



Ordinary Council Meeting

Tuesday, 2 September 2025

Attachments Provided Under Separate Cover

14.1 Community and Place

14.4.1 Atwell Reserve Needs and Feasibility Report

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14.4. COMMUNITY AND PLACE

14.4.1 ATWELL RESERVE NEEDS AND FEASIBILITY REPORT

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ATWELL RESERVE – NEEDS AND FEASIBILITY STUDY

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

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Executive Summary

Atwell Reserve provides a home to clubs with a significant user base, including Jandakot Amateur Football Club, Jandakot Jets Junior Football Club, Jandakot Park Senior Cricket Club, Jandakot Lakes Junior Cricket Club and Jandakot Jets Darts Club. Jandakot Jets Netball Club had also previously used the facilities at the reserve. The Needs and Feasibility Study investigates the needs of the clubs using Atwell Reserve and determines the additional infrastructure required to meet the current and future growth aspirations of all user groups, particularly the extensive growth of junior football.

The redevelopment of the clubhouse meets the City's strategic directions within the Strategic Community Plan 2020-2030 in promoting healthier lifestyles and a range of senior and junior developmental, training, and competitive sports activities. The pavilion/clubhouse infrastructure at Atwell Reserve, while upgraded recently, does not fully address the full extent of disability access in exceeding compliance with BCA requirements, nor does it provide for gender-diverse changing shower and toilet provision to support a two oval facility. The City identifies public open space as being vital to the community and the City of Cockburn as one of its most important assets. With projected future growth within the broader catchment of the site (with high levels of young families and a relatively youthful extended catchment profile), it will become more critical to the delivery of a range of sporting opportunities to satisfy a growing need and offset demand on other high utilisation active reserves.

A review of each user group's operational performance highlighted that the clubs are viable and consistently demonstrate a high membership base. In addition, the two ovals used for junior and senior football clubs operate at high-capacity levels, and junior cricket also operates at a high-capacity level. The junior and senior clubs will have to deal with potential fixture/scheduling conflicts in winter and summer. Currently, the clubs are managing these conflicts by expanding onto alternative oval spaces and judicious scheduling. This will continue to be a challenge. The lack of ability to provide for a two oval use and changeover between teams can cause conflict, which could be resolved by providing a further two home and away changing facilities and ensuring that all changing spaces are gender-neutral to enable male and female games to be played on the same day. As a minimum, the facility needs to be upgraded to accommodate this use.

A visual analysis of the facility confirmed a number of the constraints referenced above but also issues with the clubroom's functionality regarding inadequate storage, limited meeting room space, and flexibility of use. The club similarly identified storage, function space, gender-diverse changing facilities, meeting room and improved functionality as being critical to meet their needs. The justification for additional function room space was tested but deemed to be a low priority for both the City and potential funding bodies, given that the existing space exceeded the City's draft 'Standards of Provision' and when assessed against industry benchmarking. The lack of an appropriate level of charging infrastructure to facilitate the use of two ovals was, however, seen as the most significant inhibiting factor with the functionality of the storage space, and lack of, also being critical. As a result of the assessment, a facility specification was drafted, and architectural plans were developed exploring both a first-floor extension to the existing building and a ground-floor extension towards the existing cricket nets. The two-storey option would have permitted an increase to the function space and first-floor viewing platform. The cost, however, proved excessive and unworkable (\$8.938M). The ground floor extension provided the opportunity to re-work space within the existing building and provide more efficient and extended storage areas. The cost of \$1.95M building cost and overall \$4.4M development cost provided the optimum value return on investment which delivered on all priority elements required by the Club, City and supporting funding agencies.

The City's preference for managing sporting clubrooms and multi-purpose community facilities is under a User Management (Licence) Agreement or a Seasonal Usage Agreement with an Incorporated Sporting or Recreation Club/Association. This would be a continuation of current operations, where the City will ultimately be responsible for managing the asset. The report contains a risk assessment and treatment, which needs to be reviewed on an ongoing basis. It also incorporates an Implementation plan providing a

timeline for the raising of capital funds (of which the clubs have agreed to undertake fundraising to provide up to 50% of the overall project costs) and a suggested construction period from October 2026 through to March 2027 with practical completion for June/July 2027. The recommendations are contained on page 65.

1. Background

Atwell Reserve incorporates 2 AFL / cricket ovals, four bay cricket nets and a clubroom facility. It is owned and maintained by the City of Cockburn, which hires the facility on a seasonal basis to various sporting clubs. It provides a home to clubs with a significant user base, which includes Jandakot Amateur Football Club, Jandakot Jets Junior Football Club, Jandakot Park Senior Cricket Club, Jandakot Lakes Junior Cricket Club, Jandakot Jets Darts Club and Jandakot Jets Netball Club. The site also includes Atwell College playing field to the south (with the adjacent College Performing Arts Centre, Gym, Library, hard courts and Kim Beazely Learning Community). The site is bordered on the east and west by Brenchley Drive and to the north by Molloy Circuit estate. To the west of the clubhouse facility is dense bushland and watercourse, which limits the potential extension of the clubhouse development.



Figure 1: Location of Atwell Reserve

1.1 Purpose

The Needs and Feasibility Study aimed to investigate the needs of existing clubs and determine the additional infrastructure required to meet the current and future growth aspirations of all user groups, particularly the extensive growth of junior football at Atwell Reserve. The study aims to determine the current functionality of the site and clubhouse, identify the parameters for potential future investment at the reserve, and determine the feasibility of developing/redeveloping/extending existing facilities at the reserve. This is being undertaken because the existing user groups confirm that the current clubhouse buildings do not meet the ongoing need of the clubs in utilising the two ovals and users of the broader reserve / recreational area.

1.2 Objectives

This report aims to understand the user groups' immediate and medium-term requirements clearly and to develop recommendations that make the case for future investment in the site and associated infrastructure.

1.3 Approach – Methodology

The project methodology for the needs and feasibility is identified at Figure 2 below

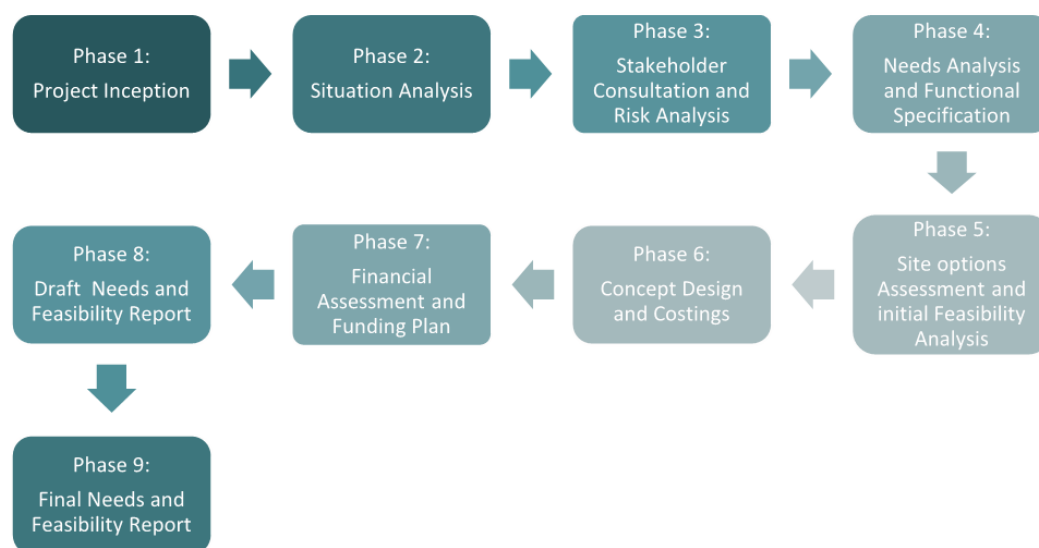


Figure 2: Project Methodology

The detailed approach in undertaking the work included:

- Phase 1: Project Inception: Receipt of relevant documentation and project context
- Phase 2: A review of all relevant Sports, City and other strategic documentation, including contemporary facility design guidelines. This also included assessing current and future participation, usage and demographic trends likely to influence the use of Atwell Reserve and associated infrastructure.
- Phase 3: Consulting with key stakeholders, including relevant City of Cockburn personnel, State Sporting Associations (SSAs), and club representatives/members to determine the facilities required for future growth and acceptability or otherwise of various site development options.
- Phase 4: To confirm and make recommendations regarding the future development options based on the needs expressed and justified through research and input from existing and potential community sporting/user groups (including the implications of doing nothing). The assessment considers the various co-location options, rationalisation, multi-functionality, and long-term sustainability (from a club and usage perspective).
- Phase 5: Specify the basic infrastructure requirements and development of a facility specification for consideration and spatial testing.
- Phase 6: Development of concept plan (including potential staging if required for funding purposes) and confirmation of how these may be accommodated within the existing Atwell Reserve site without adversely impacting the reserve use. The concept plan for the site and buildings references a preferred development option.

- Phase 7: Identify funding options and develop a funding plan for the financial, economic, and social outcomes likely to be derived from the site development.
- Phase 8: Development of the draft Needs and Feasibility Report, including identification of approvals/site issues for further consideration during a detailed planning phase.
- Phase 9: Final recommendations to enable an objective decision to be made by the clubs and the City of Cockburn regarding the proposed Atwell Reserve site and facility development.

2. Current Informing Documents

This section provides an overview of the critical documentation that will influence the future direction of the development of Atwell Reserve. Appendix 1 provides a detailed analysis of the relevant documentation, summarised below.

2.1 City of Cockburn Integrated Planning and Reporting Framework

The most critical documentation under which local government set their future direction is the Integrated Planning and Reporting Framework, which in the City of Cockburn consists of:

- Strategic Community Plan 2020-2030 (SCP). This document is the key strategic document identifying the commitment to residents of the City. The key priorities identified focus resources on:
 - Security and community safety
 - Local employment opportunities
 - Revitalisation of older suburbs
 - Accessible and inclusive community services
 - Sustainability and natural environment protection
 - Open space accessible to everyone
 - Community engagement and consultation

The strategic outcomes include:

- Local economy – a sustainable and diverse local economy that attracts increased investment and provides local employment
- Environmental responsibility – a leader in environmental management that enhances and sustainably manages the local natural areas and resources
- Community, lifestyle, and security – a vibrant, healthy, safe, inclusive, and connected community
- City growth and moving around – a growing city that is easy to move around and provides great places to live
- Listening and leading – a community focused, accountable, and progressive origination
- The Corporate Business Plan 2020-21 to 2023-24 (CBP) outlines the City's key priorities, projects, services, and actions over the next four years. It provides an indication of detail for implementing the first four years of the SCP 2020-2040 and outlines key service delivery required by the City. It is developed on a four-year basis and reviewed annually.
- Long Term Financial Plan 2020-21 to 2029-30. The LTFP commits the City, which has an operating income of \$1.749B, to spend \$1.694B in operating expenditure throughout the life of the plan. It states the City will outlay \$699m on new capital projects and loan repayments. There is an alignment with Strategies, Asset Management and Revitalisation Plans within the LTFP which substantiates the commitment given.

Table 1 overleaf identifies the other key informing documents relevant to the Needs and Feasibility Study.

Table 1: City of Cockburn Relevant Documents and Implications

Document	Takeaways and Key Implications
Community, Sport and Recreation Facilities Plan 2018-2033	<p>The purpose of the CSRFP is to provide strategic direction and guidance in providing community, sport, and recreation facilities. The increased population has placed pressure on the City's community, sports, and recreation facilities. The CSRFP aimed to:</p> <ul style="list-style-type: none"> Review and identify major implications of previous studies and plans. Consult and consider the needs of the broader community in the development of future community, sport and recreation facilities. Understand trends in sports' future participation and ensure that the right mix of facilities is provided to reflect the demand that an actual sport will have in the future. Understand community facility provision trends and how they relate to the City of Cockburn community. Determine the community's needs in providing facilities and prioritise the proposed developments. <p>The plan does not identify Atwell Reserve and Clubhouse infrastructure as a priority for investment, but it is currently subject to review. The reserve will likely be identified as a priority following more detailed analysis and community feedback.</p>
Disability Access & Inclusion Plan (DAIP) 2023 – 2028	<p>The aim is to provide community facilities that are accessible and inclusive for all users. Initiatives 2023 –2028 highlight the following:</p> <ul style="list-style-type: none"> Developing the capacity and capability to support accessible and inclusive events. Enabling people with a disability of all ages to access and utilise an inclusive meeting place. Ensuring new buildings and facilities, including upgrades, exceed minimum disability access requirements where possible. Expanding accessible facilities within the City.
Land Management Strategy 2017-2022	<p>The aim is to establish an effective framework for managing the City's land portfolio to maximise financial returns and support the City's financial sustainability. The City seeks to manage land effectively moving forward, including the acquisition of new land where it is available to facilitate the outcomes of the SCP.</p>
Asset Management Strategy 2017-2024	<p>This strategy outlines the City's planned implementation and integration of best practices for asset management planning, systems, and processes into council operations. The City's vision is to ensure that the Council's infrastructure and other assets are provided and maintained to achieve the community and technical service levels the city aspires to and the stakeholders require.</p>
Community Development Strategy 2021-2025	<p>The strategy supports the asset-based approach of community development that the city has been trying to implement, as well as continues to focus on neighbourhoods, place activation, and facilitation of grassroots community organisations.</p>
Reconciliation Action Plan 2018-2021	<p>The Plan sets out the vision for reconciliation as creating an inclusive community with strong relationships across cultures based on mutual respect and understanding. The aim is to close the gap between Aboriginal and Torres Strait Islander people and other Australians.</p>
Public Open Space Strategy	<p>Public open space is recognised as offering several services to the community, including opportunities for social and recreational pursuits, community development, improved amenities, green spaces, and ecological functions. This strategy guides development and</p>

Document	Takeaways and Key Implications
2014-2024 (5 Year Review)	establishes sound management principles to ensure that assets are sustained now and in the future.
Children and Families Strategy 2016-2021	The Strategy outlines the role of the City of Cockburn in prioritising and contributing to delivering a coordinated approach to children and families. Data collected shows that 18% of the City of Cockburn's population are aged between 0 and 12, and 21% of all households are couples with young children.
Age Friendly Strategy 2016-2021	The Age Friendly Strategy has identified the vision that <i>older people within the City of Cockburn are valued, have optimal opportunities for good health, active participation, a sense of security while enjoying structures and services that are accessible to and inclusive of their needs.</i>
City of Cockburn Sustainability Strategy 2017-2022	The strategy sets out a series of sustainability targets for water conservation, waste minimisation, energy and emissions reduction, biodiversity, liveability, and social capital. The document is underpinned by the City's Sustainability Policy, which further states that the Council will sustainably design, build, and operate all community facilities and civic infrastructure.

2.2 Other State Governments and Peak Sporting Bodies

Western Australian Football Commission (WAFC)

The WAFC Strategic Facilities Plan 2020 – 2030 identified the City of Cockburn as one of the key growth regions within the Perth Metropolitan area (it is combined with the Cities of Rockingham, Kwinana and Cockburn - 460,790 combined population). The City is identified as a location where football participation is either growing or thriving.

Of the key findings, the following are relevant:

- The most substantial benefits of investing in football facilities are mental and physical health, followed by personal well-being, education, and recidivism (based on an analysis of data from ACIL Allen). Other benefits that have not been quantified include social inclusion, civic pride, empowerment, social connectedness, regional population stability, crime reduction and cultural integration.
- For your average footy club member, it is estimated there are \$3,000 of social benefits directly related to being involved in club football.
- From an economic perspective, the study found that the WA football industry contributed \$220.3M to the WA economy, and every dollar spent by football in WA creates two dollars for the local economy.
- Approximately 1,924 girls participated in the Auskick program in 2019.

Critical facility gaps were identified as the need to upgrade facilities to be more accessible to all gender groups. The lack of grounds for expanding competition (metropolitan areas) is recognised as a challenge. Future investment is likely to be in ensuring clubs have access to 50 lux training lights, inclusive changing facilities, modular clubhouse buildings, synthetic and hybrid surfaces, and ensuring the environmental sustainability of clubs.

Australian Football League Design Guidelines

The AFL Facility Guidelines 2024 document identifies local AFL facility spatial requirements necessary to deliver the sport effectively and efficiently. In referencing local-level competition within individual suburbs,

townships, or municipalities, these facilities are usually the home of a seasonal club. Table 2 provides the spatial components identified as a benchmark for future provision.

Table 2: AFL Facility Guidelines 2024

Amenities	Local	Amenities	Local
Player amenities (toilet/showers) x 2	Per oval - 50m ²	Social/Community Room	100m ²
Changerooms x 2	Per oval 90-110m ²	Kitchen/kiosk	20m ²
Number of lockable showers	3 x lockable shower cubicles per amenity area	Spectator Viewing	Standing
Number of lockable amenity cubicles	2 x lockable ensuite cubicles	Umpire Briefing Room	20m ² -25m ²
Massage/strapping room	Optional (2) 20m ²	Storage	20m ²
Umpires rooms	12+m ²	Timekeeping / Scorers Box	10m ²
Doctors room	Optional 10m ²	Third Umpire / Match Officials	Optional 10m ²
First Aid	Optional 15m ²	External Covered Areas	50m ²
Gymnasium/fitness room	Optional TBC	Utility	5m ²
Offices	15m ²	Corridors	72m ²
Public Toilets (Inc Acc. WC)	25m ²	TOTAL: One oval = 427m² to 487m² Two Oval = 567m² to 597m² *Note: This excludes circulation space, typical estimated at 12% of floor area.	

The overall consideration in all club-based infrastructure is to incorporate gender-neutral changing infrastructure. The optimum local-level facility is provided as a model development option. The basic design principles identified above detail the following key areas:

- 1- Home Changing
- 2- Away Changing
- 3- Umpires and Storage
- 4- Public Toilets and Utility
- 5- Social Room
- 6- Ancillary Administration
- 7- Kitchen and First Aid
- 8- Gymnasium

Pavilions (and main viewing areas) should be positioned on the western side of the playing field to allow viewing of the entire field of play and to avoid looking into the sun. The pavilion at Atwell Reserve is located to the west, facing eastwards across the two ovals. Oval orientation should ideally be north to south, as at Atwell Reserve.

WA Cricket

Western Australian Cricket (WAC) Infrastructure Strategy 2019-2028 is designed to provide the Western Australian cricket community and its stakeholders with a detailed assessment and analysis of the state's cricket facility landscape across metropolitan and country Western Australia. The strategy identifies:

- The City of Cockburn is located within the South West Metro Region, which is estimated to have a player-to-population ratio of 1.5%, indicating a relatively modest level of participation.
- Female participation within the region makes up 9% of participation, and there is a need to improve capacity and functionality to accommodate this growing group.
- The City of Cockburn is ranked tenth among the top 20 clubs and community cricket participating local governments, with 1,324 club participants. This is the only South West Metro local government in the top 20.
- South West Metro Region Big 6 facility requirements include Additional playing fields, Increased width of synthetic pitches, provision of all gender player amenities, Review of clubrooms and amenities, Upgrade practice facilities and Additional practice facilities.
- Club facilities and amenities should include two unisex players' changerooms per playing field; one unisex official's changeroom per playing field; kitchen or kiosk; socials/community room (indoors); toilets (m/f or unisex and accessible), scorers viewing area; ground maintenance storage (for turf venues) and equipment storage.

Cricket Australia

The Cricket Australia Design Guidelines: Community Cricket Facility Guidelines (2015 and subsequently revised and updated in 2023) identify the following spatial guidelines refer to a club-level facility:

Table 3: Cricket Australia Community Cricket Facility Guidelines (2023)

Amenities	Club (home)	Amenities	Club (home)
Player amenities (toilet/showers) x 2	50m ² (2 change rooms per playing field)	Social/Community Room	100-150m ²
Changerooms x 2	70m ² -110m ² (2 change rooms per playing field)	Kitchen/kiosk	20 – 30m ² Venue Capacity dependent
Changing Place	15m ² (Desirable)	Kitchen Storage	8m ²
Umpires rooms	15m ²	Social/BBQ	As Needed (Desirable)
Internal Storage	30m ²	Utilities / Plant	As Required
Medical / First Aid	15m ² (Desirable)	Curators Store / Shed	60-80m ²
External Storage	30m ²	Cleaners Store	5m ²
Offices	15m ²	Circulation Space	As Required
Public Toilets	Number determined by NCC	Sensory Room	9m ² (Desirable)
Multi-Faith Room	9m ² (Desirable)	Family Room	9m ² (Desirable)

Scorers Viewing Area	8m ² (Desirable)	Entry Vestibule	As Required
Battery Store	As Required	Gym / Fitness	Not Required
TOTAL: TOTAL: One oval = 449m² to 626m² (including 60m² to 80m² of maintenance store) Two Oval = 569m² to 786m² (including 60m² to 80m² of maintenance store) *Note: This excludes circulation space, typical estimated at 12% of floor area (also excluding battery store and non-essentials)			

These guidelines provide a broad standard of provisions for the City and clubs to understand the level of investment and support required for new and improved facilities. The facility specifications mentioned are merely guidelines to assist in understanding the facility needs of each sport; they do not necessarily have to follow the exact specifications.

2.3 City of Cockburn Facility Standards (unadopted)

The City of Cockburn has drafted a guideline for the spatial components associated with community buildings for district-level clubrooms. The size components and differentials are provided in Table 4.

Table 4: City of Cockburn Facility Standards for Clubhouses / Sporting Pavilions

Amenities	Size	Amenities	Size
Changerooms x 2 (includes toilets / showers)	50-60m ² x 2 to 4	Multi-purpose Club Room	100m ²
UAT	7m ²	Kitchen/kiosk	25m ²
Umpires rooms	10m ²	Kitchen Storage	Not Referenced
Cleaners Store	5m ²	Social/BBQ	Not Referenced
Furniture store	1:4 of size	Utilities / Plant	TBC
Medical / First Aid (optional)	10m ²	IT / Communications	TBC
External Storage	20-30m ²	Curators Store / Shed	Not Referenced
Public Toilets	TBC	Bin Store	10-15m ²
Circulation space, foyer, Offices, Sensory Room, Family Room, Multi -Faith Room, Scorers Viewing Area, Battery Store, Gym etc – all not referenced.			
TOTAL: 387m² – 432m² to service 2 ovals (excluding furniture store, kitchen storage, public toilets, plant, IT/communications room). The additional components would be anticipated to add approximately 100m² to the overall building size (i.e. 487m² to 532m²).			

The guidelines were formally adopted by the City in June 2024, and now provide a considered benchmark against which future provision should be assessed. The changerooms combine the changing area, showers, and toilets, whereas the sport's guidelines separate them as amenities and changing rooms.

2.4 Summary Conclusions

The documents reviewed identified several key areas that need to be considered when developing the needs assessment and identification of development options for the site in the future. This Includes:

- Following the Strategic Community Plan 2020-2030 goals, Atwell Reserve promotes healthier lifestyles and community enjoyment through the delivery of a range of senior and junior developmental, training, and competitive sports activities. The key consideration in its future development is ensuring the asset's continued high level of maintenance and the long-term sustainability of its resident clubs.
- Having inclusive and accessible facilities for all users of Atwell Reserve. Due to their age, the current infrastructure and facilities have accessibility limitations, which are referenced in subsequent sections of the report. The DAIP is a critical document to consider when assessing any proposals for future investment. In particular, the DAIP references (where possible) the need to exceed minimum disability access requirements, and for existing non-compliant buildings, a program will need to be implemented to upgrade and enhance to ensure compliance wherever practical. In the case of Atwell Reserve and the pavilion/clubhouse infrastructure, while the asset was recently upgraded, the upgrade did not address the full extent of disability access in exceeding compliance with BCA requirements.
- While the City recognises the need to provide high-standard facilities for the community and establish priorities for facility development, the challenges related to the development of future projects are complex and require an approach which sets out the constraints, business rationale and an open and transparent prioritisation process which is not aligned to a definitive and unrealistic timeline for delivery. The need to secure appropriate funding will be a critical consideration in the future programming of any investment.
- To maximise the return on limited resources, the efficiency and effective operation of co-located clubs and the multi-functional capability and use of existing facilities will need to be reviewed as part of any potential investment consideration. The approach also needs to be fair and equitable.
- It has been identified that public open space is vital to the community and the City of Cockburn as one of its most important assets. The more flexible approach to using POS can assist with breaking down community, cultural and social barriers.
- The facility spatial benchmarks provided by individual sports are identified as a guide and should be assessed against the standards of provision of local governments and what is deemed reasonable, fair and equitable. Two issues which require significant consideration are the function space (appropriateness of the current size) and the lack of a second set of changing facilities (including their requirement to be gender-neutral) to service two ovals. The current City guidelines (unadopted would indicate a smaller footprint than those advocated by the peak sporting bodies)
- The demographic profile for the immediate local area will be critical in determining the investment need.

New investment in the building or oval space will need to address the City's sustainability targets related to water conservation, waste minimisation, energy, and emissions reduction. As an older-designed building associated with an established POS use, upgrades will be necessary to reduce the carbon footprint where possible.

3. Demographic and Catchment Analysis

The following provides an overview of the demographic implications for the current population profile and future growth for the suburb of Atwell and user catchments associated with Atwell Reserve. The detailed data was obtained from REMPLAN and the 2021 ABS Census and is in Appendix 2. The catchment analysis for Atwell Reserve is undertaken through catchment drive time and walking time modelling under Planwiseley™, the reports of which are contained in Appendix 3.

3.1 Current Population Profile

In 2021, there were 118,091 residents in the City of Cockburn, living in 19,561 dwellings, with the most common household composition being four people. Within Atwell, there were 9,287 persons living in the suburb, with the most common age cohort being 40-49 years. The median age of the City of Cockburn's residents is 37 years, increasing from 35 years in 2016. The critical challenges and opportunities for the City of Cockburn and Atwell Reserve specifically are:

- The current City-wide population profile is relatively youthful, with pockets of established suburbs where individuals and families are ageing in place. It is to be noted Atwell Reserve is an established suburb with a relatively high number of families with teenagers but, in comparative terms, a low number of those in the 20 to 34 age cohort. This is different to the Citywide age profiling, which highlights a high number of the population between the ages of 0-9 and a comparatively lower level of residents in the older teenage / youth cohort.
- In Atwell in 2021, 75.0% of people aged 15 years and over were employed, 21.1% were not in the labour force and 3.9% were unemployed. This compares favourably to the Citywide statistics, which indicate that 69.3% of people aged 15 years and over were employed, 27.2% were not in the labour force, and 3.5% were unemployed. This would generally indicate higher household and individual incomes within the suburb of Atwell, compared to adjacent suburbs, a higher propensity to have disposable income and families likely to participate actively in club-based sporting activities.
- Three or more person household composition accounts for most household units within the City. However, in Atwell, the combination of three-person household units and above is much higher than that experienced across the City as a percentage of the population. This confirms the strong family unit presence within the suburb and the likely strong demand for family-based sport and recreation provision, which can provide opportunities for youth to senior-level activities.
- The indices of relative disadvantage highlight that the suburb of Atwell has a higher rank and relative advantage than the City of Cockburn (1033), which is more advantaged than many local government areas. This indicates a range of attributes, including few households with low incomes, few people with no qualifications, and few people in low-skilled occupations.

The Atwell Reserve catchment analysis provided in Appendix 3 focuses on three different travel times and modes of transport, which include a five and 10-minute drive time and a 15-minute walking time. This indicates:

- The 5-minute drive time equates to an approximate catchment of 2-3km and highlights that the catchment population in 2020 was 10,569. A slightly younger demographic profile than that experienced across Greater Perth with high numbers of 0 to 19-year-olds and 40 to 54-year-olds. The personal income profile indicates a relatively more affluent catchment compared to Greater Perth, which has relatively high employment levels.
- The 10-minute drive time equates to an approximate catchment of 5-6km and highlights that the catchment population in 2020 was 56,841. A slightly younger demographic profile than that experienced across Greater Perth with high numbers of 0 to 14-year-olds and 30 to 49-year-olds, indicating a more youthful extended catchment than the 5-minute drive comparison. The personal

income profile shows a relatively more affluent catchment when compared to Greater Perth but is significantly higher than that for the 5-minute drive time.

- The 15-minute walk equates to an approximate catchment of 1km to 1.5km and highlights that the catchment population in 2020 was 4,742. A slightly younger demographic profile than that experienced across Greater Perth with high numbers of 0 to 24-year-olds and 40 to 54-year-olds. The personal income profile indicates a relatively more affluent catchment when compared to Greater Perth.

The catchment analysis highlights the high levels of young families and a relatively youthful extended catchment profile. This is supportive of the need to provide a range of diverse activities and opportunities for young children and parents. Team and club-based sporting activities are likely in high demand and experience the most pressure on use. With projected growth in surrounding suburbs and a recognised shortfall in oval space development at a district level across the City, a two-oval space, such as that provided at Atwell Reserve, becomes a critical resource to meet this demand.

3.2 Projected Growth

The projected growth is unlikely to significantly change the age profile up to 2046, with a continuing trend of new families likely to reside within new properties within the City and existing family units likely to age in place. The suburb of Atwell is identified as an established suburb with a projected growth from 2021 to 2046 of only 16 new residents, 67 new households and 50 new dwellings. Some of the key statistics about Atwell over the period 2021 to 2046 are:

- Pre-school age children (0-4) are likely to remain relatively consistent at between 550 and 600
- School-age children (5-14) will diminish from 1,600 in 2021 to 1,230 by 2046.
- Youth (15 to 24) will diminish from a high of 1,600 in 2026 to around 1,400 by 2046.
- Young workers (25 to 34) will diminish slowly from 1,090 in 2021 to 1,030 by 2046.
- The 35 to 49 age range will diminish from a high of 1,425 in 2022 to 1,130 in 2046.
- Older workers will increase from 1,750 in 2021 to 1,990 in 2046.
- The most significant growth is in retirement age (65-79) and elderly (80+), which will increase from 699 in 2021 to 1,328 by 2046.

Over the 25-year forecast period, net migration is forecasted to decrease the population by 2,330 residents, and natural change is predicted to increase the population by 2,425.

Concerning the city generally, the age cohort forecasted to experience the most significant growth is older workers (50 - 64), which is expected to increase from 21,133 to 33,977 people. During the same period, the city will grow by 60,443 people. The expected rapid growth in the high-growth areas indicates that significant POS and associated sporting infrastructure planning will be required to match the predicted growth. Atwell, as an established suburb, will need to cater to a population that is likely to age in place, but also to those suburbs nearby that are experiencing growth but have limited active reserve capacity. This includes Banjup North and Success, which borders the suburb of Atwell.

It is evident that the Atwell Reserve facility will continue to provide an invaluable resource to cricket and football. Despite the ageing demographic profile and limited growth, it will continue to be heavily utilised as a district-level facility due to the limitations of accessing other sporting reserves of similar size with sufficient capacity locally.

4. Atwell Site Usage and Constraints

This section focuses on the current club activity and use of Atwell Reserve. The clubs have supplied the information, which has been re-affirmed through consultation with the state sporting associations, Western Australian Football Commission (WAFC) and WA Cricket (formerly the WACA).

4.1 Club Operational Performance and Financial Analysis

An assessment of membership numbers of winter and summer users of Atwell Reserve indicates that Jandakot Jets Junior Football Club (JJJFC) consistently have a high membership base. Even during the Covid-19 pandemic restrictions, the membership levels were nearly 700 (2020-2021). While 2021 -2022 experienced a high of 725 with a reduced level in 2022-2023 to 600, the figures still represent the highest junior football membership club in southern metropolitan Perth. While at a lower membership level, the Jandakot Jets Senior Football Club (JJSFC) also highlight a solid membership base. In 2022/2023, the junior membership numbers reached 900, with a strong growth in senior membership offsetting a reduction in junior membership for the same period. Senior membership would equate to the need to use the two ovals for up to 4 competitive matches on a Saturday (8 hours) and three on a Sunday (6 hours) weekly during the season (a maximum of a squad per team of 24 x 14 teams playing home and away alternately). This indicates that for senior provision alone, the two oval facilities have sufficient capacity to meet the requirements for senior play but would be compromised to meet junior needs.



Figure 3: Membership Number of Winter and Summer Users of Atwell Reserve.

The cricket membership levels that drive the summer usage are dominated by the Jandakot Lakes Junior Cricket Club (JLJCC), which has retained a membership base of 269 over the past two years. In contrast, the Senior club, Jandakot Park Cricket Club, has maintained a membership of 55. Senior membership would equate to using the two ovals for competitive matches on a Saturday and Sunday weekly during the season (squad per team of 14 x 4 teams playing home and away alternately).

The JJFC, as the most prominent club utilising Atwell Reserve, will be critical in understanding the facility's needs to meet those of the junior membership base. The membership by the suburb of the JJFC indicates that many of its junior and Auskick players live in the suburb of Atwell, broadly consistent with the 5-

minute drive catchment and 15-minute walking catchment referenced in Section 3. However, It is evident that the club also draws from an extensive area beyond the Atwell suburb, particularly the developing growth areas of Success, Aubin Grove, Wandi, Beeliar, Hammond Park and Banjup.

With the development of the two oval sports facilities at Frankland Reserve, it is anticipated that membership numbers from the southern City of Cockburn catchment will likely diminish. While there has undoubtedly been some movement, the membership base remains strong. This particularly emphasises the impact of the surrounding growth suburbs, and population data shows a high number of residents close to Atwell between the ages of 0 and 14. Figure 4 refers.

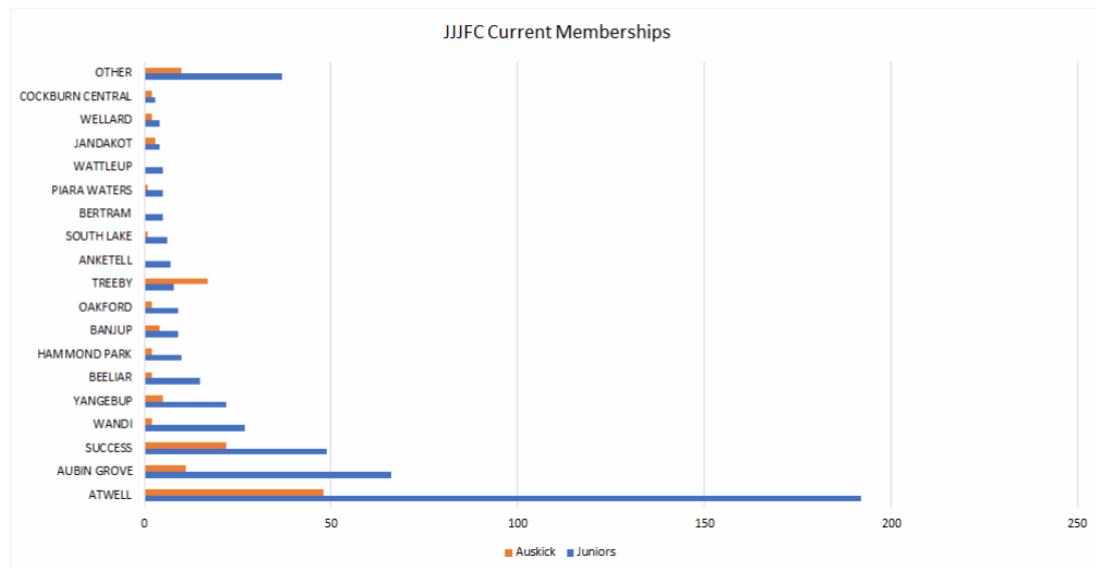


Figure 4: JJJFC Membership Numbers 2022/23

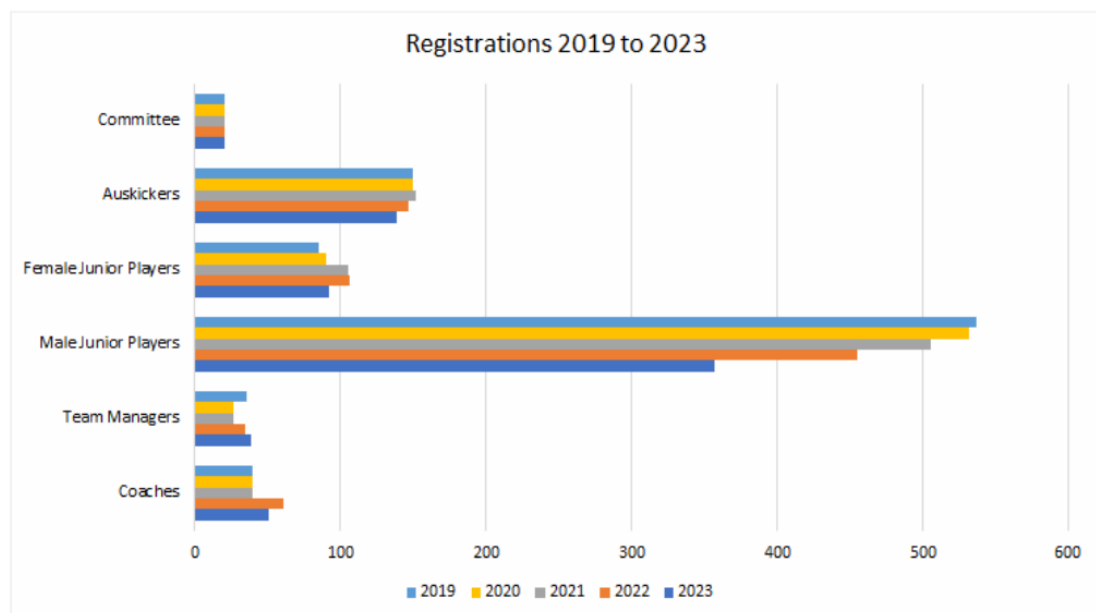


Figure 5: JJJFC Registration Numbers.

The registrations from 2019 to 2023, however, do identify several challenges which may be faced by JJJFC, particularly concerning the decline in male junior players (experiencing a steady fall in numbers from 537 in 2019 to 357 in 2023). Female junior players have remained relatively consistent at around or just under 100, while Auskickers has remained relatively consistent around the 150 mark. While an additional 50 new members would be anticipated through the 2023 winter season, this does highlight a potential concern. In response, the club has indicated that numbers declined after the onset of COVID and continue to do so with parents concerned about close contact sports. In addition, the club have experienced a decline in numbers with the opening of the new Hammond Park JFC facility and members wanting to be part of the new facility and grounds. The club has also noticed a loss of interest in the sport due to other sporting interests, schooling, or employment commitments. Members were leaving but not transferring out of the club; they were just not returning to play football. Nevertheless, despite the reduced membership base, the overall membership remains strong. There is also the potential for significant growth in female player registration, with the most considerable inhibitor being the lack of gender-neutral changing infrastructure.

Concerning the financial viability of the clubs, information was sought from each club regarding their income and expenditures on an annual basis. The JJJFC 2019 to 2023 financial reporting is provided in Figures 6 and 7 and indicates:

- The 2022 season saw a significant rise in club merchandise and uniform costs, which is more than double that of the other four years, while uniform sales were significantly below previous years.
- There were also relatively high registration fees, increasing annually while registrations declined.
- The increasing cost of end-of-year functions.

The other key expenditure items are more consistent across the five years. The club's primary source of income was registrations. However, registration numbers have dropped in the last two years, possibly due to the cost-of-living pressures many are experiencing and the deteriorating facilities at Atwell Reserve.

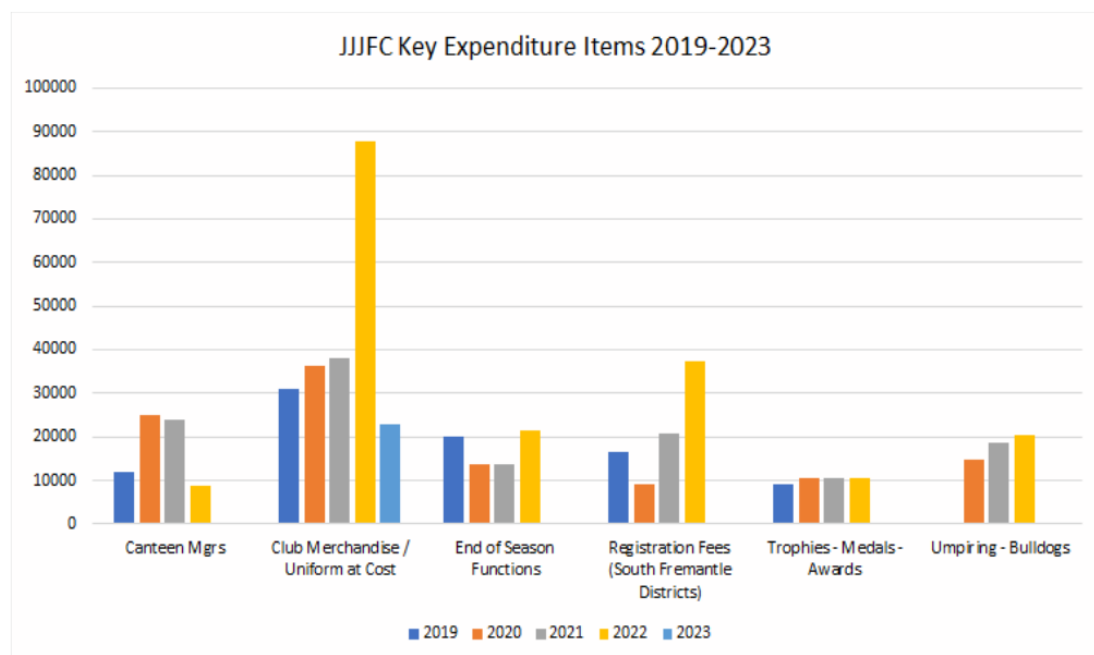


Figure 6: JJJFC key Expenditure Items 2019-2023.

The club have confirmed the reason for the anomalies, which included:

- Since introducing a new committee and taking over the club, it was evident that it owed significant funds to the taxation department (Approximately \$20,000, the WAFL \$22,000 outstanding fees 2020/2021). A tax accountant was engaged, costing the club \$6,000.
- The leadership change in the new committee meant that three of seven positions on the Executive Committee were new to the role. With limited data or handover undertaken from outgoing committee members and the unwillingness to share information, the club has indicated that sales data was maintained but not to a level that would assist in forecasting or reordering the merchandising process.
- During this time, as an executive committee member, a decision was made to change the look of the uniforms and merchandise. The combination of the lack of sales data, inexperience of new committee members, lack of business knowledge of old committee members, and uniforms were over-ordered, resulting in the increased expenditure on club merchandise.

This all contributed to the decline/loss in funds for the financial year, which has now been resolved.

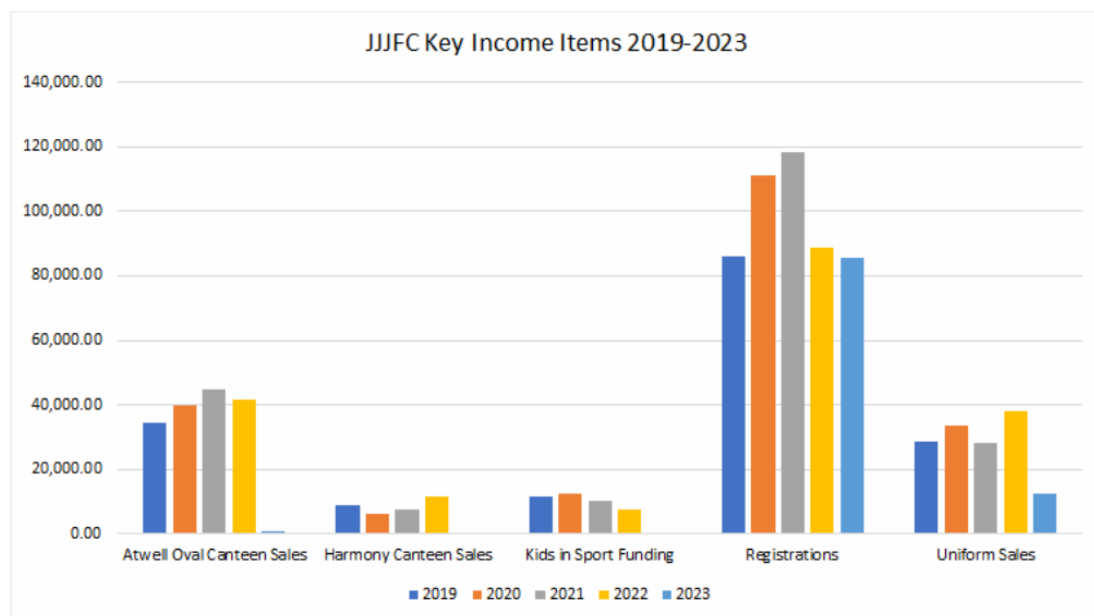


Figure 7: JJFC Key Income Items 2019-2023.

Figures 8 and 9 highlight the key income and expenditure items of the JJAFC.

The JJAFC have several critical operating expenses that have increased over recent years, such as presentation nights, sports trains and umpire payments. The club have presented a sound financial position, which highlights that they are a viable entity with the ability to re-invest in the development of the sport. While bar sales are the primary income source for the club, this is not untypical of senior sports and football in particular. This is supplemented by increasing registration fees, canteen sales and club merchandise. One area likely to be a challenge is maintaining a high sponsorship level due to the current financial climate.

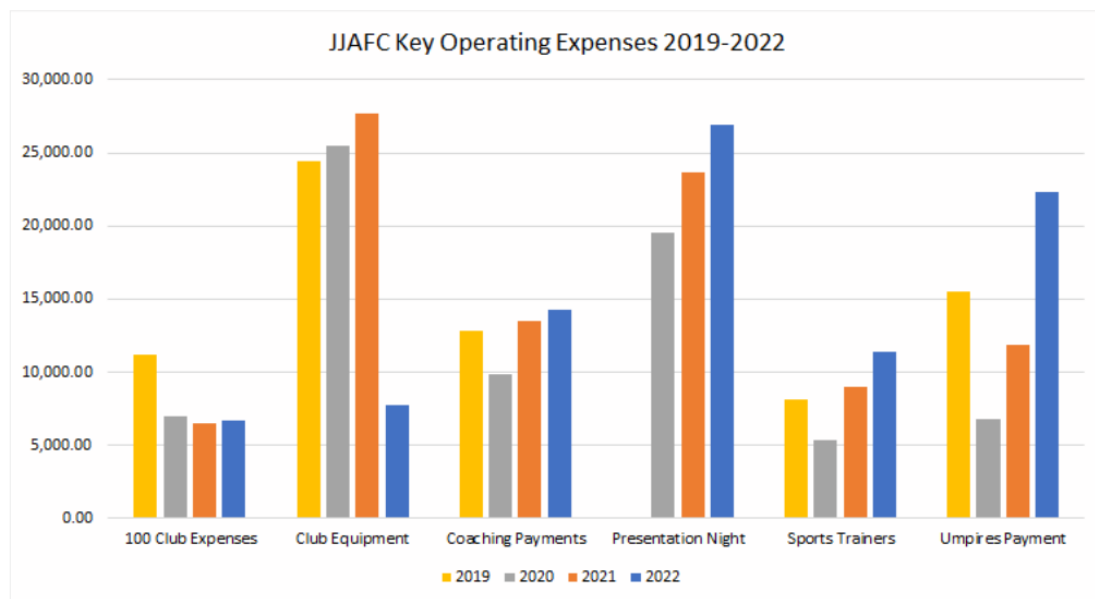


Figure 8: JJAFC Key Expenses 2019-2022.

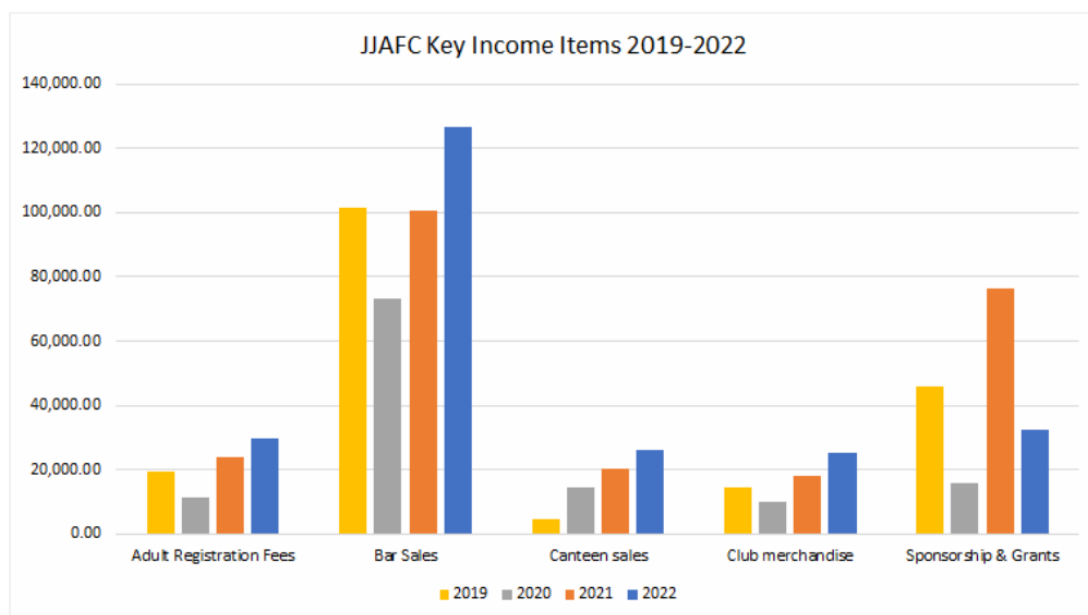


Figure 9: JJAFC Key Income Items 2019-2022.

In addition to the above, information was sought from the clubs on the events, which have been operated by both the senior and junior clubs, to gain an understanding of their infrastructure needs and current site constraints. The JJAFC undertake the following:

- Ladies' Day (standard annual event) - Numbers are limited due to the size of the function room
- Jandakot Cup (standard annual event) - Numbers are limited due to the size of the function room
- Silent Disco (standard annual event) - Numbers are limited due to the size of the function room
- Quiz Night (standard annual event) - Numbers are limited due to the size of the function room

- Teams Challenge (standard annual event) - Numbers are limited due to the size of the function room
- Team Selections and Dinners - Weekly
- After game awards - Every home round

The JJFC undertake the following during the season:

- One quiz night is limited to 80 people due to the room size.
- Four junior awards nights at the venue (three were held last year).
- Coaches and volunteers' events
- Life members and volunteer afternoon

These events have been identified as critical to the club's future and its ongoing ability to generate revenue, in addition to servicing its ongoing operational game day and training needs. This analysis has focused on the primary winter users due to the limited data the summer user groups presented. It is, however, evident that the cricket clubs recognise they have more limited demands and are likely to benefit from the high participation and growth of the primary winter users.

4.2 Oval Usage

A significant site constraint is the number of hours the playing surface can be used throughout the year. This directly relates to the maintenance regime undertaken by the City, the grass type, current efficiencies pertaining to drainage and reticulation, and the extent of usage (and how that usage and wear and tear are managed).

One of the primary considerations for winter use and the high membership levels (referenced above) is the potential impact on the ground conditions (playability) associated with the two ovals at Atwell Reserve. Summer capacity for oval space is generally identified as 30 hours for cricket use (typically low intensity and limited by the grass / synthetic wicket capacity rather than the outfield). For winter use, the playing capacity based on industry benchmarking is 26 hours due to the higher intensity of use and associated weather constraints. In addition, the site is adversely affected by Sting Nematode, which impacts City maintenance and management. The City currently invests \$7,500 per annum in addressing sting nematode issues in the site and has a commitment of \$2k investment in the Financial Year 2025 for general fittings and a further \$41.5k in 2026 for lighting, white goods and external painting. The City also grasses the cricket pitches each year.

The operational use and potential capacity of one oval, concerning the approximate training/development and competition times, can be summarised as follows:

- Saturday and Sunday (Auskick, junior development programs and up to 3 AFL junior/senior matches (9:00 am to 5 pm Saturday and 9:00 am to 4 pm Sunday) – approximate weekend use of 15 hours. If floodlighting is available for competition use, the evening use could be extended.
- Monday to Friday (junior development programs and junior/senior training) – 4 pm to 8 pm. This would equate to an approximate maximum weekly usage demand of 25 hours if all weeknights were utilised. The oval space is generally limited to the availability of floodlighting and the capability to accommodate training across the oval and outside the competitive oval playing area.

To manage the oval space effectively and accommodate junior development, it is often necessary to isolate training to areas outside the main oval and limit access to the oval on weekday evenings. It is also essential for clubs to ensure there are evenings where the oval may be left unused by scheduling training at other venues. For summer, use of the oval space is less intense.

Data obtained from the user groups and the City of Cockburn indicate that the junior and senior cricket and football clubs use the Atwell Reserve significantly on weekends and during the week. Figures 10 and 11

outline the club's typical weekly usage of Atwell Reserve in the winter and summer seasons. It can be seen that:

- JJJFC in 2023 utilises the ovals for 36 hours across the week – 15.5 hours from Monday to Friday and 20.5 hours at weekends. The club would typically utilise smaller areas for junior football and Auskick; therefore, these combined hours would not reflect the use across the two ovals but do indicate the pressure Atwell Reserve is under, particularly at weekends and Friday evenings when the bulk of use occurs.
- In 2023, JJAFC utilised the oval space on a typical week for 18 hours. When combined with the use of JJJFC, this would indicate a total weekly usage of 54 hours, which, if played across the two ovals, would be more than double the industry capacity, which would be unviable in the long term.
- In 2022, the usage was significantly lower for both the JJJFC and JJAFC, with the typical weekly use of 23.5 hours and 16 hours, respectively. While reduced hours of use still would indicate a total usage of 39.5 hours, which is 50% more than the industry average playing capacity.

The data presented do not indicate whether the two ovals are used consistently together or staggered. However, this high usage by both clubs all year round will impact the playing surfaces' quality and capacity and necessitate a higher expenditure in ongoing maintenance to increase capacity (playability).

The clubs' current membership levels mean they have limited scheduling options and no realistic options to offset the high usage levels.

This demand for access to oval space is unlikely to be addressed without access to alternative oval space locally and/or pursuing a shared use agreement with Atwell College to enable Auskick footballers and juniors to play on the extended grass surface. This would necessitate the City approaching the College with an option to share maintenance responsibilities to upgrade the surface and increase its maintenance level. While not a focus of this report, the City should consider embellishment of Harmony Oval to relieve some of the stress on Atwell Reserve. In addition, there is the potential to consider future reserve developments at Treeby East, and more long term, within the Jandakot Planning Investigation Area (PIA).

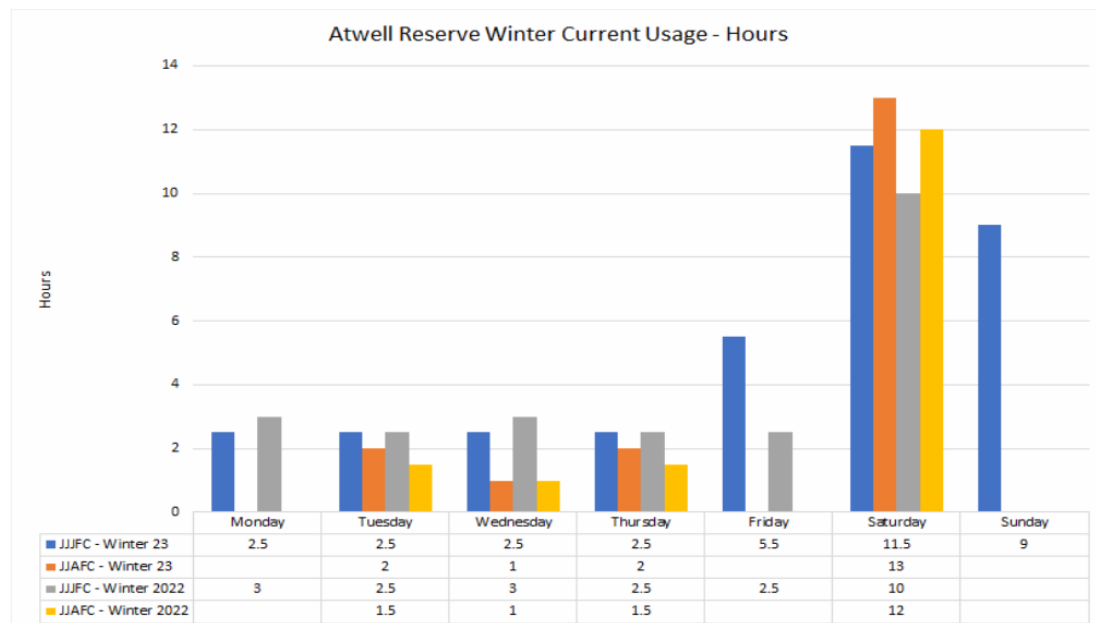


Figure 10: Atwell Reserve Winter Usage

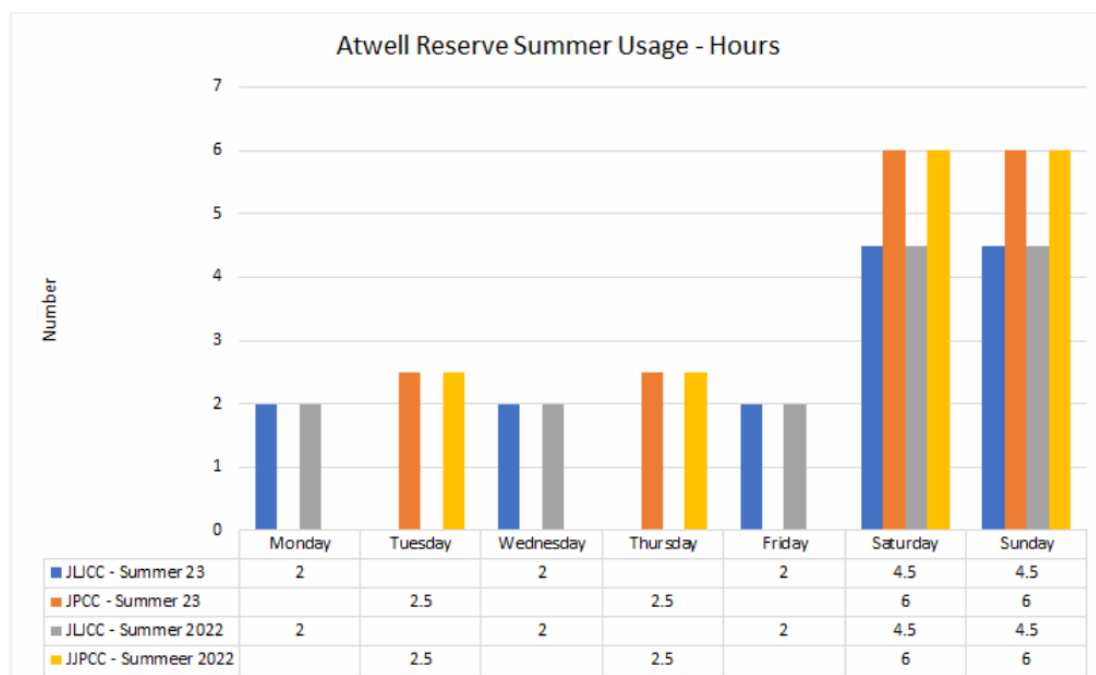


Figure 11: Atwell Reserve Summer Usage

Summer usage is less of an issue (albeit summer use would be impacted by excessive wear and tear legacy from winter use). A typical weekly use in 2023 for the JLJCC indicates a playing requirement of 15 hours. For the JPCC, a need for 17 hours, combined with 32 hours, is just over the average industry capacity level for a typical cricket use. These hours of use are consistent with those experienced in 2022, which is servicing the same membership levels.

4.3 Site Constraints

The site constraints indicate no significant impairments to the site's development based on an assessment of Dial Before You Dig and the City's mapping portal. The most critical constraint relates to the drainage infrastructure, which limits development to the north and west of the Clubhouse building with the adjacent stormwater pipes, irrigation lines and irrigation network. This, however, would be unlikely to preclude an extension of the existing clubhouse facility to provide additional changing room space and re-oriented storage. Appendix 4 refers. If the clubhouse building was relocated within the centre of the two ovals, the primary consideration is the additional service infrastructure costs and re-alignment of the cricket turfs. The current location, with the pavilion viewing eastwards, adjacent to the stormwater sump and drainage, is most likely the optimum position from a site servicing (including direct access from ACROD car parking bays) and spectator viewing perspective.

4.4 Summary Conclusion

Atwell Reserve provides an invaluable resource within the established suburb of Atwell, being one of the few double oval spaces available to the community within the City of Cockburn. The site can attract from a relatively large catchment due to the strength of the clubs and ongoing growth in the surrounding suburbs.

All the clubs want to remain at Atwell Reserve and continue to have a strong presence in the local community. The clubs are viable and consistently demonstrate a high membership base. In addition, the two ovals used for junior and senior football clubs operate at high capacity levels. Junior cricket also operates at a high capacity level. The junior and senior clubs will have to deal with potential

fixture/scheduling conflicts in winter and summer. Currently, the clubs are managing these conflicts by expanding onto alternative oval spaces and judicious scheduling. This will continue to be a challenge.

The extent of use impacts the playing surface, which was in poor condition at the time of inspection, mainly due to overuse and an insufficient maintenance program to address the excessive wear and tear.

While the clubs are operating at capacity, the likely future growth will be adversely impacted by the quality and accessibility of the associated clubhouse changing facilities. The lack of ability to provide for a two oval use and changeover between teams will cause additional conflict, which could be resolved by providing a further two home and away changing facilities and ensuring that all changing spaces are gender-neutral to enable male and female games to be played on the same day. As a minimum, the facility needs to be upgraded to accommodate this use.

Decreasing numbers of male junior participation is of concern for the JJJFC, and strategies will need to be implemented to address issues related to members choosing not to renew and the loss of players to other sports. The fall in the number of male players could be offset by increasing female development opportunities, but this is unlikely to be an attractive proposition without introducing female-friendly infrastructure.

While the suburb of Atwell is not projected to grow significantly over the next 20 years, and the local catchment will consist of an ageing-in-place population, the need for an upgraded and expanded facility will be underpinned by the continuing high number of family units and growth in neighbouring suburbs of Success and South Banjup. A failure to address these issues will adversely impact all four clubs' long-term viability and sustainability.

5. Facility Audit and Spatial Analysis

This section focuses on a visual audit of the current clubhouse and associated oval space, as well as known deficiencies related to previous investments in extending the building footprint.

5.1 Facility Audit and Functionality Assessment

The visual audit is detailed in Appendix 5 and summarised below in Table 5. The audit did not consider any structural components outside the consultancy team's capability.

Table 5: Facility Audit Output and Implications

Facility	Commentary	Implications
External Appearance	<ul style="list-style-type: none">The external appearance of the facility is reasonable, with brick fascia and a colourbond roof. It has a concrete pad around the facility with a roof overhang, providing a good viewing area over the reserve, although limited in its elevation.The public toilet, which extends from the changing room, is at the northern end of the building and potentially in a poor location. This could impact the functionality and effective alignment of future upgrades and expansion of the current clubrooms and change rooms. For extensions to be considered, the space would need to be re-aligned to provide the most significant level of flexibility for the club and user groups of the oval.The relationship with the oval space is good, but the area directly in front of the clubhouse is damaged due to excessive wear and tear and poorly maintained.A [playground with a sand base and extensive shade is provided to the north of the clubhouse and west of the cricket nets, which is in good condition.	<p>Overall, the site appearance is adequate, and the location of the building within the site is in an optimum position. The viewing space and availability are, however, limited. The option to extend the concrete plinth and shade over could be considered to enhance the viewing capacity.</p> <p>The public toilet as an extension to the pavilion/clubhouse limits the opportunities to develop the club facilities. It would potentially require relocation to allow for any consideration of changing room expansion to the north and east.</p>
Car Park	<ul style="list-style-type: none">Access to the adjacent car park south of the clubhouse is reasonable, with 58 car parking and two ACROD bays. Two parking areas are provided. An alternative car parking area is provided east to the north of the Atwell College site, providing an additional 60 bays. It is, however, detached from the clubhouse. This car parking area includes a one-way access road around the car parking bays, which permits bus entry	<p>The limited number of bays available at the site is likely to be an issue given the number of players, spectators, coaches, and officials at peak usage time. Options should be explored to increase the functionality of the</p>

Facility	Commentary	Implications
	<p>and drop-off. Additional car parking (in excess of 100 bays are available at Atwell College)</p> <ul style="list-style-type: none"> Based on historical photographs, there are indications that the second car park has been used for anti-social burn-out activities, which may raise concerns regarding the level of passive surveillance afforded the site. 	existing parking areas and extend into the site without impacting oval/training use.
Clubhouse Internally	<ul style="list-style-type: none"> The clubhouse provides a reasonable function space to accommodate adult and junior members. The main concern is the internal layout, which is old and dated. The bar area provides an open space which can be suitably separated from junior activities while also providing the opportunity to generate income from events (albeit it is limited by size). Site security is a concern due to the clubhouse's isolated nature and limited passive surveillance (other than via neighbouring residential properties within reasonably close proximity). The kitchen facilities are reasonable, although dated, and allow the club to prepare food and provide a reasonable level of kiosk and bar services for members /customers. There is adequate food preparation space and a large expanse of refrigeration storage necessary for food and drink. The ability to extend the function area externally under the shade for summer events is available, although the space would be limited by the weather in winter. Public toilets servicing the function space are accessed via a narrow corridor and, while dated, are functional. 	<p>The internal layout is poor and lacks a high level of functionality between the toilets, storage, kitchen, bar and function space. While the bar and kitchen space are suitable for serving and food preparation, functionality in serving other areas could be improved.</p> <p>There are concerns around site security, which should be incorporated into any design solution. This would need to consider the toilet access and corridor area, which is inefficient.</p>
Changerooms / Toilet Block	<ul style="list-style-type: none"> The changing room space, while updated, lacks gender-neutral provisions and would not adequately serve the development of female sport. The lack of such infrastructure will continue to inhibit all clubs in their ability to grow and provide a fully inclusive environment for all users. Changeroom appears to be in reasonable condition. There are issues, however, with the relative size and flexibility of use. • The split of LED and fluorescent fittings throughout the space is also inconsistent. There is insufficient infrastructure to meet the current playing capacity and changeover during games. A minimum of four changing room spaces (gender neutral) is required to service two ovals (2x home and away). 	The existing changerooms are sufficient in size but only service one oval and do not provide gender-neutral use. A two-oval site should have a minimum of two changing rooms to service home and away teams utilising the two ovals. While this does not address game overlap, with a suitable management arrangement and flexibility around start times, this could be catered to effectively. The growth in the women's

Facility	Commentary	Implications
	<ul style="list-style-type: none"> The toilet block to the northern side of the clubhouse has been retrofitted, and while of reasonable quality, it is small and narrow, leading to compromised outcomes in the provision of showers and toilets. 	game will necessitate gender-appropriate facilities to service both ovals.
Playing Surface	<ul style="list-style-type: none"> Two oval spaces for AFL and two synthetic cricket pitches are available at the Reserve. Four-lane cricket nets are also at the Reserve. The four cricket nets are in good condition and provide a good training space for the cricket club during the season. The current surface is poor due to extensive use, and potential overplay prevents the ground from recovering and regenerating fast enough. This is further compromised by the Cricket Pitch grass covering (only reserve in the City) and the presence of Sting Nematode which requires ongoing treatment. While a shared use agreement with the local college would be preferred, it is understood that the school is unwilling to consider the option. This would permit an expanded junior and Auskick program to offset the excessive wear and tear of the two ovals. The ground is, however, in a poor state of repair and would require ongoing investment to bring it up to standard. 	The playing surface was in poor condition at the time of inspection, and it is evident that this is due to overuse of the ovals. The space could be used more efficiently if a shared use agreement were to be developed with the adjacent school, particularly for juniors and Auskick activities. However, this would require additional investment in upgrading the playing surface to fully address the overuse of the oval areas.
Storage	<ul style="list-style-type: none"> Storage space (both internal and external) is an issue, with limited space available and compromised accessibility. Due to the extent of equipment across the four clubs' training and playing, accessing equipment when using the storage room can be a hazard. The storage room is below standard spatial requirements to service four user groups and lacks sufficient flexibility and available options. The spaces are being used to capacity, limiting future opportunities for expanding programs and storing equipment to support the club's training and development programs. Access to the main storage area is to the rear of the pavilion, which poses challenges with the transportation and effective manoeuvrability of large pieces of equipment. 	The limited storage available is clearly an issue for the club, as its width, location, and accessibility compromise flexibility. Concerns have been raised regarding safety when accessing the space to retrieve equipment. While the area could be used more efficiently with additional racking and cages, the club's ability to grow is compromised due to the limited flexibility and location.
Floodlighting	<ul style="list-style-type: none"> Floodlighting is available at the reserve and provides adequate lighting requirements to permit training for the football clubs during the week. However, they lack sufficient 	Any changes to the floodlighting to have a higher lux would be limited due to the surrounding residential properties of Atwell

Facility	Commentary	Implications
	capability for community-level night cricket and limited capability on the oval furthest from the pavilion.	Reserve. Any change would have to factor in the potential light spill that may be caused.

5.2 Current Clubhouse Provision: Spatial Components

In addition to the visual assessment, the current spatial components were analysed against recommended guidelines. This is presented in Table 6 below and also incorporates the City of Cockburn extensions to the building, which was approved in September 2014 (resulting in an increase in the function room space (to the south and adjacent to the car parking area) and toilets and stores extension (to the north of the existing changing facilities). The plans also included an extended external concrete walkway, ramp and additional extended concourse to match the existing building features. The extensions approved in 2014 resulted in a doubling of the function space, a new bar area (replacing an existing store), an extended chair store and an extended kitchen. The development to the north included a new male-female toilet, externally accessed umpire room and Universal Access Toilet (UAT) with five store areas (3 facing east and one facing north).

Table 6: Comparative analysis based on current provision against sports guidelines and City of Cockburn standard.

Areas	Current Provision - Atwell	City of Cockburn	Sports Guidelines
Function	13.9 x 12 = 166 m ²	100m ²	Up to 150m ²
Kitchen	6 x 4.5 = 27m ²	25m ²	20 – 30m ²
Bar	3.8 x 2.4 = 9m ²	Not Referenced	Included in above
Bar/kitchen store	6m ²	Not Referenced	Not Referenced
Chair Store	3.8 x 2 = 7.6m ²	1:4 of size	See storage below
Trainer's Room	14m ²	Not Referenced	Not Referenced
Property Store	10m ²	Not Referenced	Not Referenced
Male / Female	14m ² (internal)	TBC	Number determined by NCC
Male / Female	17m ² (external)	TBC	Number determined by NCC
Change Room	1 & 2 = 110m ²	50-60m ² x 2 (100m ² -120m ²)	120m ² to 160m ² for each home and away combination
Storage	5 x storage areas 4 x external access (63m ²) 1 x kitchen (5.5)	Cleaners -5m ² , external storage 20 -30m ²	Cleaners -5m ² , external storage 30m ² , Internal Storage 30m ²
Council store	Not specified	TBC	Not specified
UAT	5.5m ²	7m ²	Changing place – 15m ²
Umpire	14m ²	10m ²	15m ²
The above does not take into account the provision of a bin store, an external BBQ, verandah/shaded viewing areas, or additional kitchen storage.			
Overall, the building footprint at Atwell Reserve is 694m², with an additional 250m² verandah surround.			

5.3 Audit Conclusions

It is evident that the overall clubhouse building floor area falls within the guidelines for servicing a one-oval site but is deficient in servicing two ovals. The Atwell Reserve infrastructure, based purely on the visual audit and assessment against industry benchmarking, will potentially require significant changes to the clubhouse to ensure that the facility can meet the needs of all reserve users and allow the club to continue to run successfully in the future.

Several anomalies, however, need to be considered further:

- The clubhouse function area is currently above standard and is consistent with the peak sporting bodies, which would recommend a district / local level provision. It is, therefore, unlikely that additional function space could be justified in any future investment consideration.
- Changing room space is below the standard of the peak sporting bodies. It is marginally appropriate for a single oval site (considering that they are not fully gender-neutral facilities, lacking enclosed independent changing cubicles. This would need to be addressed as part of the City's obligations to the development of female sport). This would need to be a key focus of future investment with a minimum space allocation for each combined set of change rooms of 120m² (showers and toilets at 25m², installation of separate shower cubicles and change rooms at 35m² minimum with individual changing cubicles).
- The storage space is narrow and inaccessible, and its re-orientation, increased internal flexibility, and security will need to be addressed.
- The development of the public toilets, UAT, store and umpires changing room and shower to the north of the clubhouse compromises the ability to extend the changerooms to provide a consolidated changing room provision to service the needs of all clubs utilising the ovals. This area will likely need to be sacrificed to deliver a more efficient and effective design solution. This would include developing 2 x 60m² gender-neutral changing rooms and re-aligning and consolidating one single large store to the north of the clubhouse (and extended changing rooms). This would be the most cost-effective solution for addressing current building deficiencies.
- As part of the potential extension and building upgrade, consideration should also be given to the consolidation of the plant, services and development of a building management system, enabling sections of the building to be isolated to reduce ongoing energy costs. This would also need to be combined with the introduction of LED lighting throughout and the use of battery-powered solar panels on the roof structure (or an alternative option) to contribute to reducing ongoing operational costs.

The above also needs to be seen in the context of more recent sporting facilities and clubhouse developments within the City of Cockburn. The recently developed Frankland Reserve incorporates a multi-functional community building with a two-oval sporting facility. The overall site provides a 150-car parking area with a multi-purpose community sporting facility, a 100m² activity room, a 200m² function room, and a commercial-grade kitchen with associated storage and a servery, which can be hired (the clubs have access to 100m² of clubroom, but hire the remainder on an as needs basis). The 2 x AFL oval space has four change rooms and storage. The investment in the facility was \$10.5m, including the development of the two ovals, car park, community building, public toilets, changing facilities and environmental offsets. Being of a contemporary design, several lessons can be incorporated within the future consideration of a redeveloped Atwell Reserve Clubhouse building, particularly about the flexible use of space and alignment of the changing facilities and storage to the two ovals.

Based on the above audit and review of the facilities at Atwell Reserve, it is evident that the current facilities will likely harm maintaining current club membership in attracting new players to the clubs and retaining existing members. The Jandakot Jets Junior Football Club has consistently provided a high membership base. A significant number of its members are living in Atwell or adjacent suburbs and are,

therefore, likely to remain members at the club moving forward, subject to the service being offered and facilities provided meeting the diverse needs of users.

There are opportunities to utilise the space at Atwell Reserve better, although the extent of the oval space could not be increased. The current clubhouse facilities are structurally sound, although functionally deficient in several areas. A suitable upgrade to the existing clubhouse facilities would be a cost-effective and beneficial solution that would provide the current user groups with greater flexibility, enhance the service offered, and provide for the growth of female sports in both summer and winter.

6. Trends in Facility Provision and Benchmarking

Trends associated with local government sport and recreation infrastructure and general community facility provision have been identified through industry research, current publications and knowledge based on previous project work. This section highlights the key trends explicitly related to the development of community facilities, specific contemporary clubhouse designs, and local government spatial benchmarks. Their relevance is then applied to the design of the clubhouse and the use of Atwell Reserve.

6.1 Trends in Community Facility and Clubhouse Provision

The key trends, taken from previous facility development and strategic planning projects, are summarised below:

- The development of sport and recreation club infrastructure for the past decade has generally sought to provide for the co-location of community, sport and recreation users and, where possible, reduce single-user facilities except where exceptional circumstances prevail.
- There is a drive towards more efficient and effective community buildings and sites where multiple users and age groups can benefit from shared and efficient service provision. The current position of clubs using the facilities at Atwell Reserve is a preferred outcome for the City of Cockburn, having two seasonal user groups with similar needs and a minimal seasonal cross-over, such as cricket and AFL.
- The proliferation of ageing infrastructure needing replacement is prevalent across many local governments within Western Australia. In many instances, facilities are unfit for purpose, and the asset is maintained poorly.
- The focus is on fair and equitable access and minimising ongoing risks associated with managing and maintaining such assets. Many ageing sports facilities within the City of Cockburn need significant investment, although the assets are generally kept to a reasonably good level.
- The most significant issue with such infrastructure is the lack of functionality and, in particular, the facility's relevance to emerging trends concerning the development of women's sport and adapting to environmentally sensitive design.
- Atwell Reserve Clubhouse/pavilion is recognised as ageing and deficient in meeting contemporary design standards (i.e. no gender-neutral changing/shower infrastructure, inadequately addresses sustainability objectives, lacking sufficient space to service two ovals and inadequate in some areas of disability access). Such design deficiencies potentially impact club viability and use.
- Flexibility in space use is critical and should not favour one user above another. Adequate and dedicated storage, which permits flexibility and security of use, is essential.
- Traditional community-based organisations need to constantly review their service offerings, focus on effective and efficient management, and meet the needs of the participants. In the case of Atwell Reserve, sporting clubs currently located there are experiencing growth in female participation and currently have limited facilities to cater to this user group.
- The focus of local governments is on maximising the social return on available public open space to provide a full range of community leisure and recreation opportunities that promote physical activity and healthy lifestyles, balanced with complimentary recreational pursuits.
- The need to provide flexible sporting infrastructure is becoming increasingly important due to demographic shifts and changing preferences. The current clubhouse building provides opportunities for general community hire by other non-sporting groups.

- There is an increase in community expectations of people concerning the quality of provision. The inadequacy of site servicing, particularly floodlighting, is a significant consideration in developing any sporting reserve. The ability to potentially increase capacity is essential in existing developed areas where access to POS is limited and densities are projected to increase.
- Many local governments are developing a standard level of provision (site embellishment, minimum standard specification for clubhouse buildings and POS maintenance program). The City of Cockburn has a draft standard to be endorsed through ongoing community infrastructure planning work.
- The number of junior male participants has decreased in recent years, with numbers falling due to different factors such as lack of appropriate facilities for all users and the current cost of living pressures. Many sporting clubs have slightly dropped in numbers since the initial increase post-COVID.

6.2 Facility Case Studies

Appendix 7 references three relatively recent developments that have addressed the above issues in providing co-located / multi-functional facilities servicing a range of sporting oval spaces. All have been developed within the past 5 to 6 years:

- Ernest Johnson Reserve (City of South Perth) – developed in 2018 – facility upgrade/replacement
- Yanchep District Open Space (City of Wanneroo) – developed in 2017/18 – New development
- Shirley Strickland Sporting Reserve (City of Melville) – developed in 2022 – facility upgrade/replacement

They are not untypical of a range of investments in upgraded or new facility developments where the focus is on:

- Minimising the amount of dedicated club facilities for one user. While a clubroom is made available for users at Ernest Johnson Reserve, the building accommodates a wide variety of users with dedicated spaces due to the existing building legacies (6 ageing buildings lacking functionality). In the case of the Wanneroo building, the city had a clean slate and could dictate the space availability to user groups; therefore, it did not provide dedicated individual club spaces. For Shirley Strickland, the user groups share all space under a management association, which the City worked through during the project's development.
- Ensuring that the function space/bar/kiosk is suitable (and not excessive in size) for its users. In all buildings, the function space is between 140m² to 195m². Care has been taken not to over capitalise on the built footprint over and above recognised guidelines.
- Provision of flexible space, including meeting rooms. In all buildings, meeting rooms have included flexible partitions with a need to ensure that rooms are used flexibly; as a minimum, each user group has access to water and basic refreshments.
- Avoidance of unnecessary clutter and club paraphernalia to enable function space hire to be maximised. While part of any club's identity, the display of club paraphernalia is becoming more discrete in new buildings with display cabinets built into the design or revolving screens to recognise club officials / historic references. This enables the hiring of club space to become clean and a more viable proposition for hiring out to corporations, weddings, and events not associated with sporting use.
- Accessible external storage. In all developments, ease of access to storage is paramount, and rooms are provided with wide entry points and direct access to the oval areas.

- Adaptation of changing facilities to meet the increase in female participation. In all cases, the changing facilities consist of individual showers, toilet pans, and a general changing room area with options to include changing cubicles. Urinals are no longer a standard design feature.
- Orientation and location of the building within the oval. In all of the sites identified, the clubhouse building is centrally located. However, this relies on good servicing and vehicle accessibility without compromising the use of oval space. In the case of Yanchep, car parking is specifically drawn away from the main activity spaces to avoid pedestrian and vehicular conflict. In the Shirley Strickland Reserve case, the redevelopment's footprint was based on the existing building location as the site was considered to be the optimal use from a sporting oval perspective.
- Efficient management of various clubs/user groups across oval spaces and seasonal use to minimise conflict. In all cases, the scheduling and use of the clubroom and oval space are managed effectively through a centralised booking system with the local government or via a strong user group association, including representation for the critical anchor clubs.

6.3 Spatial Standards

In addition to the facility case studies, many local governments operate their own adopted 'Standards of Provision'. The City of Cockburn standards, which are yet to be formally adopted by the City, are referenced earlier in the report. It is to be noted, however, that there is a level of consistency around the following areas:

- Only in the City of Rockingham do they recommend a function space of up to 250m². The majority of local governments have 100m² to 150m² as the standard. Currently, at Atwell, the clubroom provides 165m².
- Internal storage varies significantly, with 20-30m² being the average.
- External storage/maintenance depends on whether the club is expected to undertake that task or whether it is the sole responsibility of the local government. Where the City is the maintenance provider, there is no need for additional storage.
- Public toilet provision varies significantly, with 20-30m² being the average.
- Gender-neutral changing facilities vary significantly, with the average being 50-60m² (including toilets, showers, and a changing area).
- There are significant differences in umpire room provision, with 15m² being the average.
- First aid provision is consistently around 15m².

6.4 Social and Economic Value of Investing in Community Clubs

Research undertaken into the economic value of social benefits provided by community club sport was undertaken by the Australian Sports Commission and Griffith University, Queensland (2016). The values presented income compensation values, which are a theoretical value that would be needed to compensate the sport participant if he or she was unable to take part in sport and would not maintain the same level of subjective well-being or social capital. It estimated, in respect of subjective wellbeing:

- A life satisfaction of \$8,385 per individual involved in sport (how satisfied you are with your life).
- A meaningfulness of \$6,570 per individual (how happy did you feel yesterday).
- Experienced wellbeing of \$9,825 per individual (how worthwhile are the things that you do in your life).

The social capital was estimated at \$5,932 per individual across seven variables (community engagement, personalised trust, generalised trust, community identification and reciprocity). The analysis when

compared with other international studies indicated that organised club-based community sport generated higher values of subjective wellbeing and social capital than other sports participation and much higher than non-participation.

The Intergenerational Review of Australian Sport (ASC: 2017) estimated the combined economic, health and education benefits of sport return \$7 for every \$1 invested. In addition, children who play sport:

- have improved cognitive development
- are better at learning and retaining information
- and stay in school longer.

SportWest research undertaken by ACIL Allen in 2021 estimated the gross benefit of organised sport in WA each year is \$10.3B with \$1.8B related to mental health benefits, \$1.71B to human capital, \$1.36B to labour market outcomes and \$1.35B to youth life skills. Volunteer hours were the equivalent to 21,511 full time employees across the state.

While the above is broad in its approach, the range of studies have identified the substantial contribution sporting clubs make to the state and local economy and to an individuals mental and physical health and wellbeing. The high levels of participation and volunteer club structure across winter and summer sports at Atwell Reserve would indicate a substantial contribution annually to the local economy and social fabric of the community. These benefits would be extended further through enhancing the current site infrastructure to facilitate each clubs expansion and greater diversity of use.

6.5 Trend Implications for Atwell Reserve

The critical considerations which need to be determined from a City of Cockburn perspective are:

- Contemporary designs indicate that the current infrastructure at Atwell Reserve does not meet the needs of all user groups (particularly girls/women and those wishing to access the facility with a disability). At a minimum, an investment will be required to upgrade the facility to retain the current user base and meet a greater diversity in gender use.
- The public toilet block currently provided is located in a less-than-ideal location and would likely require reallocating to allow for potential development to the north and east, which is a possible option.
- While potentially beneficial, relocating the facility centrally between the two ovals will need to be considered in light of the potential cost and likelihood of receiving funding.
- The function room space, if a case is to be made for increasing the space, will need to be fully understood regarding the overall benefit and use. The City is unlikely to be able to justify a level of investment inconsistent with other reserves and industry benchmarking. A precedence could be established if an excessive level of provision were recommended without it being individually justified.
- The club's storage space is at capacity, limiting the club's ability to safely store and access equipment.
- The city needs to consider improving the quality of the playing surface moving forward to ensure a higher standard of provision.
- The financial viability of the existing clubs utilising the reserve is critical. It is doubtful that as not-for-profit sporting bodies, they will have sufficient resources to manage and maintain the assets desired by their Peak Body (AFL and Cricket Australia).
- In all case studies, the cost of upgrading has been more than \$9-10m. This is not inconsistent with current expenditures on the new development at Frankland Reserve and the clubhouse facility

being considered at Beale Park. Due to the uncertainty in the construction market, costs will likely increase in the foreseeable future.

- The economic value of social benefits provided at Atwell Reserve in relation to community club sports are likely to be significant across a range of metrics, based on the annual dollar value generated through subjective wellbeing and social capital.

7. Consultation Outputs

The consultation process focussed on the needs of football principally as the primary winter user and cricket as a secondary summer user. Both junior and senior football clubs were the clubs were a key consideration

Table 7: Consultation Outputs

Consultee	Response
JFC	<p>We have had several inquiries about using the facility throughout both seasons (2022/2023). These inquiries have come from both the Senior High School, Atwell Primary School, and the general public. Enquiries include using the oval and toilet facilities for sporting events and the opportunity for the club to open the canteen. The general public has enquired about using the facility for functions.</p> <p>General points are:</p> <ul style="list-style-type: none"> • Poor facilities for female football with only one set of change rooms available, and although they have had the recent removal of the urinals, they are not fit for female occupancy. • Lack of ability to fully utilise the back oval due to poor design of the ground and clubroom facilities. Facilities are only available on one side of the oval. This has resulted in the Junior club utilising Harmony Oval as a second ground as it is unable to accommodate football on the far ground. • Unable to accommodate any more than 70 to 80 people (Comfortably seated) at club functions due to the lack of space. This has made it hard with 430 junior members and 144 Auskick members. • At present, the ground is utilised by over 1000 members (junior and senior members), not taking into account spectators. The ground is used throughout the season by both the senior and junior club on Friday, Saturday, and Sunday, accommodating up to five games on each day, excluding the Aus kick games on Sundays. • Storage - Junior club has an over flow storage at Harmony due to the lack of space at Atwell.
JJAFc	<ul style="list-style-type: none"> • Cannot meet demand of the existing AFL club - too small and upgrading is required. • Both the Senior and Junior Football Clubs have committed to contributing capital for the refurbishment. • The WAFC have indicated verbally a commitment that they will contribute to the refurbishment project base on the increase in female participation. <p>A written submission was made on behalf of all four resident clubs, which stated:</p> <ul style="list-style-type: none"> • Current users from JJAFc are 410 (including 210 players, 16 coaches, 7 team managers, 6 Exec Committee, 50 social, 100 supporters). Reference was also made to 32 darts players and 18 netball club players. • Current users from JJFC are 2,236 (including 627 players, 59 coaches, 30 team managers, 20 Committee Members, and 1,500 supporters).

Consultee	Response
	<ul style="list-style-type: none"> Current Users of Jandakot Park Cricket Club and Jandakot Lakes Junior Cricket Club are 200 (including 50 senior players, 50 junior players and 100 parents) Total users account for 2,875. The City's east ward contains some of the City's newest and fastest-growing suburbs. The increase in population and participants in amateur/community sport, especially females participating in Australian Rules Football has placed pressure on the existing facilities. Immediate Requirement is access to change rooms, in particular, dedicated female change rooms as a matter of urgency. Medium term requirement is an improvement to the current clubhouse facilities are not adequate to cater for the growth. The lack of available land to expand the existing facilities at ground level requires upgrading the facilities to include a second story and a viewing deck overlooking the main oval. Consideration should also be given to the positioning of the facilities, i.e., whether they should remain in the same location or be positioned between the two ovals. Upgrade and improve the oval, which is currently in a poor repair state.
Western Australian Football Commission	<ul style="list-style-type: none"> The Atwell Reserve facilitates junior and senior clubs, the strongest in the southern suburbs. Have been actively involved with the clubs and fully support the need to extend the clubhouse to provide an additional two changing facilities. They seek to support current clubs and upgrade facilities to meet contemporary design standards to maintain their membership bases while developing new oval provisions to facilitate the growth corridor (identified in their 2020-2030 Facilities Plan. Would seek greater access to the school sites. The intention is to develop 2 x AFL category two sites by 2025 in strategic locations. Based on participation, the seniors and juniors provided 698 players in 2022. Future growth, however, indicates a 25% reduction in the 0-39 age range, which is a crucial determinant of new oval provision. The likely growth will be in the future growth areas of Cockburn, Kwinana and Rockingham. There has been substantial growth overall and in female participation of approximately 10% and 20% respectively since 2019. AFL is working with Cricket Australia on the most appropriate way to deal with synthetic wicket coverings. A number of scenarios are being explored based on the need to ensure it is not hard underground.
WA Cricket	<ul style="list-style-type: none"> Junior participation in Atwell is on a slow build – 20 to 100 kids. There are 5-6 senior teams each year, generally accommodated within the existing oval provision. There is an identified need for gender-neutral changing facilities, which would be supported by WA Cricket, as would additional changing room space to service two ovals. <p>Current player statistics indicate the following:</p>

Consultee	Response					
	Type	19/20	20/21	21/22	22/23	23/24
	Cricket Blast (male)	63	80	69	84	59
	Cricket Blast (female)	12	12	11	13	3
	Junior (male)	14 teams	16 teams	18 teams	15 teams	17 teams
	Junior (female)	1 team	Two teams	Two teams	Two teams	1 team
	Senior (male)	Five teams	Six teams	Six teams	Five teams	Five teams
	Senior (female)	-	-	1 team	-	
	<ul style="list-style-type: none"> There is currently a lack of growth within the southern metropolitan inner urban area, and there is a need to re-invigorate that space given the growth projections in Cockburn, Kwinana and Baldivis 					
City of Cockburn Staff	<ul style="list-style-type: none"> The City appreciate a need but require the evidence base to inform the decision making and prioritisation process. It is essential to fully engage with other clubs through the process where possible, although it is appreciated that football will be the main driver. It will be essential to seek the views of the Atwell Residents Association and Harvest Lakes Community Associated about Harmony Oval. The club is currently running two kiosks across the two ovals, and it will be essential to ensure the club's resources are not overstretched. The City is to inform the functional brief and reflect the facility upgrades undertaken in 2016, which included over \$1M investment into upgrading the clubroom function area and kitchen/bar. The City invest \$# in maintaining the oval annually, which also incorporates additional investment to address Sting Nematode issues and the maintenance of the grass cricket pitch. There is a lot of Auskick coming from Treeby, which has remained consistent over the past five years. Atwell Netball Club has folded, and it is understood that there is no realistic prospect of its being re-established. 					
Netball WA	<ul style="list-style-type: none"> Growth – current demand is for 3,879 players. Still, there are only 1,891 members which equates to an identified gap in the City is for 1,891 participants (although no explanation was given as to the assumptions which underpinned this assessment). Identified gap in facility provision in Jandakot and Success-Hammond Park (in addition to Beeliar, Coogee, Coolbellup, North Coogee, South Lake, Spearwood and Yangebup). The Success Regional Facility provides competition across the region (Success Netball Association). Atwell, which recently stopped operating, would be considered a club training base feeding into the competition at Success Regional Sporting Reserve. 					

Consultee	Response
Darts WA	<p>Darts WA was contacted to provide a strategic overview of current league structures and facility requirements. They indicated:</p> <ul style="list-style-type: none"> • The sport does not benefit from one home base, having been in dialogue with the Department of Local Government Sport and Cultural Industries about the potential option of securing a base at Whiteman Park. They ideally wish to develop a home base which is central to their users within close proximity to Perth CBD. • For competitions, the main requirements are to minimise external light and ideally a facility would provide permanent boards with a 4-5m are behind the throwing area for spectators and officials. For large competition areas, this would require extensive board setups and access to a stage and toilets (including an ambulant toilet). • The main issue is that operating weekend tournaments always conflicts with other users who also want to hire /use the space. Weekday evening use is generally less problematic. The main venues they currently use are Vasto, Armadale, Dalmatinacs in Spearwood, and Belmont. • There are 43 associations throughout the state – covering men's, women's and juniors. There are approx. Nine hundred members in regional areas.
Harvest Lakes Community Assoc	To be consulted on the completion of the draft plan
Atwell Residents Assoc	To be consulted on the completion of the draft plan
Atwell College	To be consulted on the completion of the draft plan

The critical issues which emerged from the consultation process relate to the quality of provision and in order of priority:

- Consideration of a centrally positioned clubroom to enable both ovals to be utilised effectively.
- At a minimum, the current clubhouse building needs to be extended to provide for up to four teams playing across the two ovals at any time.
- The changing facilities should all be gender-neutral.
- An increase in the level of functional storage.
- Oval upgrade / enhanced maintenance program to facilitate the high use levels across the two ovals.
- Potential extension of the clubhouse building to increase the function space area for events and fundraising capability.

8. Development Options

Based on the assessment process, the clubhouse at Atwell Reserve, while of relatively sound construction and well-maintained, is functionally deficient in several areas. While the suburb will experience relatively little growth, it is surrounded by suburbs, which will experience high growth in young family units. Even with additional sporting infrastructure to service the new growth areas, the likely future scenario will be a continued demand for both senior and junior football and cricket provision. In the case of AFL, the clubs are the most progressive and active clubs in the southern metropolitan Perth area, and cricket is recognised as being underdeveloped in the area. All the metrics assessed indicate that while the participation cohorts may shift (i.e., with a growth in female use and static or minor decrease in male use), the demand for infrastructure (both clubhouse / changing provision and oval space) will not. The most significant consideration is ensuring the facilities meet current and future needs, considering the changing demographics and complying with contemporary design standards.

The option to do nothing is not viable as these deficiencies are fundamental to the City's Strategic Community Plan and Disability Access and Inclusion Plan (recently amended). At a minimum, the lack of gender-neutral changing facilities and accessibility limitations will need to be addressed as part of a redevelopment / new build.

It is also recognised that while functional deficiencies exist, they do not necessarily lead to the need to replace/redevelop a facility completely. The current building can be extended to the north with the potential addition of a first-floor component. There are no constraints on site other than the sump and drainage infrastructure to the north of the reserve and east of the existing clubhouse, which only partially constrains a potential redevelopment.

The current location of the clubhouse to the west of the existing playing surface provides the optimum viewing position, and it is not inconceivable that the building, if appropriately designed, will meet the ongoing needs of both junior and senior sporting activities on site. While the sporting user groups have indicated that the positioning of the building renders the second oval less attractive/viable to use, it would not necessitate a redevelopment of the entire structure. Relocating the building would necessitate re-orienting the ovals. Given the space required around the building structure, it would compromise the oval design, adversely impacting the existing vegetation to the west. Undertaking a complete rebuild would also affect the site servicing and require additional vehicular servicing of the building. Other costs associated with the demolition and making good of the current building and re-location of the cricket/football oval to accommodate the structure would add further costs to a development which would be more appropriately invested in upgrading the existing building and addressing the lack of car parking provision servicing the sporting reserve.

Therefore, the focus of the needs and feasibility has been on the existing clubhouse building and the need to adapt the infrastructure both within the clubhouse and the more expansive Atwell Reserve to ensure that it meets current standards and accessibility for all users of the site and to provide contemporary infrastructure that meets the ongoing sport and recreational needs and requirements of the local community.

8.1 Development Options – Need v Demand

A series of development options have been identified, and these are explored in more detail in the table below. These influence the design specification in the subsequent section.

Table 8: Development Options and Relative Priorities

Development Option	Consideration / Need	Level of Priority / Risk
1. Redevelopment of changing facilities, showers and toilets.	Sporting codes support the redevelopment of changing facilities due to the lack of current compliance with contemporary design standards and the growth in female sports. There are also insufficient changerooms to service a two-oval facility. The need has been expressed by user groups and supported by the assessment. Current facilities are not gender-neutral and adversely impact the club's ability to develop across all areas due to capacity limitations for training and competition. The lack of a second set of home and away changing facilities adversely impacts game days and does not meet the needs of the sporting codes operating from the site.	Priority: High Risk: The inability to provide upgraded and extended infrastructure is likely to lead to the loss of club membership as they fail to keep pace with developments on similar facilities within an extended catchment area. This will adversely impact the existing clubs' ability to maintain their current membership levels and inhibit future growth.
2. Redevelopment of clubroom/function space.	Redevelopment of the clubroom/function space is identified as a medium-term priority of the clubs as the space currently does not provide the sufficient capability for fundraising events and end-of-season wind-ups/AGM's. Benchmarking for similar facilities indicates that the current space is suitable for the infrastructure it serves (typically 100m ² to 200m ² , whereas the existing space provides 167m ²). It is unlikely that significant additional space could be justified without additional user groups being attracted to the site. Activities such as darts can be accommodated within the existing facility without adversely impacting the use of other clubs. The demand for additional function space would permit the internal building to be reoriented. This would necessitate gutting and redeveloping the current function space to provide additional changing rooms 3 and 4. In addition, an internal stairwell and lift would need to be provided to the first floor, which would then become the main function room (up to 200m ²).	Priority: Low Risk: The current function space is within accepted guidelines for club-level provision at a district level. It is nevertheless recognised that the extended area would be beneficial to club members, and an increase in size could be helpful for the future or hiring out the space for larger non-sporting functions. Detaching this space from the changing facilities and club game day use could be highly beneficial.

Development Option	Consideration / Need	Level of Priority / Risk
3. Increase the amount of storage that is available at the site	The storage space is poorly located, narrow, and insufficient to meet club requirements. The orientation is inappropriate for servicing the oval space and, therefore, will need to be re-aligned and restructured to provide direct access to the north or west of the oval space rather than to the west of the building. The potential to incorporate additional storage could also be considered if the current function space could be re-oriented (avoiding the requirement to extend the building further northwards to accommodate additional changing room space. It is evident with the range of developmental programs operated by both summer and winter sports that extra space to store club equipment is necessary.	Priority: High Risk: It is not currently safe to access and manoeuvre equipment from the storage space. There are issues with accessing the storage rooms due to their width and configuration, which means they are difficult to access and get overfilled with various equipment due to the lack of ability to restructure and incorporate accessible cages/racking.
4. Re-alignment of public toilets and UAT	The public toilets on site have recently been upgraded and modified. The level of provision is small and narrow, but they comply with standards. The UAT is located on the northeast corner of the building, and the umpires' changing area between. While they are easily accessible and passive surveillance good, they are located in an area that would have been best serviced by a second set of home and away changing rooms and amenities. The public toilets, UAT, and umpire changing areas also compromise the ability to gain direct access to the storage areas from the oval side of the building. If the building is to be redeveloped at ground floor level only, these areas will likely need to be relocated to the north of the extended building area with storage access re-aligned to gain direct access to the oval. The alternative is to work within the existing building fabric and re-align the umpires room internal/external storage areas/property store/trainer's room, provide additional 2 x changing room space and potentially extend the public toilet space to take in the re-located umpires room.	Priority: High Risk: Public toilets can often be an issue in relation to antisocial behaviour and, therefore, need to be located in an area where they are most visible. However, this should not be at the detriment of the clubhouse's functional use. A failure to integrate effectively within the building can give rise to poor functional outcomes, which need to be carefully addressed.
5. Redevelopment / Upgrade of the kitchen/kiosk area	The kitchen/kiosk area is functional and well serves the existing function room. The kiosk servery is reasonable, and the alterations previously undertaken to improve bar servery storage and the kitchen appear to have worked. The most significant consideration would be if a first-floor extension were to be considered. The kitchen and bar servery would need to be relocated while the	Priority: Low Risk: There are no controls over usage and no measures to ensure compliance with environmental health legislation, which is subject to ongoing inspection by the City.

Development Option	Consideration / Need	Level of Priority / Risk
	kiosk is maintained at a ground-floor level. This would be a management consideration for future use and staffing of the area.	
6. Redevelopment/upgrade of internal storage and function room toilets	The current function room toilets serve a purpose but are accessed via a corridor to the rear of the building. They serve a purpose but are isolated and utilise a significant circulation space. These could be redeveloped to service a second set of changing facilities (showers and toilets), with the property store, training room and kitchen/bar redeveloped to incorporate the changing room with direct access to the oval. This would necessitate the function room toilets to be relocated to the first floor to directly service the function space more efficiently.	Priority: Medium Risk: The facilities need to be of good quality to maximise the venue's capability for hiring non-sporting users.
7. Extend the shaded verandah area	Extending the concrete pad and verandah around the building could provide additional viewing areas. Space is available adjacent to the oval, but extending the concrete plinth could adversely impact its use for football (the cricket-playing surface dimensions are smaller).	Priority: Medium/Low Risk: The lack of shaded space may reduce spectator numbers and negatively affect members and supporters.
8. Improvement of playing surface	The current playing surface is poor due to extensive use, and the clubs should look to pursue a shared use agreement with a local school for juniors and Auskick to help ease the number of hours that the surface is used during the week. This has led to splitting club activities across two sites and the consequential impact on volunteers required to service both. While the College has been and continues to be approached concerning shared use opportunities, this still requires further investigation. However, the City would likely need to increase the maintenance expenditure on the site to attract a positive response from the College and ensure that the current facility oval space is appropriately maintained given the extensive level of use currently experienced.	Priority: Medium Risk: The club's lack of available space is impacting its ability to deliver effective service to its members. This has also resulted in excessive wear and tear in areas of the playing surface. Having the club located at two sites increases the load on volunteers, which could lead to burnout and loss of volunteers.
9. Increase the number of parking bays at the site	There is a limited number of car parking bays, which are split across two significant areas. The number of users at peak time indicates an insufficient amount of parking bays available. Increasing the number of bays will allow more people to access the site. However, care must be taken to not over-capitalise on car parking and only provide additional hard standing where necessary. ACROD bays and limited hard-standing servicing the current	Priority: Low/Medium Risk: Increasing the number of bays, if not appropriately planned, could lead to changes in road traffic movement, increased danger, and congestion. It is important that the alternative design

Development Option	Consideration / Need	Level of Priority / Risk
	clubhouse building. Opportunities to extend to create a further 12-20 bays exist adjacent to Brenchley Drive (west), and there is little opportunity to extend towards the oval without compromising its use. Opportunities also exist to extend the car parking area to the east (Brenchley Drive east), which could be increased to the south, and the access road around the existing car park modified to increase flexibility. There is substantial car parking available at Atwell College. This needs to be factored into the development considerations to reduce excessive costs.	maximises potential spaces while not diminishing road safety. Wherever possible, these spaces should be located off-road and permit forward movement when approaching the road network. The use of existing access points would mitigate any danger. The use of adjacent car parking at Atwell College should be considered prior to any further investment.
10. Installation of new floodlighting	Improved floodlighting at the site could allow for greater nighttime game opportunities and help ease the congestion around the current fixture schedule of the clubs. However, care must be taken to ascertain the likely demand against the cost of installing floodlights at a level above the training standard. It is not considered that a case could be made for a higher level of provision and that the current floodlights should be replaced as part of the City's asset management schedule to facilitate ongoing use of the reserve for training purposes. It is, however, important that the clubs, in conjunction with the City, have control over the times the floodlights are operational, which should be linked to an agreed timing schedule which can be remotely controlled.	Priority: Low Risk: Increasing the floodlighting to a higher lux for competitive play will increase users' costs and deliver a limited return. The likely impact on the surrounding residential properties would need to be considered (light source impact rather than light spill) to ensure that minimal adverse impact occurs to the surrounding residents.

Having all the above facilities and infrastructure available at Atwell Reserve would allow the existing clubs to operate at a greater capacity for their members, offer greater opportunities to the community, and help the club grow.

8.2 Summary Conclusion

There are a series of different development opportunities at Atwell Reserve that can significantly improve the site for the clubs, its members, and the local community. It is, however, clear that two options are the most effective way of delivering the existing clubs, and the City of Cockburn is the optimum solution for the clubhouse. These include:

- Developing the building northwards at a ground floor level to accommodate two additional gender-neutral changing facilities, re-orientating the external storage, and redeveloping the existing changing facilities to ensure full gender-neutral compliance. The option to extend the function space towards the car park to create an additional 30-40m². The latter component is an optional extension but not recommended as a viable solution.
- Providing a first floor to the building and development of a 200m² function space with lift and stairs access and redevelopment of the ground floor building to remove the function space and develop two gender-neutral change room spaces with associated amenities, re-orientation of the umpires room, external storage, property and trainers room.

The second option is likely to be the highest-cost solution but will provide the greatest opportunity to address all of the building's functional deficiencies. However, both options should be explored during the design assessment.

These aspects provide more limited opportunities with respect to the oval development and car parking. The extension of both car parking areas should be tested. The re-alignment of the oval is not considered viable, and the introduction of floodlighting of a higher lux value is also not regarded as viable currently.

9. Facility Specification and Design

The key focus of this needs assessment and feasibility study has been to identify the various facilities and infrastructure that do not currently meet the needs and requirements of all users. Several issues have been identified throughout this process, and the club has outlined areas that they wish to see improved to allow for more significant space for their members and provide greater hiring opportunities for the future.

As previously referenced, the current facilities available at Atwell Reserve have several shortfalls. The lack of sufficient storage and gender-neutral changing facilities is a significant issue for the city, and it impacts the viability of the clubs currently and in the future. These aspects need to be addressed as a matter of priority.

The guidelines set out by the AFL and the WA Cricket Commission suggest specifications for the spaces that should be available at the local community facilities, and the City of Cockburn has identified a level of provision (guidance) considered reasonable. Table 9 below provides an overview of the guidelines and initial suggested requirements (based on a previously undeveloped site) for comparable purposes.

Typically, the guidelines produced by the peak Sporting bodies are focused on their sporting needs and do not necessarily relate to multi-functional sports and community access. Ensuring the facility specifications are reasonable and assessed against other local government guidelines is essential.

Table 9: Suggested Facility Components

Internal Floor Area	Essential(V/X)	Current	Guidelines (m ²)	Suggested (m ²)
Club function room	√	168	100-200	200
Club office	√	0	12	12
Meeting room 1	√	10	20	20
Meeting room 2	X		20 (optional)	0
Internal storage one function area	√	10	12	12
Internal storage 2 - bar	√	9	10	10
Internal storage 3 - sporting equipment	√	10	20	20
Kiosk/kitchenette	√	27	20	20 (Ground Floor)
Kitchen (function room)	√	As above	30	30 (First Floor)
Kitchen storage room	√	5.5	18	18
Cool room	X		10 (optional)	10 (optional – fridges)
External storage - Maintenance	X	0	30 (optional)	0

Internal Floor Area	Essential(√/X)	Current	Guidelines (m ²)	Suggested (m ²)
External storage - Sports Equipment / Goals / Training Equipment	√	63	30	60
External storage - additional dedicated sporting user storage	√	As above	20 (optional)	20
Public Male toilets	√	14 internal 16 external	20	20
Public Female toilets	√		20	20
Universal accessible toilets (internal)	√	0	8	8
Universal accessible toilets (external)	X	5.5	8 (optional)	8 (changing space)
Change room 1 - Gender neutral	√	55	60	60
Change Room 1 - Amenity	Included above			
Change room 2 - Gender neutral	√	55	60	60
Change room 2 - Amenity	Included above			
Change room 3 - Gender neutral	√	0	60	60
Change room 4 - Gender neutral	√	0	60	60
Doctors Room	X	0	0	0
First aid room	√	0	15	15
Massage room	X	0	0	0
Gymnasium	X	0	0	0
Umpire room	√	14	15	15
Plant room	√	5	6	6
Communications room (IT Room)	√	0	10	10
Cleaners room	√	0	6	6
Bin store	√	0	0	External area

Internal Floor Area	Essential(V/X)	Current	Guidelines (m ²)	Suggested (m ²)
SUBTOTAL				780
Circulation - halls, foyers, etc.			12%	93.6
Sub-total				874
Exclusions: External verandah extension, first-floor outdoor viewing deck (to be determined by architect analysis of capability) and concrete pad extension				

Based on the above, these facility components have informed the spatial assessment for both a ground-floor extension and an optional two-storey development, ascertaining the costs of each development and providing direction regarding the optimum solution.

While Improved parking availability was identified as a requirement of the clubs to be addressed in the planning process, further research indicated that there were a significant number of bays available locally to offset any demand for (160 bays minimum around the perimeter and within the site, plus 2 ACROD bays on-site and a further 120 bays to the south within the Atwell College site and a further 60 to the south of the Atwell College hard courts). This local parking provision and additional available on-street parking would indicate that more than 400 car parking bays are likely to be available at critical times when the site is likely to be operating at maximum capacity. This would be sufficient to accommodate over 1,000 users at a rate of 3 occupiers per private vehicle. The critical car parking areas are highlighted in blue below, and the bus laybys around the site are in red (Figure 12). The surrounding residential estates within 400m of the site provide additional car parking opportunities within a walkable catchment.

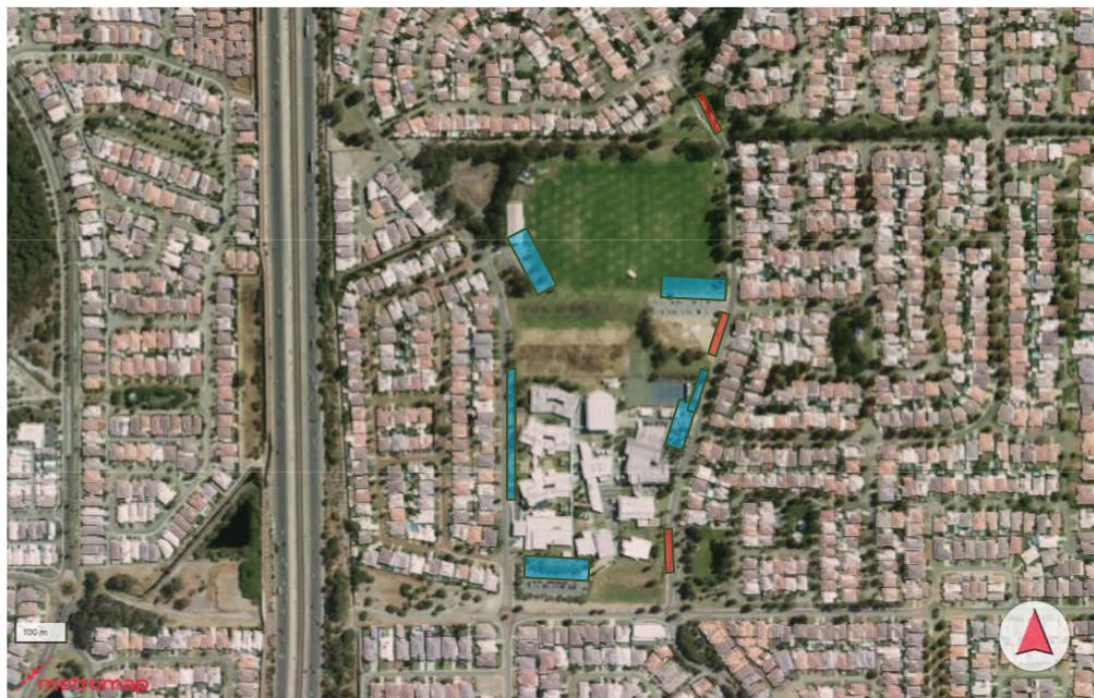


Figure 12: Current car parking and public transport bays around the site (excluding street parking)

10. Concept Plan Development and Cost

Feedback was sought from city officers pending a review of the draft plans, and it was confirmed that the option to increase the function space would be unlikely to be supported due to budgetary constraints. In addition, the likely cost of developing upwards to create a two-storey option with viewing over the oval space is expected to be cost-prohibitive. Both, however, needed to be tested.

10.1 Two Design Options – Single and Two-Storey

To test both options, a preferred club development (i.e. optimum space in accordance with preferred community AFL guidelines and the club's desired solution), which necessitates a two-storey development, was considered against a single-storey development, which is consistent with typical local government guidelines. These options were developed concerning the following facility components:

Table 10: Alternative Floor are Considerations for the Redeveloped Artwell Pavilion

		Single Floor Option	Two-Storey Option
Facility	Current (m ²)	Proposed (m ²)	Proposed (m ²)
Club Function Room	168	As Existing	220
Foyer	Nil	Nil	60
Kiosk	76	As Existing	36
Kitchen/Bar			45
Dry Store			6
Cool Room			6
Chair Store	9.2	As Existing	12
Function Toilet Male/Female and Internal UAT	20.5	As Existing	43
Internal Store (sports)	Nil	7.8	Combined with external storage below
Club Office	Nil	14.3	14
Changerooms	124 (2No.)	248 (4 No.)	245 (4 No.)
Meeting Room – internal	Nil	30	20
Merch Room	Nil	Nil	7
First aid room	Nil	18	18
Public Toilets are Male and Female, and UAT	23.4	As Existing	24

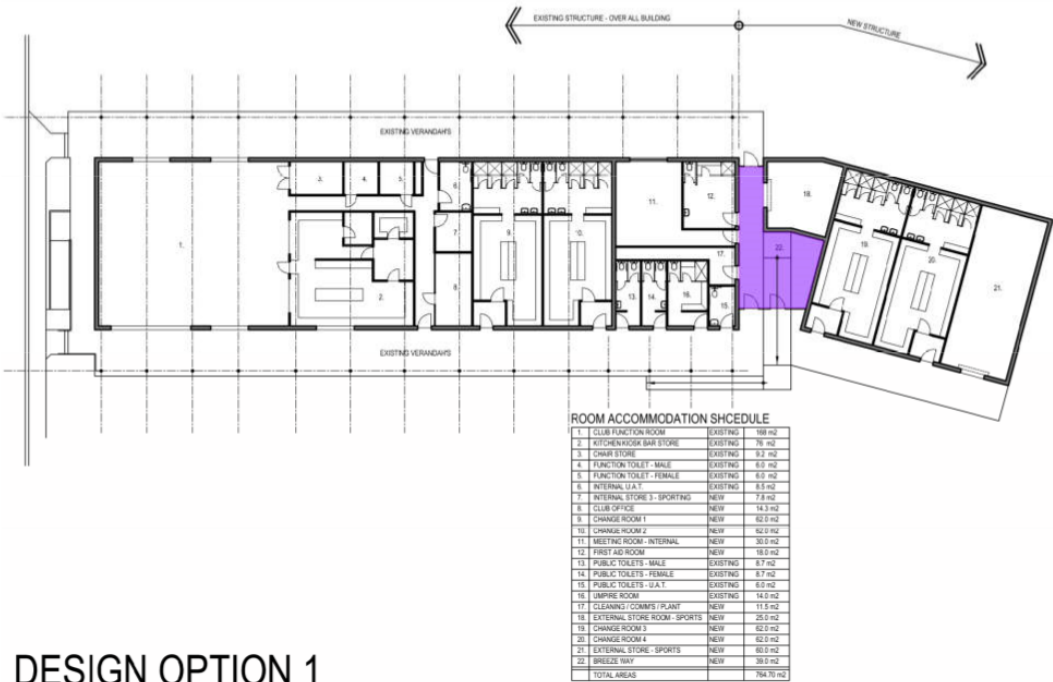
		Single Floor Option	Two-Storey Option
Umpires Room	14	As Existing	14
Cleaning/Comms/Plant	Nil	11.5	17
External Storeroom	59	Existing to provide meeting, first aid and Umpire room above	95 (Extension of existing storeroom but re-aligned to gain entry side onto the oval space)
Additional External Store (Sports) – facing Oval	Nil	85	Nil
Connecting Lobby	Nil	39	Nil
Lobby	Nil	Nil	37
Lift	Nil	Nil	12 (1No.)
Stairs	Nil	Nil	(1No.)
Balcony	Nil	Nil	100
External Escape Stairs	Nil	Nil	(1No.)

The two development options are provided below, with the larger-scale plans in Appendix 8. The extent of the single-storey development is reflected in Figures 13 and 14 below, being an extension northwards of the existing footprint and re-alignment internally of the existing storage area.



Figure 13: Atwell Reserve Site Plan Indicating Single Storey Extension

The design is intended to link to the existing clubhouse building through a connecting lobby, which is secured (gated) to the east and west. The existing storage area will be reconfigured to provide an internal meeting room and first aid room with the remaining building (function room, internal toilets, externally accessed public toilets, chair storage, umpires room, changing rooms, kitchen, kiosk and bar store) to remain. Internal alterations will be undertaken to provide an additional club office/meeting room, store and cleaning/plant room. The extended building footprint is connected to the existing building by the connecting lobby. It incorporates two extensive storage areas, one facing onto the connecting lobby and the larger secondary store facing directly onto the ovals. All changing facilities are to be gender-neutral and consistent in floor area with City standards of provision. The building extension will incorporate a concrete apron and a covered walkway to extend the verandah.



DESIGN OPTION 1

Figure 14: Ground Floor Design Option with connecting Secured Connecting Lobby

The two-storey option is shown in Figure 15 overleaf. It includes a significant internal re-fit to incorporate four gender-neutral changing facilities on the ground floor (extending from the existing changing facilities over the existing kitchen, kiosk, bar, internal function room toilets and internal storage). The existing function space will then be subdivided to create an internal sports storeroom, club office, meeting room, kiosk facing the car park and entry and foyer to the first floor. Stairs access the first floor, and a lift adjacent to a merchandise storage area. The existing sports store is to be extended behind the existing public toilets and umpires room (and first aid room), with the entry changed to be accessed from the north of the building adjacent to a relocated plant/communications area).

The first floor provides a 200m² function area with a chair store, lift and lobby area, function room toilets, bar kitchen, dry store and cool room. A balcony area is provided to the east, overlooking the ovals.

The two-storey option would extend the existing footprint upwards, maintaining the existing concrete apron under the ground-floor verandah.

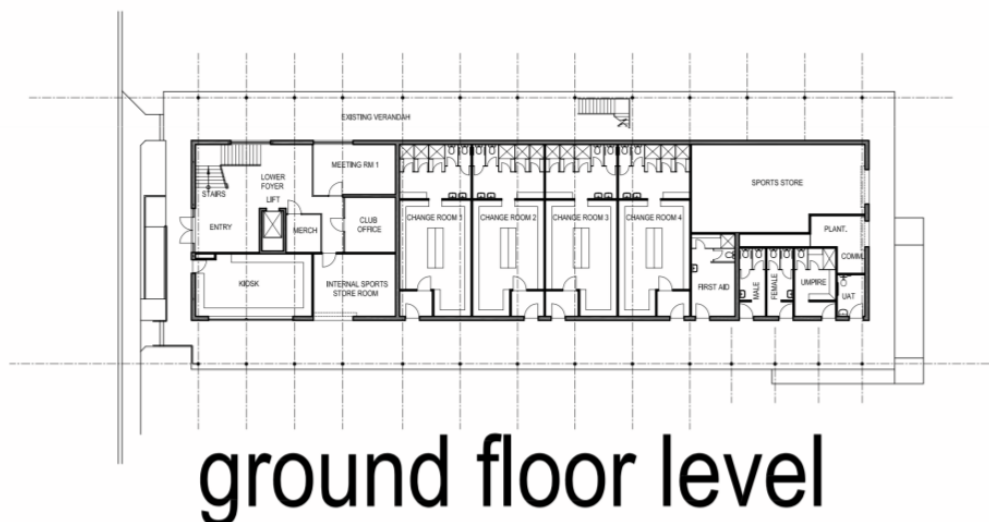


Figure 15: Two Storey Development Option - Ground Floor Design with Converted Changing and Club Administration

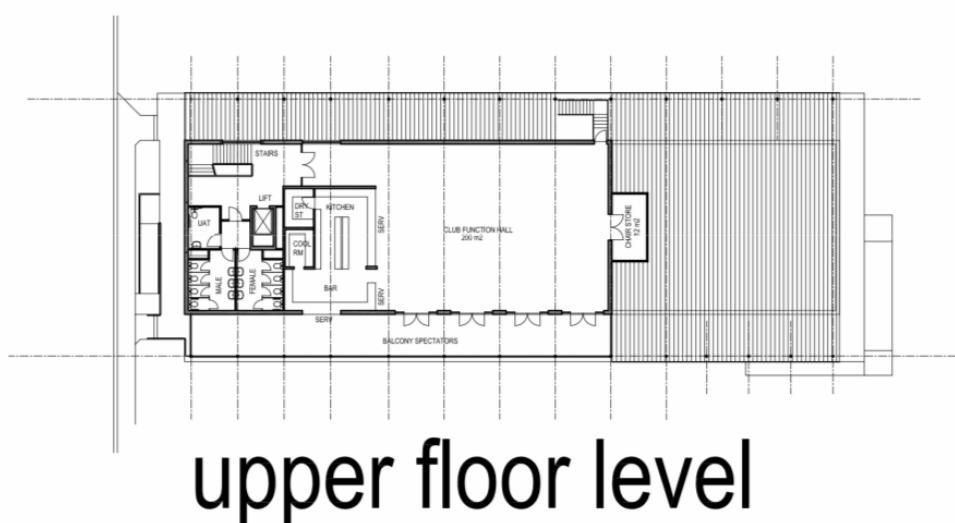


Figure 16: Two Storey Development Option with Function Facility on First Floor

10.2 Order of Probable Cost – Comparing the Two Options

The Order of Probable costs for both options is provided overleaf (Table 11 identifies the ground-floor development costs, and Table 12 shows the two-storey development costs). The building cost for the ground-floor extension is just under \$2m, while the two-storey option is \$4.32m. When other project development costs and contingencies are considered, the comparative figures indicate a cost differential of almost \$4.6m.

Table 11: Single Storey Order of Probable Cost

ATWELL RESERVE ESTIMATE		Club Room Redevelopment	
Item	Description	Quantity	Total (\$)
1.00	BUILDING		
1.01	Allowance for building	870m ²	1,995,000.00
	TOTAL BUILDING COST	870m²	1,995,000.00
2.00	External Works & Landscaping		
	External Works & Landscaping Sub Total		245,000.00
3.00	Site Services		
	Site Services Sub Total		98,000.00
4.00	TOTAL CONSTRUCTION COST		2,338,000.00
	On-Costs - Sub Total (Design, Construction Contingencies, % for Art and Professional Fees)		949,850.00
5.00	GROSS PROJECT COST		3,287,850.00
	Escalation - Sub Total to June 2028		682,228.88
6.00	ESCALATED NET PROJECT COST		3,970,078.88
6.02	Project Management Costs	10%	397,007.89
7.00	Total Authority Costs		397,007.89
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST		\$4,367,086.76

Table 12: Two Storey Cost

ATWELL RESERVE ESTIMATE		Club Room Redevelopment	
Item	Description	Quantity	Total (\$)
1.00	BUILDING		
1.01	Allowance for building	1043m ²	4,320,000.00
	TOTAL BUILDING COST	1,043m²	4,320,000.00
2.00	External Works & Landscaping		
	External Works & Landscaping Sub Total		475,000.00
3.00	Site Services		
	Site Services Sub Total		98,000.00
4.00	TOTAL CONSTRUCTION COST		4,893,000.00
	On-Costs - Sub Total (Design, Construction Contingencies, % for Art and Professional Fees)		1,836,750.00
5.00	GROSS PROJECT COST		6,729,750.00
	Escalation - Sub Total to June 2028		1,396,423.13
6.00	ESCALATED NET PROJECT COST		8,126,173.13
6.02	Project Management Costs	10%	812,617.31
7.00	Total Authority Costs		812,617.31
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST		\$8,938,790.44

The Order of Probable Costs excludes the following:

- GST
- Environmental Offset/Management Plans etc.
- abnormal ground conditions/contaminations
- Major service diversions
- Major utility upgrades/contributions & headworks
- Work to any conservation areas
- Fences to general site
- Legal costs, site costs, agent fees, finance etc.
- Land purchase costs

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

A detailed breakdown of the costs is provided in Appendix 9.

10.3 Asset Management and Facility Replacement Obligations

The development will need to be considered in the context of managing the existing asset and ongoing financial implications for both the broader site and asset renewal. It is understood that the City building renewals are based on the condition of assets, and that figure is flattened to match a \$ yearly budget and spread over 10 years. A high-level assessment of the ongoing budgetary implications has been undertaken for the upgraded pavilion/clubhouse and broader maintenance of the oval and existing floodlighting. The assessment assumes the following:

- Allowance for Oval Maintenance and treating Sting Nematode (Annual Fee) of \$7,500
- Annual Maintenance of the two oval infrastructure of \$50,000
- Annual commitment for building renewal (assume 40-year life expectancy). This assumes a total construction cost for the whole building of \$4.8m (having regard to the current extension construction cost of \$1.95M).
- Building Finishes - Allowance for % annual painting/refurbishment
- Fit out of \$30k over 10 year period
- Floodlighting to Oval \$35k (2nd oval Excluded - to be undertaken post 2028 - TBC) – over a 10-year period.
- Reticulation replacement \$1m (every year 20)
- Disability Access Compliance \$30k (over a 10-year period)
- Electrical Services \$45k (over a 10-year period)
- Floor Finishes \$30k (over a 10-year period)
- HVAC \$10k (over a 10-year period)
- Plumbing and Roof \$25k (over a 10-year period)

An annual of 4% is applied to all of the figures across a 20-year timeframe. The annual maintenance and replacement cost to be allocated to the building is identified in table 13 from 2028 to 2047.

Table 13: High-Level Asset Management and Replacement Cost

2028	2029	2030	2031	2032
\$249,200	\$259,168	\$269,534	\$280,316	\$91,528
2033	2034	2035	2036	2037
\$303,189	\$315,317	\$327,930	\$341,047	\$354,689
2038	2039	2040	2041	2042
\$368,876	\$ 383,631	\$398,977	\$414,936	\$431,533
2043	2044	2045	2046	2047
\$448,795	\$466,746	\$485,416	\$ 504,833	\$525,026
OVERALL 20-YEAR ASSET MANAGEMENT AND REPLACEMENT COST				\$7,420,697.18

11. Management Options

The management options for Atwell Reserve are heavily influenced by existing City of Cockburn policies. The Policy for the Usage and Management of Community and Sporting Facilities specifies the purpose of the policy as:

- (1) To provide a management framework for the hire and usage of community and sporting facilities.
- (2) To provide direction to City Officers and the wider community on the extent of provision and ongoing management for minor capital infrastructure.
- (3) To ensure that a consistent and equitable approach is applied to the provision and ongoing management of minor infrastructure.

The policy specifies that the City offers a number of community facilities with multiple spaces to hire for suitable functions, activities and events. In referencing community sporting facilities it references four management options available to ensure the facilities are well maintained and utilised. These include:

- Lease Agreement.
- User Management (Licence) Agreement.
- Seasonal Usage Agreement.
- One-off hire arrangement.

The City's preference for managing sporting clubrooms and multi-purpose community facilities is under a User Management (Licence) Agreement or a Seasonal Usage Agreement with an Incorporated Sporting or Recreation Club/Association. Under these arrangements, charges would apply in accordance with the Council's adopted annual fees and charges schedule.

The minimum standard of provision for floodlighting is for club training level, and this is specified in the policy (including any potential power upgrades required).

Given this stated intent of the City, it is unlikely that the clubhouse building will be available for anything other than a User Management (Licence) Agreement or seasonal agreement. The advantages of this approach are as follows:

- The City will take on the responsibility for most maintenance and asset renewal costs and minimise club risk through well-developed systems.
- Costs can be spread across existing City resources or through the creation of a sinking fund outside of the clubs enabling junior and senior cricket and football clubs to concentrate on the delivery of their sport.
- There will be a high focus on community benefit rather than profit, and it is likely that all clubs' needs will be met annually.
- The City have the ability to focus on the long term.
- The City takes on responsibility for the majority of legislative requirements.
- The City, by agreement, has the ability to use the facility outside of the regular club hours and maximise the community access to the asset to drive a higher usage return.
- It provides the club the greatest level of flexibility and can manage any disputes with the variety of community users without the current clubs having their volunteer resources drained.

The disadvantages of this approach can be:

- The slow and often bureaucratic process which needs to be followed to obtain decisions on expenditure, facility upgrades and / or usage.

- The ability for the club to generate income from the infrastructure may be compromised. This would be subject to the terms of any seasonal hire/lease.
- Existing clubs may not be happy with the restrictions on activities or booking processes.
- There is no guarantee of tenure as the seasonal hire is renewed annually.
- Overall however, this approach is likely to de-risk the potential ongoing asset management obligation which based on current club finances may be difficult to sustain without significant change to the club governance structure.

12. Risk Assessment

A high-level risk assessment of critical considerations was undertaken to determine the level of risk associated with the development. The risk assessment has regard to the complexities related to the development of the clubhouse, limited oval space, and the associated alignment of user groups. It also has regard to the future viability of the clubs and responsibilities in managing the assets. Potential risks are identified under designated risk categories:

- Occupational Safety and Health / Injury / Wellbeing
- Financial
- Service Delivery / Strategic Objectives
- Environmental
- Reputational
- Compliance

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

- Extreme Risks - require careful management and the development of a Risk Management Plan.
- High Risks - require careful management and the development of a Risk Management Plan.
- Substantial Risk - requires monitoring risks and treatment implementation
- Moderate Risk - requires careful management
- Low Risks - would be generally accepted or discarded.

The full risk identification and analysis are contained in Appendix 8. The Extreme and High-level risks and mitigation (treatment) measures are highlighted in Table 14:

Table 14: Major Risks - Description and Treatment Details

Risk #	Short Risk Description	Treatment Details
3	Contemporary football and cricket facilities being constructed within the catchment of the site and drawing members from the current core membership base of Atwell Reserve, resulting in a gradually diminishing membership base.	<ul style="list-style-type: none"> • Development to be ranked high within the City of Cockburn Sport and Recreation Facilities Plan. • Hierarchical provision standards to ensure an equitable level of provision across communities and ensure minimal adverse impact on membership levels. • Strategic planning aligned to State Sporting Associations growth planning targets.
4	Over-play on the oval space results in the surface gradually deteriorating and not meeting the needs of user groups	<ul style="list-style-type: none"> • The existing POS maintenance and investment program is to be reviewed on an ongoing basis. • Parks / Recreation ground inspections (regular). • Updated scheduling/programming controls. • Approach school/college relating to shared use agreement.

5	Inability to negotiate a suitable shared use agreement with the neighbouring Atwell College site to increase the oval space for Auskick	<ul style="list-style-type: none"> • Use existing user agreements between the City and other schools and outcomes as a starting point. • Identify budget commitments to support POS provision and extended playing field use. • Ongoing relationship between the City and the Department of Education
21	Project not delivered within designated timescale.	<ul style="list-style-type: none"> • Development to be ranked as a high priority within the City of Cockburn Sport and Recreation Facilities Plan. • Council to sign of the priority and inclusion within the LTFP. • City review and resourcing to be allocated within known resource availability. • Ongoing engagement with user groups to maintain dialogue and update on the project

13. Funding Plan

The Order of Probable Costs indicate that the estimated the total build cost to be up to \$2.0-4.3m excluding gross and escalation costs. Overall the gross cost of a single storey extension and upgrade to the existing building would be an estimated \$4.367m compared to the two storey option of \$8.938m. Due to the excessive cost associated with the two-storey option it is recommended that the ground floor extension and upgrade is likely to achieve a greater return on investment and likely to be a more attractive proposition to attract partnership support from external funding agencies.

The estimated cost for the construction is based on the specifications provided and current building costs. It has not been evaluated in the market by way of tender. This therefore needs to be recognised as a risk given the current instability within the market which has emerged following the Covid-19 constraints.

Typically sources of funding for sport and recreation facilities seek to involve:

- State and Local Government Funding
- Federal Funding
- Commercial Sponsorship
- Commercial Fundraising
- Community / Club Fundraising and User Group / Contributions

A combination of Council funding with Government Grants and some limited community fundraising would be expected.

The final funding mix from the respective sources will be subject to approvals from the various statutory authorities and any local fundraising efforts (including commitments potentially from peak sporting bodies who have expressed a willingness to contribute).

The following information provides an overview of funding opportunities that may wish to be pursued in greater detail as the facility development options develop through detailed design.

13.1 Funding Options

State and Local Government Funding

Over the past number of years State Government, through the Department of Local Government, Sport and Cultural Industries (DLGSC) has administered the Community Sport and Recreation Facility Funding Program (CSRFF).

The scheme has a maximum funding allowance of up to \$1,000,000 that can be achieved if the application and project meet all of the criteria. It has recently been increased to \$20 million for the 2023-2024 and 2024-2025 financial years, up from \$12m in previous annual budgets.

Funding applications are more likely to be successful if the project aligns with the key findings and priority recommendations identified in Strategic Facility Plans.

The current priorities of the funding program are projects that:

- Demonstrate how the project will increase or maintain participation.
- Improve facilities to encourage greater female participation.
- Encourage development of multi-use facilities.
- Collaborate between local government authorities, schools and community groups

- Demonstrate a partnership between local government and State Sporting Associations or other relevant peak bodies
- Improved environmental sustainability
- Include Universal Design principles.

Federal Funding

Infrastructure Australia provides advice on Australia's infrastructure priorities and evaluate business cases for major projects. Federal government currently has a \$120 Billion rolling 10 year pipeline which is involved in a current review.

In addition to the above is the Federal government 'Play Our Way Program' which emerged from the success of the Matildas at the 2023 World Cup. The \$200m grant program is to provide greater opportunities for women and girls to access, participate and remain involved in sport and physical activity. It will run over 3 years from 2024–25 to 2026–27 and can be accessed by sporting clubs and local government. The guidelines indicate the fund is available in two streams – facilities that are designed for women and girls to encourage them to take part in sport and physical activity and Participation and equipment to tackle barriers such as disadvantage. The club has submitted an Expression of Interest (EOI) for this grant program and is awaiting the outcome.

Commercial Sponsorship

Opportunities can arise to generate funds by organisations agreeing to naming rights for the facility. In addition a number of corporates have arrangements whereby staff can donate funds to a not for profit cause and that company will match those funds and local business can also provide funding to support the facility as a sponsorship for the local sporting club. Within the City of Cockburn the ability to attract such assistance would be limited due to Council policy restrictions.

Additional Peak Body Sporting Programs

The AFL – Breaking New Ground which is managed by the AFL and provides funding for the planning, design, and development of AFL related facilities on school and other innovative sites. The aim of the program, amongst others, is to provide inclusive and accessible facilities, that cater for a diverse range of participants, particularly female participants, improve the quantity, quality and welcoming venue network for Australian Football and maximise the carrying capacity of existing venues and the quality/functionality of field of play supporting infrastructure. Currently, there is limited investment opportunities through this program in WA.

Commercial Fundraising

Traditionally, commercial fundraisers have been used on some recreation and sporting projects to raise additional funds. The results indicate they usually have moderate success but the funds raised are regarded as low contribution levels compared to the high capital cost to build such facilities. Such commercial companies traditionally charge up to 30% of funds raised for their services.

Community / Club Fundraising and User Group Contributions

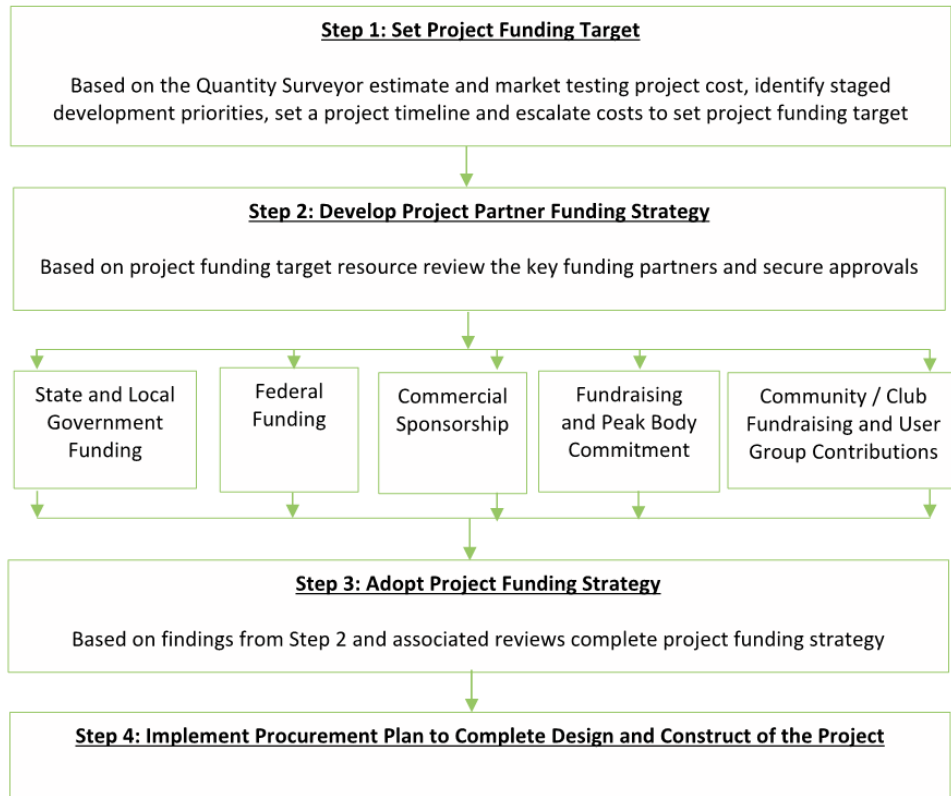
These are generally at a low level and do not contribute significantly to major capital projects. It is more important for clubs and community groups to concentrate on the delivery of their sport and / or recreational programs. The partner clubs have indicated a commitment to contribute to the clubhouse improvements.

The Australian Sports Foundation is a Federal Government initiative whereby funds can be donated to registered projects and any such donations can be claimed as tax deductible. The Foundation deducts a 5% fee and directs the funds to the nominated project.

Crowd funding is also a possible source of funds (i.e. having recently occurred through the development of Pinjar Speedway Track in north Wanneroo which raised up to \$1m).

13.2 Funding Plan

The review indicates that there are a number of tasks to be completed to progress the project to a state of being able to deliver an achievable funding strategy. The flow chart below identifies the actions required to be undertaken during the next phase of the project implementation:



14. Recommendations

The key recommendation is that, of the two options developed, the optimum return on investment is likely to be achieved through the ground floor extension north of the existing pavilion linked to the existing structure. This achieves the following:

- Reconfiguration of the internal space of the existing pavilion to increase the functionality and flexible use of the building. The introduction of additional meeting rooms and administration areas will assist with the ongoing management of both senior and junior activities and provide alternative internal storage options for merchandise and smaller equipment items.
- Provide two additional gender-neutral changing facilities and redevelop the existing and extended changing facilities to ensure full gender-neutral compliance. This will address issues associated with barriers to female participation and provide a more viable facility to service the two ovals. The consultation process identified this as the highest priority to provide an inclusive space for all users of Atwell Reserve.
- Reposition the external storage to provide greater flexibility and improve direct access to the oval space. This will also provide greater passive surveillance and control over the storage components while also increasing security. The high-cost items will be stored within the connecting lobby, which will be locked when not in use for football. This was identified as the second priority to ensure increased capability and accessibility to the two ovals.
- To minimise costs, the existing public toilets/UAT and umpire room, along with the existing kitchen, function, kiosk and associated toilets, chair store, and bar/kitchen store, will be retained. While the club desires a larger function space for AGMs, events, and other hires, the current space is larger than that typically provided by the City at similar district-level pavilions.
- A lower priority of the clubs is the investment in increasing the function room/clubroom space. Due to high costs and limited return on investment (and limited to no ability to attract external grant funding assistance), this was not pursued further.
- Floodlighting of the second oval by the club was not considered as a priority by the clubs, although there would be potential benefit for this to be included. It is, therefore, considered a low-priority option for incorporation within the City's ongoing floodlighting improvement program and not as a fundamental component of the pavilion upgrade. The City will likely incorporate the upgrade in accordance with asset replacement programming at the time of renewal.

While Improved parking availability was identified as a requirement to be addressed in the planning process, further research indicated that there were a significant number of bays available locally to offset any demand for over 1,000 users at one time a rate of 3 occupiers per private vehicle. In addition the access to public transport locally would offset the need for additional parking bays.

The impact of wear and tear on the oval nearest to the pavilion is related to the ongoing management and operation of the site. Due to space constraints, it is not possible to fully address this issue other than through the clubs extending the activities to incorporate greater use of the oval furthest from the pavilion. The costs associated with the pavilions' relocation and re-alignment of the ovals, if located centrally, would be the least cost-effective approach to resolving the over-play issues.

The above also recognises that additional investment is likely to be required to maintain the playing quality of the oval playing surface and potential opportunities to secure a shared use agreement with Atwell College to expand the ability for junior development programs to be expanded on the site. During the engagement process there was minimal response from Atwell College and it is understood that this is now being addressed directly between the City and the Department of Education/Atwell College. The potential to utilise playing field areas within the Atwell College site would enable greater access to surfaces for Auskick to further offset the wear and tear on the existing oval space. This, however, would be the subject

to a separate Shared Use Agreement, which is subject to ongoing negotiation, and an agreed shared maintenance program.

On balance, it is recommended that the City should consider supporting the following at Atwell Reserve:

- The development of the ground floor extension to the current pavilion is a priority project with significant merit based on the needs and feasibility research outcomes. This development should be undertaken in accordance with the Drawing Numbers AO:02 and A2:00 contained in Appendix 8.
- A commitment by the City to incorporate the project within the Long Term Financial Plan to develop the extended pavilion space within a three-year period, subject to exploring external funding opportunities to meet a minimum of one-third of the project cost (ideally half or more from other sources).
- The development of a funding plan shared with the sporting user groups to ensure roles and responsibilities are understood, and the relevant funding sources are approached with a clear and succinct demonstration of the need and project delivery timeline.
- The City will, under a separate process, continue dialogue with Atwell College and the Department of Education to develop a pragmatic shared use agreement to enable the College oval space to be used by existing clubs and establish a maintenance program comparable to the existing Atwell Reserve maintenance program.
- To develop a Memorandum of Understanding between the City and Atwell Reserve Clubs incorporating the above commitment and agreed engagement program with state, federal and peak bodies to ensure consistent messaging.

15. Implementation Plan

In accordance with the City's requirements, an implementation plan is provided identifying the approximate timelines for consideration of the project, securing funding, detailed design and construction. This is provided in Table 15, reflecting the likely reporting and approval timelines, subject to a concerted 12-month fundraising program.

Table 15: Implementation Plan incorporating Council Reporting and Statutory Obligations

Task	Timeline	Responsibility	Deliverables
Needs and Feasibility Report to be Provided to City Officers for Review	May 2024	Clubs	Draft Report
Needs and Feasibility Report Finalised and incorporated within the City's portfolio of projects and prioritised.	June 2024	Clubs/City	Finalised Report and Agreed Recommendations
Report to Council and receive endorsement to include within the Long Term Financial Plan as a project commitment (with indicative budget allocation aligned to a separate CSRFF application).	Aug/Sept 2024	City	Report to Council and adoption as a priority project for investment by the City subject to external funding becoming available .
Following Council Endorsement, incorporate within ongoing advocacy planning for the City.	Aug/Sept 2024	City	Club to continue advocacy work with local state and federal government members.
Update relevant Atwell Reserve Club representatives and confirm plan of action and implications.	Aug/Sept 2024	Clubs	Clubs to inform members of the outcome, responsibilities and timeline
Develop a draft funding plan agreed between the City and relevant clubs regarding future messaging, roles and responsibilities.	Sept 2024	Clubs/City	MoU agreed between City and users Draft funding plan with shared responsibilities developed Establish Project Working Group (PWG) of key Club Reps
Finalise Funding Plan and secure partner contributions.	Sept 2024 Sept 2025	Clubs/City	Agreed funding plan and exhaust funding opportunities.
City continue negotiations with DoE and Atwell College to secure Shared Use Agreement to gain access to upgraded College Oval.	Sept 2024 Sept 2025	City	Shared Use Agreement with Atwell College and aligned maintenance program
City to appoint Project Manager	Aug/Sept 2025	City	PM appointed (internal). Document Control Established.

Task	Timeline	Responsibility	Deliverables
Review license/leasehold arrangements and re-enter or renegotiate to reflect new development and accessibility requirements.	Aug/Sept 2025	Clubs/City	Review undertaken and agreed with PWG recognising future usage arrangements.
Prepare design brief, tender submissions and approval of final design	Sept 2025 – May 2026	City PM and architect	Apoinet Architect Ongoing PM responsibility and PWG engagement
Review planning requirements a) Refine Design and finalise planning submission b) Planning Approval and Satisfy Planning Conditions	Nov 2025 to Jan 2026	City PM and architect	Address all planning conditions and refine design accordingly
Develop detailed design and Subsequent contract documentation: a) Value management review b) Cost plan developed c) Approve design development d) Consult with PWG ongoing e) Contract documentation and head contract documents f) Prepare bill of quantities g) Approve tender docs h) Assess and appoint preferred bidder	Feb 2026 to June/July 2026	City PM and architect	Contract Documentation Cost analysis based on current market. Design revised in accordance with VM review, ESD analysis and PWG feedback. Design finalised Appoint Contractors
Council Reporting (variations and cost reviews) – Internal and External	Feb 2026 to July 2026	City PM	Ongoing cost review and budget variation agreements
Site establishment and mobilisation	Sept 2026	City PM and Builder	Secure sites, install portable units, first aid and emergency systems, signage, H&S requirements etc.
Construction period	Oct 2026 to March 2027	City PM and Builder and architect	Summer Construction period impacted upon by Christmas Break
Practical completion	June/July 2027	City PM	Completion of project and snagging undertaken prior to formal handover

Appendix 1: Document Review

Document	Key Considerations
City of Cockburn Documentation	
City of Cockburn Strategic Community Plan 2020-2030 (29/06/2021)	<p>The Strategic Community Plan (SCP) is the key strategic document identifying the commitment to residents of the City and forms the critical component of the Integrated Planning and Reporting Framework. Some of the key priorities identified through the consultation process established to formulate the plan upon which the City is to focus resources:</p> <ul style="list-style-type: none"> • Security and community safety • Local employment opportunities • Revitalisation of older suburbs • Accessible and inclusive community services • Sustainability and natural environment protection • Open space accessible to everyone • Community engagement and consultation <p>The strategic outcomes include:</p> <ul style="list-style-type: none"> • Local economy – a sustainable and diverse local economy that attracts increased investment and provides local employment • Environmental responsibility – a leader in environmental management that enhances and sustainably manages the local natural areas and resources • Community, lifestyle, and security – a vibrant, healthy, safe, inclusive, and connected community • City growth and moving around – a growing city that is easy to move around and provides great places to live • Listening and leading – a community focused, accountable, and progressive origination <p>Relevance: <i>The strategic community plan provides an outlook for the future planning for the City based upon what the community has identified as being important for the local area. Various infrastructure and services that service various needs of the community will be important to ensure the City provide an inclusive environment for all.</i></p>
City of Cockburn – Corporate Business Plan 2020-21 to 2023-24	<p>The Corporate Business Plan (CBP) outlines the City's key priorities, projects, services and actions over the next four years. It provides an indication of detail for the implementation of the first four years of the SCP 2020-2040 and outlines key service delivery required by the City. It is developed on a four yearly basis and reviewed annually.</p>

Document	Key Considerations
	<p>The City has taken Council and community priorities, informing plans the post COVID 19 impacts on economic, social and environmental challenges and Federal and State Government plans into consideration during the development of the CBP.</p> <p>Relevance: <i>The Corporate Business Plan provides an outline of key priorities for the City for the next four years. Using the CBP alongside the SCP there are a number of key opportunities identified by the community for future planning of the City. The plan also provides a clear understanding of what the local community would like to see in order to service the different requirements of the local residents and ensure that City has long lasting and sustainable infrastructure and resources.</i></p>
City of Cockburn – Long Term Financial Plan 2020-21 to 2029-30	<p>The LTFP commits the City, which has an operating income of \$1.749B to spend \$1.694B in operating expenditure throughout the life of the plan. It stats the City will outlay \$699m on new capital projects and loan repayments. There is an alignment with Strategies, Asset Management and Revitalisation Plans within the LTFP which substantiates the commitment given.</p> <p>The City of Cockburn’s financial objectives are:</p> <ol style="list-style-type: none"> 1. Maintain the existing range and level of service provision whilst developing the capacity to grow and add new services. 2. Implement COVID-19 financial measures including zero % rate, fee and charges increase for 2020-21. 3. Maintain a strong cash position, ensuring Council remains financially sustainable in the short, medium and long term; 4. Achieve operating surpluses and balanced budgets; 5. Maintain debt/borrowing levels within prudent guidelines; 6. Continue to pursue grant funding for strategic capital projects from the State and Commonwealth Governments; 7. Provide for rate increases that enable appropriate capital works (asset renewal, growth/expansion & upgrade) and asset maintenance; 8. Ensure value for money is a key objective in all council expenditure; 9. Use of cash reserves to achieve inter-generational equity, smooth out year on year rate increase and reduce reliance on debt; 10. Improving trends in the key financial ratios; and 11. Maximise revenue from fees and charges through full cost recovery or market pricing where appropriate. <p>Relevance: <i>The LTFP provides an opportunity to be flexible with allocated budgets where a surplus is known. The significant projects identified however will require ongoing review relating to their cost and timeline given the current uncertainty in the construction market and ongoing price rise / labour shortages. It is likely that for the foreseeable future the capacity to invest in additional new infrastructure will be limited. It is not anticipated that there will be a consideration to rationalise / remove reserves given the identified shortfall within the City. A focus will therefore need to be on improving efficiencies / maintenance / usage. The consideration for community buildings will be an ongoing review of their need, current and projected use and efficiencies. Asset management budget control and increasing the sustainability of infrastructure will assist in providing costs savings which may be re-apportioned / attributed to facilitate the development of infrastructure where there is a recognised deficit.</i></p>

Document	Key Considerations
Community, Sport and Recreation Facilities Plan 2018-2033 (2/04/2019)	<p>The purpose of the CSRFP is to provide strategic direction and guidance in the provision of community, sport, and recreation facilities. the increased population has placed pressure on the City's community, sport, and recreation facilities. The CSRFP aimed to:</p> <ul style="list-style-type: none"> • Review and identify major implications of previous studies and plans • Consult and consider the needs of the broader community in the development of future community, sport and recreation facilities • Understand trends in the future participation of sports and ensure that the right mix of facilities are provided to reflect the demand which an actual sport will have in to the future • Understand trends in community facility provision and specifically how they relate to the city of Cockburn community • Determine the needs of the community in the provision of facilities and prioritise the developments proposed to occur <p>When consulting with the community and key stakeholders the following were outlined as key needs and requirements:</p> <ul style="list-style-type: none"> • Develop art and cultural facilities • Improve and increase community centres and spaces • Increase and improve sporting reserves • Improve existing sporting facilities and opportunities • Improve and increase opportunities for recreation/physical activity • Improve and increase supporting infrastructure • Accessibility, inclusion, and affordability • Uneven distribution and standard of facilities • Facility provision keeping up with population growth <p>The plan was broad but a significant focus was on the need for the development of additional sporting facilities in the City following a previous identified shortfall of sporting/recreational spaces and associated facilities referenced in the 2009 Sport and Recreation Strategic Plan. The plan committed over a 15 years period to build 11 new sport and recreation facilities and upgrade 12 existing facilities. It also committed to 12 new community facilities and upgrading of 8 existing facilities, the development of six new BMX, Skate Parks and Pump Tracks.</p> <p>Relevance: <i>The plan provides 53 key recommendations for Council to implement when it comes to community, sport, and recreation. There were recognised shortfalls in the plan in respect of culture, heritage, arts and specific purpose facility provision although the analysis of sport, recreation, community centres and libraries was strong. This has led to a slight imbalance in the way facilities have been developed and delivered to meet community needs. It also became apparent with a number of proposals, that a high degree of pre-planning work was required to address a series of statutory and non-statutory obligations, including areas where the City had limited control (i.e. land not transferred into the City's control or state government being the final determining authority) . These have placed significant and unforeseen delays in project delivery. The resultant unrealistic timelines were further compounded by the</i></p>

Document	Key Considerations
	<i>impact of Covid-19 and the instability in the construction market has further impacted on project delivery capability. While the City recognises the need to provide high standard facilities for the community and establish priorities for facility development, the challenges related to the development of future projects is complex and requires a different approach which sets out the constraints, business rationale and an open and transparent prioritisation process which is not aligned to a definitive and unrealistic timeline for delivery.</i>
Disability Access & Inclusion Plan 2023 – 2028	<p>The DAIP which was adopted by Council in June 2023 identifies a series of achievements which have been delivered including:</p> <ul style="list-style-type: none"> • Accessible events checklist and training of staff. • Purchasing of beach wheelchairs and portable hearing loops and speakers. • Procurement reviews completed with more stringent requirements placed on projects in relation to access and inclusion. • Access audit of Cockburn ARC completed and reviews of signage at specific venues with improvements implemented. • Adoption of Access and Equity policy. • Updated processes and procedures to increase disability awareness. <p>Initiatives 2023 –2028 highlight the following:</p> <ul style="list-style-type: none"> • Developing the capacity and capability to support accessible and inclusive events. • Enable people with a disability of all ages to access and utilise an inclusive meeting place. • Ensure new buildings and facilities, including upgrades exceed minimum disability access requirements where possible. • Expand accessible facilities within the City. <p>The DAIP is to be resourced through normal operating funding.</p> <p>Relevance: <i>The DAIP is a critical document to consider when developing proposals into projects. In particular the DAIP references (where possible) the need to exceed minimum disability access requirements. This needs to be budgeted for in any project proposed as should the requirement to undertake a full Access Audit throughout the design and development phase. For existing non-compliant buildings a program will need to be put in place to upgrade and enhance to ensure compliance wherever practical. This will need to be incorporated in future capital works plans, if not already considered.</i></p>
Land Management Strategy 2017-2022 (10/05/2021)	<p>The aim of this Land Management Strategy is to establish an effective framework to manage the City's land portfolio in a way to maximise financial returns and support the financial sustainability of the City. The City seeks to effectively manage land moving forward including the acquisition of new land for where available to facilitate the outcomes of the CSP. The key objectives include:</p> <ul style="list-style-type: none"> • To facilitate the effective management of the City's land portfolio and ensure that all land dealings are undertaken in accordance with legislative requirements • To identify the City owned land that has the potential to value add to drive new strategic land and community infrastructure investment

Document	Key Considerations
	<ul style="list-style-type: none"> • To identify and implement methodologies in order to drive land disposal priorities and ensure sufficient resources (both the financial and human) required to undertake land disposal are secured. • To set out where land should be held by the City, based on the principle of such land contributing to the delivery of services undertaken by the City to achieve the outcomes expected of the Strategic Community Plan • To identify City owned land that has value of a strategic nature, to ensure development proposals optimise long term financial benefits for the City. <p>When undertaking land transactions, the City must consider the potential economic, environmental and social implications as well as the risk involved when making such decisions. The City also has a number of major land holdings which provide major investment opportunities which are being dealt outside the Land Management Strategy as they involve a variety of strategic investment and operational considerations. These include the City of Cockburn Administration Land (Lot 20 Rockingham Road, Spearwood), Lot 7 Linkage Avenue, Cockburn Central, Henderson Waste Recovery Park and Latitude 32. Of these only the City of Cockburn Administration Centre has a direct impact on the CSRFP.</p> <p>Relevance: <i>The Land Management Strategy will provide the City with the ability to manage its land portfolio effectively and efficiently. The strategy provides principles which will be implemented to underpin land asset disposal and purchase decisions. It is recognised that the acquisition of freehold land and use of existing freehold land is unlikely to be a priority for future community infrastructure development, except in exceptional circumstances. There may however be circumstances where the only option is to develop on freehold land or where such land could be used to facilitate land swap opportunities with other land owners / developers to facilitate meeting community needs for specific infrastructure requirements.</i></p>

Document	Key Considerations
Asset Management Strategy 2017-2024 (8/05/2018)	<p>This strategy outlines the City's planned implementation and integration of best practice for asset management planning, systems, and processes into council operations. The City's vision is to ensure that the Council's infrastructure and other assets are provided and maintained in a manner that achieves the community and technical service levels that the city aspires to and the stakeholders require. This is done in a cost-effective manner with a balance of creation, preservation, enhancement, and disposal.</p> <p>There are 4 key objectives that will help the City improve its asset management are:</p> <ul style="list-style-type: none"> • Asset management plan development and adoption • Completion of infrastructure asset condition surveys • Completion of an asset management continuous improvement and benchmarking audit • Further implementation and development of the technology one asset management information system <p>The financial status of the council owned assets is referenced in the table adjacent.</p> <p>Relevance: <i>The City recognises the importance of managing its assets to achieve optimum life whilst maintaining levels of service. By scheduling 4 yearly surveys for the major asset groups, it will ensure that the City has a greater understanding of what assets they have and how they are performing. Asset Management and limited financial capabilities are critical considerations related to the development of new infrastructure. While budgets have been set aside for a range of new projects it is likely that alternative funding sources will need to be sought for many new major capital build and this will need to take into account ongoing operational costs. The alternative option is to improve current building efficiencies and use and rationalise building and POS provision to ensure it is responding to an identified need. The co-location and multi-functional use of existing facilities will need to be reviewed and only in exceptional circumstances should single users occupy / control community assets.</i></p>

Asset Group	Replacement Cost (\$000)	Fair Value (\$000)	Annual Depreciation (\$000)
Roads	\$577,410,636	\$351,679,673	\$13,234,068
Buildings	\$288,548,238	\$215,145,419	~\$5,360,475
Parks & Environment	\$62,627,361	\$40,278,320	\$3,376,249
Marine & Coastal	\$52,608,256	\$51,343,715	~\$946,000
Fleet & Plant	\$23,147,536	\$14,341,903	~\$2,872,152
Drainage	\$253,243,592	\$204,129,169	\$2,532,436
ICT	\$4,472,378	\$3,595,365	\$1,165,817
Footpaths	\$65,378,280	\$41,062,238	\$1,369,284
Total	\$1,327,436,277	\$921,575,802	\$20,437,592

Table 1

* Includes Cockburn ARC

Document	Key Considerations
Community Development Strategy 2021-2025 (9/07/2021)	<p>The Strategy supports the asset-based approach of community development that the City has been trying to implement as well as continuing to have a focus on neighbourhoods, place-activation and facilitation of grassroots community organisations. This strategy identifies four focus areas:</p> <ul style="list-style-type: none"> • Connecting neighbourhoods – people get to know each other and are connected at a local level, creating a sense of identity, belonging, security and pride • Working together- fostering a strong network where people, communities and the City collaborate, share and learn • Strengthening resilience – ensuring communities are responsive, strong, adaptive, and capable. • Building relationships – recognising that strong relationships are the key to a healthy and thriving community <p>During the consultation process for this strategy the following priorities were identified as key ones for the community:</p> <ul style="list-style-type: none"> • Participation • Inclusion • Local activity • Support for people • Support for groups <p>Through the consultation process it was identified that the City needs to continue to advocate and support the community as well as focusing on neighbourhood development and activation, environmental participation, and a stronger focus on diversity and inclusion.</p> <p>Relevance: <i>The strategy identifies four key focus areas and priorities for future consideration that work towards bringing people together and breaking down any potential barriers that may exist so people from all backgrounds cultures are engaged in supporting and developing a diverse range of community facilities and services.</i></p>
Reconciliation Action Plan 2018-2021	<p>The City of Cockburn's RAP of 2018 to 20321 set out the vision for reconciliation as creating an inclusive community with strong relationships across cultures based on mutual respect and understanding. The actions to be undertaken by the City will help to close the gap between Aboriginal and Torres Strait Islander people and other Australians. Closing this gap will help with all people feeling valued and want to participate in the community.</p> <p>The RAP focused around five priorities:</p> <ul style="list-style-type: none"> • Maintain and build on the good results of previous RAP's • Embed reconciliation in practice across all business units in the origination, ensuring shared reasonability in achieving deliverables. Track and measure progress through the development of effective reporting systems • Improve outcomes in Aboriginal employment through stronger connections with Aboriginal students • Develop an Aboriginal Cultural and Visions Centre as the centre piece of community reconciliation

Document	Key Considerations
	<ul style="list-style-type: none"> • Address the question of the date of Australia Day celebrations <p>The City is currently reviewing the 2018 - 2021 RAP, noting achievements as well as actions not yet achieved. It is expected that the new RAP 2023 - 2025 will be in place by July 2023. It is to allow the City time to reflect on the state of reconciliation work across Cockburn and set new goals as required.</p> <p>Relevance: <i>It is important for the City to continue to build on the progress that it has made in terms of reconciliation with the Aboriginal and Torres Strait Islander people. This is particularly relevant in respecting land which has significant historical and heritage value. Much of this information is still being captured and can have an impact on the viability or otherwise of specific projects. By having a strong relationship and providing the Aboriginal and Torres Strait Islander people with respect and acknowledgement will allow for more effective community facility planning. It will also ensure a greater involvement in how services and facilities can be best developed and will help in connecting and bringing people of all cultures together. The ability to capture information from First Nation people across the City related to the land and its historic context will ensure a greater level of understanding and inclusion in the decision making process.</i></p>
Public Open Space Strategy 2014-2024 (5 Year Review) (26/07/2019)	<p>Public Open Space is the most viable asset the City is responsible for providing, managing and maintaining. Public open space is recognised as offering a number of different services to the community including opportunities for social and recreational pursuits, community development, improved amenity, green spaces and ecological functions. To ensure that that assets are sustained now and for the future this strategy guides development and puts in place sound management principles.</p> <p>The strategy is developed to help guide the City in its future allocation of resources, decision making and effectively respond to trends and issues that are associated with public open space.</p> <p>The Public Open Space Strategy has been centred around five themes:</p> <ul style="list-style-type: none"> • Classification – establishes dual classification system identifying the primary function and open space hierarchy to inform the community of the provision of POS, including how the City will manage and invest in infrastructure to ensure sustainability for future generations. • Value – define the character and diversity of the parks and community hubs ensuring they are safe and functional spaces which enable sporting and social recreational pursuits and provide relaxation nodes for the community. • Participation – create a strong alliance with the community, state and local governments, education and health departments and private sector to achieve shared use and common goals and ensure that parks are accessible to people of all abilities in the community. • Connectivity – establish streetscape environments that connect to POS by creating shady streets with good tree canopy cover to encourage walking and to provide wildlife to move across the City.

Document	Key Considerations
	<ul style="list-style-type: none"> Responsible management – invest in maintenance to provide substantial benefits to the community along with sustainable development combined with strong asset management principles to ensure spaces are enjoyable and sustainable. <p>Relevance: <i>This strategy identifies the importance of public open space not only to the community but also for the City of Cockburn as one of its most important assets. The themes that have been identified will allow for the City to place significant plans in place to ensure that the required services and facilities are delivered for the community. The more flexible the approach to the use of POS can assist with the breaking down of cultural and social barriers. In particular the development of integrated sport, youth, seniors, cultural and arts infrastructure aligned to social meeting spaces and associated infrastructure to facilitate this approach is important to facilitate strong and ongoing community connectivity.</i></p>
<p>Children and Families Strategy 2016-2021 (12/04/2017)</p>	<p>The City of Cockburn, Children and Families Strategy 2016 – 2021, outlines the role for the City of Cockburn to prioritise and contribute to delivering a coordinated approach to children and families.</p> <p>The strategy identifies eight priority actions which include:</p> <ul style="list-style-type: none"> Investigate the development of a City-wide play space plan Continue provision of existing services for families including Children’s Development, Early Years, Child Care, Cockburn Support, Financial Counselling and Library services. Review the options for pre-school aged children during the school holidays. Investigate providing small, family-friendly music and other pop up events. Advocate for a Multicultural Officer position at the City to adequately assess and address the unique need of these families Develop a whole of community action plan to work in partnership with key stakeholders to improve AEDC results in targeted suburbs. Advocate for a whole of City approach to consulting with children including the Children’s Reference Group (CRG), when planning and developing events, programs, services and facilities that affect children. Involve Children’s Development and/or consult with children in the development of all new playgrounds and play spaces <p>Data collected shows that 18% of the City of Cockburn’s population are aged between 0 and 12 years old and 21% of all household are couple with young children. In developing the CSRFP recognition is given to the critical priority actions and, in particular, engaging with children and families during its evolution.</p> <p>Relevance: <i>The Strategy identifies initiatives to be implemented in the delivery of children and family support services and associated infrastructure. While early childhood learning is being picked up within a school setting the City have an important role to perform in</i></p>

Document	Key Considerations
	<i>facilitating the development of the family and child support network through early years provision. It will be important to address any current gaps in infrastructure provision and where current resources may be utilised more effectively/ efficiently.</i>
Age Friendly Strategy 2016-2021 (18/10/2016)	<p>The Age Friendly Strategy consolidates previous City plans, research and community engagement results and builds on current international, national and state knowledge, relating to the concept of active ageing. The Age Friendly Strategy has identified the vision which is for <i>older people within the City of Cockburn are valued, have optimal opportunities for good health, active participation, a sense of security while enjoying structures and services that are accessible to and inclusive of their needs.</i> As part of the consultation process the following themes were identified as significance by the community:</p> <ul style="list-style-type: none"> • Seating and shade in a parks and public spaces • Managing dogs in parks • Engaging with the business community • Appropriate housing options • Disseminating information • Satellite services • Linking culturally and linguistically diverse communities • Lifelong learning centre • Intergenerational activities • Hearing the views of older people <p>Specific achievements include the development of the Men's Shed and Seniors Centre (which operates with in excess of 1,200 members currently). Currently, suburbs with high concentrations of people 55 years and older include Bibra Lake, Coogee and North Coogee, Hamilton Hill, Jandakot and Spearwood. Suburbs to experience significant growth in this age group including Hammond Park, Wattleup, Henderson, Success and Beeliar.</p> <p>Relevance: <i>The Plan follows the World Health Organisations approach to active ageing and given the high levels of residents at or approaching retirement age within the City. This will become more acute as the population ages in place and the demand for seniors provision required within the City expands further. The ageing community of the future is likely to require a different level of provision to that offered today albeit the health and related care requirements are likely to expand. There will be a growing cohort of the population that do not have the financial capability to access private services provided within lifestyle villages and may be isolated due to limited public transport accessibility. It will be important to ensure that future planning takes into account these limitations and ensures equity of access, as far as practicable, is maintained to the seniors facilities.</i></p>

Document	Key Considerations
City of Cockburn Sustainability Strategy 2017-2022	<p>The strategy sets out the City's guiding principles on sustainability which includes:</p> <ul style="list-style-type: none"> • Integrated Decision Making • Provide for equity within and between generations • Conservation of biological diversity and ecological integrity • Act cautiously when there is a risk of serious or irreversible impacts on the environment or the community • Recognise dimensions beyond our borders while concentrating on issues we can influence • Provide for broad public involvement on issues that affect the community <p>The strategy sets out a series of sustainability targets related to water conservation, waste minimisation, energy and emissions reduction, biodiversity, liveability and social capital. The document is underpinned by the City's Sustainability Policy which further states the Council will design, build and operate all community facilities and civic infrastructure in a sustainable manner. All new Council facilities exceeding a budget of \$1 million will set aside a minimum of three percent (3%) of the total project cost for innovative ESD initiatives.</p> <p>Relevance: <i>The City sustainability policy should underpin any new or existing development proposals. In order to achieve the sustainability targets identified it will be essential to build in additional financial resources within all project proposals (in particular with those over \$1m where an additional 3% of the budget is to be allocated to additional environmental initiatives).</i></p>
State and Industry Publications	
State Planning Strategy 2050	<p>The Strategy outlines the Government's intention to undertake a collaborative approach in planning for the State's land availability, physical and social infrastructure (community facilities), environment, economic development and security. Social infrastructure (physical and social) is referenced as required to enable liveable, inclusive and diverse communities to grow and develop. It incorporates:</p> <ul style="list-style-type: none"> • Spaces and places – creating spaces and places that foster culture, liveability, enterprise and identity. • Affordable living – enabling affordable living through housing diversity and compact settlements. • Health and wellbeing – encouraging active lifestyles, community interaction and betterment. <p>It states all levels of government have a role to play in the delivery of social infrastructure which is highly complex. It includes schools, hospitals, civic centres, aged care, public open spaces as well as 'soft' elements of community infrastructure, which include social services, community building and culture and arts programs. 'Soft' elements may include programs, resources and services while 'Hard' elements related to buildings within which the soft elements are often located. The Open Space and Community Infrastructure</p>

Document	Key Considerations
	<p>Strategy does not incorporate all of these elements (i.e., schools, hospitals, civic centres, and aged care but does incorporate the remainder, even if provided in partnership with others).</p> <p>The attraction and retention of skilled workers, who require access to well-developed social infrastructure and social services, is identified as a critical issue. The strategy recommends that as each community has different social infrastructure needs, a detailed understanding of a community's makeup, cultural and social connections, and social pressures is required. This has to be seen in the context of an overall infrastructure framework and limited capital environment (particularly with reference to the management of the assets on an ongoing basis).</p> <p>Public and private investment in social infrastructure is seen as essential. The financing of social infrastructure, in particular the 'soft' elements, will require innovative and creative approaches and partnerships. This also needs to consider the revenue gap that is created from social infrastructure and the cost of providing and maintaining the infrastructure (i.e. subsidy of programming and the management / maintenance of the assets).</p> <p>Relevance: <i>The focal point for future growth within the City of Cockburn is to provide an environment which is likely to attract and retain key workers and their families. The provision of a diversity of social infrastructure and capability to provide for events is critical in achieving this aim.</i></p>
South Metropolitan Peel Sub-Regional Planning Framework (March 2018)	<p>As part of the <i>Perth and Peel@3.5million</i> suite of land use planning and infrastructure frameworks, it seeks to ensure that Perth and Peel grow into the communities of tomorrow and has a key focus on an integrated public transport network while staging and sequencing urban development to inform public investment. The plan covers the Cities of Armadale, Cockburn, Gosnells, Kwinana, Mandurah and Rockingham, as well as the shires of Murray, Serpentine–Jarrahdale and Waroona. In respect of social infrastructure it states the South Metropolitan Peel Sub-Region framework seeks, amongst other requirements, to achieve more consolidated urban form; strengthen key activity centres; identify requirements for key social infrastructure. In referencing Community and Social infrastructure the following are to be noted:</p> <ul style="list-style-type: none"> • The provision of health, education and sport and recreation services in the sub-region will need to accommodate a growing and ageing population. • The focus for the sub-region will be the co-location of key community and social infrastructure to promote better use of existing infrastructure and facilities. • New open space areas requiring irrigation will need to investigate non-potable water supply options guided by relevant water management strategies.

Document	Key Considerations
	<p>Reference to other elements of social infrastructure are not specifically identified, with the exception of schools, health and further education sites which could potentially contribute to addressing need for performing arts, community meeting rooms, function, sports hall, playing field and other hard court sporting provision (subject to entering into a shared use agreement).</p> <p>Relevance: <i>Within the City of Cockburn the focal point is likely to be on existing infrastructure, renewal, replacement and / or consolidation. With the greater cost of build and the extensive assets which the City needs to manage on an ongoing basis, alternative funding opportunities will need to be considered to fill potential shortfalls. There are potential opportunities which need to be considered regarding land held in freehold as these provide the opportunity to raise capital for future community infrastructure development. They also may provide an opportunity to address recognised gaps in POS provision through joint agreements with education (public and private).</i></p>
State Planning Policy 3.6 Developer Contributions for Infrastructure (2021)	<p>This document sets out the principles and considerations that apply to development contributions for the provision of infrastructure in new and established urban areas. It identifies community and recreational facilities as infrastructure where development contributions can be sought. Contributions may be sought for new items, land; upgrade in the standard of provision, extensions, replacement and reasonable costs associated with the preparation, implementation and administration of a development contribution plan.</p> <p>The policy in referencing Social Infrastructure items, states that they may only be included in a DCP if those items are first identified as being necessary in a local government's Strategic Community Plan and capital works program. Local governments are required to identify the community infrastructure needs that impact on the development contribution plan. Methods for calculating contributions include: Cost.</p> <ul style="list-style-type: none"> • Contribution = (Infrastructure Demand x Contribution Rate as set out in a cost apportionment schedule) x Indexation factor. Each DCP should be time limited to the development. All items must be justified. • A maximum levy for infrastructure of \$5,000 per dwelling shall apply for local governments seeking contributions for the capital cost of community infrastructure <p>Each DCP for Social Infrastructure must be supported by projected growth figures including the number of new dwellings to be created per catchment level.</p> <p>Relevance: <i>The City of Cockburn will need to consider the likely implications on existing and potential future POS and Community Facilities related to an increase in residential density. The requirement will be to offset additional costs through astute use of DCP opportunities. In areas where opportunities are constrained, it may be possible to enhance existing infrastructure and extend their service capability through this process.</i></p>

Document	Key Considerations
State Planning Policy 7.3: Residential Design Codes Volume 2 – Apartments (RDC Vol. 2) May 2019	<p>Section 2.8 of Part 2 under the document references Development Incentives for Community Benefit. Under this section it provides guidance for local government on relevant considerations to establish development incentives that may be provided in exchange for community benefit in nominated areas. Under the guidance, additional plot heights may be obtained for tangible community benefits such as public amenities, culture and recreation facilities. The cost and value of community benefit must be capable of being objectively measured and assessed and a local government must determine whether the incentive is sufficient to attract investment into the desired community benefit and is broadly commensurate with the additional development entitlement.</p> <p>In calculating the development incentives they should not become the default development standard in the area and should be limited to a focused area or specific site that is identified for community infrastructure. They can include public open space and provision of public facilities on private land such as cultural facilities, public toilets, change rooms, end of trip facilities, meeting places, public pre-school or child care facilities and associated open space. The figure should also consider whole of lifecycle costs and maintenance.</p> <p>Weighting should be applied according to the local governments' desired outcomes and the amount of community benefit provided in exchange for the additional development potential or flexibility. The calculation needs therefore to be directly related to a particular defined site / development / activity area.</p> <p>Relevance: The policy advocates the use of development incentives which may be used to achieve tangible community benefits such as public amenities, culture and recreation facilities. This has the potential to offset contributions through the public purse for much needed infrastructure or public open space provision / enhancements.</p>
Draft State Planning Policy 2.9 - Planning for Water and Planning for Water Guidelines	<p>This provides guidance on urban water management matters and assists in the management and sustainable use of water resources. The new draft policy intends to deliver a consistent approach to drinking water source protection across WA and minimisation of contaminants entering water resources. The guideline re-enforces the issue of climate change including reduced groundwater and surface water availability for non-drinking water supplies to irrigate green spaces and the need to consider water conservation for non-drinking water uses, including the impact on water dependent fauna, flora and ecosystems.</p> <p>Relevance: While only in draft the draft policy which was published in August 2021 provides guidance on streamlining and simplifying the current framework to deliver greater clarity around how water-related provisions are implemented. This is important in the future consideration of water management.</p>
Strategic Priorities for Western	<p>This document outlines the key priorities and the practical support required from stakeholders to progress community sport in Western Australia. It has been developed by SportWest, the independent peak industry body for sport in Western Australia which</p>

Document	Key Considerations
Australian Sport (SportWest 2020)	<p>exists to promote, strengthen, and advocate for the sports community of Western Australia. The document is for the period 2020 to 2024 and includes the following selected key priorities and actions:</p> <ul style="list-style-type: none"> • Building capability by developing people and organisations who support the industry through more effective governance structures and more effective support for volunteers. • Improving access to participation opportunities through greater investment; inclusive policies and managing cost through greater investment in facilities, inclusive and sustainable policies, and managing participation and delivery costs. • Growing the sports sector through embracing knowledge, collaboration, data collection, and technology to promote the value of community sport. <p>Relevance: <i>The importance of collecting and analysing participation and usage data is emphasised. It is essential that a monitoring and evaluation framework is established which identifies realistic performance targets associated with each level of infrastructure. This should relate to acceptable usage levels and achievable targets having regard to the functionality and capacity of each facility.</i></p>
Classification framework for public open space (Department of Sport and Recreation) 2013	<p>Within the Classification Framework for Public Open Space, different types of POS infrastructure are categorised by primary function: recreation, sport and nature space; and by expected catchment: local, neighbourhood, district or regional open space.</p> <p>Descriptions of primary function comprise:</p> <p>Recreation Space: Provides a setting for informal play and physical activity, relaxation and social interaction. Includes open parkland and gardens, community gardens, corridor links, amenity spaces, community use facilities, civic commons or squares.</p> <p>Sport Space: Provides a setting for structured sporting activities. Includes playing surfaces, buffer zones and supporting infrastructure such as clubrooms.</p> <p>Nature Space: Provides a setting where people can enjoy nearby nature. Includes sites managed to encourage recreational access while protecting local ecological and biodiversity values.</p> <p>Catchment category descriptions are based on expected purpose, typical size and how far a user might travel from their home to visit parkland, and include:</p> <p>Local Open Space</p> <ul style="list-style-type: none"> • Usually small parklands that service the recreation needs of nearby residents. • 0.4ha to 1ha in size and within 400 metres or a 5-minute walk.

Document	Key Considerations
	<p>Neighbourhood Open Space</p> <ul style="list-style-type: none"> • Usually provide a variety of features and facilities with opportunities to socialise. • 1ha to 5ha in size and within 800 metres or a 10-minute walk. <p>District Open Space</p> <ul style="list-style-type: none"> • Usually designed to provide for structured sport and inclusion of substantial recreation and nature space. • 5ha to 15ha in size and within 2 kilometres or a 5-minute drive. <p>Larger areas of Regional Open Space are expected to serve one or more geographical or social regions and attract visitors from outside any one local government (LG) area. Size will be variable and dependent on function. When sport space is identified as a necessary regional function, land allocations for playing fields and sports facilities are expected to be upwards of 20 hectares in area.</p> <p>Relevance: <i>The provision of POS should broadly align to the framework provided by the state department as it is endorsed through the land use planning process and recognised in the industry as a viable benchmark. It is however important to recognise local nuances and the potential size discrepancies associated with each functional hierarchy.</i></p>
State Sporting Infrastructure Plan Review 2019 (Department of Local Government Sport and Cultural Industries)	<p>The Plan (formerly the State Sporting Facilities Plan) has been developed by the DLGSC to serve as forward planning for the provision of infrastructure to service State, National and International level sporting competition.</p> <p>Key Themes identified for the sports and relevant to the Strategic Recreation Plan include:</p> <ul style="list-style-type: none"> • Resources: Sports with lower inherent levels of commercial opportunity face the risk of further declines in participation due to their low levels of resourcing and exposure. A lower diversity in sports offerings is likely to have a negative impact on participation rates. • Cultural Hubs: Sport is arguably Australia's most popular cultural pastime and there is a significant opportunity to create integrated cultural hubs or precincts that provide both efficient use of shared facilities and offer a wider variety of cultural and entertainment offerings, further integrating sport into our local way of life. Facility provision, therefore, requires continued integration with broader strategic planning and local government planning processes. <p>Relevance: <i>The approach by state government to funding is now moving towards outcome-based assessments. The development of evidence-based outcomes enables alignment with external funding objectives. This further re-enforces the need to develop appropriate internal business cases internally before the City seeks to secure state level funding.</i></p>

Document	Key Considerations
Peak Sporting Bodies State Sporting Association and Industry Documentation	
Western Australian Football Commission Strategic Facilities Plan 2020 – 2030 (2020)	<p>The Plan identifies the City of Cockburn within one of the key growth regions within the Perth Metropolitan area (it is combined with the Cities of Rockingham, Kwinana and Cockburn). The combined population of the area is estimated in 2026 as being 460,790. The City is identified as a location where participation in football is either growing or thriving (with the provision of 4-6 additional ovals within the City identified as being provided by 2025).</p> <p>Of the key findings, the following are relevant:</p> <ul style="list-style-type: none"> • The strongest benefits of investing in Football facilities are delivered in the areas of mental and physical health, followed by personal wellbeing, education and recidivism (based on an analysis of data from ACIL Allen). Others benefits that have not been quantified include social inclusion, civic pride, empowerment, social connectedness, regional population stability, crime reduction and cultural integration. • For your average footy club member, it is estimated there are \$3,000 of social benefits directly related to being involved in club football. • From an economic perspective the study found that the WA football industry contributed \$220.3M to the WA economy and every dollar spent by football in WA creates two dollars for the local economy. • The 2019 state average penetration (total population divided by the total number of players) is 3%. This is equivalent to 1 in every 33 people in WA participating in football. • Approximately 1,924 girls participated in the Auskick program in 2019. <p>Key facility gaps were identified as the need to upgrade facilities to be more accessible by all gender groups. Lack of grounds for expanding competitions (metropolitan areas) is identified as a challenge. Future investment is likely to be in ensuring clubs have access to 50 lux training lights, inclusive changing facilities, modular clubhouse buildings, synthetic and hybrid surfaces and to ensure the environmental sustainability of clubs.</p> <p>Relevance: Further detailed local analysis will be required to substantiate the growth of AFL in the region. The planning strategy has identified the challenges that many ovals and reserve currently face and are the same issues that Atwell Reserve is currently dealing with such have gender neutral changing facilities available. This should also include an assessment of the current playing capacity of oval space and whether the lack of current provision has the potential to inhibit future growth.</p>

Document	Key Considerations
AFL Preferred Facility Guidelines (AFL 2024)	<p>The planning and design guidance for community level Australian football venues aligns to the AFL's Towards 2030 Plan which is a national framework aimed at supporting participation growth and the changing profile of participation. The guidelines set out the typical minimum levels of provision for each facility hierarchy.</p> <p>Key principles include:</p> <ul style="list-style-type: none"> • Inclusive venues for all users • Facilities that support women and girls • Facilities that provide shared access and maximise use • Facilities that support participation in remote communities • Facilities that support the improvement in community and mental health and wellbeing • Facilities that help to safeguard children and young people • Facilities that respond to environmental change • Facilities that embrace technology and innovation • Facilities that embrace modular construction <p>Turf considerations include:</p> <ul style="list-style-type: none"> • Natural turf is the most common form of playing surface for community football across all levels of play - must provide sub-surface drainage and irrigation infrastructure to support surface quality, sustainability and effective management • Hybrid turf (or reinforced natural turf) combines the positive properties of natural grass with the strength of synthetic turf to create a consistent, higher quality year- round playing surface. • Synthetic surfaces provide increased opportunities and flexibility for programming, training activities and some levels of competition. Assisting in alleviating the impact of overuse, particularly as a shared training venue or pre-season training option. They are reviewed for safety and must be comparable with the playing characteristics of natural grass. <p>Requirements of an oval:</p> <ul style="list-style-type: none"> • Preferred Oval Dimensions 165m long x 135m wide with run-off of State - 5m Regional - 4m and Local/Remote/School - 3m. • Behind goal netting/fencing is recommended (where appropriate) for ovals and playing fields: • Scoreboards are recommended for all ovals used for competition, where game scores are captured.

Document	Key Considerations		
	Community Football Hierarchy includes the following:		
	Amenities	Regional	Local
	Player change rooms	2 x 55 m ² -75 m ²	2 x 45m ² -55m ²
	Player amenities (wet areas)	2 x 30m ²	2 x 25m ²
	Number of lockable showers	4 x lockable shower cubicles per amenity area	3 x lockable shower cubicles per amenity area
	Number of pan toilets	4 x pan toilet cubicles per amenity area	3 x pan toilet cubicles per amenity area
	Trainer's room	2 x 15m ²	Optional 2 x 10m ²
	First-aid/medical room	Optional 15m ²	Optional 15m ²
	Doctors room	Optional 10m ²	Optional 10m ²
	Gym /Fitness Area	Optional -Size to be determined by anticipated use	Optional -Size to be determined by anticipated use
	Umpire briefing room	30m ² -40m ²	20m ² -25m ²
	Umpire amenities (wet areas)	18+m ²	12+m ²
	Number of lockable amenity cubicles	3 x lockable ensuite cubicles	2 x lockable ensuite cubicles
	Third umpire/venue management room	Optional 10m ²	Optional 10m ²
	Timekeeping/ scorers box	10m ²	10m ²
	Social, community or multi-purpose room	150m ²	100m ²
	Kitchen or kiosk	30m ²	20m ²

Document	Key Considerations		
	Public toilets	Male 15m ² Female 15m ² Accessible 5m ²	Male 10m ² Female 10m ² Accessible 5m ²
	Minimum external covered viewing area	75m ²	50m ²
	Spectator viewing	Mix of seated & standing desirable	Standing
	Drinking water	Yes	Yes
	Office/administration/ meeting room	20m ²	15m ²
	Family room	As determined by project needs	As determined by project needs
	Multi-faith room	As determined by project needs	As determined by project needs
	Sensory room	As determined by project needs	As determined by project needs
	Utility/cleaners store	5m ²	5m ²
	Internal storage	20m ²	20m ²
	External storage	20m ²	15m ²
Western Australian Cricket Infrastructure Strategy 2019-2028 (referenced as WACIS and published by the WACA – now	<p>The WACIS is to provide the Western Australian cricket community and its stakeholders with a detailed assessment and analysis of the state's cricket facility landscape across metropolitan and country Western Australia. The strategy identifies:</p> <ul style="list-style-type: none"> The City of Cockburn is located within the South West Metro Region which is estimated to have a player to population ratio of 1.5% (penetration rate) which indicates a relatively modest level of participation. The region currently (2017/18 figures) has 3,778 registered participants. This alludes to a potential additional 34 11- a-side team numbers to 2028. Female participation within the region makes up 9% of participation and there is a need to improve capacity and functionality to cater for female participation which is expected to grow. 15% of centre wickets in the region are turf, which is below the metropolitan average. Ground to population ratio is 1: 4,781 compared to a metro average of 1:4,637. Ground to player ratio 		

Document	Key Considerations
rebranded as WA Cricket)	<p>is identified as 1:71 compared to the Metropolitan average of 1:58 indicating a potential under provision of cricket oval space.</p> <ul style="list-style-type: none"> The City of Cockburn is identified as tenth of the top 20 club and community cricket participating local governments with 1,324 club participants. This is the only South West Metro local government in the top 20. South West Metro Region big 6 facility requirements include: Additional playing fields; Increase width of synthetic pitches, provision of all gender player amenities; Review of clubrooms and amenities; Upgrade practice facilities and Additional practice facilities. Club facilities and amenities should include: 2 unisex players changerooms per playing field; one unisex official's changeroom per playing field; kitchen or kiosk; socials / community room (indoors); toilets (m/f or unisex and accessible), scorers viewing area; ground maintenance storage (for turf venues) and equipment storage. <p>Relevance: The strategy identifies a need to work more closely with government partners and co-tenants to ensure community cricket facilities are functional, sustainable and viable. WA Cricket have indicated they appreciate the financial limitations of local government and is committed to working collaboratively to ensure facilities are sustainable and provide diverse participation opportunities.</p>
Community Cricket Facility Guidelines (Cricket Australia 2023)	<p>Cricket Australia produced the guideline to establish a set of basic principles and design standards for the development of cricket infrastructure. Strategic pillars include:</p> <ul style="list-style-type: none"> Brilliant experiences: focussed on creating fan, player and volunteer experience that create excitement. Mainly for the digital and live experience, BBL and WBBL. Participation growth: Inspiring more play ensuring cricket is fun, accessible and welcoming for everyone. Attracting kids (5-12) and accelerate momentum leading women and girls growth. Inspirational players and teams: leading international and domestic landscape and strengthening the connection with crickets past. Sustainable future: Enhance the financial prosperity of Australian Cricket: sustainable business model, diversified and innovative. Drive investment in venues and facilities that enhance experience and enrich communities. Champion Inclusion and positive social impact. Support growth globally and inclusion at Brisbane 2032. <p>Basic design principles include:</p> <ul style="list-style-type: none"> Optimising the size of new buildings and/or the potential of existing structures

Document	Key Considerations																																													
	<ul style="list-style-type: none">Investing in energy efficient technologies and optimising energy usage through initiatives such as passive solar design and natural ventilation systemsProtecting and preserving waterUsing environmentally friendly and green materialsEnhancing indoor environmental qualityOptimising operational and maintenance practicesMinimising waste through recycling and efficient use of resourcesEnsuring the space sporting facilities occupy is designed, occupied and operated with the objective of best practice environmental performance.Pitch – north/south axisCar park to be adjacent to the facility <p>Specific guidelines based on club home grounds (local) include (R=required, D=desired, NR=Not Required):</p> <table><tr><th>Amenities</th><th>Club (home)</th><th></th><th>Club (Satellite)</th><th></th></tr><tr><td>Player change rooms</td><td>2 x 35m²-55m²</td><td>R</td><td>2 x 35m²-55m²</td><td>D</td></tr><tr><td>Player amenities (wet areas)</td><td>2 x 25m²</td><td>R</td><td>2 x 25m²</td><td>D</td></tr><tr><td>Pavilion Toilets</td><td>TBD - NCC</td><td>R</td><td>TBD - NCC</td><td>R</td></tr><tr><td>Changing Place</td><td>15m²</td><td>D</td><td>15m²</td><td>D</td></tr><tr><td>Umpires Room Incl 1x shower and toilet</td><td>15m²</td><td>R</td><td>15m²</td><td>D</td></tr><tr><td>Medical /First Aid Room</td><td>15m²</td><td>D</td><td>15m²</td><td>D</td></tr><tr><td>Kitchen and kiosk</td><td>20m²-30m²</td><td>D</td><td>15m²</td><td>D</td></tr><tr><td>Kitchen Storeroom (accessible to kitchen/kiosk)</td><td>8m²</td><td>R</td><td>5m²</td><td>D</td></tr></table>	Amenities	Club (home)		Club (Satellite)		Player change rooms	2 x 35m ² -55m ²	R	2 x 35m ² -55m ²	D	Player amenities (wet areas)	2 x 25m ²	R	2 x 25m ²	D	Pavilion Toilets	TBD - NCC	R	TBD - NCC	R	Changing Place	15m ²	D	15m ²	D	Umpires Room Incl 1x shower and toilet	15m ²	R	15m ²	D	Medical /First Aid Room	15m ²	D	15m ²	D	Kitchen and kiosk	20m ² -30m ²	D	15m ²	D	Kitchen Storeroom (accessible to kitchen/kiosk)	8m ²	R	5m ²	D
Amenities	Club (home)		Club (Satellite)																																											
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Kitchen Storeroom (accessible to kitchen/kiosk)	8m ²	R	5m ²	D																																										

Document	Key Considerations				
	Social, Community or Mult-purpose room (indoors)	100-150m ²	R	80m ²	D
	Social/BBQ areas (outdoors)	As needed	D	As needed	D
	Entry Vestibule	As required	D	As required	D
	Admin/Office Area	15m ²	R	15m ²	D
	Gym/Fitness Room	Based on club needs	NR	Based on club needs	NR
	Internal Building Storage	30m ²	R	20m ²	D
	Family Room	9m ²	D	9m ²	D
	Multi-faith room	9m ²	D	9m ²	D
	Sensory Room	9m ²	D	9m ²	D
	Cleaners Store	5m ²	R	5m ²	R
	Utilities/Plant	As required	R	As required	R
	Battery Store (new build)	As required	R	As required	R
	External Storage	30m ²	R	20m ²	D
	Curators Store/Shed	60-80m ²	R	40m ²	R
	Venue provision summary includes:				
		Club (home)	Club (Satellite) with clubroom building	Club (Satellite) no clubroom building	
	Playing Fields per site (minimum)	1	1	1	

Document	Key Considerations			
	Playing Fields (desirable)	2	1	1
	Turf pitches per playing field (Minimum/preferred)	4-6	4-6	4-6
	Synthetic pitches per playing field (synthetic only)	1	1	1
	Warm Season Grass Species	Desirable	Desirable	Desirable
	Irrigation/access to water	Required	Desirable	Desirable
	Floodlit Playing Fields (1per site)	Optional	n/a	n/a
	Playing field fencing (1050mm or 1200mm)	Optional	Optional	Optional
	Pitch Covers for Turf Pitches	Required	Required	Required
	Pitch Covers for Synthetic Pitches	Optional	Optional	Optional
	Site Screens (pair)	Optional	Optional	Optional
	Scoreboard	Temporary or Permanent (required)	Temporary (required)	Temporary (required)
	Outdoor Turf Training Pitches	4-6 (Optional)	n/a	n/a
	Outdoor Synthetic Training Pitches	3-6	2	2
	Training Facility Multi-purpose	Optional	n/a	n/a
	Power to Outdoor Training Pitches	Desirable	n/a	n/a
	Indoor Training Pitches	n/a	n/a	n/a

Appendix 2: Demographic Considerations

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

- REMPLAN
- Australian Bureau of Statistics (ABS) 2021 Census

Population Profile

In 2021 there was 118,091 residents in the City of Cockburn, living in 19,561 dwellings with the most common household cohort being 4 people. Within Atwell there were 9,287 persons living in the suburb with the most common age cohort being in the 40-49 years. The median age of the City of Cockburn local residents is 37 years which is moving upwards from 35 years in 2016.

Data indicates that a significant portion of the resident population within the broader City (current and projected) is between the age of 30 to 44. A relatively high number of children in the community between the ages of 0 to 14 highlights the presence of young family units. Figure 17 identifies the current City wide population profile with a high number of the population between the ages of 0-9 and a significant dip in the older teenage / youth cohort. It is to be noted that within Atwell this age profile is skewed with a relatively high number of teenagers and a significant dip occurring between the ages of 20 to 34. Figure 18 refers.

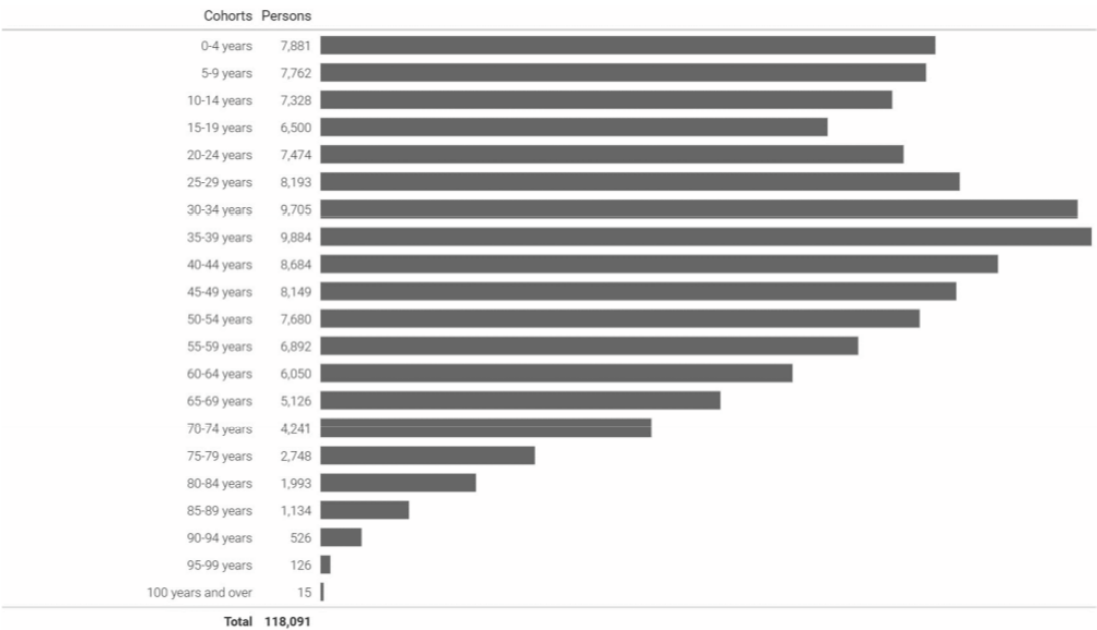


Figure 17: Total Population by Age in five-year cohorts – City of Cockburn 2021 (Source: REMPLAN)

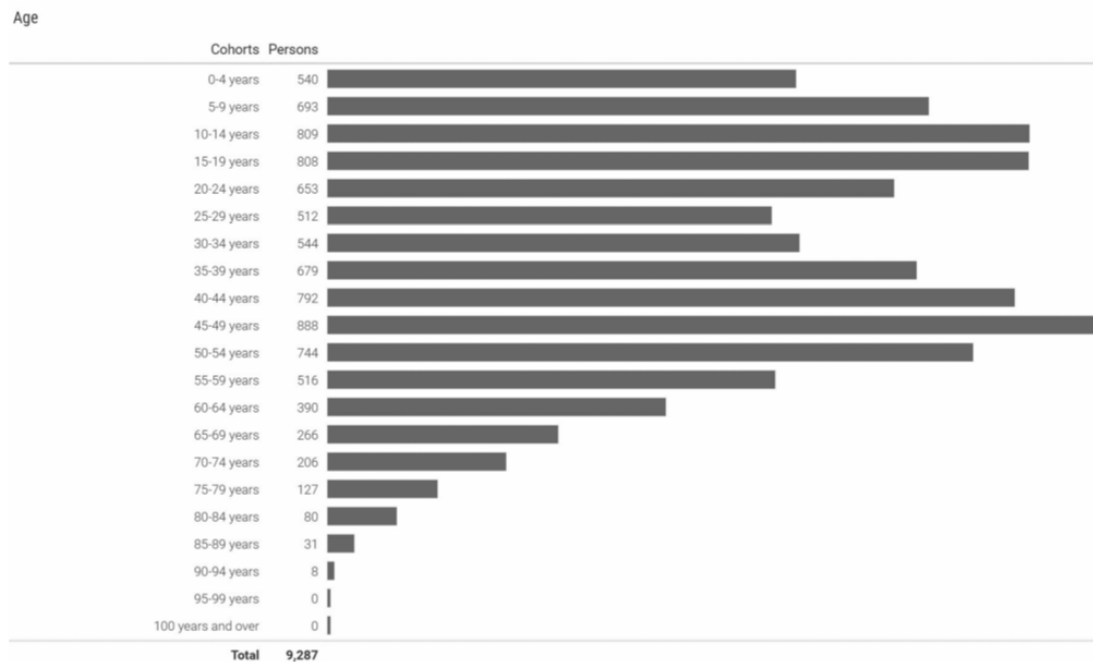


Figure 18: Total Population by Age in five-year cohorts – Atwell Suburb 2021 (Source: REMPLAN)

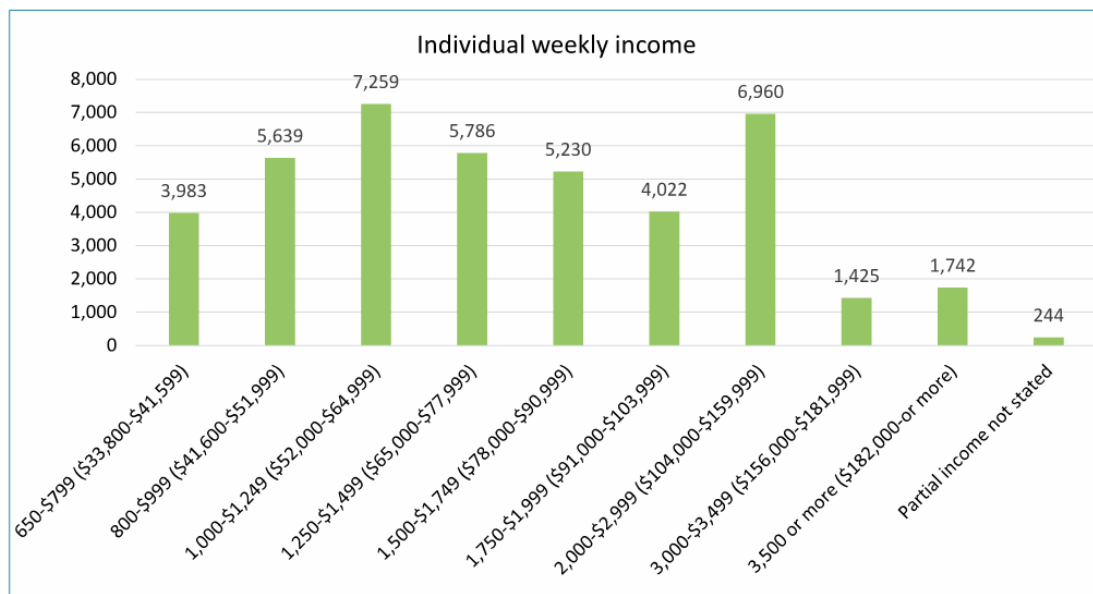


Figure 19: Individual Weekly Income – City of Cockburn (REMPLAN)

Figure 19 illustrates an individuals' average weekly income across the City. There are a high number of high-income earners who earn between \$2,000-\$2,999 a week and this aligns with the high number of employed professional and managers that live in the City. Professionals / Managers would tend to earn a higher wage comparative to other occupations, particularly in comparison to those working within the service sector. Figure 20 highlights the main occupations of employed residents within the City.

In Atwell in 2021, 75.0% of people aged 15 years and over were employed, 21.1% were not in the labour force and 3.9% were unemployed. This compares favourably to the City wide statistics which indicate 69.3%

of people aged 15 years and over were employed, 27.2% were not in the labour force and 3.5% were unemployed. This would generally be indicative of high household and individual incomes within the suburb of Atwell. Within Atwell the main occupations were identified as health care and social assistance (736), Education and Training (530), Retail Trade (492) and construction (466). This is comparable to the City generally.



Figure 20: Occupation of Employment – City of Cockburn (Source: REMPLAN)

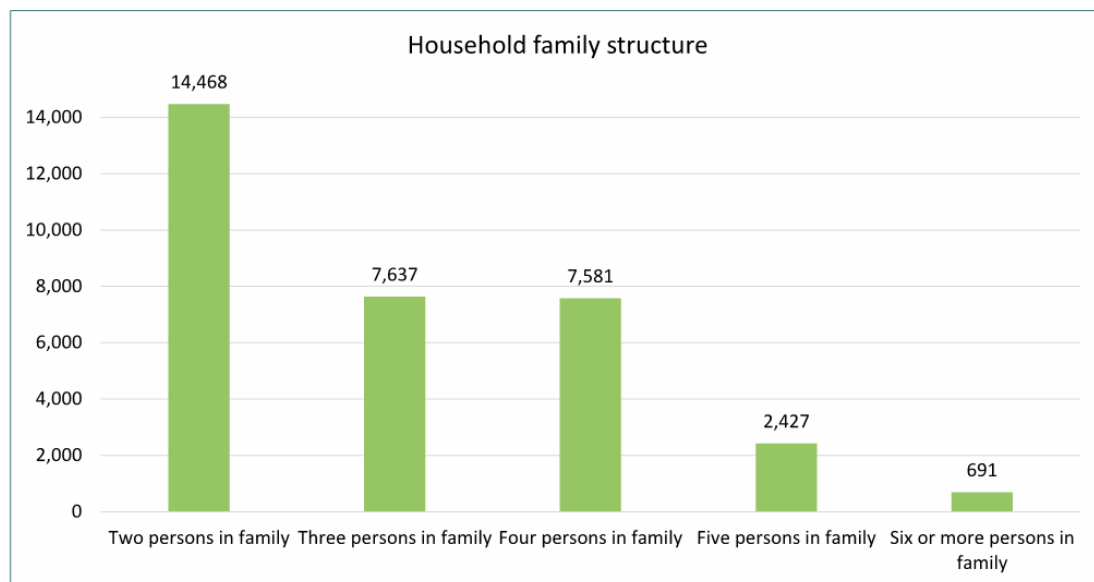


Figure 21: Household Family Structure – City of Cockburn (Source: REMPLAN)

Figure 22 highlights the household composition in the City and highlights the high number of two-person family units. However the three or more person household composition accounts for the majority of

household units. This is generally indicative of a significant mix in accommodation types which is generally indicative of communities within close proximity to the main employment areas and increasing focus on higher density developments. This is also typical of City's where connection to public transport networks are high (i.e. at Cockburn Central, Murdoch and Aubin Grove where there is ready access to both high speed rail and road infrastructure). It can also be indicative of relatively high numbers of retiree's in established urban areas.

The most common household type in the City of Cockburn is a couple family with children which aligns with the relatively low average age population within the community being 37 years of age. Within the suburb of Atwell there are 2,584 family units. It is evident that the provision of family services are likely to be in high demand throughout the City.

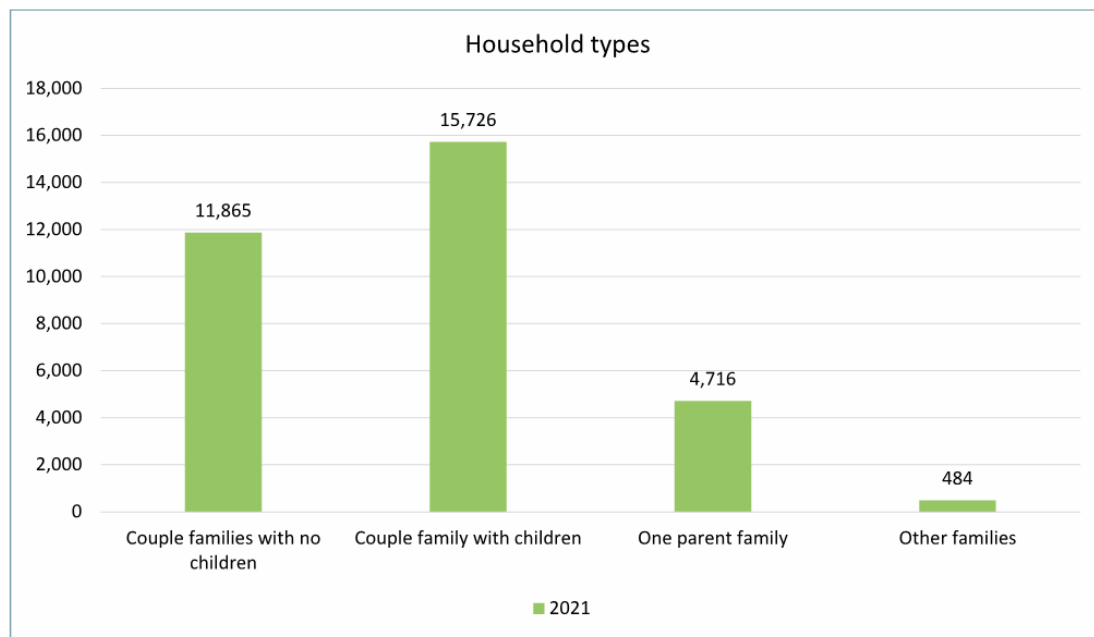


Figure 22: Household types – City of Cockburn (Source: REMPLAN)

Within Atwell the most dominant household types are highlighted in Figure 19:

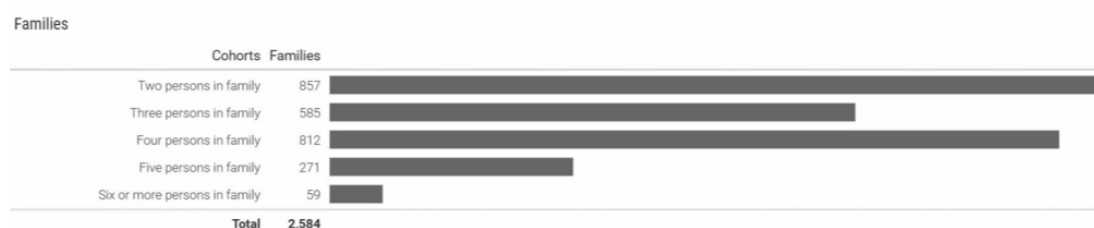


Figure 23: Household Types within the Suburb of Atwell.

This re-affirms the strong family unit presence within the suburb and the likely strong demand for family based sport and recreation provision which can provide opportunities from youth through to senior level activity.

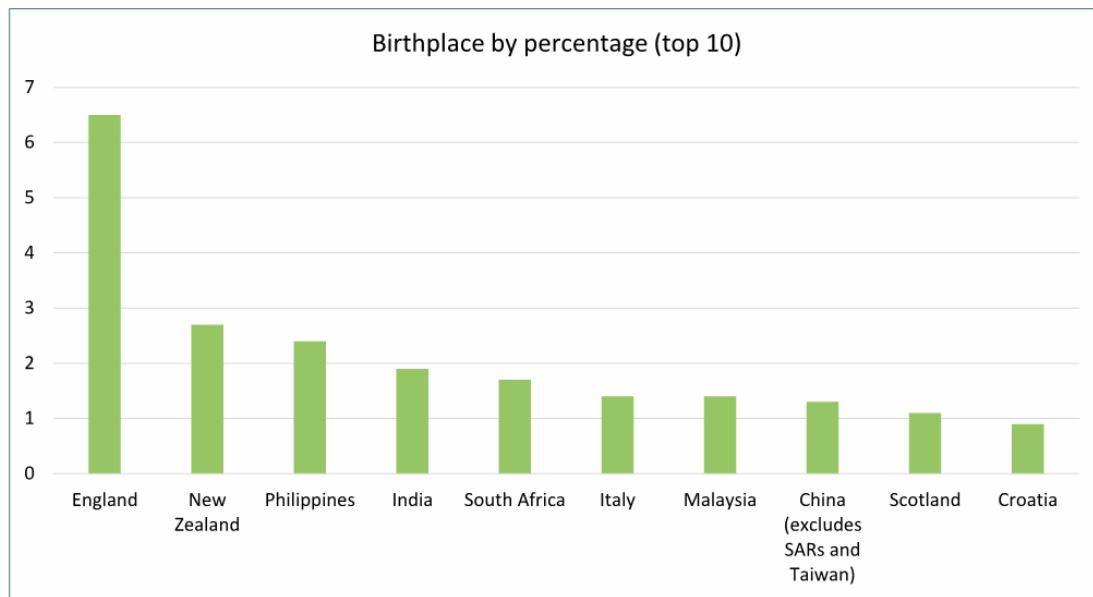


Figure 24: Top 10 Country of Birthplace – City of Cockburn (Source: REMPLAN)

Figure 24 highlights that the City of Cockburn has growing number of residents with multi-cultural backgrounds. This highlights the importance of providing for social connectivity across a range of cultural areas which are likely to be different to traditional Australian community, sport and recreational activities. There needs to be community programs in place that will be inclusive for all and encourage those of multicultural backgrounds to participate, connect and socialise within the community. This may also require greater consideration of sporting activities / opportunities to allow for a range of different multi-cultural backgrounds. Traditionally those of English speaking/European backgrounds participate in sports such as football and cricket.

The indices of relative disadvantage highlights that the suburb of Atwell has a higher rank and level of relative advantage compared to the City of Cockburn (1033) which is more advantaged than many local government areas. On the whole, this is indicative of a range of attributes including few households with low incomes, few people with no qualifications, and few people in low skilled occupations.

SEIFA Score

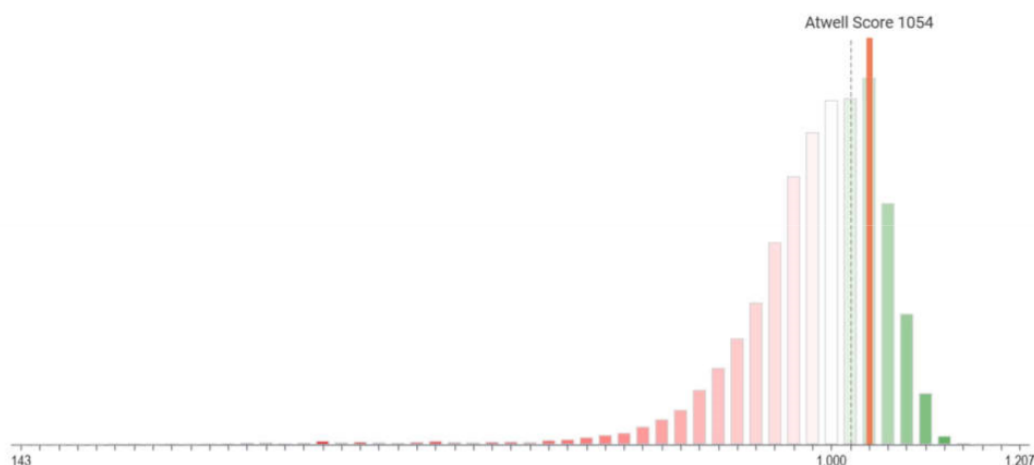


Figure 25: Atwell SEIFA Score

Catchment Analysis

The Atwell Reserve catchment analysis provided at Appendix 3 focuses on three different travel times and modes of transport which include a 5 and 10 minute drive time and 15 minute walking time. This indicates:

- The 5 minute drive time equates to an approximate catchment of 2-3km and highlights that the catchment population in 2020 was 10,569. The historic growth profile over the past ten years has been high between 2011 to 2013 and then a levelling off and slight decline to 2016 with steady growth following to 2020. A slightly younger demographic profile than that experienced across Greater Perth with high numbers of 0 to 19 year olds and 40 to 54 year olds. The personal income profile indicates a relatively more affluent catchment when compared to Greater Perth. In comparison to Greater Perth the industry of employment highlighted a slightly higher level of workers within the manufacturing, construction, retail trade, education and training and health care and social assistance areas. This employment pattern is similar to the City as a whole with clerical and administrative workers being relatively higher than Greater Perth and manual workers being relatively lower.
- The 10 minute drive time equates to an approximate catchment of 5-6km and highlights that the catchment population in 2020 was 56,841. The historic growth profile over the past ten years has been consistently high. A slightly younger demographic profile than that experienced across Greater Perth with high numbers of 0 to 14 year olds and 30 to 49 year olds, indicating a more youthful extended catchment than the 5 minute drive comparison. The personal income profile indicates a relatively more affluent catchment when compared to Greater Perth but significantly higher than that for the 5 minute drive time. The industry of employment highlighted a higher level of workers within the manufacturing, construction, retail trade and health care and social assistance areas. This employment pattern is similar to the City as a whole with clerical and administrative workers and Trades workers being relatively higher than Greater Perth and labourers being relatively lower.
- The 15 minute walk equates to an approximate catchment of 1km to 1.5km and highlights that the catchment population in 2020 was 4,742. The historic growth profile over the past ten years has been high between 2011 to 2013 and then a decline to 2016 with steady but slow growth following to 2020. A slightly younger demographic profile than that experienced across Greater Perth with high numbers of 0 to 24 year olds and 40 to 54 year olds. The personal income profile indicates a relatively more affluent catchment when compared to Greater Perth. In comparison to Greater Perth the industry of employment highlighted a slightly higher level of workers within the manufacturing, retail trade, education and training, accommodation and food services, public administration and safety and wholesale trade areas. This employment pattern is similar to the City as a whole with clerical and administrative workers being relatively higher than Greater Perth and labourers and community and personal service workers being relatively lower.

Population Growth

The projected growth within the City is unlikely to see the age profile significantly change up to 2046 with a continuing trend of new families likely to reside within new properties within the City and existing family units likely to age in place. In percentage terms the likely change in the age profile is in the 15-29 age range (as young children age within their family units) and ages 40 to 64 (indicating the ageing of parental guardians within the same family units). There is also a notable increase projected for residents aged 80 and over. This general trend is not untypical of outer-lying growth areas within metropolitan Perth where there exists a mixture of established residential suburbs and new growth areas emerging. Figure 26 highlights the projected growth across the City of Cockburn which is relatively high across all age ranges but also showing a gradually ageing demographic over the 20 year period.

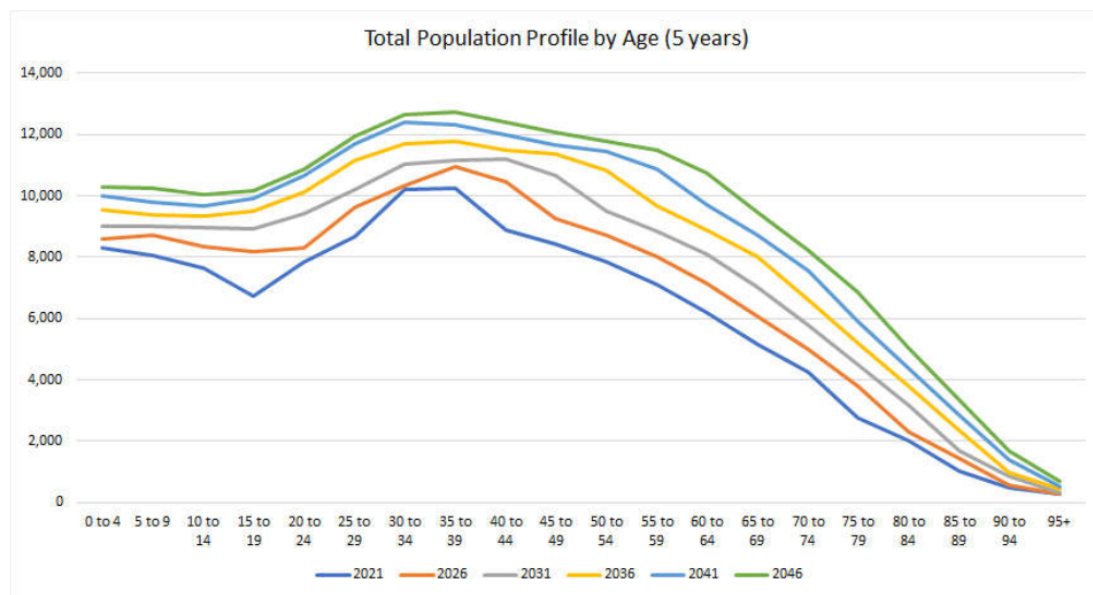


Figure 26: Total Projected Population by Age in five-year cohorts – City of Cockburn forecast 2021-2046 (Source: REMPLAN)

Figure 27 highlights the forecast population and the trends across a five-year age range in percentage terms. It further highlights the City's population profile of younger family units which are likely to age in place as the City develops over the next 20+ years. In percentage terms the ageing demographic over the period is likely to need a higher level of servicing (or different and more efficient / effective level of servicing) than is currently provided. The relevant facilities and infrastructure to be developed by the City need to meet a variety of user groups needs from young families through to an ageing population that will also have changing sport and recreational needs within an area which may differ from the traditional approach (i.e. through the use of virtual activities, alternative sport and competitive activities appropriate to seniors and different ways in which Public Open Space is accessed and used).

This is more typically demonstrated at Figure 28 where there greater increases in numbers is within the older age range cohorts. The greatest predicted change in the young age cohort is between 15 to 19 and 25-29 while there is the most dramatic change in population between the age of 40 to 79 as the population age across the City begins to increase over time.

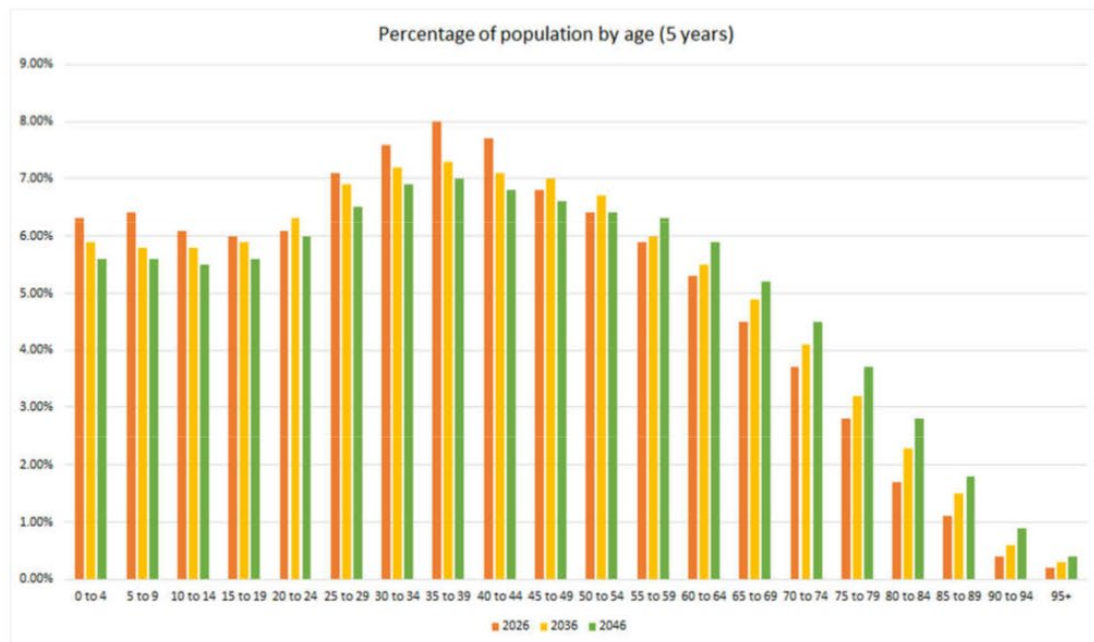


Figure 27: Percentage of population by age – City of Cockburn (Source: REMPLAN)

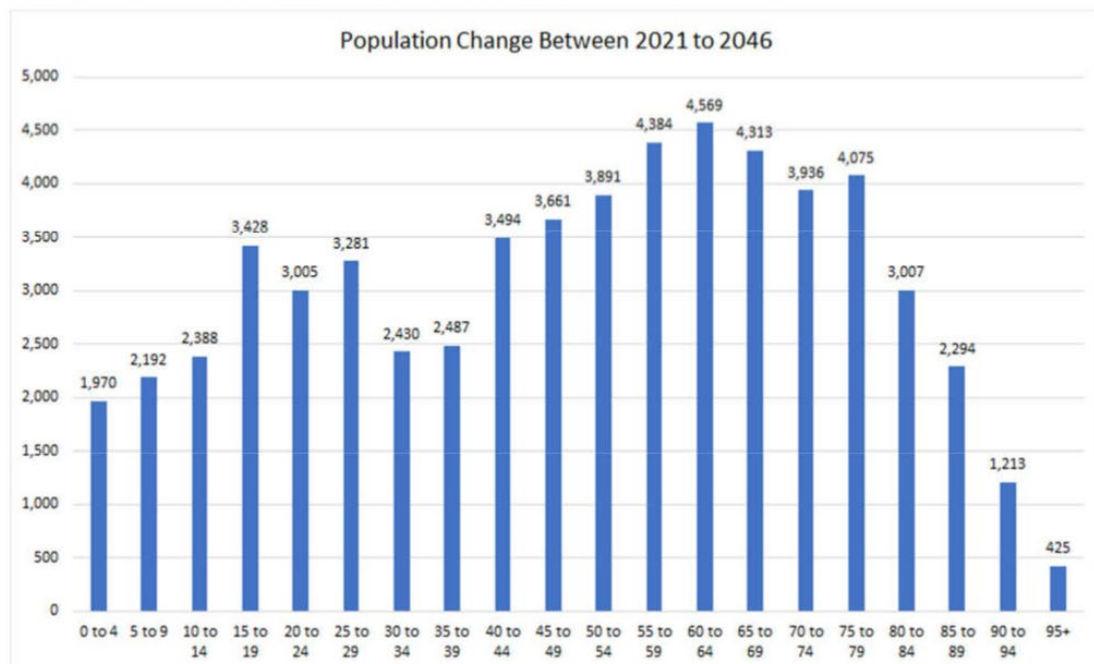


Figure 28: Population changes between 2021 and 2046 – City of Cockburn (Source: REMPLAN)

Figure 29 highlights the age group demographic changes for the suburb of Atwell. It can be seen between 2026 and 2046 there is going to be a likely decrease in population of people aged between 0 to 54 while also seeing a significant increase in people aged 60 and over. It is important to identify this ageing population in the area as this will help to assist with the necessary planning and actions that need to take place for the community. While the demand currently will be for a mixture of junior and senior sporting activities the usage and demand is likely to shift towards an ageing demographic use over time (potentially

increasing the different derivatives of the sports such as non-contact, walking versions of the sport) while also maintain a traditional club based developmental, training and competition use to meet the needs of a strong youth and family base.

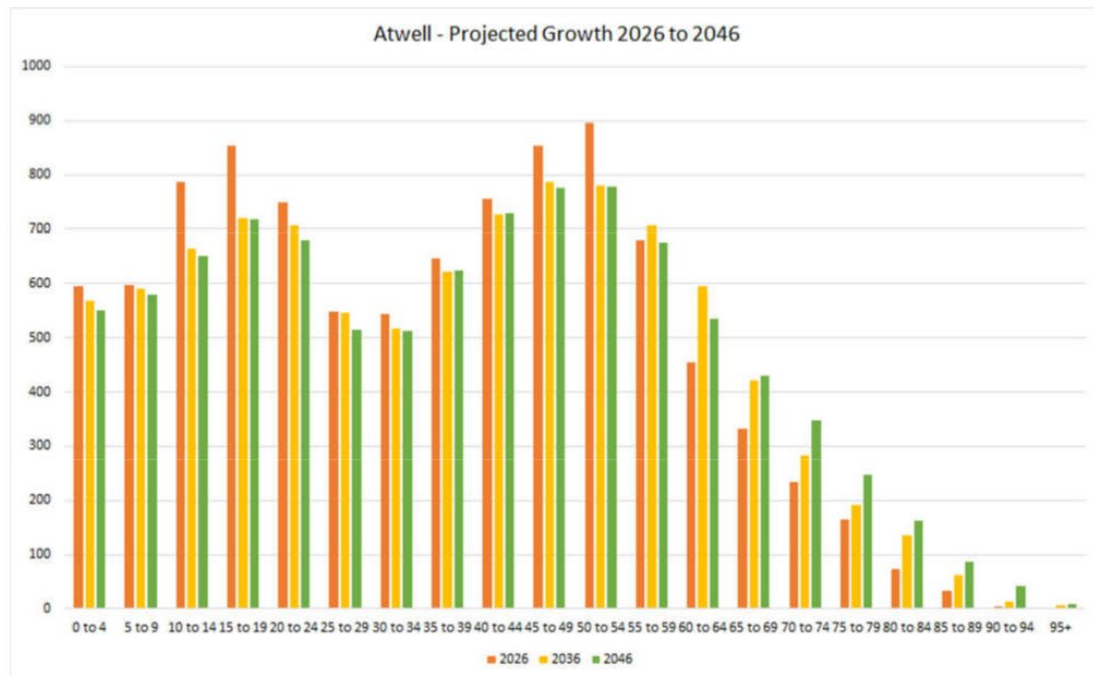


Figure 29: Atwell Population Forecast 2026 to 2046 (Source: REMPAN)

Figure 30 identifies the key age group population changes across the City of Cockburn which is generally reflective of that being experienced in the suburb of Atwell.

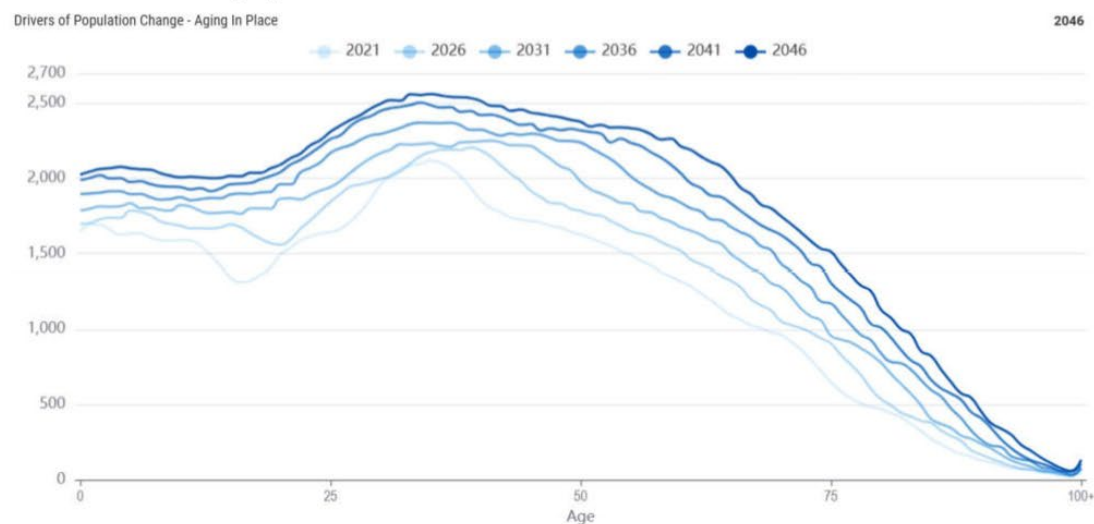


Figure 30: Key Drivers of Population Change Across the City of Cockburn – Aging in Place

The predicted growth in the suburbs across the City of Cockburn is relatively consistent as seen in Figure 31. The suburbs which forecast significant growth in the future include Coogee/North Coogee, Spearwood, Success, Hamilton Hill and Treeby-Banjup North.

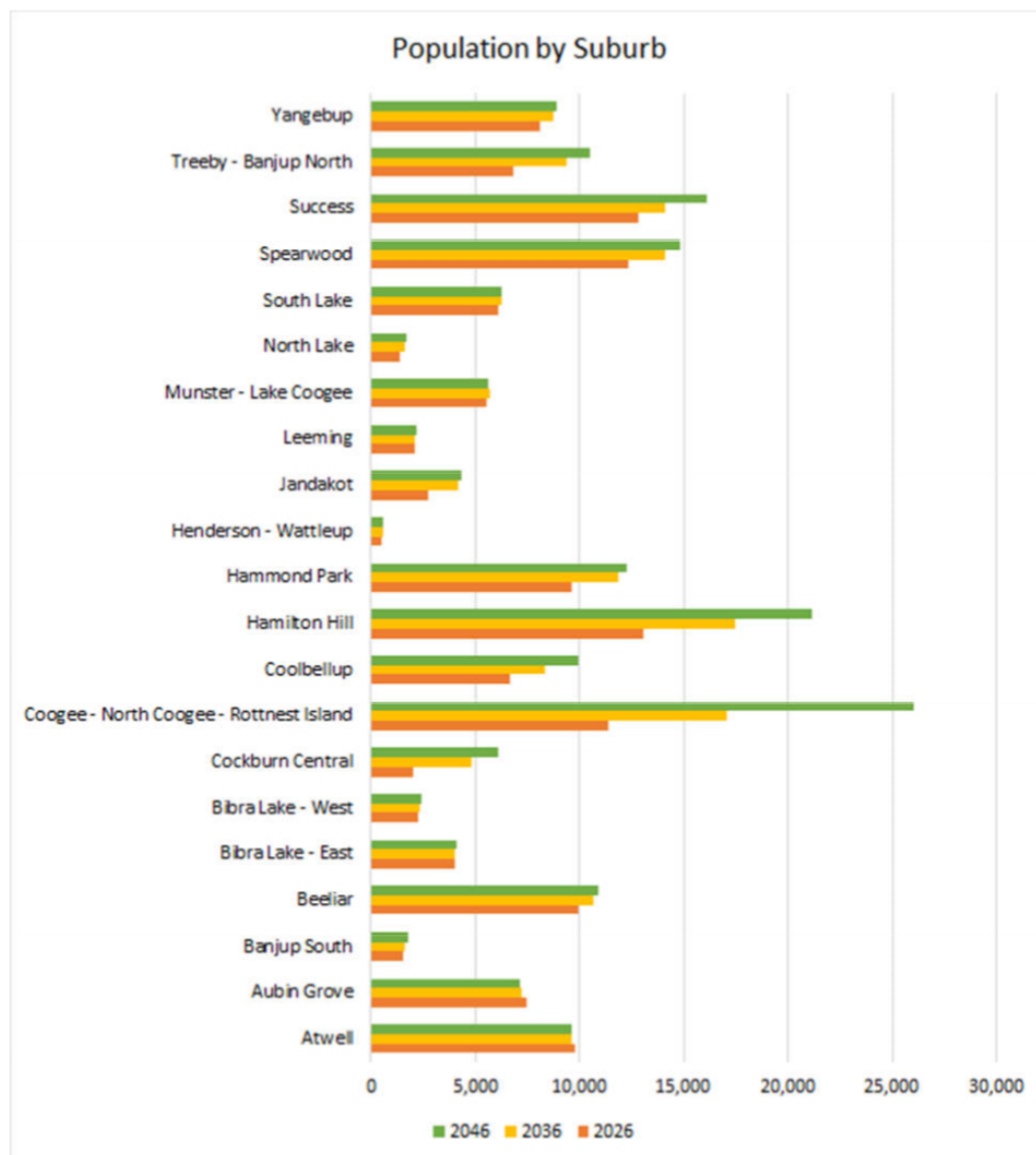


Figure 31: Population by suburb – City of Cockburn forecast 2021- 2046 (Source: REMPAN)

Atwell is identified as an established suburb with a projected growth from 2021 to 2046 of only 16 new residents, 67 new households and 50 new dwellings (Table 16 refers).

Table 16: Detailed Atwell Breakdown of Population, Household and Dwelling Projected Growth (Source: REMPAN)

Atwell	2021	2026	2031	2036	2041	2046
Population	9,635	9,806	9,694	9,651	9,640	9,651
Households	3,254	3,372	3,295	3,307	3,316	3,321
Dwellings	3,431	3,441	3,451	3,461	3,471	3,481

The age cohort that is forecast to experience the largest growth in the City is Older Workers (50 - 64) which is expected to increase from 21,133 to 33,977 people. The City during the same period will grow by 60,443

people. The expected rapid growth in the high growth areas indicates that significant planning of POS and associated sporting infrastructure will be required to match the predicted growth. Atwell as an established suburb will need to cater for a population which is likely to age in place but also to cater for those suburbs in close proximity which area experiencing growth but have limited active reserve capacity. This includes Banjup North and Success which borders the suburb of Atwell.

Natural change (births less deaths) contributes more to population growth than net migration within the suburb of Atwell. Over the 25-year forecast period, net migration is forecast to decrease the population by 2,330 residents and natural change is forecast to increase the population by 2,425 residents.

Some of the key statistics in relation to Atwell over the period 2021 to 2046 are:

- Pre-school age children (0-4) are likely to remain relatively consistent at between 550 and 600
- School age children (5-14) will diminish from 1,600 in 2021 to around 1,230 by 2046.
- Youth (15 to 24) will diminish from a high of 1,600 in 2026 to around 1,400 by 2046.
- Young workers (25 to 34) will diminish slowly from 1,090 in 2021 to 1,030 by 2046.
- The 35 to 49 age range will diminish from a high of 1,425 in 2022 to 1,130 in 2046.
- Older workers will increase from 1,750 in 2021 to 1,990 in 2046.
- The most significant growth is in retirement age (65-79) and elderly (80+) which will increase from 699 in 2021 to 1,328 by 2046.

Figure 32 highlights the areas that are likely to impact on future growth and how the growth is likely occur. It is important to understand as the extent of inward migration has the potential to significantly impact on facility provision over the next 15 to 20 years. When looking at net migration for the City of Cockburn it can be seen that there is expected significant growth between 2023 and 2025 before seeing a decline in numbers to 2033 and thereafter a gradual increase to 2039. Even though there is a predicted decline after 2025 net migration is still predicted to be a significant factor for population change in the community.

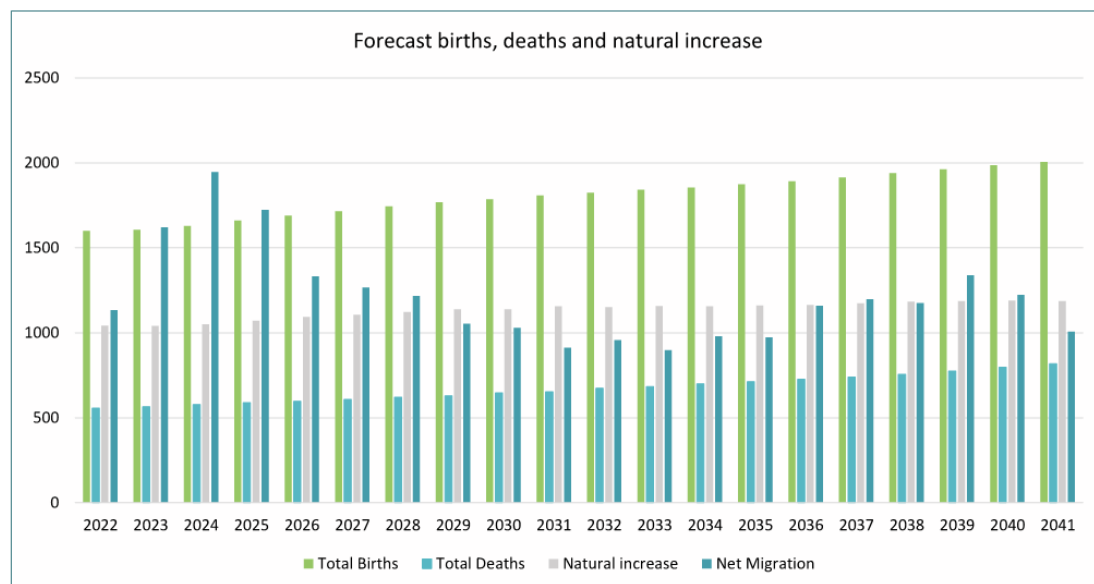


Figure 32: Components of Population Change – City of Cockburn (Source: REMPLAN)

Appendix 3: Catchment Analysis



Atwell Reserve

Specifications

Date

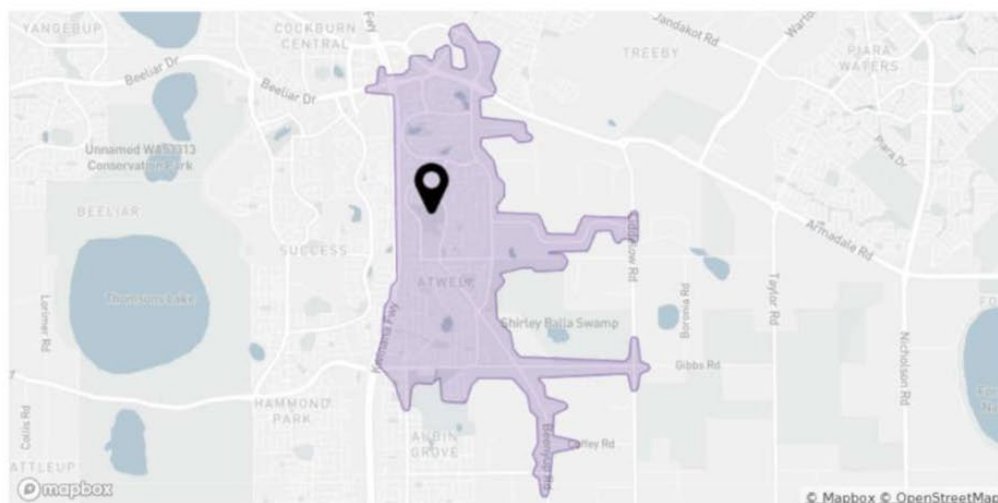
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Location

39 Brenchley Drive, Atwell Western Australia 6164, Australia

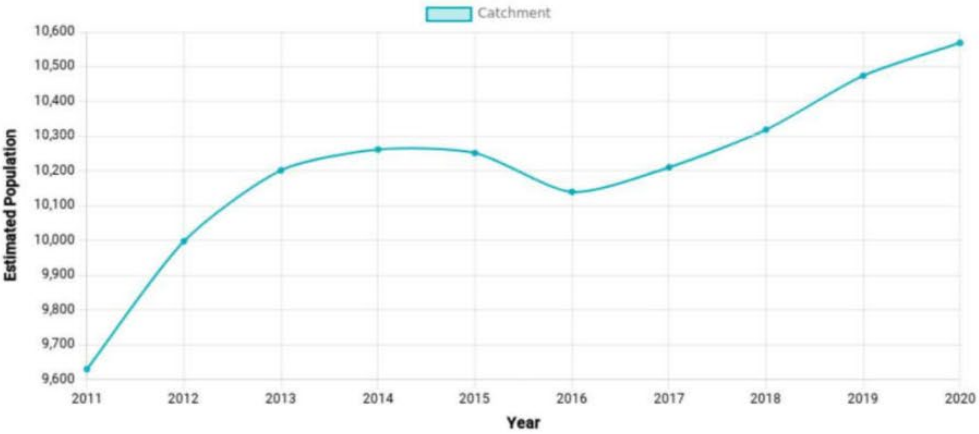
Catchment Settings

Drive time - 5 minutes





Historical Population Growth



	Catchment
Est. Population 2011	9,630
Est. Population 2012	9,998
Est. Population 2013	10,202
Est. Population 2014	10,262
Est. Population 2015	10,252
Est. Population 2016	10,140
Est. Population 2017	10,211
Est. Population 2018	10,319
Est. Population 2019	10,474
Est. Population 2020	10,569



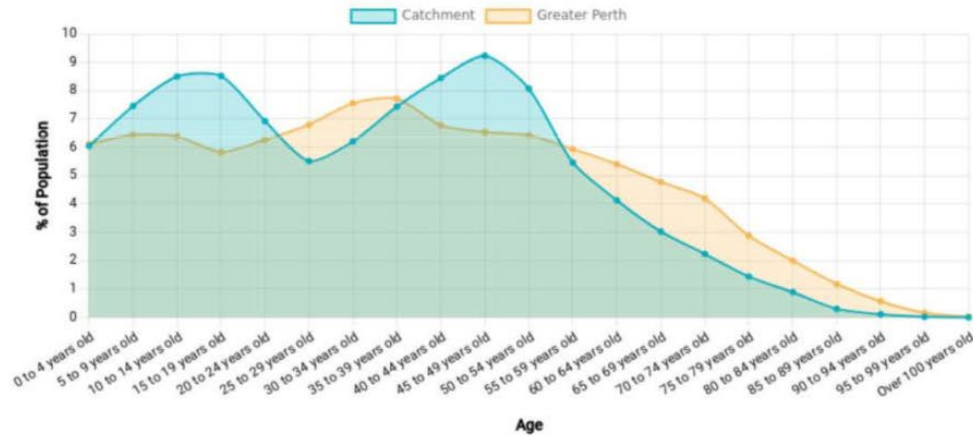
Personal Income (2021)



	Catchment		Greater Perth	
Negative or Nil Income Total	787	9.83%	159,103	9.27%
\$1 to \$149 Weekly	378	4.72%	60,964	3.55%
\$150 to \$299 Weekly	371	4.63%	83,560	4.87%
\$300 to \$399 Weekly	491	6.12%	119,682	6.98%
\$400 to \$499 Weekly	413	5.15%	117,763	6.87%
\$500 to \$649 Weekly	459	5.72%	116,720	6.80%
\$650 to \$799 Weekly	532	6.63%	107,373	6.26%
\$800 to \$999 Weekly	601	7.50%	125,124	7.29%
\$1000 to \$1249 Weekly	701	8.75%	147,716	8.61%
\$1250 to \$1499 Weekly	586	7.31%	118,151	6.89%
\$1500 to \$1749 Weekly	579	7.23%	107,779	6.28%
\$1750 to \$1999 Weekly	457	5.70%	81,312	4.74%
\$2000 to \$2999 Weekly	908	11.33%	153,763	8.96%
\$3000 to \$3499 Weekly	188	2.35%	39,314	2.29%
\$3500 or more Weekly	267	3.33%	66,532	3.88%
Income Not Stated Total	297	3.71%	110,546	6.44%
Total	8,012		1,715,402	



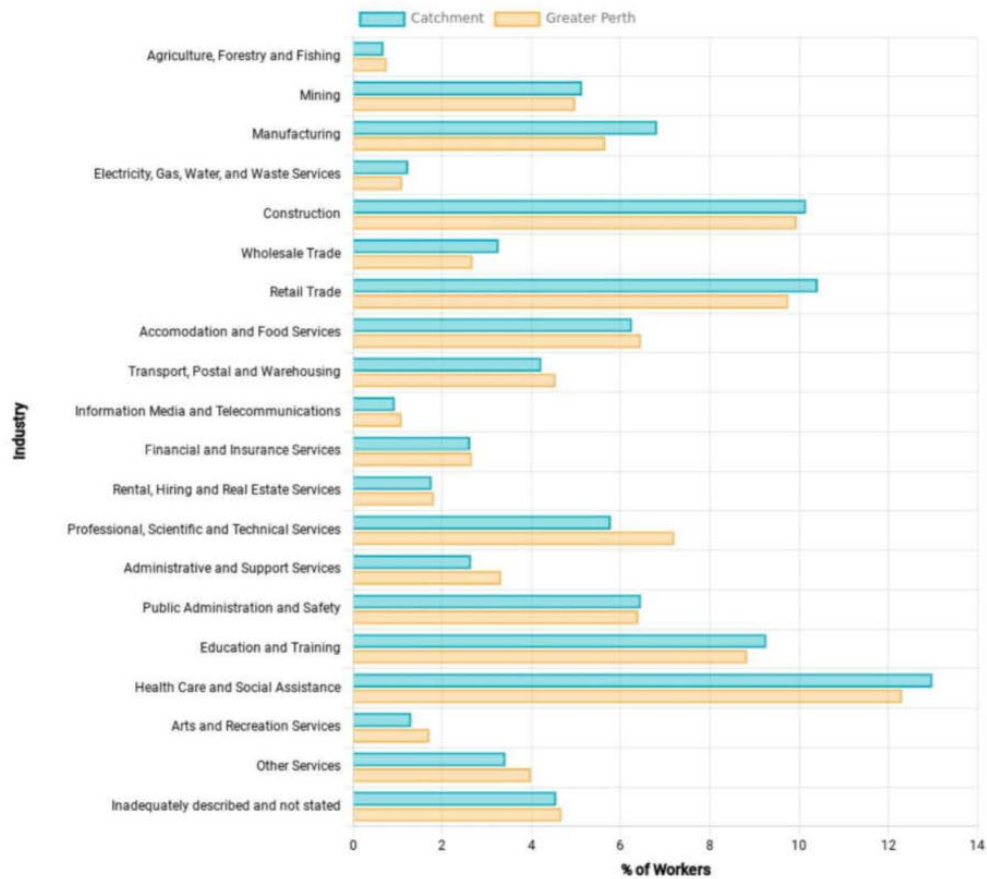
Age Breakdown (2021)



	Catchment		Greater Perth	
0 to 4 years old	616	6.05%	129,598	6.12%
5 to 9 years old	760	7.46%	136,414	6.44%
10 to 14 years old	866	8.50%	135,222	6.39%
15 to 19 years old	868	8.52%	123,315	5.83%
20 to 24 years old	706	6.93%	132,631	6.27%
25 to 29 years old	562	5.52%	143,850	6.80%
30 to 34 years old	633	6.21%	160,051	7.56%
35 to 39 years old	759	7.44%	163,435	7.72%
40 to 44 years old	861	8.45%	143,484	6.78%
45 to 49 years old	940	9.23%	138,515	6.54%
50 to 54 years old	823	8.07%	136,051	6.43%
55 to 59 years old	556	5.46%	125,717	5.94%
60 to 64 years old	421	4.13%	114,471	5.41%
65 to 69 years old	309	3.03%	101,124	4.78%
70 to 74 years old	228	2.24%	88,828	4.20%
75 to 79 years old	147	1.44%	60,857	2.88%
80 to 84 years old	91	0.89%	42,242	2.00%
85 to 89 years old	31	0.30%	24,962	1.18%
90 to 94 years old	11	0.11%	12,083	0.57%
95 to 99 years old	2	0.02%	3,350	0.16%
Over 100 years old	0	0.00	438	0.02%
Total	10,190		2,116,638	



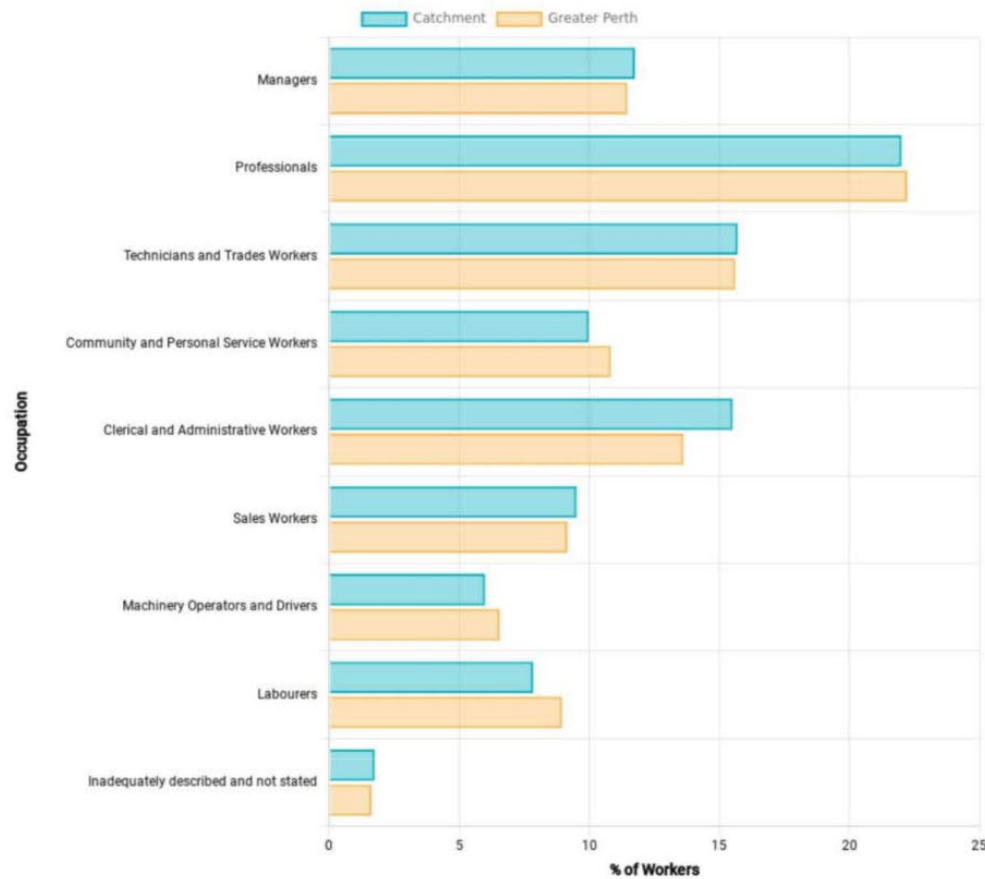
Resident Workers by Industry (2016)



	Catchment		Greater Perth	
Agriculture, Forestry and Fishing	35	0.69%	6,994	0.76%
Mining	261	5.14%	45,956	4.99%
Manufacturing	346	6.82%	52,043	5.66%
Electricity, Gas, Water, and Waste Services	63	1.24%	10,260	1.11%
Construction	516	10.16%	91,517	9.95%
Wholesale Trade	166	3.27%	24,783	2.69%
Retail Trade	529	10.42%	89,774	9.76%
Accommodation and Food Services	318	6.26%	59,412	6.46%
Transport, Postal and Warehousing	214	4.23%	41,895	4.55%
Information Media and Telecommunications	48	0.94%	10,153	1.10%
Financial and Insurance Services	133	2.63%	24,599	2.67%
Rental, Hiring and Real Estate Services	90	1.77%	16,788	1.82%
Professional, Scientific and Technical Services	293	5.78%	66,361	7.21%
Administrative and Support Services	134	2.65%	30,622	3.33%
Public Administration and Safety	328	6.46%	58,848	6.40%
Education and Training	470	9.27%	81,359	8.84%
Health Care and Social Assistance	659	12.99%	113,247	12.31%
Arts and Recreation Services	66	1.31%	15,838	1.72%
Other Services	174	3.42%	36,729	3.99%
Inadequately described and not stated	231	4.56%	43,030	4.68%
Total	5,075		920,208	



Resident Workers by Occupation (2016)



	Catchment		Greater Perth	
	Count	%	Count	%
Managers	605	11.75%	105,412	11.46%
Professionals	1,132	22.00%	204,472	22.22%
Technicians and Trades Workers	808	15.70%	143,621	15.61%
Community and Personal Service Workers	514	9.98%	99,683	10.83%
Clerical and Administrative Workers	798	15.51%	125,233	13.61%
Sales Workers	490	9.51%	84,231	9.15%
Machinery Operators and Drivers	308	5.99%	60,231	6.55%
Labourers	403	7.84%	82,364	8.95%
Inadequately described and not stated	89	1.74%	14,947	1.62%
Total	5,148		920,194	



Atwell Reserve

Specifications

Date

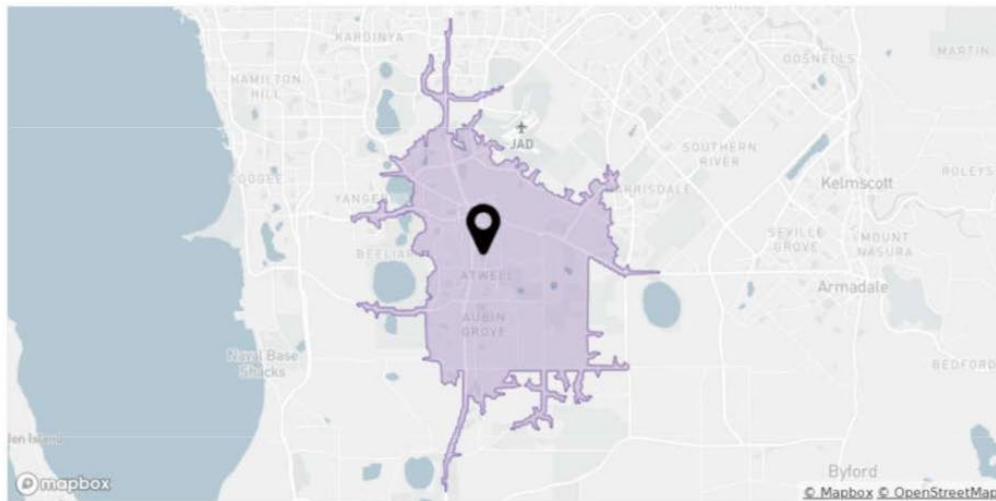
2023-12-06 06:59:04

Location

39 Brenchley Drive, Atwell Western Australia 6164, Australia

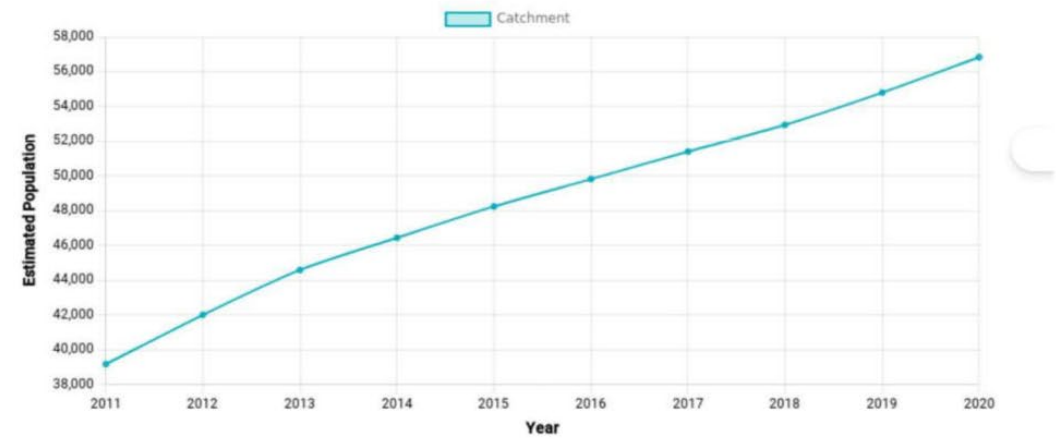
Catchment Settings

Drive time - 10 minutes





Historical Population Growth



	Catchment
Est. Population 2011	39,183
Est. Population 2012	42,020
Est. Population 2013	44,601
Est. Population 2014	46,451
Est. Population 2015	48,253
Est. Population 2016	49,826
Est. Population 2017	51,413
Est. Population 2018	52,949
Est. Population 2019	54,801
Est. Population 2020	56,841



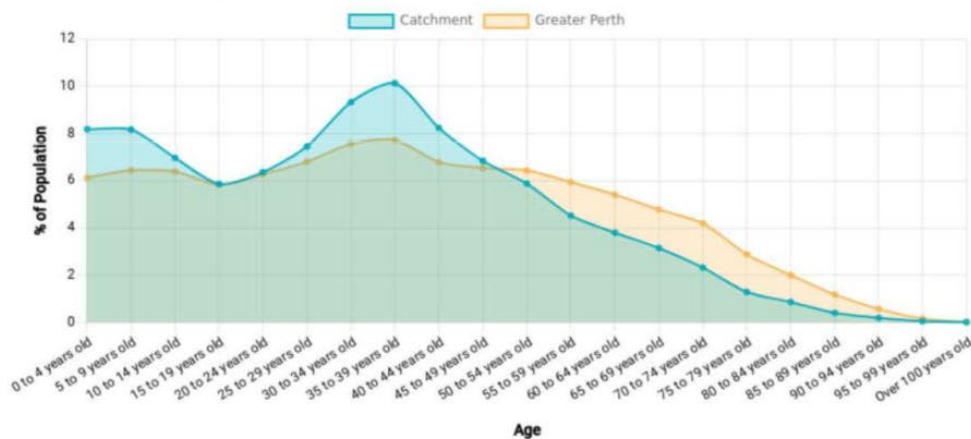
Personal Income (2021)



	Catchment		Greater Perth	
Negative or Nil Income Total	4,442	9.63%	159,103	9.27%
\$1 to \$149 Weekly	1,622	3.52%	60,964	3.55%
\$150 to \$299 Weekly	1,841	3.99%	83,560	4.87%
\$300 to \$399 Weekly	2,397	5.20%	119,682	6.98%
\$400 to \$499 Weekly	2,253	4.88%	117,763	6.87%
\$500 to \$649 Weekly	2,624	5.69%	116,720	6.80%
\$650 to \$799 Weekly	2,796	6.06%	107,373	6.26%
\$800 to \$999 Weekly	3,551	7.70%	125,124	7.29%
\$1000 to \$1249 Weekly	4,396	9.53%	147,716	8.61%
\$1250 to \$1499 Weekly	3,859	8.37%	118,151	6.89%
\$1500 to \$1749 Weekly	3,690	8.00%	107,779	6.28%
\$1750 to \$1999 Weekly	2,706	5.87%	81,312	4.74%
\$2000 to \$2999 Weekly	5,242	11.37%	153,763	8.96%
\$3000 to \$3499 Weekly	1,195	2.59%	39,314	2.29%
\$3500 or more Weekly	1,284	2.78%	66,532	3.88%
Income Not Stated Total	2,224	4.82%	110,546	6.44%
Total	46,121		1,715,402	



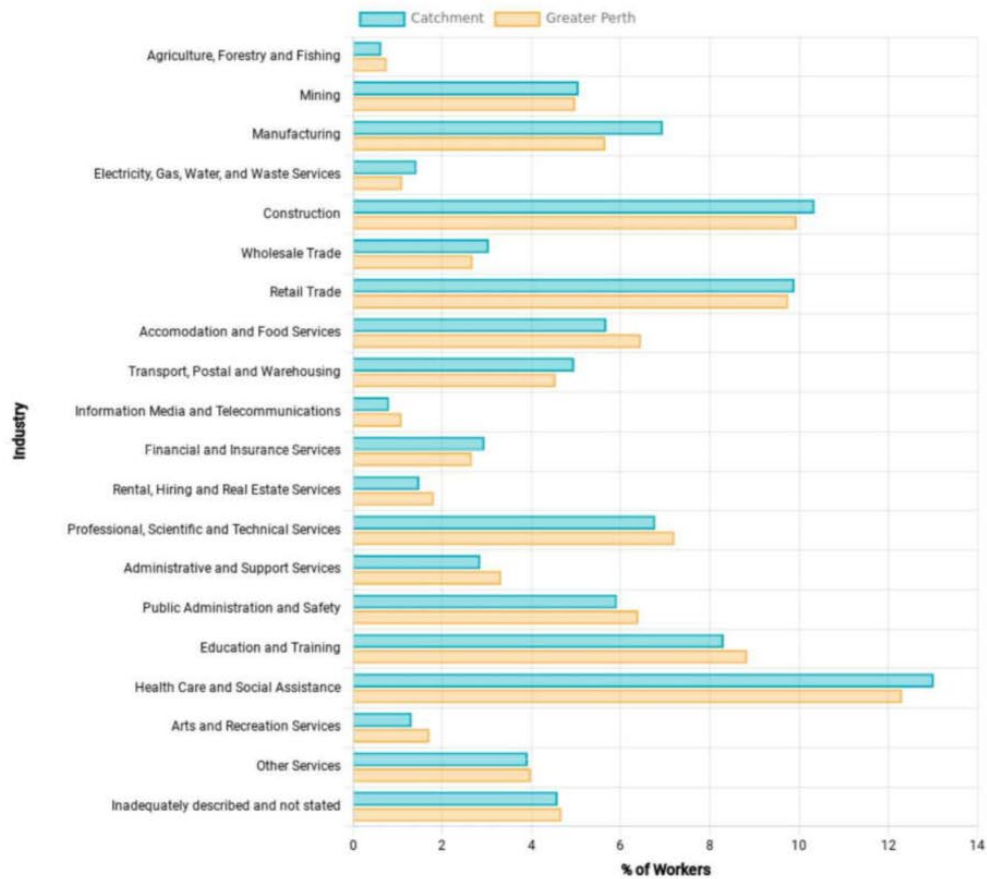
Age Breakdown (2021)



	Catchment		Greater Perth	
0 to 4 years old	4,893	8.18%	129,598	6.12%
5 to 9 years old	4,882	8.17%	136,414	6.44%
10 to 14 years old	4,167	6.97%	135,222	6.39%
15 to 19 years old	3,501	5.86%	123,315	5.83%
20 to 24 years old	3,802	6.36%	132,631	6.27%
25 to 29 years old	4,455	7.45%	143,850	6.80%
30 to 34 years old	5,579	9.33%	160,051	7.56%
35 to 39 years old	6,058	10.13%	163,435	7.72%
40 to 44 years old	4,927	8.24%	143,484	6.78%
45 to 49 years old	4,089	6.84%	138,515	6.54%
50 to 54 years old	3,517	5.88%	136,051	6.43%
55 to 59 years old	2,700	4.52%	125,717	5.94%
60 to 64 years old	2,269	3.80%	114,471	5.41%
65 to 69 years old	1,883	3.15%	101,124	4.78%
70 to 74 years old	1,387	2.32%	88,828	4.20%
75 to 79 years old	773	1.29%	60,857	2.88%
80 to 84 years old	514	0.86%	42,242	2.00%
85 to 89 years old	238	0.40%	24,962	1.18%
90 to 94 years old	114	0.19%	12,083	0.57%
95 to 99 years old	31	0.05%	3,350	0.16%
Over 100 years old	4	0.01%	438	0.02%
Total	59,786		2,116,638	



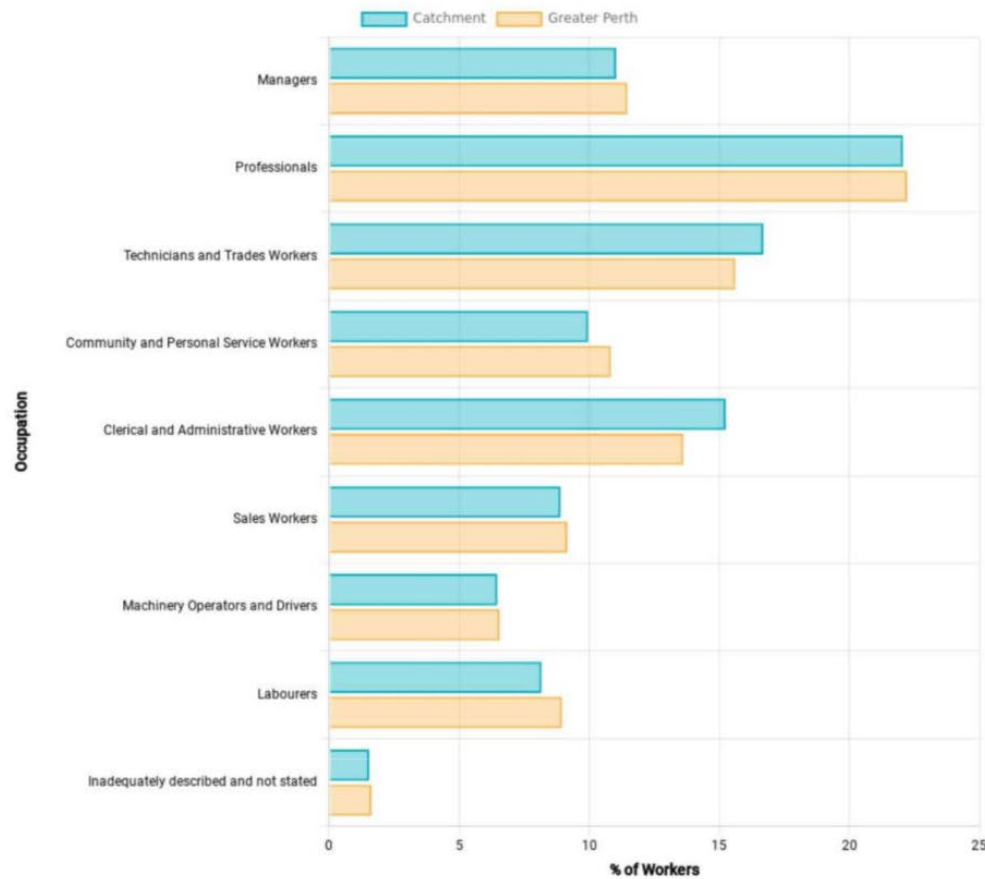
Resident Workers by Industry (2016)



	Catchment		Greater Perth	
Agriculture, Forestry and Fishing	157	0.64%	6,994	0.76%
Mining	1,246	5.06%	45,956	4.99%
Manufacturing	1,712	6.95%	52,043	5.66%
Electricity, Gas, Water, and Waste Services	353	1.43%	10,260	1.11%
Construction	2,549	10.35%	91,517	9.95%
Wholesale Trade	752	3.05%	24,783	2.69%
Retail Trade	2,437	9.90%	89,774	9.76%
Accommodation and Food Services	1,398	5.68%	59,412	6.46%
Transport, Postal and Warehousing	1,221	4.96%	41,895	4.55%
Information Media and Telecommunications	200	0.81%	10,153	1.10%
Financial and Insurance Services	727	2.95%	24,599	2.67%
Rental, Hiring and Real Estate Services	366	1.49%	16,788	1.82%
Professional, Scientific and Technical Services	1,669	6.78%	66,361	7.21%
Administrative and Support Services	705	2.86%	30,622	3.33%
Public Administration and Safety	1,459	5.92%	58,848	6.40%
Education and Training	2,045	8.31%	81,359	8.84%
Health Care and Social Assistance	3,207	13.02%	113,247	12.31%
Arts and Recreation Services	324	1.32%	15,838	1.72%
Other Services	964	3.92%	36,729	3.99%
Inadequately described and not stated	1,131	4.59%	43,030	4.68%
Total	24,623		920,208	



Resident Workers by Occupation (2016)



Occupation	Catchment		Greater Perth	
	Count	%	Count	%
Managers	2,726	11.03%	105,412	11.46%
Professionals	5,453	22.06%	204,472	22.22%
Technicians and Trades Workers	4,125	16.69%	143,621	15.61%
Community and Personal Service Workers	2,460	9.95%	99,683	10.83%
Clerical and Administrative Workers	3,767	15.24%	125,233	13.61%
Sales Workers	2,199	8.89%	84,231	9.15%
Machinery Operators and Drivers	1,597	6.46%	60,231	6.55%
Labourers	2,016	8.16%	82,364	8.95%
Inadequately described and not stated	378	1.53%	14,947	1.62%
Total	24,721		920,194	



Atwell Reserve

Specifications

Date

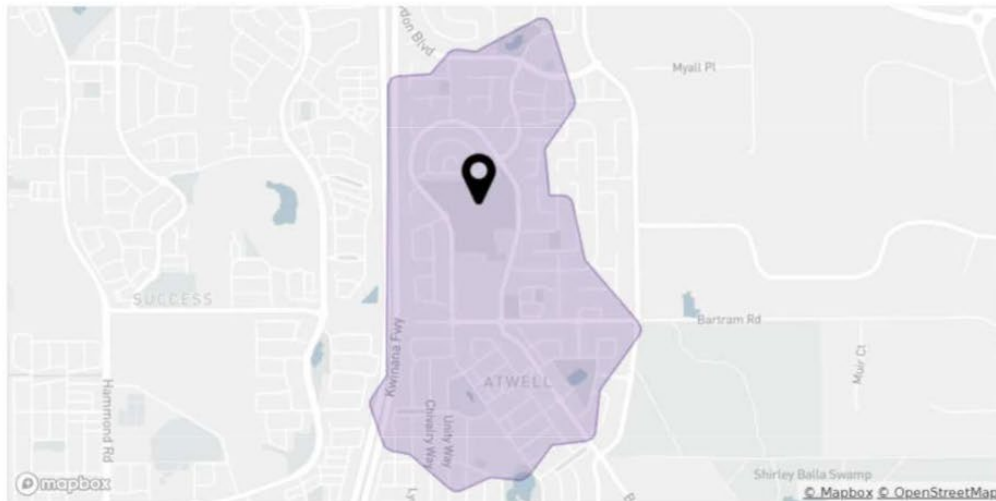
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Location

39 Brenchley Drive, Atwell Western Australia 6164, Australia

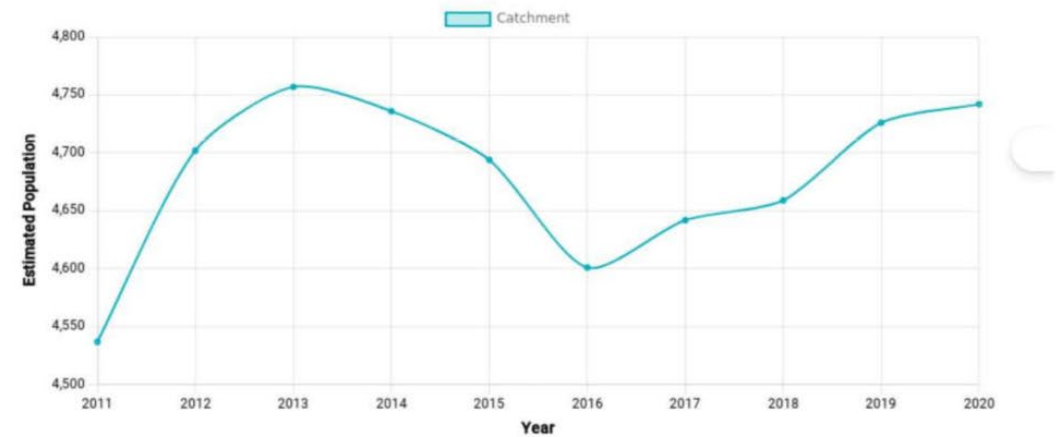
Catchment Settings

Walk time - 15 minutes





Historical Population Growth



	Catchment
Est. Population 2011	4,537
Est. Population 2012	4,702
Est. Population 2013	4,757
Est. Population 2014	4,736
Est. Population 2015	4,694
Est. Population 2016	4,601
Est. Population 2017	4,642
Est. Population 2018	4,659
Est. Population 2019	4,726
Est. Population 2020	4,742



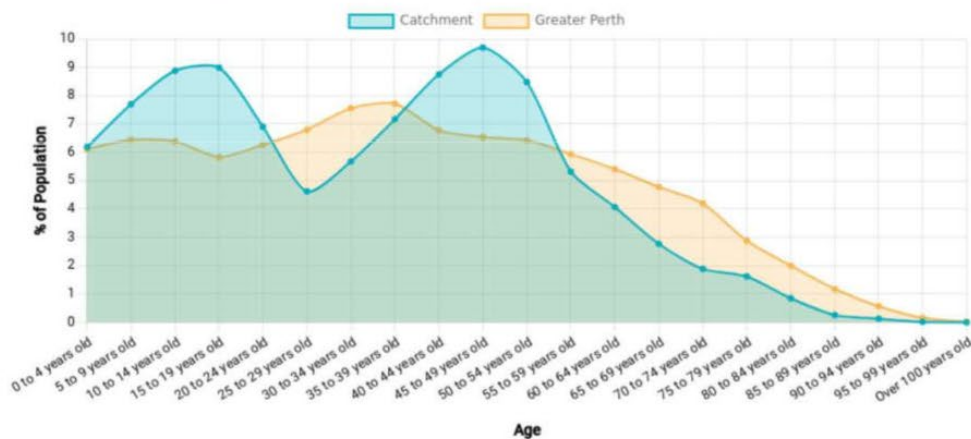
Personal Income (2021)



	Catchment		Greater Perth	
Negative or Nil Income Total	366	10.34%	159,103	9.27%
\$1 to \$149 Weekly	175	4.95%	60,964	3.55%
\$150 to \$299 Weekly	163	4.61%	83,560	4.87%
\$300 to \$399 Weekly	223	6.28%	119,682	6.98%
\$400 to \$499 Weekly	167	4.73%	117,763	6.87%
\$500 to \$649 Weekly	198	5.59%	116,720	6.80%
\$650 to \$799 Weekly	244	6.89%	107,373	6.26%
\$800 to \$999 Weekly	244	6.88%	125,124	7.29%
\$1000 to \$1249 Weekly	291	8.23%	147,716	8.61%
\$1250 to \$1499 Weekly	242	6.83%	118,151	6.89%
\$1500 to \$1749 Weekly	255	7.21%	107,779	6.28%
\$1750 to \$1999 Weekly	203	5.74%	81,312	4.74%
\$2000 to \$2999 Weekly	419	11.82%	153,763	8.96%
\$3000 to \$3499 Weekly	88	2.49%	39,314	2.29%
\$3500 or more Weekly	114	3.23%	66,532	3.88%
Income Not Stated Total	148	4.18%	110,546	6.44%
Total	3,541		1,715,402	



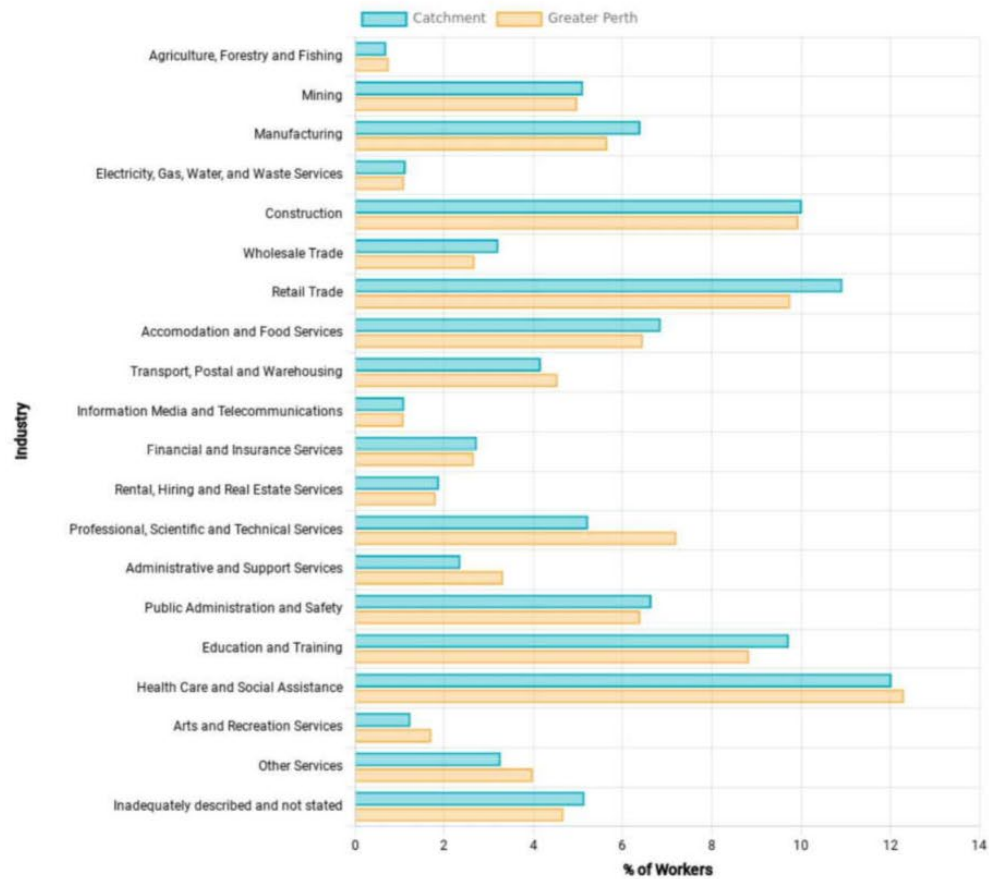
Age Breakdown (2021)



	Catchment		Greater Perth	
0 to 4 years old	280	6.19%	129,598	6.12%
5 to 9 years old	349	7.70%	136,414	6.44%
10 to 14 years old	402	8.88%	135,222	6.39%
15 to 19 years old	407	8.99%	123,315	5.83%
20 to 24 years old	313	6.90%	132,631	6.27%
25 to 29 years old	209	4.62%	143,850	6.80%
30 to 34 years old	257	5.68%	160,051	7.56%
35 to 39 years old	325	7.17%	163,435	7.72%
40 to 44 years old	396	8.75%	143,484	6.78%
45 to 49 years old	439	9.70%	138,515	6.54%
50 to 54 years old	384	8.48%	136,051	6.43%
55 to 59 years old	241	5.32%	125,717	5.94%
60 to 64 years old	184	4.07%	114,471	5.41%
65 to 69 years old	125	2.77%	101,124	4.78%
70 to 74 years old	86	1.89%	88,828	4.20%
75 to 79 years old	73	1.62%	60,857	2.88%
80 to 84 years old	39	0.85%	42,242	2.00%
85 to 89 years old	12	0.26%	24,962	1.18%
90 to 94 years old	6	0.13%	12,083	0.57%
95 to 99 years old	1	0.02%	3,350	0.16%
Over 100 years old	0	0.00	438	0.02%
Total	4,529		2,116,638	



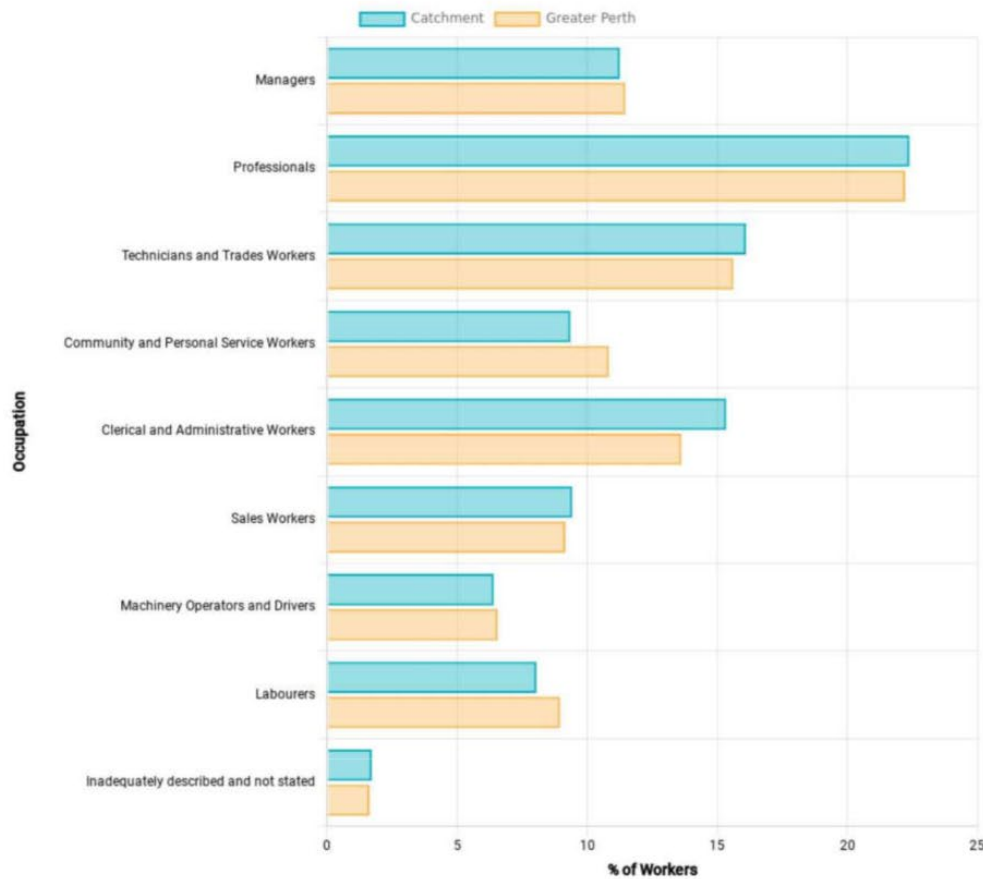
Resident Workers by Industry (2016)



	Catchment		Greater Perth	
Agriculture, Forestry and Fishing	17	0.71%	6,994	0.76%
Mining	119	5.12%	45,956	4.99%
Manufacturing	149	6.40%	52,043	5.66%
Electricity, Gas, Water, and Waste Services	27	1.14%	10,260	1.11%
Construction	234	10.02%	91,517	9.95%
Wholesale Trade	75	3.22%	24,783	2.69%
Retail Trade	255	10.93%	89,774	9.76%
Accommodation and Food Services	160	6.86%	59,412	6.46%
Transport, Postal and Warehousing	97	4.17%	41,895	4.55%
Information Media and Telecommunications	26	1.11%	10,153	1.10%
Financial and Insurance Services	64	2.74%	24,599	2.67%
Rental, Hiring and Real Estate Services	44	1.89%	16,788	1.82%
Professional, Scientific and Technical Services	122	5.23%	66,361	7.21%
Administrative and Support Services	55	2.37%	30,622	3.33%
Public Administration and Safety	155	6.65%	58,848	6.40%
Education and Training	227	9.73%	81,359	8.84%
Health Care and Social Assistance	281	12.03%	113,247	12.31%
Arts and Recreation Services	29	1.25%	15,838	1.72%
Other Services	76	3.27%	36,729	3.99%
Inadequately described and not stated	120	5.15%	43,030	4.68%
Total	2,333		920,208	




Resident Workers by Occupation (2016)



Occupation	Catchment		Greater Perth	
	Count	%	Count	%
Managers	265	11.25%	105,412	11.46%
Professionals	527	22.38%	204,472	22.22%
Technicians and Trades Workers	379	16.10%	143,621	15.61%
Community and Personal Service Workers	220	9.35%	99,683	10.83%
Clerical and Administrative Workers	361	15.34%	125,233	13.61%
Sales Workers	222	9.42%	84,231	9.15%
Machinery Operators and Drivers	151	6.40%	60,231	6.55%
Labourers	189	8.04%	82,364	8.95%
Inadequately described and not stated	40	1.71%	14,947	1.62%
Total	2,354		920,194	

Appendix 4: Site Constraints

The Site constraints indicate that there are no significant impairments to the development of the site based on an assessment of Dial Before You Dig and an assessment of the City's mapping portal. The most significant constraint relates to the drainage infrastructure which limits development to the north and west of the Clubhouse building with the adjacent stormwater pipes, irrigation lines and irrigation network.






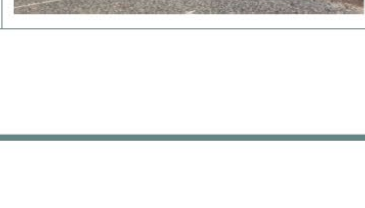
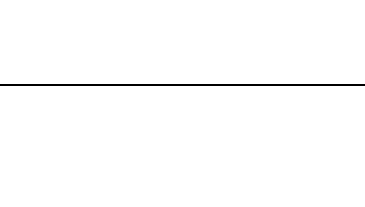
Atwell Reserve	
Map	
City of Cockburn	Assets that lie directly within the area – stormwater pipes, irrigation lines and irrigation network
Water Corporation	TBC
ATCO	Transmission pipelines on the roads surrounding the site
Western Power	Pillars located on the outside of site
TPG Telecommunications	No impact
Telstra	No impact
NBN	No impact
Bushfire prone area	No
Heritage / Aboriginal site	No
Contaminated site	No
Bush Forever Site	






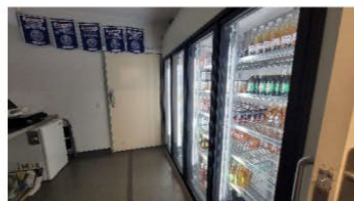


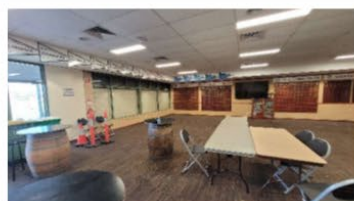
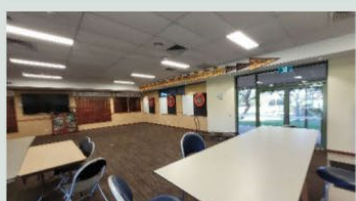




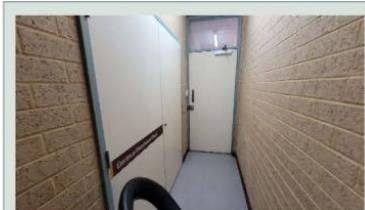


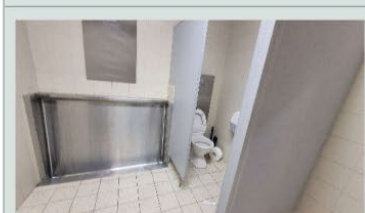
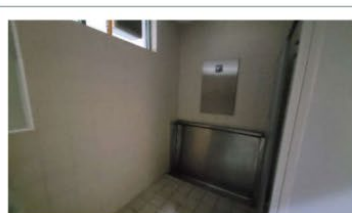



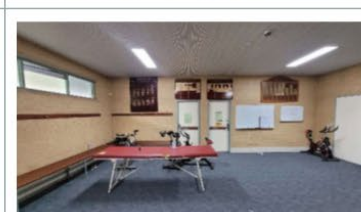



Appendix 5: Site Audit



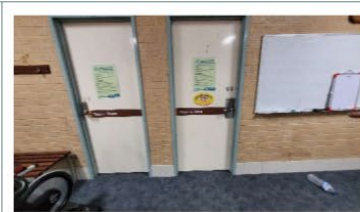









A visual site audit of the current infrastructure was undertaken to support the initial site and facility assessment


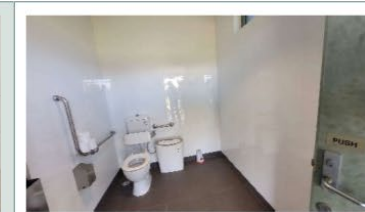

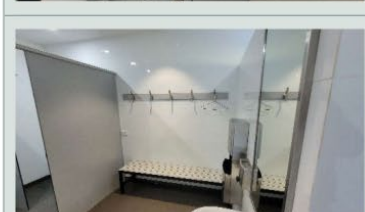
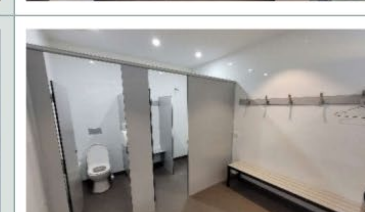
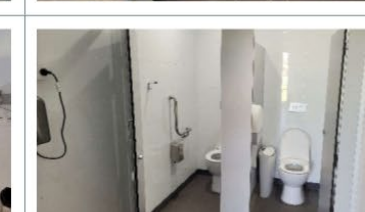


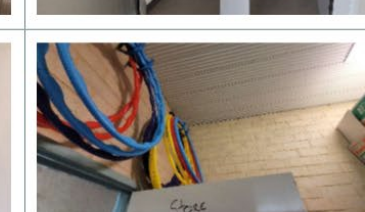
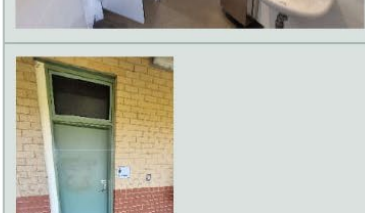
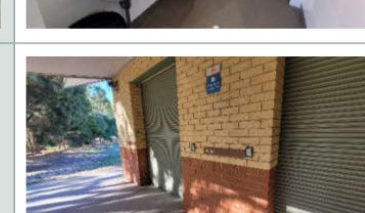
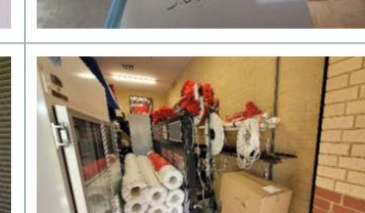
Table 17: Audit of current facility – clubhouse, oval, car parking and surrounds

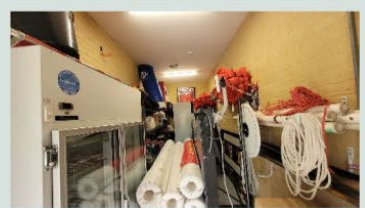







			<p>External Appearance and Car Park:</p> <ul style="list-style-type: none">• The external appearance of the facility is reasonable with brick fascia and a colourbond roof. It has a concrete pad around the facility with a roof overhang providing good viewing area over the reserve. Although limited in its elevation.• The public toilet which extends from the changing room is at the northern end of the building and potentially in a poor location impacting on the functionality and effective alignment of future upgrades and expansion of the current clubrooms and changerooms. For extensions to be considered the space would need to be re-aligned to provide the greatest level of flexibility for club and user groups of the oval.
			
			
			
			
			

			<ul style="list-style-type: none"> • The relationship with the oval space is good but area directly in front of clubhouse is damaged due to excessive wear and tear and poorly maintained. The option to extend the concrete plinth and shade over could be considered to enhance the viewing capacity. • Access to the adjacent car park to the south of the clubhouse is reasonable with 58 car parking and two ACROD bays two parking areas provided. An alternative car parking area is provided to the east to the north of Atwell College site providing an additional 60 bays. It is however detached from the clubhouse. This car parking area includes a one way access road around the car parking bays which permits bus entry and drop off • The limited number of bays available at the site are likely to be an issue given the amount of players, spectators, coaches and officials which may be present at peak usage time. • Based on historic photographs there are indications that the second car park has been used for
			
			
			

			<p>anti-social burn-out activities which may give rise for concerns in respect of the level of passive surveillance afforded the site.</p> <p>Clubhouse</p> <ul style="list-style-type: none">• The clubhouse provides a reasonable level of function space provision to accommodate both adult and junior members. The main concern is the internal layout which is old and dated.• The bar area provides an open space which can be suitably separated from junior activities while also providing the opportunity to generate income from events (albeit it is limited by size).• Site security is a concern due to the isolated nature of the clubhouse and limited passive surveillance (other than via neighbouring residential properties within reasonably close proximity).• The kitchen facilities are reasonable although dated and provide the club with the ability to prepare food and provide a
			
			
			

			<p>reasonable level of kiosk and bar services for members /customers.</p> <ul style="list-style-type: none">• The food preparation space is adequate and there is a large expanse of refrigeration storage necessary food / drink. The ability to extend the function area externally under the shade for summer events is available although the space would be limited by the weather in winter.• Public toilets servicing the function space are accessed via a narrow corridor and while dated are functional. <p>Changerooms</p> <ul style="list-style-type: none">• The changing room space while updated lack gender neutral provision and would not service the development of female sport adequately. The lack of such infrastructure will continue to inhibit all clubs in their ability to grow and provide a fully inclusive environment for all users.• Changerooms appearance to be in reasonable condition. There are issues however with the relative size and flexibility of use.
			
			
			

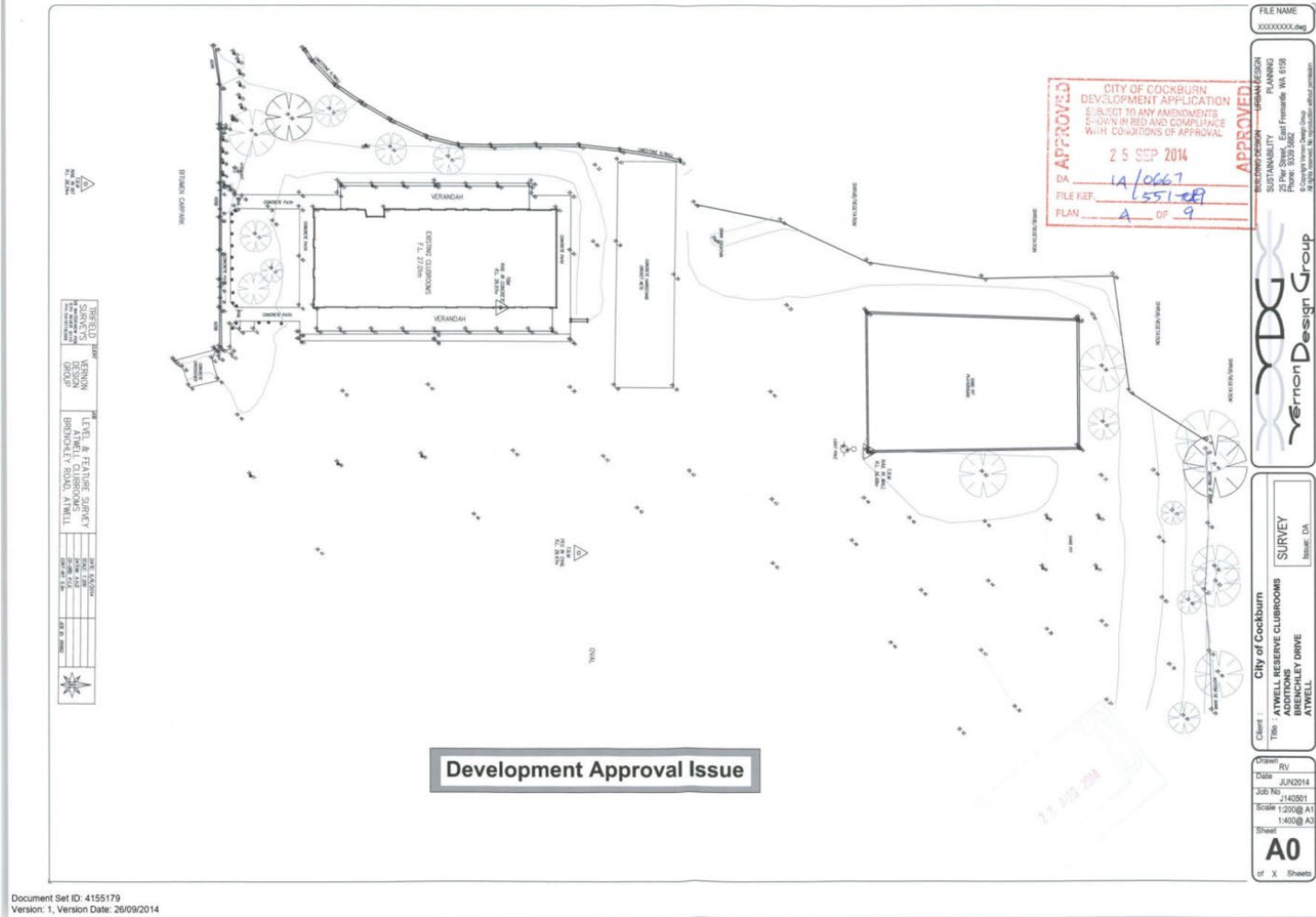
			<ul style="list-style-type: none">• There is also a lack of consistency with the split of LED fittings and fluorescent fittings throughout the space.• There is clearly an insufficient level of infrastructure to meet the current playing capacity and changeover during games. A minimum of four changing room spaces (gender neutral) is required to service two ovals (2x home and away).• The toilet block to the northern side of the clubhouse has been retrofitted and while of a reasonable quality it is small and narrow leading to compromised outcomes in the provision of showers and toilets. <p>Playing surface</p> <ul style="list-style-type: none">• Two oval spaces for AFL and 2 synthetic cricket pitches are available at the Reserve. 4 lane cricket nets are also at the Reserve. The 4 cricket nets are in good condition and provide a good training space for the cricket club during the cricket season.• The current surface is poor due to extensive use and potential overplay doesn't provide the ground the opportunity to recover and regenerate fast enough.
			
			
			

			<ul style="list-style-type: none"> While a shared use agreement with the local college would be preferred, it is understood that the school is not willing to consider the option at present. This would permit an expanded juniors and Auskick program to offset excessive wear and tear of the two ovals. The ground is however in a poor state of repair and would require ongoing investment to bring it up to standard. <p>Storage</p> <ul style="list-style-type: none"> Storage space (both internal and external) are an issue with limited space available and accessibility compromised. It can be a hazard to access equipment when having to use the storage room due to the extent of equipment across the four clubs training and playing. The storage room is below standard spatial requirements to service four user groups and lacks sufficient flexibility and available options. The spaces are clearly being used to capacity which limits future opportunities for expanding programs and the storage of a range of equipment to support all of the clubs training and development programs.
			
			

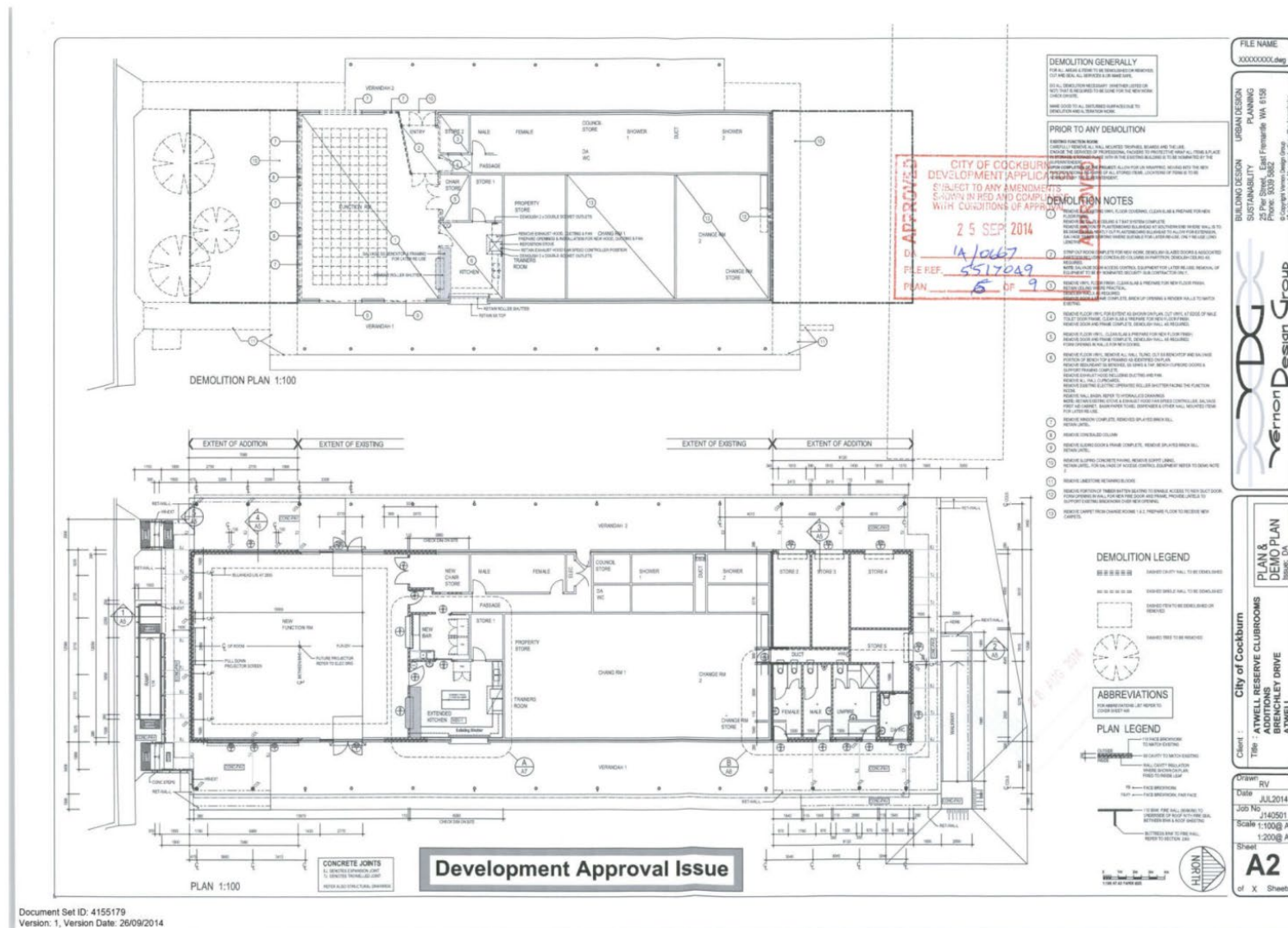
		<ul style="list-style-type: none">• Access to the main storage area is to the rear of the pavilion which again poses challenges with the transportation and effective manoeuvrability of large pieces of equipment. <p>Floodlighting</p> <ul style="list-style-type: none">• Floodlighting is available at the reserve and provides adequate lighting requirements to permit training for the football clubs during the week. They do however lack sufficient capability to provide for community level night cricket and of limited capability on the oval furthest from the pavilion. <p>Detached shaded viewing / player area:</p> <ul style="list-style-type: none">• A detached shaded viewing / player area of 60m² is positioned to the south of the two ovals adjacent to a floodlighting column. It was not inspected at the time of the visit. <p>Fitness Equipment:</p> <p>Concrete pads with outdoor fitness equipment are located to the northeast of the second oval which are in good condition. It is also the position of the pipeline which is</p>
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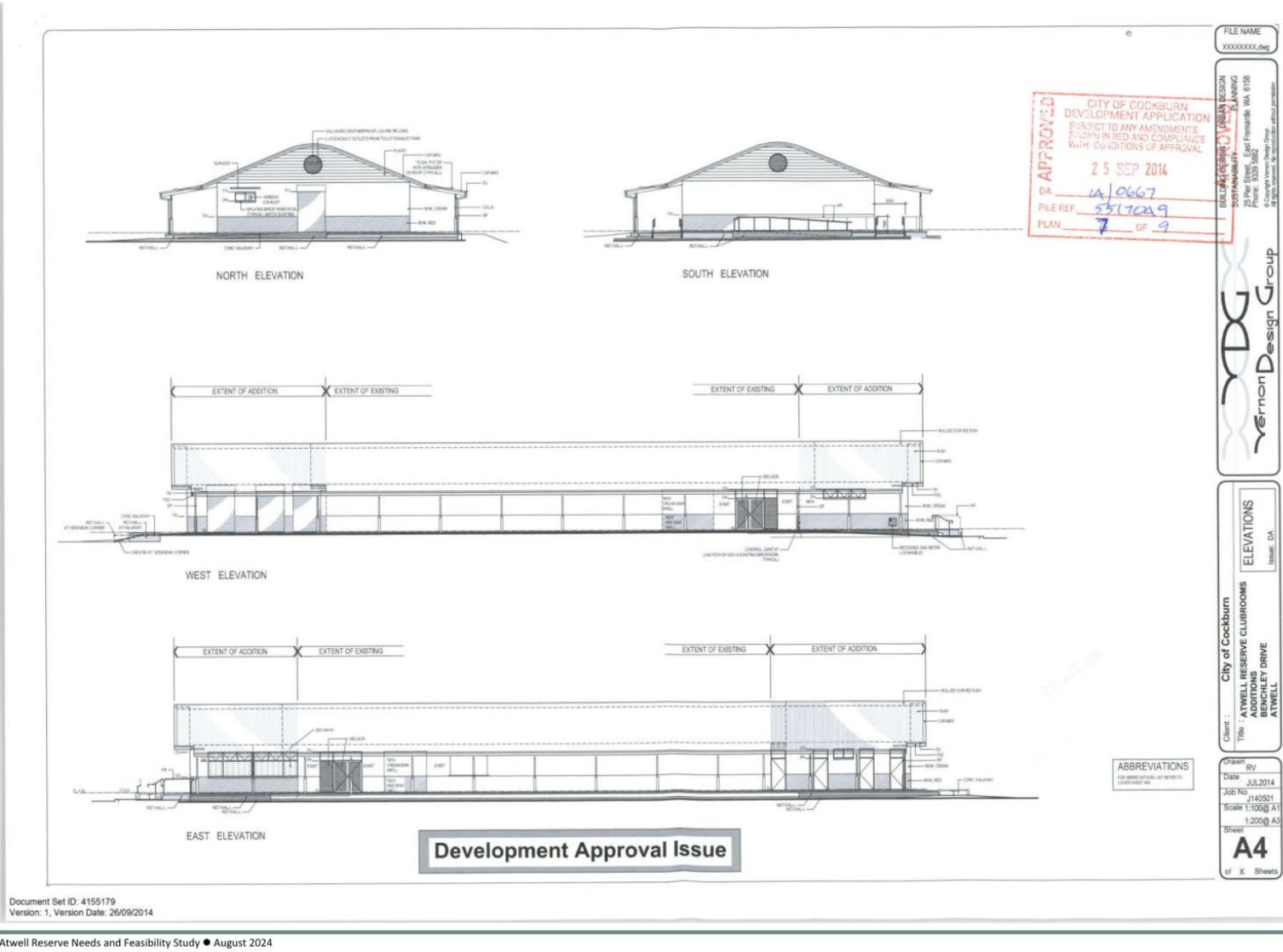
			located above ground across the north of the reserve at this point.
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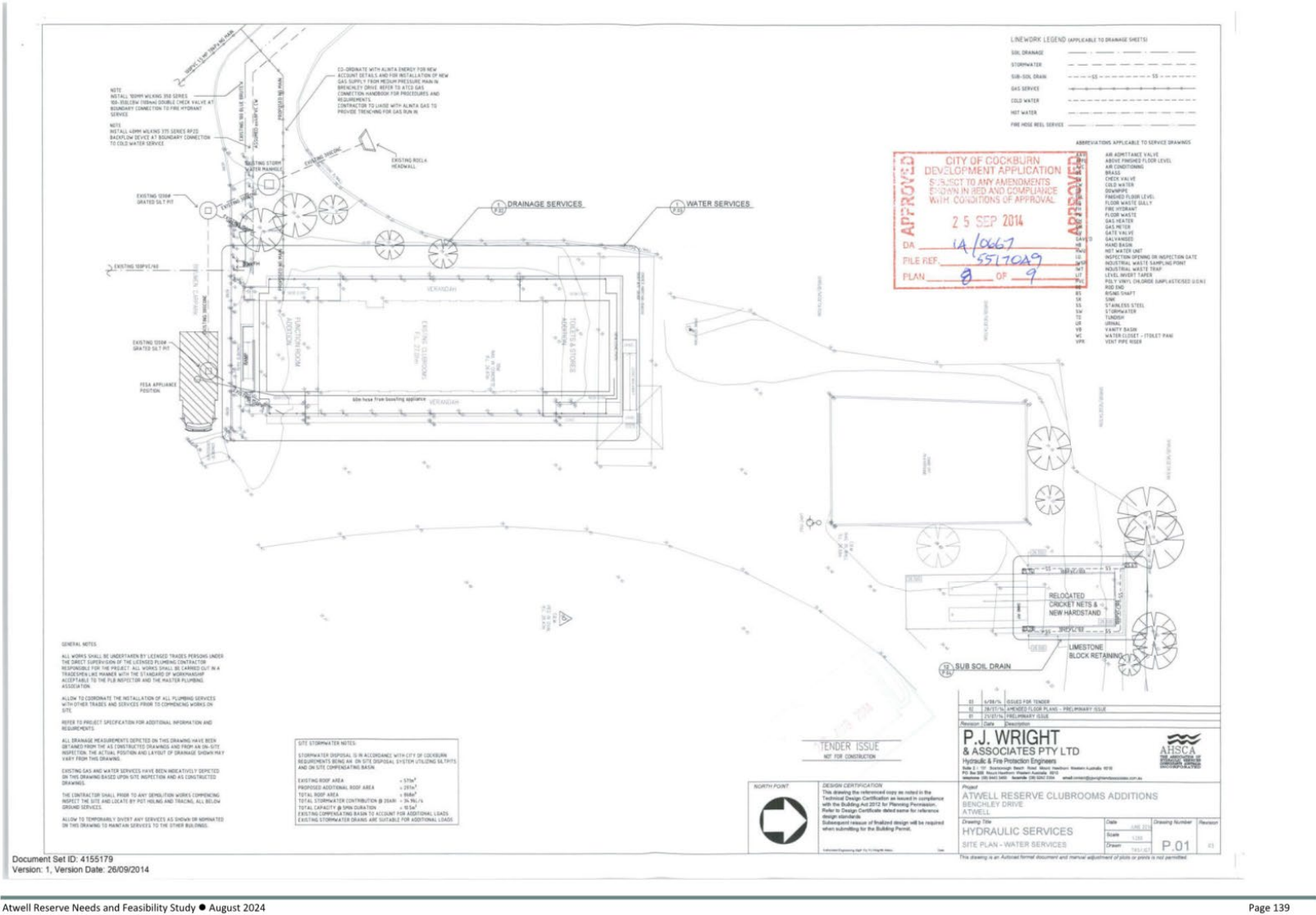
Appendix 6: Current Atwell Clubroom Plans



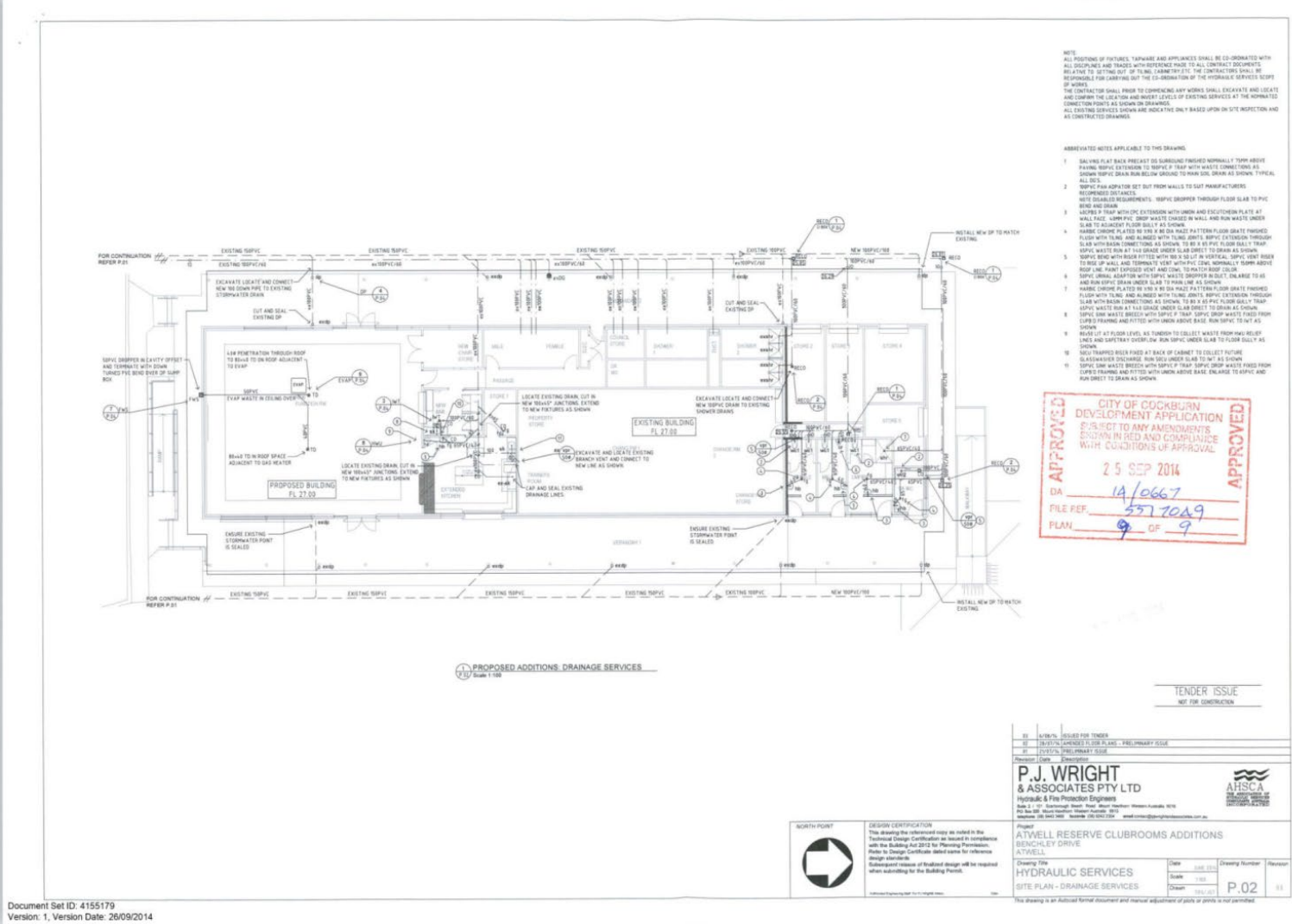


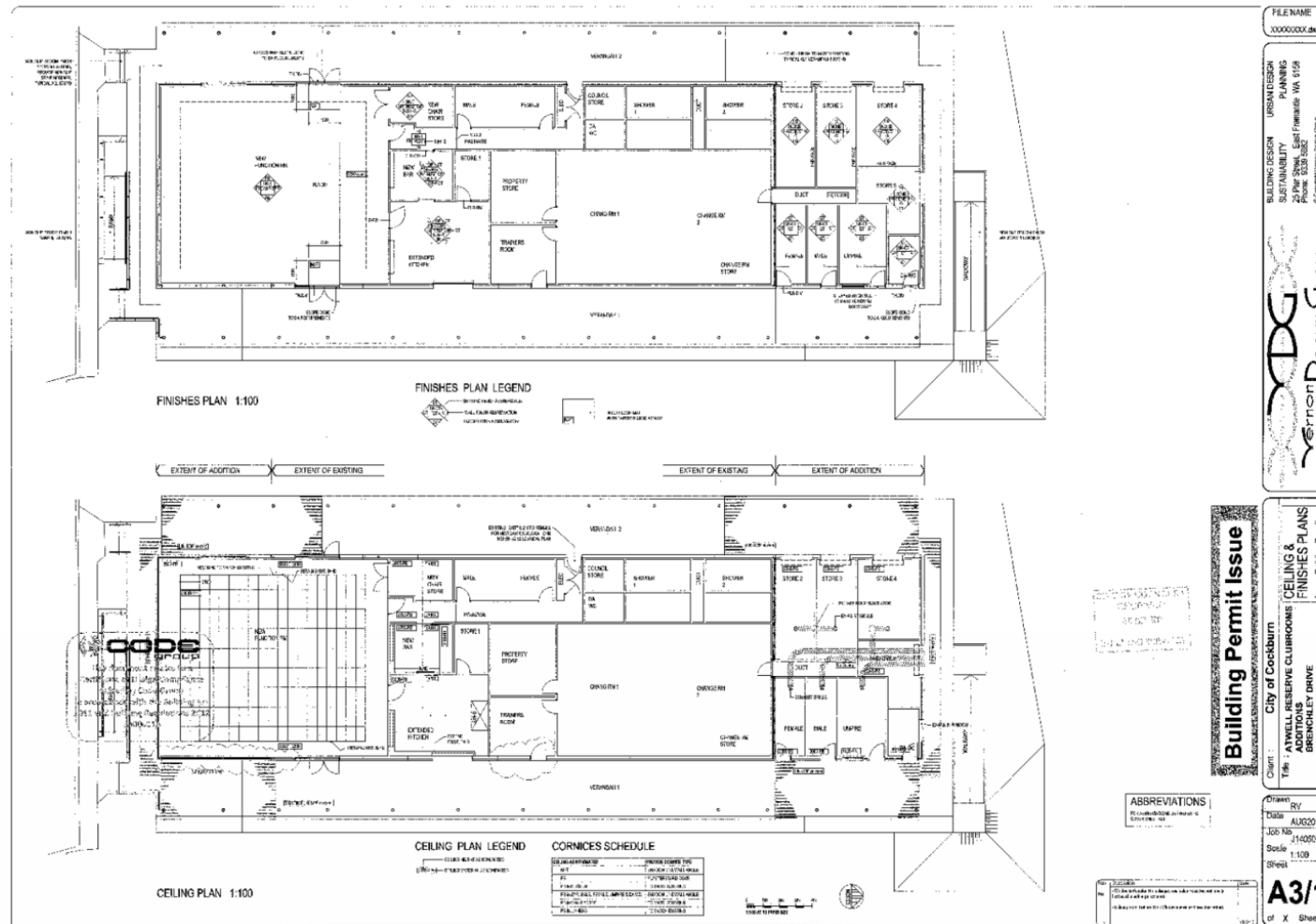






Atwell Reserve Needs and Feasibility Study • August 2024






Appendix 7: Facility Benchmarks


The following section highlights the facility benchmarks and components related to typical local government facilities. The first part relates to multiple oval facilities and clubhouse developments which highlights the importance of the following:

- Minimising the amount of dedicated club facilities for one user.
- Ensuring that the function space / bar / kiosk is suitable (and not excessive in size) for its users.
- Provision of flexible space including meeting rooms
- Avoidance of unnecessary clutter and club paraphernalia to enable function space hire to be maximised.
- Accessible external storage.
- Adaptation of changing facilities to meet the increase in female participation.
- Orientation and location of the building within the oval
- Efficient management of a variety of clubs / user groups across oval spaces and across seasonal use to minimise conflict.

Table 18: Current Facilities – Contemporary Design Standards

Facility	Outputs
Ernest Johnson Reserve, South Perth (City of South Perth)	<div></div> <p>Ernest Johnson Reserve has two sporting ovals and has been the subject of an investment of \$10.5m in 2018 to combine community sporting groups with other community services. It incorporated servicing all active reserves; Ernest Johnson Oval, Hensman Park and Sandgate Reserve. There were also 6 buildings previously on the reserve space - Ernest Johnson Scout Hall, Ernest Johnson Pavilion, Como Bowling and Recreation Club, Athletics storage shed, Public toilet building and Rotary Community Hall. The focus of the project was on consolidating those buildings which were aged and lacking functionality. The initial needs analysis was undertaken in 2006.</p> <p>The level of infrastructure at Ernest Johnson Reserve is considered to be of a high quality and performs a district level function. It includes:</p> <ul style="list-style-type: none">• John McGrath Pavilion which provides a recently constructed and opened hall for sport and recreational purposes (195m²) which can be subdivided by partition to create 78m² area and a 112m² area with adjacent kitchen and views over the adjacent Ernest Johnston Oval. Other facilities include

Facility	Outputs
	<div><p>meeting rooms (capacity 35), storage infrastructure which are externally accessed (five in number), 4 x changing rooms and high quality ablutions catering for all abilities.</p><ul style="list-style-type: none">Each user group has dedicated meeting room space (Rotary, Junior Football, WAFL) to replace the existing buildings. The meeting rooms consist of a boardroom layout with sink.</div> <div><div>JOHN McGRATH PAVILION</div><p>John McGrath Pavilion 97 Hermonian St, South Perth 9434 9777 enquiries@southperth.wa.gov.au southperth.wa.gov.au</p><p>City of South Perth</p></div> <div><p>(Source: City of South Perth)</p><ul style="list-style-type: none">John McGrath Hall was opened for broader community use, functions and events and additional sport and recreational use. The facility consists of:<ul style="list-style-type: none">One main hall (165m²) incorporating a sink and small storage area.A commercial kitchen which also services an external kiosk area.In-built cool room.</div> <div><div>JOHN McGRATH HALL</div><p>John McGrath Hall 97 Hermonian St, South Perth 9434 9777 enquiries@southperth.wa.gov.au southperth.wa.gov.au</p><p>City of South Perth</p></div> <div><p>(Source: City of South Perth)</p><p>The facility currently provides for the following user groups: South Perth Junior Football Club, South Perth Cricket Club (Suburban Turf), West</p></div>

Facility	Outputs
	<p>Australian Football Commission Umpires (AFL & WAFL), South Perth Branch of the Returned & Services League (currently located in Angelo Street, South Perth), South Perth Playgroup, Girl Guides South Perth, Rotary Club of South Perth Burswood, South Perth Little Athletics, South Perth Junior Cricket Club, Local residents and passive users of the reserve. The facility is managed by the City of South Perth</p> <p>Summary Outcomes: The main consideration has been the integration of a number of sporting users and greater flexibility in the use of space, whereby the majority of user groups occupy shared spaces with the ability to sub-let to other groups. Club memorabilia is located in the entrance and lobby areas to avoid unnecessary clutter of the meeting room and hall space and providing a greater opportunity to lease those areas for other activities. It is known that the sporting clubs initially resisted the approach but have adjusted their operational practices to amalgamate with other user groups. A critically positive outcome has been the secured external changing room and storage space which has enabled clubs to operate independently while the only agreements which need to be resolved relate to the use of function areas and meeting rooms.</p>
<p>Yanchep District Open Space, City of Wanneroo (City of Wanneroo)</p>	 <p>(Source: Holton Conon)</p> <p>Located within a growth area (northern coastal growth corridor) and constructed in 2017/18 is reflective of current approaches to the development of district sporting spaces. The main considerations are the effective use of limited building space to provide:</p> <ul style="list-style-type: none"> • A new multi-functional clubroom facility with flexible function room shared with football, cricket, soccer and little athletics. This sits centrally within the oval space. • Externally accessible storage and changing room space individually allocated and accessed through external doors. • One consolidated building split into two discrete functional areas: <ul style="list-style-type: none"> ○ The norther section providing the changing rooms (x6), umpires changing (x1), kitchen / kiosk (x1) and extensive storage space (x5 rooms). ○ The southern section providing public toilets (x2), kitchen (x1) and flexible function room (including 1 x main function are with

Facility	Outputs
	<p>partition wall which can split the area from a total footprint of 186m² to two areas of 148m² and 38m²)</p> <ul style="list-style-type: none"> • Significant viewing terrace across the oval to the west (AFL) and oval to the east (Cricket and soccer). • Extensive car parking at the reserve entry to the south east of the oval space to avoid potential vehicular conflict with users. • The site has subsequently been developed further with the introduction of a criterium circuit surrounding the reserve in 2021 <p>The main consideration is the diversity of use and seasonality of sporting infrastructure which permits greater flexibility of use. Car parking and servicing of the site is kept to a minimum with the focal point for all club</p>  <p>activity being a shared centralised social space. It is to be noted that other dedicated community uses are not provided within the district level infrastructure.</p> <p>Summary Outcomes: A relatively simple process due to the fact the facility was being developed for an emerging community. There was therefore no preconceived ideas on how the facility should operate. The most notable aspect of the facility is the external facing changing facilities and storage areas which mean the facility can be operated independently by a number of user groups with agreement required on the use of the function space and kiosk. Recently the addition of a criterium circuit around the perimeter of the site has increased its activation and use.</p>
Shirley Strickland Sporting Reserve	<p>The home to Shirley Strickland Reserve is the home to 5 Sporting Clubs who form the Shirley Strickland Reserve Sporting Association (SSRSA). They include Applecross Mount Pleasant Junior Football Club (one of the premier junior football clubs in the East Fremantle district with boys and girls teams across the age groups from Year 3 to Year 12); Rebels Softball Club (with seven senior men's teams and six senior women's sides - including a State League team - and ten to twelve junior sides throughout the year); Melville Touch Rugby Association (catering for Mens and Mixed Teams across both winter and summer seasons on Wednesday nights); Applecross Cricket Club (recently integrated the Ardross Junior Cricket Club with 15 senior teams across men's, women's and ICL competitions and 19 junior teams) and</p>

Facility	Outputs
	<p>Southern Districts Gaelic Football Club (mens and womens training takes place every Tues & Thurs).</p> <p>SSRSA is responsible for the co-ordination of sporting activity between the clubs as well as the interface with the City of Melville on operational matters at the Reserve. It also operates a licenced bar at the facility. The SSRSA Board is made up of 15 (three each from the five clubs) and its Executive comprises:</p> <ul style="list-style-type: none">• President• Vice President• Secretary• Treasurer• Bar Operations Director <p>The site was recently the subject of a \$9.6m redevelopment which was completed in 2022 (June) resulted in a centralised pavilion offering:</p> <ul style="list-style-type: none">• Two-storey community pavilion with six change rooms (48.8m² x 4 and 51.5m² x 2 – all gender neutral)• Multi-purpose community spaces with storage, bar and servery:<ul style="list-style-type: none">○ Multi-purpose Room 1: Capacity: 100 people (157m²)○ Multi-purpose Room 2: Capacity: 50 people (91m²)• Storage (combined 107m²) and kiosk (20.5m²)• Program space for LeisureFit’s Exercise for EveryBody program (62m²)• Club room (126m²) and bar with outdoor areas. <p>The redevelopment also delivered new sports field lighting, adjustments to the layout of playing areas, a softball back net, an additional synthetic cricket wicket, accessible pathways supported by solar lighting, a redesign of reticulation systems, new nature play space, outdoor exercise equipment, art installations, barbecues, seating and a three-versus-three basketball court.</p> <p>The reserve benefitted from a senior size football/cricket/softball oval and two rectangular fields. The main considerations included:</p> <ul style="list-style-type: none">• Suburbs surrounding SSR is forecast to grow by more than 40% over a 20 year period.• Issues included inadequate club facilities (changerooms, storage, toilets), a lack of family friendly passive recreation features and poor accessibility.  <p>The initial concept plan sought to:</p> <ul style="list-style-type: none">• Retain and enhance the unique natural setting (mature trees and contiguous area)

Facility	Outputs
	<ul style="list-style-type: none">• Enhance connectivity within and around the reserve (pathway development, positioning of pavilions / storage to playing fields)• Provide contemporary fit for purpose built facilities• Design buildings for shared use• Design buildings for flexibility and adaptability for future use• Build with ESD principles• Optimise land utilisation• Provide adequate parking opportunities for users <p>Summary Outcomes: The building as it was already in a central location was replaced in situ but the functionality was significantly improved. The extent of clubs playing on the reserves throughout the year demanded the extent of changing room provision and the broader use of the reserve by the community was also key to the extent of multi-use community spaces. These however were not connected to the clubhouse area which was seperated by a central foyer and separate access. The folding bi-fold door in the seperating wall enabled the function space to be increased to just under 250m².</p>

Table 19: Local Government Facility Benchmarks

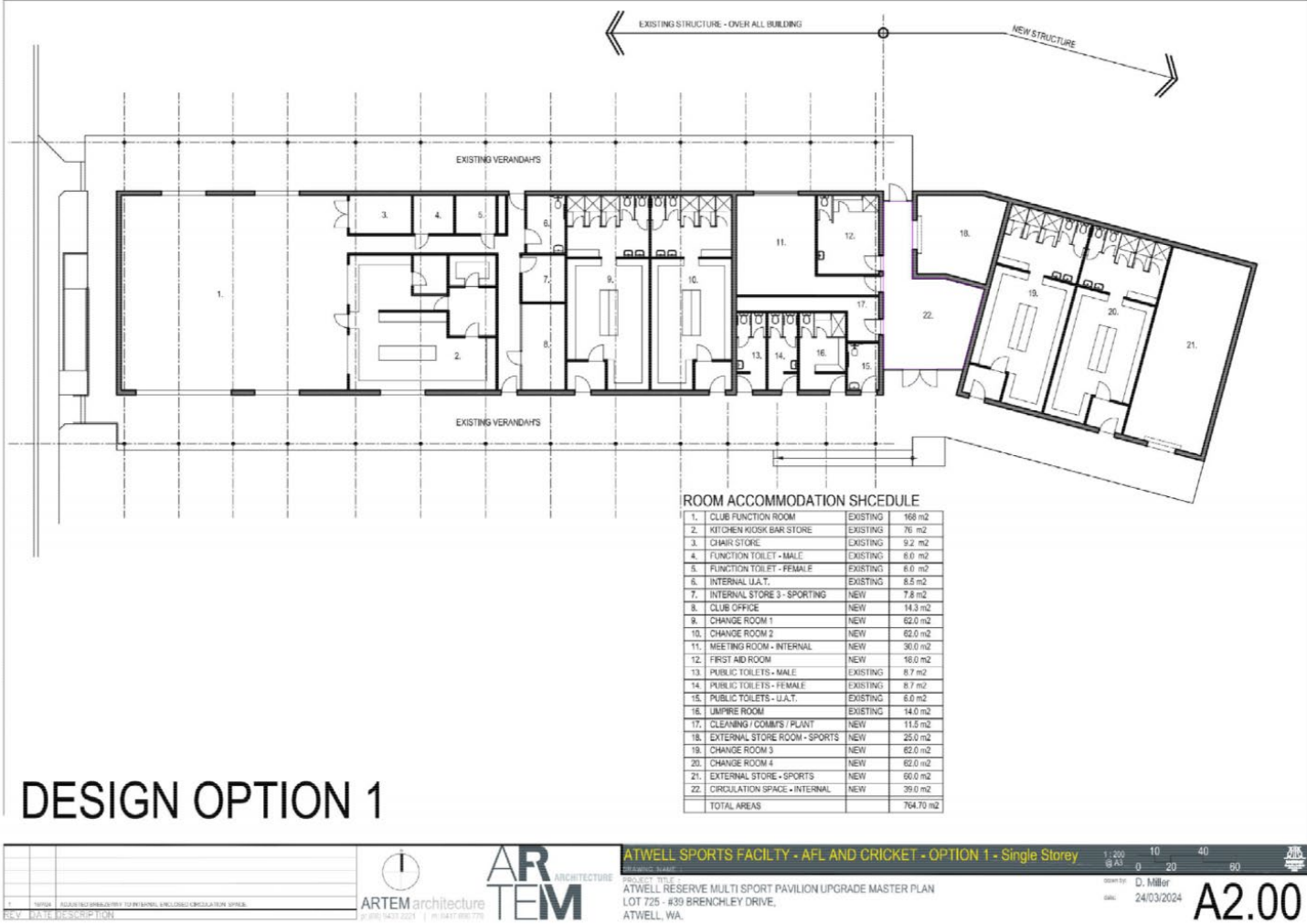
Room Description	AFL Guidelines	Cricket Guidelines	City of Cockburn	City of Joondalup	City of Rockingham	Suggested	minimum	Notes
Internal Floor Area	m²	m²	m²	m²	m²	m²	m²	
Club function room	150		100	150	150-250	100-200	150	Average figure to accommodate 80-120 people
Club office	20		20		20	12	12	Administration / additional meeting room / community room
Meeting room 1	.			50	.	20	20	Board Room / community room
Meeting room 2	.				.	20 (optional)	0	
Internal storage 1 function area	.		1:4 ratio	50	22-37	12	12	Minimum for chairs / tables
Internal storage 2 - bar	.					10	10	Secured area for stock
Internal storage 3 - sporting equipment	20	30	5	30	22-37	20	20	
Kiosk/kitchenette	20	15 - 25	25	30	20-30	20	20	With external servery
Kitchen (function room)	.				.	30	30	Potential commercial but generally just for food preparation
Kitchen storage room	.	8		10	.	18	18	Secured area for stock and utensils / equipment
Cool room	.				.	10 (optional)		can just be fridge coolers
External storage - Maintenance	.	60			.	30 (optional)		only when club is required to undertake maintenance
External storage - Sports Equipment / Goals / Training Equipment	.	30	20 - 30	25	.	30	30	Essential when equipment is stored on site - secured
External storage - additional dedicated sporting user storage	.				.	20 (optional)		Essential for multi-sporting use - ideally caged internal storage combined
Public Male toilets	17	15	TBC	17.5	20-30	20	20	Essential for large function area. External toilets only on identified sites
Public Female toilets	17	15	TBC	17.5	20-30	20	20	Essential for large function area. External toilets only on identified sites
Universal accessible toilets (internal)	7	5.5		8	9	8	8	One minimum required (internal or external access)
Universal accessible toilets (external)	.		7	8	.	8 (optional)		
Change room 1 - Gender neutral	70	40 - 60	50 - 60	90	45-70	60	60	Figure includes showers, toilets and changing room space
Change Room 1 - Amenity	29	40 - 50						
Change room 2 - Gender neutral	70	40 - 60	50 - 60	90	45-70	60	60	Figure includes showers, toilets and changing room space
Change room 2 - Amenity	29	40 - 60						
Change room 3 - Gender neutral	70		50 - 60		45-70	60	60	Additional changing room space depending on reserve and sporting mix
Change room 4 - Gender neutral	70		50 - 60		45-70	60	60	
Doctors Room	2 x 10		0					Non-essential
First aid room	15	10	10		15	15	15	
Massage room	2 x 15		0					
Gymnasium	30		0					Non-essential
Umpire room	40	15	10		15-30	15	15	
Plant room	.	As required	TBC		6	6	6	
Communications room (IT Room)	.		TBC		12	10	10	
Cleaners room	5	5	5	5	6	6	6	

Bin store			10 to 15					
Circulation - halls, foyers etc..	75				.	12%	79	
Sub-total							739	

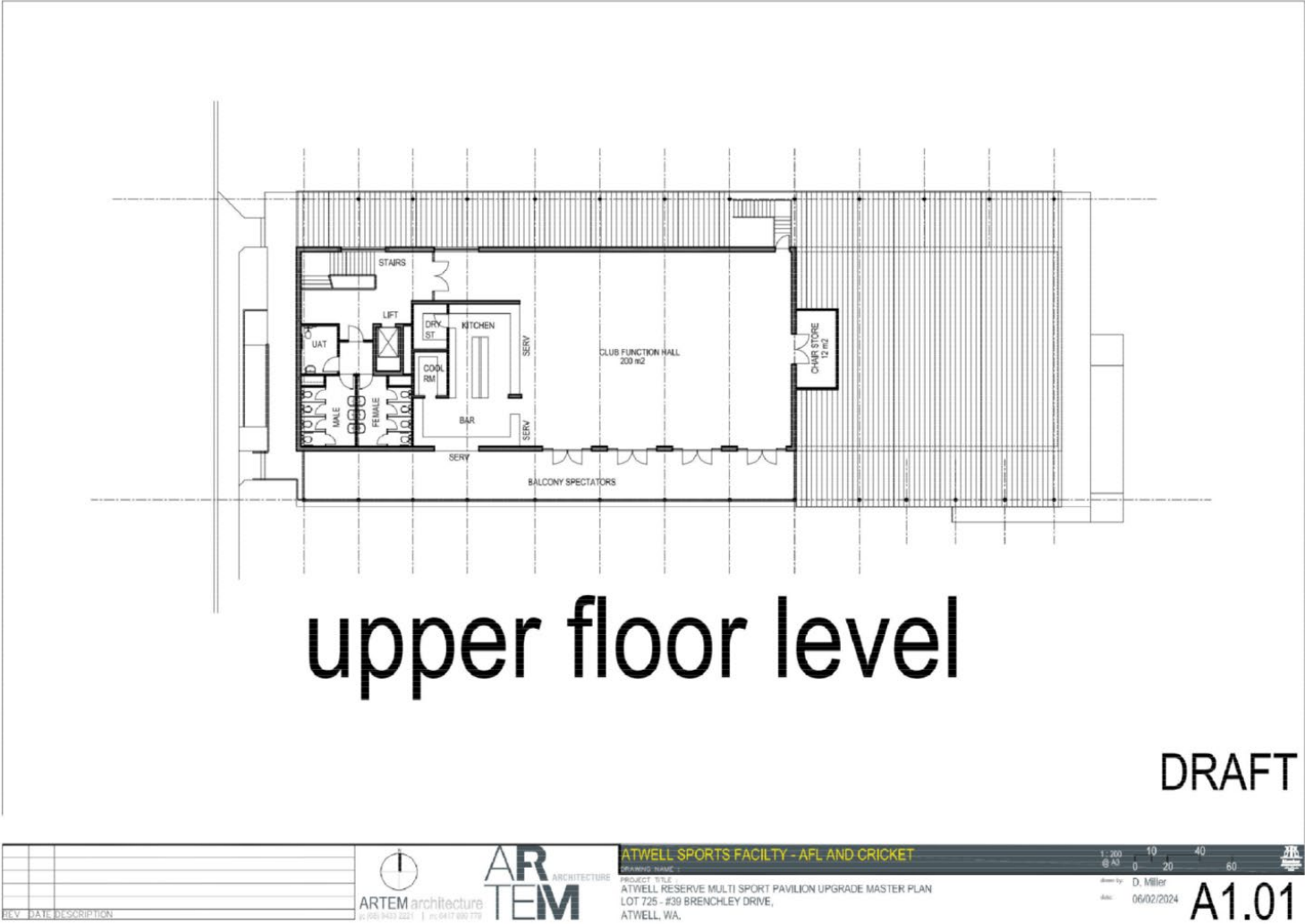
Appendix 8: Concept Plan

The two development options considered are provided below. Please note that the base plan is worked up from previous as built plans and therefore the interior fittings may not reflect any changes which may have occurred since they were developed.









Appendix 9: Cost Plan

Single Storey Option:

ATWELL RESERVE MASTERPLAN 240506 BUSINESS CASE ESTIMATE - OVERALL SUMMARY		DONALD CANT WATTS CORKE	
ATWELL RESERVE ESTIMATE		Club Room Redevelopment	
Item	Description	Quantity	Total
1.00	BUILDING		
	Refurbishment - Club		
1.01	Allowance for building	870	1,995,000.00
	TOTAL BUILDING COST	870	1,995,000.00
2.00	External Works & Landscaping		
2.01	Allowance for Demolition to Existing Building		Excluded
2.02	Allowance for Removal of Existing surfaces	1	25,000.00
2.03	Allowance for Removal of Soft Landscape	1	5,000.00
2.04	Allowance for Removal of Trees		Excluded
2.05	Allowance for Removal of Fencing		Excluded
2.06	Allowance for Site Clearance and Preparation	1	25,000.00
2.07	Allowance for Earthworks (cut to fill)	1	25,000.00
2.08	Allowance for Retaining Wall		Excluded
2.09	Allowance for Hard Landscaping / Pavements	1	100,000.00
2.10	Allowance for Crossover Complete		Excluded
2.11	Allowance for Carpark		Excluded
2.12	Allowance for Landscaping and Improvements	1	25,000.00
2.13	Allowance for Accessibility Ramp		Excluded
2.14	Allowance for Sundry Items (allowance, signage etc)	1	8,000.00
2.15	Allowance for Main Contractors Preliminaries and Margin	15%	32,000.00
	External Works & Landscaping Sub Total		245,000.00
3.00	Site Services		
3.01	Allowance for Services to Building	1	75,000.00
3.02	Allowance for Lighting to Carparks, 1 light per 400 sqm		Excluded
3.03	Allowance for Lighting to Footpath		Excluded
3.04	Allowance for CCTV Coverage	1	10,000.00
3.05	Allowance for ESD Technology		Excluded
3.06	Allowance for Main Contractors Preliminaries and Margin	15%	13,000.00
	Site Services Sub Total		98,000.00
	TOTAL CONSTRUCTION COST		2,338,000.00
4.01	Planning Contingency		Excluded
4.02	Design Contingencies	10%	234,000.00
4.03	Construction Contingencies	10%	258,000.00
4.04	Headworks and Statutory Charges		Excluded
4.05	Percent for Public Art	1%	29,000.00
4.06	Land Cost		Excluded
4.07	Building Act Compliance		Excluded
4.08	Other Costs - FFE		Excluded
4.09	Other Costs - ICT		Excluded
4.10	Client Commissioning		Excluded
4.11	Professional Fees	15%	428,850.00
	On-Costs - Sub Total		949,850.00
	GROSS PROJECT COST		3,287,850.00
5.00	Escalation		
5.01	Base date of pricing - March 2024		
5.02	Allowance for escalation to 30 June 2027	15%	493,177.50
5.03	Allowance for escalation to 30 June 2028	5%	189,051.38
	Escalation - Sub Total		682,228.88
	ESCALATED NET PROJECT COST		3,970,078.88
6.00	Local Authority Managed Costs		
6.01	Special Client Agency Provisions		Excluded
6.02	Project Management Costs	10%	397,007.89
6.03	Administration Fees		Excluded
6.04	Commissioning, Relocation Costs and Disbursements		Excluded
6.05	Land Acquisition & Native Title Compensation (if applicable)		Excluded
6.06	Loose Furniture and Equipment		Excluded
6.07	Computing Equipment and Services		Excluded
6.08	Site Master Planning		Excluded
6.09	Other Provisions		Excluded
	Total Authority Costs		397,007.89
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST		4,367,086.76

Clubroom Only Costs: Single Storey

		CLUBROOMS			
					\$ 1,995,000.00
		CLUBROOMS			
Item	Description	Quantity	Unit	Rate	Total
1.00	BUILDING				
	Existing (Fit Out only)				
1.01	Allowance for works to shell	560	m2	1,000.00	560,000.00
1.02	Allowance for strip out to existing	155	m2	250.00	38,750.00
1.03	Club Function Room		m2	2,380.00	Excluded
1.04	Club Office		m2	2,240.00	Excluded
1.05	Meeting Room 1	35	m2	2,240.00	78,400.00
1.06	Internal Storage	24	m2	2,100.00	50,400.00
1.07	Kitchen/Bar		m2	3,500.00	Excluded
1.08	Kitchen Storage Room		m2	3,500.00	Excluded
1.09	Cool Room		m2	2,100.00	Excluded
1.1	Male and Female Toilets		m2	3,150.00	Excluded
1.11	Universal Accessible Toilets		m2	3,150.00	Excluded
1.12	Change Room 1 - All Gendered - Wet Areas Only	24	m2	3,150.00	75,600.00
1.13	Change Room 2 - All Gendered - Wet Areas Only	24	m2	3,150.00	75,600.00
1.14	First Aid Room	20	m2	2,450.00	49,000.00
1.15	Umpire Room	15	m2	2,100.00	31,500.00
1.16	Cleaners Room	13	m2	2,040.92	26,531.96
1.17	Circulation - Halls, Foyers etc.		m2	2,380.00	Excluded
	New				
1.18	Change Room 1 - All Gendered	128	m2	4,500.00	576,000.00
1.19	External Storage	90	m2	3,000.00	270,000.00
1.2	Breezeway	41	m2	2,500.00	102,500.00
1.21	Verandah	60	m2	1,000.00	60,000.00
TOTAL BUILDING COST		870	m2	2,300.00	1,995,000.00

Notes :
Excludes GST
Excludes Environmental Offset / Management Plans etc.
Excludes abnormal ground conditions / contaminations
Excludes major services diversions
Excludes major utility upgrades / contributions & headworks
Excludes work to any conservation areas
Excludes fences to general site
Excludes legal costs, site costs, agent fees, finance etc.
Excludes land purchase costs
Excludes escalation therefor all prices are current day
Exclusions as above
All scope, quantities and rates are provisional therefore subject to adjustment
All items are Provisional subject to further information / design development

Two-Storey Option:

ATWELL RESERVE MASTERPLAN 240403 BUSINESS CASE ESTIMATE - OVERALL SUMMARY TWO LEVEL OPTION					DONALD CANT WATTS CORKE
ATWELL RESERVE ESTIMATE		Club Room Redevelopment			
Item	Description	Quantity	Unit	Rate	Total
1.00	BUILDING				
	Refurbishment - Club				
1.01	Allowance for building	1043	m2	4,100.00	4,320,000.00
	TOTAL BUILDING COST	1,043	m2	4,100.00	4,320,000.00
2.00	External Works & Landscaping				
2.01	Allowance for Demolition to Existing Building		Note		Included
2.02	Allowance for Removal of Existing surfaces	1	P.Sum	50,000.00	50,000.00
2.03	Allowance for Removal of Soft Landscape	1	P.Sum	5,000.00	5,000.00
2.04	Allowance for Removal of Trees		Note		Excluded
2.05	Allowance for Removal of Fencing		Note		Excluded
2.06	Allowance for Site Clearance and Preparation	1	P.Sum	50,000.00	50,000.00
2.07	Allowance for Earthworks (cut to fill)	1	P.Sum	50,000.00	50,000.00
2.08	Allowance for Retaining Wall		Note		Excluded
2.09	Allowance for Hard Landscaping / Pavements	1	P.Sum	100,000.00	100,000.00
2.10	Allowance for Crossover Complete		Note		Excluded
2.11	Allowance for Carpark	20	No	5,000.00	100,000.00
2.12	Allowance for Landscaping and Improvements	1	P.Sum	50,000.00	50,000.00
2.13	Allowance for Accessibility Ramp		Note		Excluded
2.14	Allowance for Sundry Items (allowance, signage etc)	1	P.Sum	7,500.00	8,000.00
2.15	Allowance for Main Contractors Preliminaries and Margin	15%		413,000.00	62,000.00
	External Works & Landscaping Sub Total				475,000.00
3.00	Site Services				
3.01	Allowance for Services to Building	1	P.Sum	75,000.00	75,000.00
3.02	Allowance for Lighting to Carparks, 1 light per 400 sqm		Note		Excluded
3.03	Allowance for Lighting to Footpath		Note		Excluded
3.04	Allowance for CCTV Coverage	1	P.Sum	10,000.00	10,000.00
3.05	Allowance for ESD Technology		Note		Excluded
3.06	Allowance for Main Contractors Preliminaries and Margin	15%	Sum	85,000.00	13,000.00
	Site Services Sub Total				98,000.00
	TOTAL CONSTRUCTION COST				4,893,000.00
4.01	Planning Contingency		Note		Excluded
4.02	Design Contingencies	10%		4,893,000.00	490,000.00
4.03	Construction Contingencies	10%		5,383,000.00	539,000.00
4.04	Headworks and Statutory Charges		Note		Excluded
4.05	Percent for Public Art	1%		5,922,000.00	60,000.00
4.06	Land Cost		Note		Excluded
4.07	Building Act Compliance		Note		Excluded
4.08	Other Costs - FFE		Note		Excluded
4.09	Other Costs - ICT		Note		Excluded
4.10	Client Commissioning		Note		Excluded
4.11	Professional Fees	12.5%			747,750.00
	On-Costs - Sub Total				1,836,750.00
	GROSS PROJECT COST				6,729,750.00
5.00	Escalation				
5.01	Base date of pricing - March 2024				
5.02	Allowance for escalation to 30 June 2027	15%			1,009,462.50
5.03	Allowance for escalation to 30 June 2028	5%			386,960.63
	Escalation - Sub Total				1,396,423.13
	ESCALATED NET PROJECT COST				8,126,173.13
6.00	Local Authority Managed Costs				
6.01	Special Client Agency Provisions		Note		Excluded
6.02	Project Management Costs	10%			812,617.31
6.03	Administration Fees		Note		Excluded
6.04	Commissioning, Relocation Costs and Disbursements		Note		Excluded
6.05	Land Acquisition & Native Title Compensation (if applicable)		Note		Excluded
6.06	Loose Furniture and Equipment		Note		Excluded
6.07	Computing Equipment and Services		Note		Excluded
6.08	Site Master Planning		Note		Excluded
6.09	Other Provisions		Note		Excluded
	Total Authority Costs				812,617.31
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST				8,938,790.44

Clubroom Only Costs – Two Storey

		CLUBROOMS			
					\$ 4,320,000.00
		CLUBROOMS			
Item	Description	Quantity	Unit	Rate	Total
1.00	BUILDING				
	Ground Level				
1.01	Allowance for demolition and clearance	560	m2	200.00	112,000.00
1.03	Foyer	60	m2	4,000.00	240,000.00
1.04	Club Office	14	m2	3,200.00	44,800.00
1.05	Meeting Room 1	20	m2	3,200.00	64,000.00
1.06	Merch Room	7	m2	3,500.00	24,500.00
1.07	Internal Storage	95	m2	3,000.00	285,000.00
1.08	Kiosk	36	m2	5,000.00	180,000.00
1.09	Male and Female Toilets	18	m2	4,500.00	81,000.00
1.1	Universal Accessible Toilets	6	m2	4,500.00	27,000.00
1.11	Change Room 1 - All Gendered	245	m2	4,000.00	980,000.00
1.12	First Aid Room	18	m2	3,500.00	63,000.00
1.13	Umpire Room	14	m2	3,000.00	42,000.00
1.14	Plant	17	m2	2,800.00	47,600.00
1.15	Lift Core	6	m2	2,500.00	15,000.00
1.16	Lift	1	Sum	150,000.00	150,000.00
1.17	Stairs	1	Sum	40,000.00	40,000.00
1.18	Internal Walls etc	10	m2	3,400.00	34,000.00
	Level 1				
1.19	Club Function Room	220	m2	4,500.00	990,000.00
1.20	Chair Store	12	m2	3,000.00	36,000.00
1.21	Kitchen / Bar	45	m2	5,000.00	225,000.00
1.22	Toilets	35	m2	4,500.00	157,500.00
1.23	UAT	8	m2	4,500.00	36,000.00
1.24	Cool Room	6	m2	3,500.00	21,000.00
1.25	Dry Store	6	m2	5,000.00	30,000.00
1.26	Lobby	37	m2	3,500.00	129,500.00
1.27	Lift Core	6	m2	2,500.00	15,000.00
1.28	Balcony	100	m2	2,000.00	200,000.00
	External Escape Stair	1	Sum	50,000.00	50,000.00
	TOTAL BUILDING COST	1,043	m2	4,100.00	4,320,000.00

Notes :
Excludes GST
Excludes Environmental Offset / Management Plans etc.
Excludes abnormal ground conditions / contaminations
Excludes major services diversions
Excludes major utility upgrades / contributions & headworks
Excludes work to any conservation areas
Excludes fences to general site
Excludes legal costs, site costs, agent fees, finance etc.
Excludes land purchase costs
Excludes escalation therefor all prices are current day
Exclusions as above
All scope, quantities and rates are provisional therefore subject to adjustment
All items are Provisional subject to further information / design development

Appendix 10: Risk Assessment



Atwell Reserve Needs and Feasibility Study

Future Development Options

Risk Analysis

23RD NOV 2023

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1.0 Introduction and Risk Assessment

The risk identification, analysis and evaluation process are critical to ensure the key personnel understand all implications relating to the Atwell Reserve Needs and Feasibility Study.

The high level risk analysis process followed is consistent with local government risk frameworks and focused on both strategic and operational risk having regard to the following risk categories:

- Occupational Safety and Health / Injury / Wellbeing
- Financial / Economic
- Service Delivery / Strategic Objectives
- Environmental
- Reputational
- Compliance / Regulatory

Each risk is analysed in terms of impact (consequence) and probability (likelihood). Five ratings of Almost Certain (5), Likely (4), Possible (3), Unlikely (2) and Rare (1) are accorded to probability. Five ratings of Insignificant (1), Minor (2), Moderate (3), Major (4) and Catastrophic (5) are accorded to impact and subsequently distilled as presenting:

- Extreme Risks - require careful management and the development of a Risk Management Plan.
- High Risks - require careful management and the development of a Risk Management Plan.
- Substantial Risk - require monitoring risks and treatment implementation
- Moderate Risk - require careful management
- Low Risks - would be generally accepted or discarded.

A Risk Register for the development of sport and recreation infrastructure is then developed to provide a template for ongoing risk management as the project evolves. This should be periodically revisited to review risk status, eliminate risks no longer relevant and incorporate any additional risk items.

1.1 Background to the Risk Assessment:

To undertake the assessment the following aspects are to be included and used to inform the process:

- Documentation, planning process and outputs from existing and previous strategic and facility planning work undertaken by the City of Cockburn, with specific reference to the Strategic Community Plan being the overarching reference document.
- Assessment processes and rationale for inclusion and exclusion of specific facility developments.
- The likely impact and response from state government, partner local clubs, community groups and other consultee's during a consultation process and the testing of assumptions to provide justification for the development having regard to current utilisation, functionality, form, demographic profiling, asset management obligations, industry benchmarking and accessibility.
- The potential consequence of not proceeding with any component of the proposed redevelopment.

1.2 Risk Management Process

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

The risk assessment approach to be applied is in accordance with typical local government risk management frameworks. An abridged version of the risk management process is outlined in figure 1.

1.3 Rating the Risk

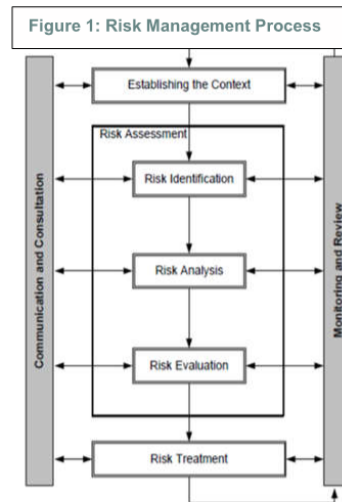
In determining the risk level, the following model is utilised for the classification of risk:

Level of Risk = Likelihood x Consequence.

Likelihood and Consequence definitions applied are as per, with the level of risk being determined using the risk rating table at Table 1.

Table 1: Risk Rating

Consequence \ Likelihood	1	2	3	4	5
	Insignificant	Minor	Major	Critical	Catastrophic
1 Rare	1 Low	2 Low	3 Low	4 Low	5 Moderate



2 Unlikely	2 Low	4 Low	6 Moderate	8 Moderate	10 Substantial
3 Possible	3 Low	6 Moderate	9 Moderate	12 Substantial	15 High
4 Likely	4 Low	8 Moderate	12 Substantial	16 High	20 Extreme
5 Almost certain	5 Moderate	10 Substantial	15 High	20 Extreme	25 Extreme

1.4 Likelihood and Consequence Tables

Table 2 provides the definition against which Likelihood of an event occurring is to be assessed. The consequence table (Table 3) provides the descriptor and potential implications under all risk scenarios. This is provided at overleaf.

Table 2: Likelihood Table

Level	Descriptor	Description
5	Almost Certain	Such events are expected to occur routinely during an operation / asset life / project.
4	Likely	Such events may occur frequently during an operation / asset life / project.
3	Possible	Such an event may occur more than twice during an operation / asset life / project.
2	Unlikely	Possible that such an event may occur once during operation / asset life / project.
1	Rare	Theoretically such an event is possible but not expected to occur during an operation / asset life / project.

The risk acceptance criteria identify where the consequence of the risk would fall. Unacceptable would require immediate intervention and Urgent Attention Required would necessitate planned immediate or long-term strategies to be put in place. Within the table the following abbreviations are made:

- OP: Operational Performance (financial performance).
- PI: Performance Indicators.
- DWER: Department of Water and Environmental Regulation (This can also include the DBCA – Department of Biodiversity, Conservation and Attractions who may be responsible for some environmental controls).
- OHS: Occupational Safety and Health.
- Community Health and Wellbeing: Relates to the mental and physical health of the general population. This is a general alignment to the objectives of the City of Cockburn within their Strategic Community Plan.

Table 3 can be amended further to reflect the needs of the User Groups and City of Cockburn.

Table 3: Risk Assessment and Consequence

Consequence / Severity		OSH / Injury / Well-being	Financial / Economic	Brand Reputation	Operations / Delivery Disruption	Environment Health	Compliance / Regulatory
	Insignificant 1	No injuries / no impact on wellbeing	< \$250,000 or < 5% of OP. Little or no impact on asset.	Low impact. Low profile. Low social media attention. No complaint.	Little impact. Business as usual. < 5% variation against PI.	An insignificant environmental event that can be immediately corrected under the control of the City.	Minor breach of policy / process requiring some response with little impact.
	Minor 2	First aid treatment / Minor adverse impact on Wellbeing	\$250k ≤ to < \$500k or 5% ≤ to < 10% of OP. Minor loss or damage.	Low impact. Low profile. Low social / media attention. Possible complaint.	Minor impact. Easily dealt with. Still business as usual. 5 ≤ to < 10% variation against PI.	A minor environmental event that can be corrected through system improvements within the City.	Compliance breach of policy / process / statutes requiring additional work or low level financial penalty.
	Major 3	Medical treatment. No lost time injury (LTI) / Likely to have a detrimental impact on community Wellbeing	\$500k ≤ and < \$1.5m or 10% ≤ to < 25% of OP. Major damage to asset.	Moderate impact. Moderate media attention. Public complaint and Medium social media interest.	Some objectives affected. Can continue business as usual, with minor controls executed. 10 ≤ to < 25% variation against PI.	A moderate environmental event, that requires DWER notification, no auditor required and can be remediated at low cost in conjunction with the City and DWER.	Compliance breach requiring investigation, mediation or restitution and breach of legislation or regulations. Sanction issued and medium level financial penalty.
	Critical 4	Partial disablement or severe injury. LTI < 10 days / Serious adverse impact on community wellbeing.	\$1.5m ≤ and < \$5m or 25% ≤ to < 50% of OP. Significant loss of asset.	Damage to reputation. Public embarrassment. High media and social media attention. Several public complaints. Third party legal action.	Some major objectives cannot be achieved. Business can still deliver, but not to expected level. 25 ≤ to < 50% variation against PI.	A significant environmental event that requires DWER notification, a site auditor appointed, a clean-up cost of between \$250K - \$1M over a 1-2 year period.	Compliance breach involving external investigation or third party actions resulting in tangible loss or reputation damage to the City and breach of legislation or regulations with substantial penalties.
	Catastrophic 5	Death or permanent disablement. LTI ≥ 10 days / Likely to result in catastrophic impact on community health and wellbeing.	≥ \$5 million or ≥ 50% of OP. Complete loss of asset.	Irreversible damage to reputation. Very high level of public embarrassment. Very high social / media attention. Many public complaints.	Most objectives cannot be achieved. Business cannot operate. ≥ 50% variation against PI.	A severe environmental event that requires DWER notification, a site auditor appointed, a clean-up cost greater than \$1M over a 2-4 year period.	Compliance breach involving regulatory investigation, prosecution and / or third party actions resulting in debilitating loss or irreversible reputation damage to the organisations.

1.5 Risks and Controls

Identified risks are analysed individually and summarized. The table below incorporates the outputs from the initial assessment:

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
1	Service Delivery / Strategic Objectives	Loss of membership base due to inadequacy of current facilities to service the needs of all clubs	<ul style="list-style-type: none"> - Lack of investment in contemporary facilities. - City of Cockburn failure to prioritise investment in Atwell reserve due to other higher priority projects - Poor level of service provided by clubs. 	<ul style="list-style-type: none"> - Investment in needs and feasibility study by club and City. - Current City of Cockburn Sport and Recreation Facilities Plan being reviewed and re-prioritised. - Australian standards, DAIP, Strategic Community Plan, Long Term Financial Plan 	3	4	12
2	Service Delivery / Strategic Objectives	The ageing demographic within the suburb and lack of projected growth.	<ul style="list-style-type: none"> - Current build out is in an established suburb with future growth projected in surrounding suburbs. - Structure planning is focused on other growth areas 	<ul style="list-style-type: none"> - Current City of Cockburn Sport and Recreation Facilities Plan being reviewed and re-prioritised. - Existing facilities subject to ongoing asset management and maintenance investment and functional review. 	5	2	10

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
3	Service Delivery / Strategic Objectives	Contemporary football and cricket facilities being constructed within the catchment of the site and drawing members from the current core membership base of Atwell Reserve resulting in gradually diminishing membership base	<ul style="list-style-type: none"> - Growing population base in neighbouring catchments looking to participate closer to home. - Contemporary new facilities are natural attractors, particularly with infrastructure which meets the growth in female sport. - Quality of facilities and service on offer is of a higher standard. 	<ul style="list-style-type: none"> - City of Cockburn Sport and Recreation Facilities Plan ensuring that facilities are developed to meet the needs of the community and catchment. - Hierarchical provision standards to ensure an equitable level of provision across communities. - Strategic planning aligned to State Sporting Associations growth planning targets. 	5	3	15
4	Service Delivery / Strategic Objectives	Over-play on the oval space resulting in surface gradually deteriorating and not meeting the needs of user groups	<ul style="list-style-type: none"> - Lack of ongoing investment to address issues with extensive play on the surface. - Lack of ability to leave the ground fallow to rejuvenate. - Poor scheduling / use of ovals and surrounding surfaces resulting in excessive wear in specific areas (goal, centre circle, run-ups etc.). 	<ul style="list-style-type: none"> - Existing POS maintenance and investment program. - Parks / Recreation ground inspections (regular). - Scheduling / programming controls. 	5	5	25

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
5	Service Delivery / Strategic Objectives	Inability to negotiate a suitable shared use agreement with the neighbouring Atwell College site to increase the oval space for Auskick	<ul style="list-style-type: none"> - Lack of agreement between the City and the College. - Inadequate investment agreed in the maintenance of the surface by the two parties for both community and school use. - Poor relationships. 	<ul style="list-style-type: none"> - Existing user agreements between the City and other schools establish precedence. - Extensive budget commitments to support POS provision. 	4	4	16
6	Service Delivery / Strategic Objectives	Inability of the clubs to run their annual fundraising events and presentations due to lack of clubroom / functional space.	<ul style="list-style-type: none"> - Inadequate internal function room space provided below standard. - Lack of flexibility to expand / contract the function area depending on user group needs. 	<ul style="list-style-type: none"> - Standards of provision to ensure minimum facility standards are provided across all infrastructure in accordance with a facility hierarchy. - Ongoing asset management and facility functionality review. 	3	4	12
7	Service Delivery / Strategic Objectives	Loss of volunteers as a result of having to provide coaching, administrative and developmental opportunities within substandard facilities.	<ul style="list-style-type: none"> - Excessive time taken to deliver a positive outcome for the development of the facility. - Inability for the club volunteers to understand the project approval and delivery milestones. - Lack of effective communication. 	<ul style="list-style-type: none"> - Existing City standards of provision and review processes in place. - LTFP commitment - Existing City to User group communications channels. 	3	3	9

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
8	Compliance / Regulatory	All statutory approvals necessary to plan, design and build the infrastructure at Atwell Reserve are unable to be obtained.	<ul style="list-style-type: none"> - Government agencies do not support or approve the proposed upgrades. - Environmental / Flood Impact issues cannot be overcome. - Poor project planning and implementation. - Land management issues are unable to be resolved. 	<ul style="list-style-type: none"> - City approvals process and engagement with state government agencies. - Immediate and ongoing dialogue with City of Cockburn representatives. - Current statutory controls and obligations. 	1	3	3
9	Financial / Economic	Increasing costs of any development / redevelopment due to ongoing instability in the market and inability to obtain labour and materials at a reasonable rate to deliver the facility upgrades.	<ul style="list-style-type: none"> - Current labour and materials shortage continue. - Poor cost planning and review process established. 	<ul style="list-style-type: none"> - Project management controls and ongoing review - Ongoing review of cost plan as technical studies are completed. 	3	4	12

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
10	Reputational	Lack of adherence to commitments to stakeholders resulting in community disaffection / lack of trust.	<ul style="list-style-type: none"> - Lack of effective communication with key stakeholders - Lack of available human resources to facilitate the development. - Community / clubs have no effective communication channel to influence project outcomes. 	<ul style="list-style-type: none"> - Agreed engagement plan and ongoing updates. - Involvement of key stakeholders as part of a project informing / project working group to advise the City. 	2	5	10
11	Financial / Economic	Scope and design provided is excessive, resulting in cost blow out and inability to deliver the desired outcomes.	<ul style="list-style-type: none"> - Lack of adherence to the design specification and brief. - Poor project management. - Lack of control of architect who embellishes the design. - Additions / amendments undertaken without referencing the desired project outcomes 	<ul style="list-style-type: none"> - Identification of appropriate governance structure prior to further project development. - Project management controls and ongoing review by the City. - Functional Brief and Accommodation Schedule signed off by City and User Groups. - Value Management processes in place should costs escalate. 	3	3	9
12	Financial / Economic	Inability to attract sufficient funding from external grant agencies including CSRFF, WA Cricket and WAFC.	<ul style="list-style-type: none"> - Lack of robust needs and feasibility and prioritisation of projects. - Failure to meet key assessment criteria. - Lack of effective lobbying. 	<ul style="list-style-type: none"> - Ongoing relationship development with funding agencies. - Development of an advocacy document. - Needs and feasibility study justifying the investment. 	3	3	9

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
			- Lack of alignment across Elected Members who do not recognise the value of investment.				
13	Financial / Economic	Community groups / user groups / clubs requests result in scope changes which increases costs or introduces delays to the project.	<ul style="list-style-type: none"> - Lack of ongoing engagement with user group with the subsequent schematic and detailed design phase. - Unrealistic expectations not being tempered by the City. - Political interference in the design and development phase. - Stakeholders not able to provide sufficiently clear information for brief resulting in additional effort in later design processes to ensure fitness for purpose. 	<ul style="list-style-type: none"> - Project management controls and ongoing review. - Functional Brief and Accommodation Schedule signed off by City and User Groups jointly. - Agreed engagement process in accordance with the IAP2 spectrum. 	3	3	9
14	Financial / Economic	Inadequate needs and feasibility study justifying the rationale for the development to enable financial commitments to be sought.	<ul style="list-style-type: none"> - Not adhering to City guidelines. - Assumption that the case speaks for itself without explaining the benefits of each component part. - Inadequate internal review. 	<ul style="list-style-type: none"> - City of Cockburn Sport and Recreation Facilities Plan being reviewed and re-prioritised. - Appoint an experienced consultant to provide independent rigor to the case for investment. - City's internal review process. 	2	4	8
15	Service Delivery / Strategic Objectives	Lack of political alignment within the City Council / Lack of	<ul style="list-style-type: none"> - Elected members do not support the proposed developments. 	<ul style="list-style-type: none"> - City of Cockburn Sport and Recreation Facilities Plan being 	3	4	12

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Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
		political support at Elected Member level.	<ul style="list-style-type: none"> - Lack of endorsement of full project delivery. - Other priorities emerge during life of the overall development project. 	<ul style="list-style-type: none"> - reviewed and Needs and Feasibility Study endorsed as a Council Priority. - Current reporting processes - Integration within the City's Long Term Financial Plan. - Strategic Community Plan outcomes. 			
16	Reputational	Negative feedback from sporting clubs / user groups /community groups.	<ul style="list-style-type: none"> - Lack of consistent engagement. - Emerging groups not previously considered in the planning process. - Lack of knowledge of project and involvement 	<ul style="list-style-type: none"> - Project updates (regular) - Reporting to Council. - Clarity on usage, management and project outcomes to be regularly reviewed. 	3	4	12
17	Environmental	Lack of adherence to Environmentally sustainable design initiatives.	<ul style="list-style-type: none"> - Poor project planning - Inadequate reference to project brief and design specification. - Inadequate controls over design team 	<ul style="list-style-type: none"> - Appointment of experienced project manager. - Project management controls and ongoing review. - Functional Brief and Accommodation Schedule established. 	2	3	6
18	Financial / Economic	Lack of a clear governance structure for overall project resulting in poor project outcomes and failure of project to deliver.	<ul style="list-style-type: none"> - Lack of established reporting structure. - Inadequate resources. - Poor appointment of contractors. 	<ul style="list-style-type: none"> - City Project Management Team to manage delivery. - Appropriate lines of communication identified at outset and constantly reviewed. 	2	4	8

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
			<ul style="list-style-type: none"> - Lack of adherence to initial project outcomes, brief and financial controls. 	<ul style="list-style-type: none"> - Decision making milestones set and project subject to ongoing Council review. 			
19	Service Delivery / Strategic Objectives	Inadequate resourcing results in delay or poor project implementation.	<ul style="list-style-type: none"> - Inadequate scoping of project deliverables at outset. - Lack of appropriate levels of financial resourcing. - Poor project governance. - No implementation planning process established. 	<ul style="list-style-type: none"> - City Project Management Team to manage delivery. - Established clear reporting lines, systems and processes established and recorded. - Budget review ongoing. 	2	8	8
20	Compliance / Regulatory	Inadequate services to support the desired level of facilities which adversely impact on the ability to deliver the extent of infrastructure.	<ul style="list-style-type: none"> - Lack of due diligence and inadequate forward planning and technical assessments undertaken. - Poor project controls. - Poor advice / record keeping of service agencies. - Inadequate information available through service providers. 	<ul style="list-style-type: none"> - Ongoing project review. - Up front budgeting to ensure full technical reports are available for all engineering and service works. - Contingency planning - Strong project management controls. 	2	3	6

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
21	Service Delivery / Strategic Objectives / Reputational	Project not delivered within designated timescale.	<ul style="list-style-type: none"> - Inadequate resourcing - Poor project management - Industrial relations issues - Financial shortfall - Adverse weather conditions - Unknown ground conditions - Contractors not available 	<ul style="list-style-type: none"> - City Project Management Team to manage delivery. - Strong project management controls and appropriate staff resourcing. - Council reporting and review. 	3	5	15
22	Service Delivery / Strategic Objectives	Lack of volunteer capability to ensure the infrastructure is utilised and managed equitable on an ongoing basis for development, training and competition.	<ul style="list-style-type: none"> - Limited volunteer structure. - Loss of volunteers and no succession planning to ensure programs and services continue to operate and provide diversity of opportunity for users. 	<ul style="list-style-type: none"> - Existing governance structure and positive relationship between clubs - Volunteer support structure support by the City. - Ongoing dialogue with user groups to ensure facilities are fit for purpose. 	3	3	9
23	OSH / Injury / Well-being	Injury or death of staff, users, member of public as a result of inadequacy in designs.	<ul style="list-style-type: none"> - Lack of adherence to OSH obligations and statutory requirements. - Inadequate policies, processes and procedures established prior to development being completed. 	<ul style="list-style-type: none"> - All staff and user groups comply with OSH Act & relevant regulations. - Re-alignment of existing policies, processes and procedures to align to new buildings. - City indemnification against liability. - Safety in design process to be implemented with reporting at each project design and delivery phase. 	1	5	5

Ref#	Type	Identified risk	How it can happen	Current Controls	Likelihood	Consequence	Residual risk rating
24	Service Delivery / Strategic Objectives	Quality of finish and materials used do not achieve the desired lifecycle, resulting in excessive defects and ongoing maintenance issues.	<ul style="list-style-type: none">- Lack of effective control over contractors- Lack of architectural due diligence.- Insufficient systems and processes in place to verify materials and cost.- Inadequate snagging	<ul style="list-style-type: none">- City Project Management Team to manage delivery.- Involvement of Asset Management Team in material specification and control.	2	4	8

1.6 Risk Evaluation and Treatment

The table below outlines the organisational risk acceptance criteria and tolerance tables and the requirement to treat risks where the value of the risk is High or Extreme.

Risk #	Short Risk Description	Treatment Details	Responsibility	Completion Date	Projected		
					Likelihood	Consequence	Rating
3	Contemporary football and cricket facilities being constructed within the catchment of the site and drawing members from the current core membership base of Atwell Reserve resulting in gradually diminishing membership base	<ul style="list-style-type: none"> - Development to be ranked high within the City of Cockburn Sport and Recreation Facilities Plan. - Hierarchical provision standards to ensure an equitable level of provision across communities and ensure minimal adverse impact on membership levels. - Strategic planning aligned to State Sporting Associations growth planning targets. 	Director of Community Services (City of Cockburn)	TBC	5	3	15
4	Over-play on the oval space resulting in surface gradually deteriorating and not meeting the needs of user groups	<ul style="list-style-type: none"> - Existing POS maintenance and investment program to be reviewed on an ongoing basis. - Parks / Recreation ground inspections (regular). - Updated scheduling / programming controls. - Approach school / college relating to shared use agreement. 	Director of Operations (City of Cockburn)	TBC	5	5	25
5	Inability to negotiate a suitable shared use agreement with the neighbouring Atwell College	<ul style="list-style-type: none"> - Use existing user agreements between the City and other schools and outcomes as a starting point. 	Director of Community Services (City of Cockburn)	TBC	4	4	16

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	site to increase the oval space for Auskick	<ul style="list-style-type: none"> - Identify budget commitments to support POS provision and extended playing field use. - Ongoing relationship between the City and Department of Education 					
21	Project not delivered within designated timescale.	<ul style="list-style-type: none"> - Development to be ranked as a high priority within the City of Cockburn Sport and Recreation Facilities Plan. - Council to sign of the priority and inclusion within the LTFP. - City review and resourcing to be allocated within known resource availability. - Ongoing engagement with user groups to maintain dialogue and update on project 	Director of Operations (City of Cockburn)	TBC	3	5	15

Warranties and Disclaimers

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

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

There will be differences between projected and actual results because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

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