive membership fees
 - ✓ All expenses associated with the facilities, recoup expenses from seasonal users.
- Operational
 - ✓ Ensure facilities are maintained adequately
 - ✓ Promote the facilities
 - ✓ Conduct recreational activities

Projected staffing included a full time Manager, plus 1 x FTE bar staff, 0.75 x FTE cleaners and 0.5x x FTE gardeners/grounds keeper.

2.3 Operating Budget

The projected operating budget does not include detailed assumptions regarding income and expenditures, nor a commencement date for the facilities to be fully operational. It was projected that the total annual operating subsidy required from the Shire, excluding depreciation, would increase from the current 2009/10 budget of \$120,302 to \$215,955 in the third year of operation when it was fully operational. It was projected that this level of subsidy would remain constant in future years.

The budget was based on a schedule of fees. All customers were expected to pay a fee for use of the facilities based on:

Adult	\$50.00 pa
Junior	\$10.00 pa
Social	\$40.00 pa

Other fees were proposed for use of the stadium, gym, oval, hockey fields and courts.



3 OPERATIONAL AUDIT

This chapter provides an overview of how YRCC is currently managed and operated.

3.1 Day to Day Operations

The following information was provided by Kathryn Brown (Manager), complemented with information provided by Shire Administration.

3.1.1 Uses and Users

- Complex is home to eleven sporting clubs, Agricultural show every year, danceflight dance group and activities such as Zumba and Pilates. Potential to expand into festivals and expo's and special interest events.
- Gym has been successful. However, access is not monitored, hence creating a culture of "do-as-we-please". Many members let friends in, leave it messy and let their children run wild inside. Clubs would like to utilise more but is cost-prohibitive individually. Potential to offer a membership deal to clubs as a whole.
- Gym membership is applied for at Shire office and activated at YRCC which can cause issues if no-one is at the Shire/YRCC when someone wants to apply. People expect instant activation and after hour service.
- Hockey sheds currently only used by the hockey club. Shire undertakes building maintenance and cleaning and club runs own bar/kitchen/functions.
- The Pavilion is under used, except in the last six months, as it was used by the Shire's Commissioner. Cracks have been repaired, and it could be "spruced up" and permanent furniture installed, as man-hours wasted bringing furniture to and from the YRCC.
- Old Rec (Stadium) is used 5 - 7 days a week. Parquetry floors cause quite a bit of concern with users as it is often slippery. New lease of upstairs by danceflight group
- The stadium and pavilion are booked through the Shire administration and hockey is responsible for booking its facilities.

3.1.2 Schedule of Use

YRCC is extensively used by sporting clubs.

Users of each activity area:

Area	Use
Hockey clubrooms and fields	Almost exclusively hockey clubs but occasional use for fitness and touch rugby by members of public
Oval and shed	Junior football, senior football, cricket club, YDH School (classes and sports days), occasionally hockey club. Regular use by members of the public and visitors

Area	Use
Tennis courts	Tennis club, casual users, members of the public, YDH school (classes only)
Bowling greens	York bowling club and Avon league events, corporate bowls
YRCC bar and function area	Five sporting clubs use regularly and also open to the public at least 5 days a week. Also hired for corporate functions/events.
YRCC change rooms	Junior football, senior football, cricket club, YDH School for sports days, hired by sports/injury practitioner about 15-20 times a year
YRCC committee room	Nine sports clubs use for meetings or storage; hired out for small meetings regularly. Most frequently used by bowls club.
YRCC gym	Gym members personal use only, some with injury or disability and trialling use by the school for their cadets program)
Outdoor netball/basketball courts	Junior netball club, basketball club, members of the public and visitors, YDH School (classes)
Indoor stadium	Badminton club, senior netball, basketball club, Auskick football kids, junior netball, senior mobility, fitness classes, YDH School (classes), Karate classes, hired for events
Indoor stadium mezzanine floor	Danceflight group have a lease agreement – exclusive use
Pavilion	Hired for functions/meetings
Early childhood building	Exclusive use by the early years hub group
Dog exercise park	Public and visitors
Skate park	Predominantly young local residents

Winter use

Area	Use
Hockey	5 training sessions and usually 2-5 games per week
Oval and shed	5 training sessions per week; plus 7 senior home games (2 games each time) and about 8 or 9 junior fixtures (2 or 4 games per fixture) per season. School use at least once per week too
Tennis courts	Occasional usage by members and guests – probably only averages once or twice a fortnight; plus school use about once a week. Very dependent on weather conditions

Area	Use
Bowling greens	Once per week game; plus occasional casual use by members and guests (average 4 - 8 times a week)
YRCC hospitality area	Open at least 5 days per week, change rooms used a minimum of 5 times per week except school holidays, committee room 3 times a week
Gym	24/7 access. Used most days average of probably 6 - 10 members a day. Member numbers increase toward spring.
Outdoor netball/basketball courts	4 trainings and 1 game most weeks, plus casual use on weekends by local kids/teenagers (very dependent on weather conditions)
Indoor stadium	5 or 6 days per week excluding school holidays - approximately 30 – 40 hrs use. Includes at least 2 classes from school every week – often more, plus senior netball training/games.
Indoor stadium mezzanine room	Currently used for dance: occupied by lease holder and used at least 4 half days a week.

Summer use

Area	Use
Hockey	No formal sport at present but hockey would like to run a mixed social summer comp of around 6 weeks, 1 game a week
Oval and shed	2 training sessions per week; plus 7 senior home matches and about 7 junior fixtures per season. School use at least once per week too. A new mixed social football competition has also just started using the oval.
Tennis courts	Tennis club use 4 times a week (minimum) plus about 4 or 5 pennants fixtures per season. Occasional usage by members and public – probably averages three times a week; plus school use at least once a week
Bowling greens	At least 5 games per week (up to 7); plus occasional casual use by members and guests (average 8 times a week, but more participants each time than winter)
YRCC hospitality area	Open at least 5 days per week, change rooms used for junior and senior cricket matches plus casual hirer, committee room 7 times a week
Gym	24/7 access. Used almost every day average of probably 10 -12 members a day. Member usage low 1 through Christmas holidays.

Area	Use
Outdoor netball/basketball courts	2 trainings each week, plus casual use on weekends/after school by local kids/teenagers (very dependent on weather conditions)
Indoor stadium	6 days per week excluding school holidays - approximately 35 – 45 hrs use. Includes at least 2 - 4 classes from school every week and at least 4 training sessions for basketball
Indoor stadium mezzanine room	Currently used for dance: occupied by lease holder and used at least 4 half days a week.

3.1.3 Hospitality

Opening Hours

- Bar is currently open Wednesday to Sunday afternoons – 12 noon to 6pm.
- Meals are available on Friday and Sunday nights.
- A very basic café is opens on Friday mornings. It was initially opened to cater for the early childhood mums when their favourite haunt (the Mill) closed down for a period of months. It has been continued despite relatively low patron numbers as it is a low staff shift and the chef is on site preparing the evening meals.

Functions

Functions average nine per month, and include a range of wakes, birthdays, funerals, corporate events, local business workshops/seminars and training, government department trainings and Shire meetings. They predominantly cater for under 80 attendees.

Liquor Licence

YRCC has a Tavern Licence so can offer alcoholic drinks to the wider community and also the patrons at events and functions.

The type of licence has been raised by some residents who do not understand why a sporting complex does not have a club licence. Several licensed venues in town closed recently and YRCC was blamed. Subsequently two premises have re-opened.

The only venue with a similar customer demographic to YRCC is the Flourmill, although they have great trade in tourists, which YRCC lacks. Lack of signage to the Centre means YRCC is often overlooked from the main road.

YRCC caters for families who cannot recreate on the main street as there is nowhere for children to play and dangerous with all the traffic. YRCC does not have a TAB like the Castle, and do not offer "adult dining" like the York Palace. The "café" is only open one morning a week (Friday) and YRCC does not offer takeaway food. Hence, YRCC operates in its own market and does directly compete with other hospitality venues in York.

3.1.4 Staffing

YRCC has a Manager, who reports to Council's Deputy CEO. YRCC is staffed by:

Manager, Kathryn Brown (full time)

Catering manager: Nick Russo (permanent part-time)

Senior kitchen staff/assistant cooks x 2 (casual)

Dishwashers x 3 - 4 (casual)
 Floor staff x 10 -14 (casual)
 Cleaners x 3 or 4 (casual) (reports to Council's Building Officer)

Many staff are young local residents and students and YRCC provides an opportunity for work experience and further employment. Reliability is an issue, which is why, for a relatively small venue, the number of staff is high. Many have another job or children or school so availability is limited.

The Manager and cleaners are currently employed under the Shire's normal award and employment conditions, whereas bar and kitchen staff are paid under the relevant hospitality and hotel workers award. Employment arrangements are currently being reviewed.

3.1.5 Financial Management

Pricing

Pricing for meals and drinks are set by YRCC Manager based on market prices, whereas hire fees are determined by Council.

Facility	Rate	Fee
Stadium	Per day	\$300
Pavilion	Per day	\$116
Pavilion	Per half day	\$70
Oval	Per day	\$610
Stadium Main Floor	Per hour – adults	\$19.50
Stadium Main Floor	Per day – adults	\$140
Stadium Main Floor	Per hour – adults & juniors	\$13
Stadium Main Floor	Per day – adults & juniors	\$90
Stadium Main Floor	Per hour – juniors	\$9
Stadium Main Floor	Per day – juniors	\$70
Stadium Main Floor	Aerobics per hour - adults	\$25
Stadium Main Floor	Aerobics per hour – juniors	\$20
Stadium Main Floor	Tae Kwon Do – per hour	\$18
Old Gym	Community Groups - per annum	\$180
Old Gym	Community Groups - per quarter	\$61
Old Gym	Commercial Hire - per year (not available due to Danceflight)	\$490
Old Gym	Commercial Hire - per quarter	\$160
Committee Room	Community Meetings	\$28
Committee Room	per day	\$80
Tennis	Adult use per person	\$4.50
Tennis	Junior use per person	\$2.20
Bowls	Adult use per person	\$4.50
Bowls	Junior use per person	\$2.20
Annual Fees	Junior sporting groups	\$609
Annual Fees	Senior and junior - combined sporting groups - courts	\$651
Annual Fees	Senior sporting groups - courts	4735
Annual Fees	Football, hockey, bowls, tennis	\$1,260

Gym Membership	Annual	6 Month	3 Month
Adult	\$490.00	\$295.00	\$174.00
Aged Pension Card Holders	\$245.00	\$147.00	\$87.00
Seniors	\$367.50	\$221.00	\$130.50
Juniors (13 to 17 years)	\$245.00	\$147.00	\$87.00

Financial Performance

The financial operating performance of YRCC over the two financial years 2013/14 and 2014/15 is summarised in Table 3.1 and 3.2. Key points to note from the tables are:

- The operating loss decreased from \$168,904 to \$103,592 over the two years.
- Income increased by \$80,017 (22%), cost of goods increased by \$25,280 (8%) and general expenditures decreased by \$10,575 (5%), resulting in a \$65,312 (39%) reduction in the operating loss.
- The largest increases in income was through the bar and café/restaurant which increased by \$33,721 (20%) and \$57,802 (60%), respectively.
- The main increase in expenditures was employee costs \$30,517 (17%) and materials and contracts for YRCC \$14,440 (32%)

Table 3.1: Profit and Loss Statement 2013/14 and 2014/15

	2013/14	2014/15
Income		
Reimbursements	\$912	\$12
Hire	\$6,094	\$8,201
Gym	\$25,340	\$27,014
Function Catering	\$44,305	\$33,564
Bar	\$164,596	\$198,317
Cafe/Restaurant	\$96,498	\$154,300
Canteen	\$19,542	\$13,770
Green Fees - Bowls	\$6,467	\$8,406
Green Fees - Tennis	\$1,088	\$1,275
Sub Total	\$364,842	\$444,859
Cost Of Sales		
Gym	\$7,141	\$8,415
Function/Event Catering	\$44,496	\$22,206
Bar	\$145,070	\$155,388
Cafe/Restaurant	\$106,291	\$141,081
Canteen	\$17,401	\$14,642
Bowls	\$7,971	\$10,916
Tennis	\$688	\$1,689
Sub Total	\$329,058	\$354,338
Gross Profit	\$35,784	\$90,521
Expenditure		
Forrest Oval Convention Centre	\$137,445	\$143,516
Marketing & Promotions	\$1,716	\$136
Recreation - Salaries	\$40,330	\$25,405
Recreation - Superannuation	\$25,197	\$24,087
Operational & Marketing Plan	\$0	\$970
Sub Total	\$204,688	\$194,113
Nett Profit/Loss	-\$168,904	-\$103,592

Table 3.2: Detailed Breakdown of Costs

	2013/14	2014/15
Cost of Sales		
Employee Costs	\$178,149	\$208,666
Materials & Contracts	\$152,531	\$148,031
Plant Operation Costs	\$94	\$93
Sub Total	\$330,774	\$356,789
Forrest Oval Convention Centre		
Employee Costs	\$40,623	\$40,742
Materials & Contracts	\$44,524	\$58,964
Water	\$6,917	\$4,372
Insurances	\$6,639	\$5,647
Other Expenditure	\$605	\$363
Telephone	\$8,617	\$6,019
Electricity	\$29,281	\$28,419
Plant Operation Costs	\$240	\$159
Sub Total	\$137,445	\$144,686

Tables 3.3 and 3.4 summarise income and expenditure for Forrest Oval precinct. It shows that a three tier rental fee applies ranging from \$527 for junior netball and junior football, to \$636 for cricket, senior netball, badminton and basketball and \$1,091 for tennis, bowling, senior football and hockey.

Total revenue to use the sports facilities at the Forrest Oval precinct was \$13,000 in 2014/15. In the same year the cost to maintain the playing surfaces and buildings (excluding YRCC) was \$127,854. Maintenance costs for Forrest Oval turf, grounds and water supplies decreased over the two years by \$100,581 (56%)

Table 3.3: Forrest Oval Rental Fees

Annual Leases	2015/16
York Imperials Cricket Club	\$609
York Senior Netball Club	\$735
York Junior Netball Association	\$651
York Ladies Badminton Club	\$735
York Basketball Club	\$651
York Tennis Club	\$1,260
York Bowling Club	\$1,260
York Senior Football Club	\$1,260
York Junior Football Club	\$609
York Hockey Club	\$1,260

Table 3.4: Forrest Oval Income and Expenditure

	2013/14	2014/15
Income		
Stadium Hire Charges	\$4,451	\$4,399
Squash - Hire Fees	\$100	\$0
Pavilion - Hire Charges	\$505	\$587
Oval - Hire Charges	\$0	\$809
Forrest Oval Lights	\$1,345	\$2,219
Total	\$6,401	\$8,014
Expenditure		
Forrest Oval Complex Lights	\$426	\$0
Forrest Oval Turf Maintenance	\$39,649	\$0

	2013/14	2014/15
Stadium Maintenance	\$16,031	\$17,761
Pavilion	\$8,909	\$4,852
Forrest Oval Grounds Maintenance	\$84,437	\$65,133
Forrest Oval Water Supplies	\$56,429	\$14,801
Hockey Oval Maintenance	\$17,179	\$16,745
Second Hockey Field	\$9,927	\$8,562
Total	\$232,987	\$127,854

Financial Monitoring

All invoicing is done through the Shire's finance department.

Summary, but not detailed financial reports are provided to the Manager. To enable the YRCC Manager to plan, monitor and control the financial performance of YRCC, detailed financial reports should be provided.

Stocktakes are done monthly as it has to be done manually and an automated stocktake and POS system was not installed. Most commercial hospitality venues have automated stocktake software and conduct stocktakes quarterly.

In an ideal world:

- General ledger codes will be determined between the Manager and Finance to ensure that adequate and meaningful management accounts are created.
- The Manager will have a major role and responsibility for compiling the annual budget and for reporting reasons for monthly variations between actual and budget.
- Monthly financial reports will be provided to the Manager in a timely manner and in sufficient detail to track financial performance and to take corrective action if necessary.
- Electronic stocktake and POS software is used to control and monitor stock and revenues.

3.1.6 Building and Maintenance Issues

Shire staff maintain the Forrest Oval Sporting Precinct, such as the playing fields and landscaped areas. The bowls club undertakes some minor maintenance of its playing facilities and other sporting clubs are expected to undertake line marking.

The YRCC building has defects and deficiencies which are slowly being resolved such as showers that do not drain, a strong sewerage smell at times, change room benches that came out of the wall, outdoor tables that were not finished with the correct product and are being damaged by UV. Rectifying these issues has increased operating expenses.

Retro fitted solar panelling has reduced the use of electricity. YRCC is heavily lit at night and most lighting units are not the low energy use type.

3.2 User Group Feedback

Telephone interviews were conducted with representatives of recreation and sporting groups using Forrest Oval Sporting Complex.

3.2.1 York Bowls Club

Carol Ashworth – President

- The bowls club utilise both greens for practise and competition from October to April/May at the following times;
 - ✓ Practise – greens are open anytime
 - ✓ Competition – Men play Wednesday pm and Saturday; women play Tuesday and Thursday am; mixed on Sundays
- The club utilises the committee room in the YRCC (shared with other sports); the indoor and outdoor area for socialising after games and the committee room for monthly meetings
- There are some issues with drainage on the synthetic greens after heavy rain; the club contributes to the cost of maintenance of the surface
- The overall condition of the facility is very good
- The club has lost the ability to generate income now that the YRCC has opened with the bar and café; this negatively affects financial viability. All sports did not agree with Council deciding on a tavern license
- The club does not feel the same level of ownership with the new facility as it did with the old one, however the standard of the facility is great.
- The club pays up to \$4.50 green fee per head (out of \$10) to the Council per game; members pay \$150 to the club – this includes maintenance fees for the surface; practise is free
- There is no formal agreement with Council – bookings are made from year to year

3.2.2 York Badminton Club

Wendy Tomlinson– President

- The club plays on the indoor court in the Stadium on Tuesday mornings and Monday nights
- The toilets are frequently not clean and tidy; The Shire should improve this, however the court is in generally good condition
- The roof is in disrepair; a beam fell down a year ago; needs to be rectified for safety
- The Recreation Centre has been neglected somewhat since the new facility was built; there is a very basic kitchen facility for clubs to use; the club keeps equipment for tea and coffee in lockable cupboards and has use of the Pavilion next door on occasion to heat food when required (eg for annual Open Day)
- The club pays \$25 per member (out of \$30) to Badminton WA; an annual hire fee is paid to Council.
- There is no formal agreement with the SHire – bookings are made from year to year

3.2.3 York Netball Association (Senior),

Fiona O'Brien – Committee member

- The Association uses the indoor court in the Stadium on Tuesday nights for 3 hours during the season (April to September); some teams use the outdoor courts for practise
- The sprung floor is old and in poor condition; cracks around the outside will soon become a safety concern

- The surface is slippery from constant dirt and dust – cleaning by the Shire is ineffective; sometimes the club ends up sweeping the floor
- The club has requested that Council replace the front door lock to prevent the automatic locking – there has been no response as yet
- Maintenance by Council is generally good
- The club has a good working relationship with the Manager of YRCC
- The club does not use the YRCC
- For social netball the facility suits their purposes
- Annual hire fee to Council is approximately \$700. There is no formal agreement with the Shire – bookings are made from year to year

3.2.4 York Netball Association (Junior)

Leesa Morell – President

- Junior netball games are held on the 3 outdoor courts (2 have full-size goal posts; 1 has junior goal posts) on Tuesday nights. In bad weather, games are shifted to the indoor court.
- Training is held on Wednesday, Thursday and Friday nights (depends on team coaches' availability)
- The club shares use of the equipment shed with senior netball; committee meetings are held in the committee meeting room in the YRCC
- Rain causes problems with the unsealed carpark; Tuesday nights can be busy, so parking is limited
- The facility runs well under the current management
- The club has a good working relationship with the Manager of YRCC
- Annual presentation nights are held at the YRCC; social gatherings are mostly sausage sizzles done on the club's BBQ outside
- Annual hire fee is paid to the Shire (amount was not provided); there is no formal agreement with the Shire – bookings are made from year to year

3.2.5 York Tennis Club

Gary Lawrence – President

- Eight tennis courts are available for use by the tennis club, however the back 4 are unplayable due to surface lift. There is an ongoing issue with the contractor regarding the installation
- The club plays night games on Friday and Sunday nights (social) and hold pennant matches on Saturdays; the season runs from October to the end of March
- Equipment is stored in the YRCC building; the club uses the committee room allocated to the sports and the surface groomer is kept in the storage room at the end of YRCC. Annual presentation night and AGM are held in the YRCC
- The club pays a fee to the Shire to maintain the courts (this is currently on hold until an agreement is reached with the surface contractor); the club covers the cost of the nets and equipment
- The facility runs well under the current management
- The club has a good working relationship with the Manager YRCC

- Membership fees cover the club's costs; a per head court fee is supposed to be paid to the Shire
- Annual hire fee is paid to the Shire; there is no formal agreement with the Shire – bookings are made from year to year

3.2.6 York Senior Cricket Club

Mike Mount-Bryson – President

- Seasonal fixtures are played (October to March) on Saturdays or Sundays; training on Thursday nights
- York is the only team in the competition who plays on a synthetic wicket, however this is not a problem. Cricket nets will need replacing in the next 6-12 months.
- There are occasional problems with the sewerage at the facility; toilets for women are not accessible from outside; maintenance by the Shire is otherwise good.
- The Forest Oval Advisory Group works well together; the group voted against the Shire's suggestion that the sports take over the facility – they agreed there was a general lack of experience and not enough investment to manage the facility
- The facility runs well under the current management
- The club has a good working relationship with the Manager YRCC
- Annual hire fee of approximately \$1,200 is paid to the Shire; there is no formal agreement with the Shire – bookings are made from year to year

3.2.7 York Junior Cricket Club

David Jenkinson – coordinator

- Season is late October to early March; training is held on Thursday afternoons, matches on Saturday mornings
- The oval is adequate for junior cricket (the synthetic wicket is approximately 25 years old); the nets will need replacing in the next 6-12 months (kids use them as a climbing frame). The club also stores gear in the shed. They do not use the YRCC for social gatherings; prefer to hold their own BBQ
- Toilets for women are not accessible from outside; this can cause problems if the YRCC is not open
- There could be some more shade structures on the eastern side of the oval to shield spectators from the morning sun
- The facility runs well under the current management
- The club has a good working relationship with the Manager YRCC
- Annual hire fee of approximately \$500 is paid to the Shire; there is no formal agreement with the Shire – bookings are made from year to year

3.2.8 York Junior Football Club

Peter Wright – President

- Juniors use the oval for training on Tuesday, Wednesday and Thursday afternoons and play fixtures on mainly on Saturday mornings
- The oval surface is average – the side closest to the tennis courts has good drainage;

the other side causes problems. The club uses the committee room for monthly meetings, change rooms, toilets and YRCC canteen.

- The club is now unable to generate profits from drinks and food sales - main income is derived from membership fees and raffles.
- Numbers are increasing – this year there are two teams in the finals; more space is required in order to run Auskick simultaneously (the grass could be extended towards the railway line and the shed relocated)
- The YRCC could be financed by ratepayer levy, in the same way as the local Library, as opposed to charging only the sports [Note: the operating deficit is funded by the Shire, hence by ratepayers]
- Issues raised by the Forest Oval Advisory Group are not always addressed by the Shire
- The club has a good working relationship with the Manager YRCC
- Annual hire fee is paid to the Shire; there is no formal agreement with the Shire – bookings are made from year to year

3.2.9 York Senior Football Club

Wayne Collins – President

- There are two senior teams – League and Reserves (approximately 50 players). The club uses the oval for training on Wednesday and Friday nights and fixtures on Sundays. The season runs from late February (pre-season) to mid-September; approximately 14 games are held plus finals.
- The club uses the home and away and umpires change rooms, store room/office in the change rooms and trainers room – all in good condition and adequate for the club's needs. The club uses the YRCC committee room occasionally for committee meetings and the bar for presentation nights.
- The oval surface is in average condition now after drainage has been installed; however there is a problem with flooding on the eastern side that needs to be addressed
- The club has lost the ability to generate income now that the YRCC operates the bar and café. This negatively affects financial viability as the club no longer run a canteen or bar, with the exception of grand final day (BBQ and cold drinks). The YRCC (and the town) benefits from the spectator numbers from events such as the grand final, however the club is not financially compensated.
- If the gym could be made available for the sports to use, this would benefit pre-season football players. Some shade structures on the YRCC side of the oval are required; carpark needs to be sealed and lighting installed
- The Forest Oval Advisory Group is a good discussion forum, however it is difficult to move forward with competing interests. The idea of a rates levy to fund the YRCC is a good one and needs to be put back on the table for discussion. [Note: Ratepayers cover the operating subsidy, through the Shire's funding]
- The club has a good working relationship with the Manager YRCC
- An annual hire fee is paid to the Shire each year and the club is invoiced for light usage. There is no formal agreement with the Shire – bookings are made from year to year

3.2.10 York Hockey Club

David Ashworth – President

- Hockey is played on two grass pitches; Stage 4 of the Forest Oval Sports Precinct development was to include a synthetic hockey pitch – this has now been delayed
- Hockey has funded most of their part of the facility (approximately \$800k) including:
 - ✓ The newest grass pitch (in conjunction with the Shire and Sport and Recreation WA)
 - ✓ Clubrooms
 - ✓ Toilets and change rooms (some funding from the Shire)
- The synthetic pitch will require a \$350,000 contribution (1/3 of the total) from the club. A synthetic surface will help to attract State teams from Perth, benefiting the club and the town
- The distribution of funds for facilities is inequitable; the committee is frustrated with the lack of support from the Shire compared with the new facilities provided to Tennis and Bowls
- Unlike the other sports, Hockey has been granted permission by the Shire to sell alcohol and food as per the conditions of a four hour liquor license exemption.
- Training for juniors is held on Monday and Thursday afternoons/evenings; senior teams train Wednesday, Thursday and Friday evenings. Senior games are held on Friday nights or Saturday afternoons; Juniors on Saturday mornings or afternoons. Sometimes the fields are used by schools; the Shire consults with the club before booking the oval to avoid clashes
- The Shire should continue to manage YRCC; Friday nights and weekend sport generates good numbers in the bar and restaurant in YRCC; this requires expertise that sports do not have
- The Shire does a good job with the maintenance of the fields; the club does their own line marking
- The club has a good working relationship with the Manager YRCC
- Annual fee of approximately \$1,500 is paid to the Shire; there is no formal agreement with the Shire – bookings are made from year to year

3.2.11 York Basketball Club

Brett Sherry – President

- The club does not play fixtures in York; the competition is run in Northam. Teams use the indoor court or outdoor courts for training only (2 of the 3 outdoor courts are marked for basketball and have dual goals for both netball and basketball). Training sessions are dependent on coach and kids' availability; booked directly through the Shire, not the club
- There was a local competition some years ago; it dissolved for various reasons. The standard of competition is much better now that the club has merged, than purely a York competition. Membership numbers are steady and manageable.
- The indoor court surface needs repair and can get quite slippery; the unsealed carpark does not help; dirt and mud is tracked into the stadium and onto the floor
- Both the indoor and outdoor courts used for training are adequate.
- The club has a good working relationship with the Manager YRCC
- In terms of the management of the YRCC bar and restaurant, it works well as a social venue for the sports to gather. The club has their annual presentation lunch outside and uses the bar facilities. Staffing numbers are high; it is likely that a private company would run it in a more cost-efficient way, however the YRCC is a great venue

- The Forest Oval Advisory Group is a useful platform for the sports to come together and discuss issues
- An annual fee is charged by the Shire; the club allocates a portion of membership fees to cover hire fees. There is no formal agreement with the Shire

3.3 Liquor Licence

A Tavern Licence was obtained for YRCC in 2013. The principle conditions of the license are:

- Food is to be available at all times during trading hours.
- Unaccompanied juveniles are permitted on the licensed premises only for the purposes of using the toilet facilities.
- The sale and supply of liquor is prohibited on the licensed premises when a scheduled junior sporting event is taking place at the venue except:
 - ✓ between the hours of 12 noon to 2.30pm and 5.30pm to 8.30pm when liquor may sold and supplied ancillary to a meal; or
 - ✓ where the scheduled junior sporting event is taking place at the Netball Courts, the existing Indoor Sports Stadium or the Hockey Fields; or
 - ✓ where the sale and supply of liquor is to persons participating in a scheduled lawn bowl event.
- Packaged liquor may only be sold and supplied to patrons who are present at the licensed premises for reasons other than purchasing liquor, that is, such as to view an event, participate in an event or to attend a club or community meeting or function held at the premises.



4 SWOT ANALYSIS

This chapter summarises the strengths, weaknesses, opportunities, threats and constraints impacting on YRCC and Forrest Oval Sporting Precinct.

4.1 Strengths

- Excellent, high quality facilities
- Mix of indoor and outdoor sports facilities
- Facilities available for large number of sporting activities including playing field sports (eg cricket and football), court sports (eg netball, tennis and basketball), lawn bowls
- 24/7 health and fitness centre
- Large bar and function space
- Multiple meeting and function spaces in the YRCC, the pavilion and stadium
- Strong financial support from the Shire
- Professional management of YRCC
- Large number of players, administrators, coaches and supporters of user clubs

4.2 Weaknesses

- Sports clubs have limited sense of ownership or belonging to YRCC
- User groups not involved in operation and management of sporting and social facilities used
- Inadequate point of sale software in YRCC
- No electronic stocktake software
- People using the gym without paying a membership fee
- Limited financial reports to Manager YRCC
- Uncertain role for Forrest Oval Sporting Precinct Advisory Committee
- Blurred lines of responsibility and communication between clubs, the Shire and YRCC management
- No incentive to reduce YRCC operating subsidy
- Sports clubs do not have revenue streams from YRCC

4.3 Opportunities

- Improve interaction between the Shire finance team and YRCC staff
- Potential to increase use of volunteer bar staff
- Increase use of gym by sports clubs in organised training sessions
- Sports clubs to contribute affiliation or membership fee to YRCC

- Restructure YRCC to increase involvement of clubs
- Contract gym to commercial operator
- Contract meals service to commercial operator or a sport club(s)

4.4 Threats

- Increased competition from commercial hospitality venues
- Reliant upon the Shire operating subsidy
- Sports clubs using competing commercial venues for social functions
- Commercial gym is established in York

4.5 Constraints

- Hospitality and local government employment award determines penalty rates
- Must operate YRCC within the liquor licence terms and conditions



5 STRATEGIC ANALYSIS

This chapter provides a general discussion and strategic conclusions of York Recreation and Convention Centre and recommendations moving forward.

5.1 Review of Current Situation

5.1.1 Workshops

Two workshops were held with senior Council staff and YRCC user groups, to discuss an early draft of this Business Plan. The aim was to ensure that the draft was accurate and to canvas ideas and strategies for future governance and management of YRCC.

Council Workshop

Key outcomes of the Council workshop were:

- Current role and responsibilities of Council in the management of YRCC is OK.
- YRCC hospitality functions is profitable and would be lost if hospitality rights are transferred to another body, such as sports clubs.
- Level of subsidy provided by Council is reasonable and within the financial capacity of Council.
- YRCC Manager has direct role in managing hospitality (ie bar and catering) and functions/events. Booking of the outdoor facilities at the Forrest Oval Sporting Complex are ideally managed through YRCC. Managing the gym is not a primary role of the YRCC Manager.
- Potential to introduce gym membership payments by direct debit.
- The advisory committee meets monthly and is primarily an information gathering and dissemination forum. Potential to meet quarterly, rather than monthly.
- Licence agreements with sports clubs should include:
 - ✓ Specific maintenance items undertaken by the licensee
 - ✓ An initial term of one year, followed by two renewals of five years
 - ✓ \$10m public liability insurance required
 - ✓ Licensee to provide time of use each year
- Potential to increase commercial links with complementary businesses in York, such as accommodation.
- Existing employment award is being investigated by Council, to determine the most appropriate award.

Sports Club Workshop

Key outcomes of the sports club workshop, which was attended by 12 representatives of eight clubs, were:

- Agree that the role of Council is to maintain and operate YRCC.
- Both football and bowls have to generate significant annual revenue to field sports teams – football \$75,000 - \$80,000 and bowls \$5,000 - \$10,000. The current

arrangements at YRCC do not allow this to occur. Unless clubs are able to generate the necessary funds, they will have to develop alternative fundraising ventures, including using other venues in York.

- Bowling club currently undertakes grooming of the bowling greens.
- Only four clubs have a direct relationship to YRCC – football, bowls, cricket and tennis. Other sports which use Forrest Oval Sporting Complex have little or no relationship with YRCC.
- Opportunities to increase revenue potential of sports clubs include:
 - ✓ Football to operate the canteen
 - ✓ Clubs to operate the kitchen for their own functions (eg morning and afternoon teas for bowling events)
- The licence agreement should specify the responsibility of the Shire in maintaining and replacing facilities.
- All clubs using Forrest Oval Sporting Complex are cooperative and potential exists to establish a Social Club to generate revenues to member clubs.

5.2 Strategic Direction

5.2.1 The Main Issues

Both Council staff and sports clubs are agreed that Council has a role and responsibility to operate YRCC, and it is acknowledged that YRCC is professionally managed and operated. Despite this, the current management model has two significant disadvantages:

- 1 The Shire is required to contribute a substantial annual operating subsidy to maintain a venue which is primarily focused on delivering food and beverage services.
- 2 Sporting clubs using YRCC do not have revenue streams to fund their operations.

In addition, it is unusual for local government to manage and operate venues which are essentially sports and social club rooms. As a major asset, Council has a responsibility to ensure the building is maintained in good condition. However, it must be questioned whether operating a bar and function centre a core business of Council. In the longer term, community management of the bar and function centre, as proposed in the 2009 Business Plan, may be appropriate.

5.2.2 Governance Options

A bespoke management and governance model is required to ensure the Shire aims and objectives for Forrest Oval Sports Precinct and YRCC and the needs of stakeholders are met.

Numerous management and governance models are available for YRCC. Basic options are:

Governance Option	Assessment
1 Status Quo This option maintains the existing structure in which Council is fully responsible for managing and maintaining YRCC.	This option is favoured by both senior Council staff and sports clubs based at YRCC. Consequently, it appears to be the most appropriate option, albeit with some modifications to address fundraising problems identified by sports clubs.
2 Sports and Community Club	This option was proposed in the 2009 Business

Governance Option	Assessment
<p>This option will require the establishment of a Sports and Community Club comprising each of the current user groups. The Shire and the Sports Club will enter into a lease or license over the YRCC. The license or lease will detail the terms and conditions of use. The basis intent is that the Sports Club will be responsible for managing and maintaining the building.</p> <p>This option allows the continued employment of a professional hospitality manager. It also has the potential of using volunteer bar and kitchen staff and providing a revenue stream to member clubs.</p>	<p>Plan as a long term option. Whilst sporting clubs in York have a history of cooperation, establishing a Sports and Community Club in the short term may not be a practical solution.</p> <p>This option remain a medium to long term option.</p>
<p>3 Contract Management of YRCC</p> <p>This option is a variation of Option 2, except that an open or selective tender will be called for a contractor to operate the bar, kitchen and function room. It may include the gym and change rooms.</p>	<p>There appears to be little support for this option by either Council or sports clubs. Unless the financial benefits to both Council and sporting clubs can be demonstrated, it is not a practical option.</p>
<p>4 Contract Management of YRCC Elements</p> <p>This option is an extension of Option 1, in which the Shire continues to manage and maintain YRCC, and contracts management of specific functions or spaces such as:</p> <ul style="list-style-type: none"> ▪ Meals and catering ▪ Gym ▪ Tennis courts ▪ Tennis coaching ▪ Pavilion 	<p>Contracting elements to commercial interests in association with Option 1 is a viable solution. The most attractive contracting opportunities are for the gym and tennis coaching. The financial return will have to be market tested to gain an appreciation of commercial value.</p> <p>A variation of this option is to offer sports clubs the opportunity to use the kitchen facilities to cater for their in-house functions, and to staff the bar and generate a return from bar sales.</p>

5.2.3 Licence Agreements

Formal contracts outlining how and when sporting clubs use Forrest Oval Sporting Complex currently do not exist. As a result, some uncertainty exists regarding the rights, responsibilities and expectations of Council and sporting clubs.

A formal Licence Agreement should be negotiated with each sports club. A standard Licence can be developed, with variations to meet the specific needs of each club enshrined in a Schedule. Chapter 6 recommends a format and structure for a standard Licence Agreement.

5.3 Operations

5.3.1 Role of YRCC Manager

The role of the Manager YRCC requires clarification. Currently, there are overlapping roles and responsibilities for the management, maintenance and operation of YRCC and Forrest Oval Sporting Complex. It should be noted that no serious problems have occurred as a result of these overlapping responsibilities. However, best practice would be to clearly define the boundaries of the Manager.

The Manager has contact with all users and user groups at the YRCC and Forrest Oval Sporting Complex. Hence it makes practical sense for the Manager to be the primary contact for all users and user groups and to manage all activities and functions on a day to day basis. The main exception will be maintenance of the outdoor sporting facilities. Landscaping, car parks and access roads. This responsibility should remain with Works and Services and/or Development Services.

The primary responsibilities will include:

- Hospitality (ie bar, catering and functions)
- Hire of all facilities and areas at Forrest Oval Sporting Complex
- Management of the gym
- Cleaning and maintenance of YRCC
- Staffing

To be effective it will be necessary to make the YRCC the initial and primary contact for all permanent, regular, casual and ad hoc users of the Complex. In other books will be done through YRCC. It will require close cooperation with administrative and support functions in Council's main office, such as human resources, finance and accounts.

5.3.2 Financial Reporting

Potential exist to improve financial reports to enable the Manager YRCC to better monitor the financial performance of YRCC. This may include:

- Regular reports of expenditure breakdown, in particular staffing costs (including maintenance staff costs) and utilities/contractors (ie expenses in the 113141 General Ledger (GL) code)
- Details of the method for allocating utilities and staff costs to each GL code, and a breakdown into areas such as kitchen and bar, change rooms, committee room.
- Details of product/stock costs, staff costs, utilities or contracting for bar, kitchen and gym.
- Income or expenditure for stadium, pavilion, hockey, old gym or grounds.
- Allocating costs for change rooms, gym and hospitality via separate GL codes.
- Monthly and Year to Date reports actual and budget income and expenditure.
- Preparation of annual budgets.
- Merge canteen and café/restaurant G/L's to Kitchen G/L.
- Rename GL codes to ensure clarity of what is included within the income or expenditure.

The aim is to have accurate reporting of income and expenses for each profit centre within YRCC such as gym, bar, catering (ie food), room hire.

5.3.3 Business Development

Prime responsibility for Business Development is the Manager YRCC. In practice, a relatively reactive or passive approach has been adopted. It includes print advertising and responding to enquiries.

This approach may result in incremental business growth. It is unlikely to result in substantial business growth. Due to the range of responsibilities of the Manager YRCC, it is unlikely that the focus will shift from operational to business development. The main options are to continue the current approach and develop the business organically through local groups and organisations or engage a Business Development professional.

The Business Development function is primarily a sales role, with performance measured in terms of sales and increased profitability. Consequently, remuneration for the role should be geared towards increasing sales and profitability. In other words a retainer plus commission. This approach will enable the business development function to grow as business increases.

If Business Development staff are engaged, it is imperative that performance is reviewed at least quarterly. If the returns do not cover employment costs within, say, 6 months, the role should be disbanded.

5.3.4 Gym Management

The gym appears to be operating profitably, albeit with some minor glitches. An alternative to operating it through Council and YRCC management is to consider contracting it to a personal trainer or commercial 24/7 gym franchise. The benefits of this approach is that day to day operation will be transferred to another organisation, and Council will receive a fixed monthly return based on the area leased. This approach may not produce the same financial return to Council as it currently receives.

Continuing to operate the gym through Council may require some minor changes to improve accountability and profitability such as:

- Contracting a billing service to manage direct debit memberships
- Improving communication with existing and potential members, such as through social media
- YRCC being responsible for selling and managing memberships, including the membership data base

A solution is to market test both options, by seeking expressions of interest to operate the 24/7 gym.

5.3.5 Booking Management

Both YRCC and Forrest Oval Sporting Complex are extensively used for a range of uses and by a significant number of users and user groups. To ensure coordinated use of the facilities, it is preferable that all bookings are initially handled through one point of contact. The logical and most appropriate point of contact is YRCC. When bookings are made for any area within YRCC and the Complex, this may then be communicated to other sections within Council's administration.

It is also important that the proposed Licence Agreements to be negotiated with each user group will require days and times of use to be specified before each sporting season and updated during the season.

5.3.6 Fundraising

It is clear that unless sporting clubs have the opportunity to generate revenues through YRCC, they will be forced to consider alternative venues. Whilst this may not be as convenient, financial pressures may force a radical solution for clubs.

The challenge is to maintain existing revenue streams for YRCC and hence Council, whilst enabling clubs to use the facilities to generate additional income. Potential strategies include:

- Providing access and use of the kitchen to prepare meals, using club volunteers for activities such as:
 - ✓ lunch and dinner and afternoon tea for bowls events
 - ✓ meals on Saturday night after home football games
 - ✓ club meals on Thursday nights
- Allowing clubs to conduct a number of fundraising events, with no YRCC venue hire cost, each year. Profit splits could be negotiated based on:
 - ✓ share of bar profit
 - ✓ trained and qualified volunteer club members staffing the bar
- Using trained and qualified volunteer bar staff for regular shifts and providing a return to the volunteers' club.
- Football club to stock and operate the canteen/kiosk.



6 LICENCE AGREEMENTS

This chapter presents a typical licence agreement or Memorandum of Understanding which may be used by the Shire for users of Forrester Oval Sports Precinct.

6.1 Standards Terms

Most license agreements contain a series of standard clauses, supplemented by schedules which provide specific terms relating to the licensed property and the licensee.

Licensee Obligations and Responsibilities

- Pay the annual rent
- Pay own legal costs in negotiating license and half the costs of preparing the license
- Insure own contents and public liability insurance
- Cannot assign, transfer or sub license the property
- Keep the Property clean, tidy and free from rubbish
- Repair any damage to the property caused by either the licensee, or its visitors
- Notify the Shire of any accident, anything that needs to be repaired by the Shire or anything which could present a hazard, or which could harm the property or any person
- Not do anything offensive or dangerous
- Comply with all Government and the Shire rules which affect the property or the licensee's use of the property, including Acts of Parliament, regulations, by-laws, codes of practice
- Comply with health and safety laws
- Smoking is prohibited except in areas nominated by the Shire
- Supply the Shire with a copy of its constitution, and when requested copies of minutes and financial accounts
- Provide the Shire with copies of certificates of currency for public liability insurance
- Specify maintenance items to be undertaken by the licensee
- Provide the Shire with days and times of use each year

Shire Obligations and Responsibilities

- Insure the property
- Maintain the property in accordance with the Shire's 's budget and maintenance program
- The Shire has the right to hire the property to other parties at times not used by the licensee
- The Shire to replace capital items when not fit for purpose

6.2 Schedules

Terms and conditions specific to the property and licensee are usually included in schedules to the license.

- Name of licensee (ie sports club)
- Details of property to be used eg tennis courts and Forrest Oval
- Starting date
- Term of the license – initial term of one year, followed by two renewals of five years
- Times of use of the property eg season, days, times
- Any special condition of use
- Rent payable including rent review dates and future increases
- Public liability insurance amount (\$10M)
- Maintenance to be undertaken by the licensee
- Maintenance to be undertaken by the Shire
- Licensee to provide time of use each year

6.3 Possible Licenses

Under the current governance structure licenses, or memorandums of understanding will be prepared for use of specific sports facilities at Forrest Oval Sports Precinct by:

York Imperials Cricket Club
York Senior Netball Club
York Junior Netball Association
York Ladies Badminton Club
York Basketball Club
York Tennis Club
York Bowling Club
York Senior Football Club
York Junior Football Club
York Hockey Club

These agreements will primarily relate to the sporting facilities such as tennis courts and oval. They may be extended to include the change rooms within the YRCC, and use on a non-exclusive basis to common areas within YRCC, such as the main bar and function room.

Each license will be specifically negotiated with each licensee, although it is important to retain terms and conditions which are consistent between all licenses.

RECREATION & CULTURE 2008/09 TO CURRENT - as at 31/12/16

08/09	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	Sch13 Totals
Operating Expenditure	127,787	206,956	92,242	61,137	11,100	541,027	1,040,248
Operating Income	-13,995	-26,506	-434	-6,953	-1	-56,384	-104,272
Capital Expenditure	8,241	549,138	0	6,430	0	95,218	659,027
Capital Income	0	-7,100	0	0	0	0	-7,100
	122,033	722,487	91,808	60,614	11,099	579,862	1,587,903

09/10	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	Sch13 Totals
Operating Expenditure	137,040	214,383	79,424	99,878	14,553	647,141	1,192,419
Operating Income	-622,958	-30,822	-979	-16,687	-1,109	-334,710	-1,007,264
Capital Expenditure	613,724	33,291	0	2,882	0	1,173,385	1,823,281
Capital Income	0	0	0	0	0	-220,000	-220,000
	127,806	216,852	78,445	86,072	13,444	1,265,817	1,788,436

10/11	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	Sch13 Totals
Operating Expenditure	196,528	184,909	69,497	94,332	14,289	781,797	1,341,352
Operating Income	-42,908	-31,658	-94	-3,650	-1,104	-99,680	-179,095
Capital Expenditure	31,052	2,375	0	12,427	0	2,509,080	2,554,934
Capital Income	0	0	0	-11,831	0	-2,130,685	-2,142,516
	184,672	155,626	69,403	91,278	13,185	1,060,511	1,574,675

11/12	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	Sch13 Totals
Operating Expenditure	178,922	210,179	93,713	287,534	14,997	959,137	1,744,481
Operating Income	-77,260	-31,813	-882	-22,955	-1,139	-2,366,877	-2,500,925
Capital Expenditure	318,969	3,206	0	2,835	0	3,576,154	3,901,164
Capital Income	-84,629	0	0	-116,468	0	-897,154	-1,098,250
	336,003	181,572	92,831	150,946	13,858	1,271,261	2,046,470

12/13	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	Sch13 Totals
Operating Expenditure	497,721	141,540	70,573	98,978	18,329	1,462,830	2,289,970
Operating Income	-368,233	-30,092	-539	-6,460	-1,192	-334,792	-741,309
Capital Expenditure	3,671	11,136	0	9,920	0	446,500	471,226
Capital Income	-2,191	0	0	0	0	-4,732	-6,922
	130,969	122,583	70,033	102,437	17,137	1,569,806	2,012,966

13/14	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	Sch13 Totals
Operating Expenditure	161,319	157,170	71,344	116,772	5,771	1,729,615	2,241,991
Operating Income	-18,672	-31,501	-976	-7,978	-1,522	-417,670	-478,319
Capital Expenditure	28,813	67,217	0	15,138	0	281,218	392,386
Capital Income	0	0	0	0	0	-21,882	-21,882
	171,460	192,886	70,368	123,931	4,249	1,571,281	2,134,176

14/15	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	Sch13 Totals
Operating Expenditure	170,457	189,780	71,676	135,062	6,243	1,830,214	2,403,432
Operating Income	-19,343	-61,120	-618	-58,124	-1,640	-669,722	-810,568
Capital Expenditure	18,678	26,422	0	19,821	0	423,879	488,799
Capital Income	-19,666	0	0	-5,956	0	-4,340	-29,962

F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	Other Recreation And Sport Totals
191,671	0	207,687	0	141,669	541,027
-52,354	0	3	0	-4,033	-56,384
36,904	0	58,315	0	0	95,218
0	0	0	0	0	0
176,221	0	266,004	0	137,636	579,862

F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	Other Recreation And Sport Totals
215,297	0	223,885	0	207,959	647,141
-318,330	0	0	0	-16,380	-334,710
1,123,583	0	49,802	0	0	1,173,385
-220,000	0	0	0	0	-220,000
800,550	0	273,687	0	191,579	1,265,817

F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	Other Recreation And Sport Totals
189,515	0	268,502	8,200	315,580	781,797
-68,112	0	-64	0	-31,505	-99,680
2,407,809	0	101,272	0	0	2,509,080
-758,256	0	-41,930	-1,330,500	0	-2,130,685
1,770,956	0	327,780	-1,322,300	284,075	1,060,511

F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	Other Recreation And Sport Totals
248,151	159,547	230,834	100,558	220,046	959,137
-2,287,779	-36,885	-1,618	0	-40,595	-2,366,877
3,357,748	95,256	79,369	43,780	0	3,576,154
-45,840	0	-32,159	-819,155	0	-897,154
1,272,281	217,919	276,426	-674,817	179,452	1,271,261

F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	Other Recreation And Sport Totals
185,380	374,919	236,024	122,840	543,668	1,462,830
-113,352	-179,717	-123	0	-41,601	-334,792
307,994	53,420	10,493	74,593	0	446,500
0	0	-4,732	0	0	-4,732
380,022	248,622	241,662	197,433	502,067	1,569,806

F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	Other Recreation And Sport Totals
245,876	537,014	223,723	118,465	604,537	1,729,615
-24,400	-369,523	0	0	-23,747	-417,670
140,459	23,758	38,068	78,933	0	281,218
-10,000	0	-11,882	0	0	-21,882
351,935	191,248	249,910	197,398	580,790	1,571,281

F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	Other Recreation And Sport Totals
131,497	547,952	303,657	113,850	733,258	1,830,214
-200,614	-445,059	-1,047	0	-23,001	-669,722
325,325	11,611	3,414	83,528	0	423,879
-4,340	0	0	0	0	-4,340

RECREATION & CULTURE 2008/09 TO CURRENT - as at 31/12/16

	150,126	155,082	71,057	90,802	4,602	1,580,031	2,051,701
15/16	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	
Operating Expenditure	418,846	213,746	68,487	202,182	6,783	2,004,943	2,914,988
Operating Income	-16,496	-64,107	-369	-51,283	-1,922	-495,098	-629,274
Capital Expenditure	69,868	10,775	0	13,910	0	305,675	400,229
Capital Income	0	0	0	0	0	0	0
	472,219	160,415	68,118	164,809	4,862	1,815,520	2,685,943
16/17 YTD 31/12/16	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	
Operating Expenditure	147,989	115,379	53,190	94,955	3,992	809,357	1,224,862
Operating Income	-4,852	-50,841	-445	-18,391	-1	-211,911	-286,441
Capital Expenditure	27,083	19,900	0	5,657	0	52,728	105,368
Capital Income	0	0	0	0	0	0	0
	170,220	84,439	52,745	82,221	3,991	650,174	1,043,790

	150,126	155,082	71,057	90,802	4,602	1,580,031	2,051,701
Totals	Public Halls, Civic Centres	Swimming Areas & Beaches	Libraries	Heritage	Other Culture	Other Recreation And Sport	
Operating Expenditure	2,036,610	1,634,043	670,145	1,190,827	96,057	10,766,061	16,393,744
Operating Income	-1,184,717	-358,459	-5,336	-192,481	-9,630	-4,986,844	-6,737,467
Capital Expenditure	1,120,099	723,459	0	89,020	0	8,863,838	10,796,415
Capital Income	-106,485	-7,100	0	-134,255	0	-3,278,792	-3,526,632
	1,865,508	1,991,942	664,809	953,111	86,427	11,364,263	16,926,059

	251,869	114,504	306,024	197,379	710,257	1,580,031
	F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	
	150,087	607,666	317,543	107,127	822,520	2,004,943
	-7,231	-444,173	0	0	-43,694	-495,098
	190,156	21,763	5,363	88,393	0	305,675
	0	0	0	0	0	0
	333,012	185,257	322,906	195,521	778,826	1,815,520
	F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	
	72,833	255,566	139,506	40,970	300,482	809,357
	-6,029	-198,595	-105	0	-7,183	-211,911
	6,420	66	133	46,110	0	52,728
	0	0	0	0	0	0
	73,224	57,037	139,535	87,079	293,299	650,174

	251,869	114,504	306,024	197,379	710,257	1,580,031
	F/Oval Precinct	YRCC	Parks	Loans	Allocated overall	
	1,630,307	2,482,665	2,151,360	612,010	3,889,719	10,766,061
	-3,078,199	-1,673,953	-2,954	0	-231,739	-4,986,844
	7,896,397	205,875	346,228	415,337	0	8,863,838
	-1,038,436	0	-90,701	-2,149,655	0	-3,278,792
	5,410,070	1,014,587	2,403,934	-1,122,307	3,657,979	11,364,263

FORREST OVAL PRECINCT REDEVELOPMENT TIMELINE

