



Department of
**Local Government, Sport
and Cultural Industries**



Gascoyne Sports Modelling & Activation Planning (GASMAP) Project:

Sport and Recreation in the Shire of Shark Bay



Final report October 2020

Acknowledgement of Country

Hardingham Pty Ltd acknowledges Australia's Aboriginal and Torres Strait Islander community and their rich culture and pays respect to their Elders past and present. We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal and Torres Strait Islander people and communities to Australian life and how this enriches us.

Within the Shark Bay region, we would like to acknowledge the Malgana People who are the traditional custodians of this land. To pay our respects to Elders past, present and emerging, and extend that respect to other indigenous people who are present.

Intended audience

This report is delivered to the Shire of Shark Bay and the Department of Local Government, Sport and Cultural Industries - Gascoyne Office. The findings will also have implication for stakeholders, communities and other parties involved in the delivery of sports services in the Shire of Shark Bay and the Gascoyne region.

Disclaimer

This document has been prepared by Hardingham Pty Ltd from information provided by the client and other sources. All effort has been made to confirm and validate the information. No other party should rely on it for forecasts - it has been provided only to the client. In addition to this report are recommendations that can subject to unforeseen variables, therefore no guarantee is given that they can be achieved.

All images are courtesy of the Shire of Shark Bay.

Author

Michelle McManus
Consultant, Hardingham Pty Ltd
0439 093 868



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Key Definitions

Sport	A human activity capable of achieving a result, requiring physical exertion and/or physical skill which, by its nature and organisation, is more competitive and is generally accepted as being a sport. This includes modified versions of a sport.
Active Recreation	Unstructured activity that individuals freely pursue in their leisure time for a sense of fun that also benefits their physical, social and emotional wellbeing (e.g. walking trails, hiking, cycling).
Physical activity	A wide-ranging term that includes active living, active recreation, health related activity, exercise, play and sport.
Facilities & settings	<p>For the purposes of this work, facilities and settings can include:</p> <ol style="list-style-type: none">1) club-organised or structured sports settings (i.e., voluntary sports clubs, recreation centres),2) non-club organised settings (i.e., gyms, health centres), and3) informal settings such as public spaces (i.e. foreshore reserves, beaches, water).

Executive Summary

The Shire of Shark Bay (the Shire) is working in partnership with the Department of Local Government, Sport and Cultural Industries (DLGSC) to better understand, plan for and respond to the ongoing sports and active recreation needs of the Shark Bay community – the GASMAP or *Gascoyne Sports Modelling and Activation Planning* project.

The project included consultation with key stakeholders in Denham, highlighting varying levels of physical activity, a preference for outdoor and water-based forms of active recreation including fishing and good use of the Shark Bay Community Gym, active walking groups and yoga and fitness classes. It has been more challenging to attract adult participants to the organised sports activities on offer at the Shark Bay Recreation Centre (including the outdoor courts and oval). Most clubs and associations report declining membership levels, difficulty retaining members and difficulty attracting people to Committee positions (particularly new people). Over 30% of the population are over 60 years of age.

The current approach to service delivery is driven principally by the Local Government (both directly and via contract for the Shark Bay Recreation Centre), a small number of clubs - some struggling clubs - and motivated individual community members. The local Shark Bay School offers some sports programs and hosts an annual athletics carnival. There is also popular, after school sports dodgeball held at the Shark Bay Recreation Centre, offered by Shark Bay Youth Group Coordinator with parent assistance.

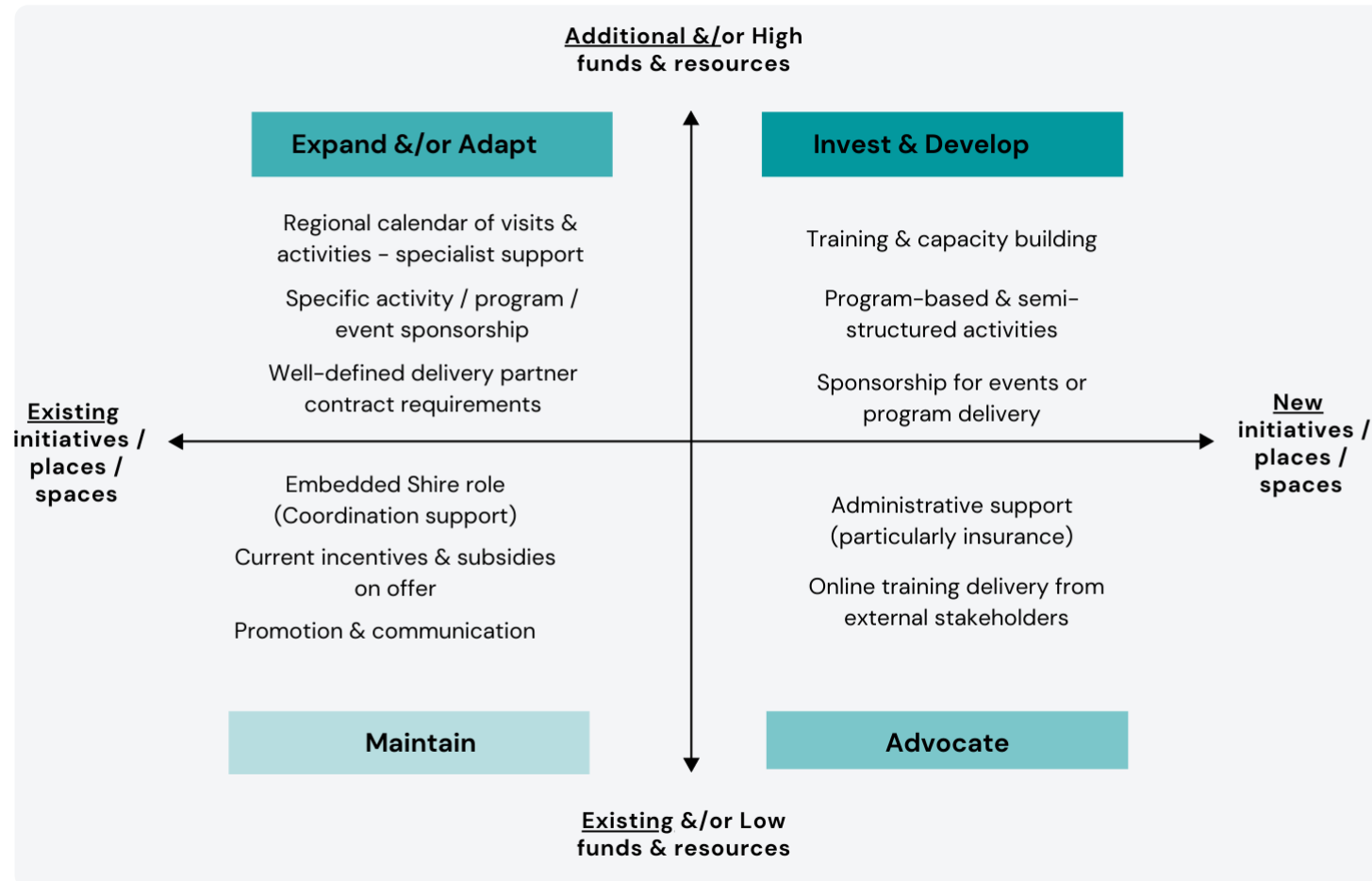
During the GASMAP project, the unprecedented COVID-19 pandemic ensued and has had widespread impact on community sport and active recreation, including some impacts felt within the Shire of Shark Bay. There has been some observed decrease in adult participation in the organised 'night sports' at the Shark Bay Recreation Centre, and the additional hygiene protocol requirements at the Shark Bay Recreation Centre means that some activities are no longer offered.

Recommendations and activation strategies are comprised of two parts:

- 1. Early implementation items:** as identified in Section 2, these are immediate actions arising from early research and consultation for the Project.
- 2. Ongoing activation strategies:** recommendations that are framed using a simple matrix to focus effort and activity on areas of greatest need and potential for impact, and what types of additional resources may be required.

There are some elements of service delivery that are working well and steady participation in some activities and age groups. Key areas of support for the Shire and the local community include continued and expanded focus on programs, particularly school-based or school-aged programs; training and capacity building to assist with offering modified and flexible sport forms; administrative and insurance barriers for outside of Recreation Precinct (i.e. foreshore and water-based activities); and events and activities focused around visits from key stakeholders in the region like State Sporting Associations and not-for-provider service providers such as the Stephen Michael Foundation.

Summary framework for recommendations and activation strategies



Key activation strategies

- Incentives & fee waivers
- Sponsorship and direct delivery funding
- Events, activities & festivals
- Programs & semi-structured pathways
- Promotion & communication
- Administrative support
- Coordination support
- Specialist support & visits

1. Introduction



The Shire of Shark Bay (the Shire) is working in partnership with the Department of Local Government, Sport and Cultural Industries (DLGSC) to better understand, plan for and respond to the ongoing sports and active recreation needs of the Shark Bay community. This is part of the GASMAP or *Gascoyne Sports Modelling and Activation Planning* project.

The objectives of the project were to:

- A clear vision and strategic direction for the local government area to service the needs of the community.
- A planned approach to developing and providing services which are accessible and suitable to each demographic within the community.
- Strategic asset management include use, management, maintenance and replacement of assets to ensure sustainable and viable financial investment.

The value of sport and recreation in a community, particularly rural communities, is well documented and understood. The social interaction and inclusion, shared experiences and achievements, potential to address anti-social behaviours and assist in education, to name just a few positive benefits and contributions¹.

The Shire of Shark Bay offers a range of facilities for sport, active and passive recreation for its community members. The community also has access to a range of other club and private facilities; however, these are currently under-utilised, and support is required to boost their use and overall participation in sport and recreational activities in the broader community.

An intentionally flexible definition of ‘sport and recreation’ ensures a broad range of activities can be considered, and fully reflects the great potential that Shark Bay offers for active lifestyles and recreational activities. It also reflects the community’s stated values around the natural environment, and the pride in the World Heritage Area status of the region. Please refer to the Definitions (page 4) for more information.

During the GASMAP project, the unprecedented COVID-19 pandemic ensued and has had widespread impact on community sport and active recreation across Australia, and indeed the

¹ Department of Sport and Recreation WA (undated)

world. The consultation and observations presented in this report occurred many months prior to the outbreak of COVID-19. The Shire of Shark Bay's remote location presents several challenges for community sport and recreation, and anecdotally participation in the more 'organised' sports has declined, and additional hygiene protocol requirements at the Shark Bay Recreation Centre means that some activities are no longer offered (e.g. Kindy Gym for under 5 year olds).

At the time of writing, Western Australia is in Phase 4 Restrictions. The recommendations and suggested strategies herein may need to be modified to accommodate any future, tightening of restrictions introduced by the WA Government. There are numerous resources to assist local governments and other stakeholders to adapt and manage these (as the Shire has experienced already). In addition to the WA Government COVID Safety Guidelines for Sport and Recreation², the Australian Institute of Sport also contains guidelines for different levels of activity for community and individual sport, and notes on specific sporting activities³.

2. Approach

The project commenced in September 2019, with Part One of the report being delivered in November 2019 to support momentum and gather feedback on emerging directions, consultation outcomes and directions.

The project included the following methods for gathering and analysing input:

- Desktop research of the Shire of Shark Bay including demographics, social and economic data.
- Review of similar projects/research and models in delivery of sports services in regional areas.
- One-on-one meetings during visit 15-17 October 2019 or telephone conversations with key local government, school, not-for profit and community contacts.
- Public forum on 16 October 2019 at the Shark Bay Recreation Centre, open to all community members.
- Briefing to the Chief Executive Officer and Community Development Officer both during and at the conclusion of the visit to discuss key initial observations and suggestions for immediate action within the Shire. This was an important component of the project to ensure that momentum could be established given the 12-month proposed timeframe for the project. These were provided to the project manager (the Shire CDO) as well as the manager for regional sport in DLGSC. This final report therefore represents the culmination of those briefings, feedback and recommendations, as well as documentation of research and findings.
- Emailed Part One of the reporting in November 2019 to the Shire CDO with a comprehensive summary of demographic analysis, needs analysis, inventory of programs and summary of key directions and emerging recommendations for the Shire's comment and feedback.

² Phase 4 and Phase 3 Guidelines are currently available online, see for example: Government of Western Australia (2020a)

³ Australian Institute of Sport (AIS) (2020) Framework for Rebooting Sport in a COVID-19 Environment, May 2020.

The project included a component of ‘early implementation’, and these actions and their outcomes are further described in Section 5. In this way, the Shark Bay GASMAP Project *process*, was an important aspect of the project alongside *outputs* such as this report. These types of funded projects can facilitate immediate actions to achieve some ‘quick or early wins’, and provide a platform and a motivator for action, for engagement or for new relationship building. It also makes the most of any consultation and early investigation, building more immediate feedback and response into the process rather than waiting for a final report.

The report also includes:

- A facilities and equipment inventory which could be reviewed on a 6- or 12-monthly basis by the Shire’s CDO or contracted service provider (in this case the Shark Bay CRC).
- A programs and initiatives inventory which could be used to keep track and optimise existing programs and initiatives to be added, as well as highlight success stories.

See Appendix One for a list of participants who were interviewed, attended the public forum, and/ or provided input to the project, and Appendix Two for the Facilities and Programs Inventory used to inform this report.

3. Context – Community-based sport and recreation in Shark Bay

This section examines some of the broader demographic and regional community context for the Shire of Shark Bay.



3.1 Physical activity in Australia

According to the Federal Department of Health (2019), more than half of Australian adults are not physically active enough (56% of Australian adults, or 9.5 million people) are either inactive or have low levels of physical activity.

The *Australian Government’s Physical Activity and Sedentary behaviours guidelines* for adults aged 18 to 64 years suggests that⁴:

- Doing any physical activity is better than doing none. If you currently do no physical activity, start by doing some, and gradually build up to the recommended amount.
- Be active on most, preferably all, days every week.
- Accumulate 150 to 300 minutes (2 ½ to 5 hours) of moderate intensity physical activity or 75 to 150 minutes (1 ¼ to 2 ½ hours) of vigorous intensity physical activity, or an equivalent combination of both moderate and vigorous activities, each week.
- Do muscle strengthening activities on at least 2 days each week.

For children and young people, the recommendations for physical activity are:

- Accumulating 60 minutes or more of moderate to vigorous physical activity per day involving mainly aerobic activities.

⁴ Department of Health (2019)

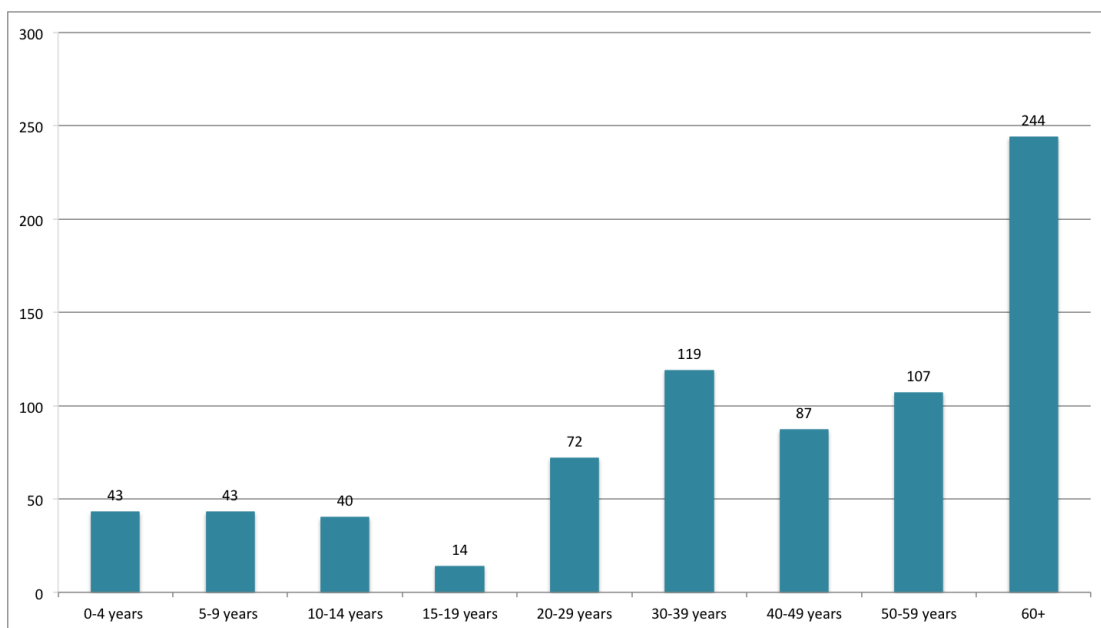
- Several hours of a variety of light physical activities.
- Activities that are vigorous, as well as those that strengthen muscle and bone should be incorporated at least 3 days per week.
- To achieve greater health benefits, replace sedentary time with additional moderate to vigorous physical activity, while preserving sufficient sleep.

The growth in personal technologies means that people can create or join online sport or physical activity communities outside of club structures, and track their fitness goals through tracking technologies and training support apps, without access to any formal club coaching or club participation (Little, 2018). This is particularly so for young people aged 18 to 24 years old. Similarly, there is simply a breadth of alternative leisure and entertainment options available for people, no matter how regional or remote the location.

3.2 Demographic overview and trends – Shire of Shark Bay

The Shire has a permanent population of around 946 people (ABS, 2016a), and has a significant ageing population, which was often reflected in the consultation feedback (Figure 1).

Figure 1: Shire of Shark Bay population - age groups



Further analysis of the 2016 Census figures (Table 1) reveals that:

- Over 32% of the population are aged 60 and over, equating to 244 people. This compares to about 19% for the Western Australian average⁵.
 - Of this cohort, nearly 60% (144 people) were in the 60-69 years age range. The majority live in Denham.
- Over 60% of residents work full-time and 28% worked part time.

⁵ Australian Bureau of Statistics (ABS) (2016a)

- Of the families in Denham, 58% identified as couples without children, and approximately 31% as couples with children⁶. Around 8% (n=16) in the Census identified as one-parent families.
- 49% of occupied private dwellings are rented (vs. 32% owned outright).
- Nearly 32 % (200 respondents) reported that they had done voluntary work through an organisation or group in the last 12 months. The Census of course doesn't distinguish between ongoing volunteer involvement vs. a one-off contribution.
- Population forecasts for Shark Bay show only a marginal increase in population to 2026 (1, 025) and 2031 (1,050)⁷. The age cohort proportions are largely the same, though some projected increase in 15 to 19-year olds as a percentage of the population. The aged population trend is expected to continue.⁸

Table 1: Summary of key demographic and population statistics

Factor	Statistics
Total population	Shire of Shark Bay LGA - 946 (up from 857 in 2011) Denham and surrounds - 754 ⁹ (up from 636/18% in 2011)
Families	182 in Denham (218 Shire total)
Tourism	Peak tourist season is typically March to October, where the tourist population increases dramatically to around 5,000 people. The number of retirees who live in the area during peak season also increases.

Anecdotally and confirmed through ratepayer analysis, the population has not increased or decreased significantly in the last 10 years, with 88 school enrolments for 2019 as well.

What these statistics, combined with community feedback tell us is that:

- Lower number of older adolescents (15-19 years) reflects the decision of some parents to send children at senior high school levels to boarding school, either in Perth or key regional centres. It's likely that their participation in club-based or more organised sport will increase when young people arrive at these schools.
- The higher number of rentals may reflect a more potentially transient population.
- Sport and recreation experiences and interactions typically occur through events and one-off activities more so than clubs and ongoing programs. The night sports offering at the Shark Bay Recreation Centre does offer some foundation for ongoing social sports programming.

⁶ This is similar to the Shark Bay Local Government Area (LGA) as a whole.

⁷ produced by the Western Australian Planning Commission in collaboration with the Department of Treasury. - See Department of Planning, Lands and Heritage (2018) Western Australia Tomorrow Population Forecasts. Available online at: <https://www.dplh.wa.gov.au/information-and-services/land-supply-and-demography/western-australia-tomorrow-population-forecasts> (accessed 16 December 2019)

⁸ It is noted that the WA Tomorrow population forecasts the forecasts are primarily designed to give the demographic details of age, sex and region, to plan for future service and infrastructure requirements. They are less designed to be used a total population figure.

⁹ Includes Monkey Mia. See ABS (2016b)

- Most clubs and associations report declining membership levels, difficulty retaining members and difficulty attracting people to Committee positions (particularly new people).
- Targeted activities for different age groups are generally being delivered.
- A continued focus on settings and services for an aging population will be important.

3.3 Community satisfaction and preferences

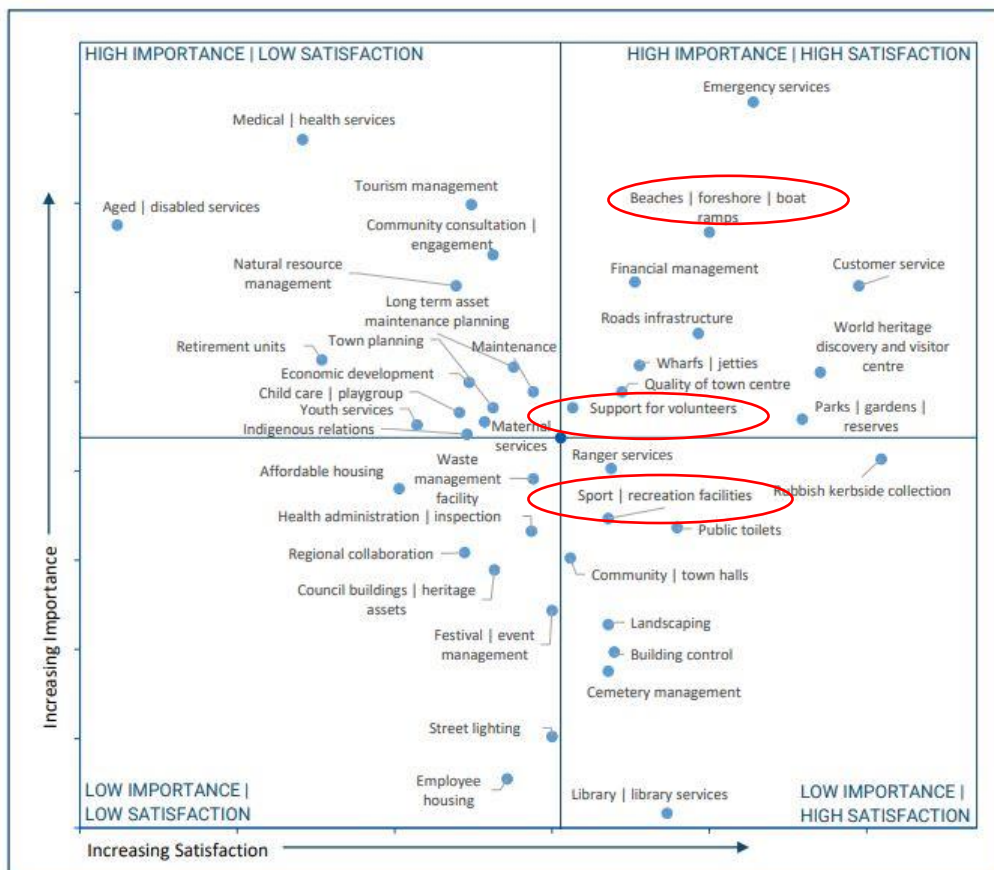
Strategic Community Plan

A Community Survey was undertaken in 2020 as part of the Shire of Shark Bay’s updated Strategic Community Plan, and included inquiries about residents’ satisfaction with sport and recreation facilities. Respondents were broadly satisfied with facilities and considered this aspect of community services to be of ‘medium importance’ (See Figure 2). It’s interesting to note that - by comparison - what the community rated of **higher importance** (and about the same level of satisfaction with service provision):

- **Parks, gardens and reserves** – which can have a direct link to passive forms of recreation.
- **Beaches, foreshore and boat ramps, and wharfs / jetties** – linking and reinforcing the well-established desire for water-based recreation.

Support for volunteers was also rated as more important than sport and recreation facilities, with reported lower levels of satisfaction from survey respondents.

Figure 2 December 2020, Community Survey for the Shire’s Community Strategic Plan results rating satisfaction with Shire services, facilities and support



The limitations of this data are that some of the conclusions and potential links identified above are not confirmed, and 'sport and recreation facilities' doesn't specifically address 'programs and activities (though this is not a direct responsibility of local government in the same manner as facilities management).



Sport and recreation survey 2019

The Shire conducted a stand-alone Sports and Active Recreation Survey in April 2019 to provide some broad feedback to the status and preferences for physical activity in the Shire (38 respondents, a response rate of over 5% of the permanent population). The responses provide some insight from a segment of the local community, such as:

- 34 % of respondents said they exercise 3-4 times per week, with 21% stating every day.
- Nearly 60% of respondents stated that they never use the Sport and Recreation Centre, with 21% stating once per week and 16% of respondents using the centre 3 to 4 times per week. Similar patterns of response were found for the use of the gymnasium, with the highest proportion of respondents stating they never use the gym.
- The footpath, foreshore, town jetty and swimming at the foreshore were listed as the top four outdoor areas where people actively recreate. The Town Oval and the walk trails were closely behind. Little lagoon was listed as an additional area that people use for physical activity and recreation.
- Most activities were non-organised¹⁰ and of the activities people indicated they'd undertaken in the last 12 months (either organised or unorganised), the following were most popular:
 - Walking
 - Use of gymnasium
 - Yoga
 - Bowls
- The responses showed a great breadth of physical activities, which also included boating and fishing, kayaking, running, softball, and swimming.

¹⁰ The definition of 'non-organised' is not clear. It should be noted that 'organised' activities can still be social in nature, so non-organised activity is taken to mean largely individual or spontaneous activity.

- When respondents were asked what sports activities, they would like to see more of, many responses included the more 'traditional' organised sports such as netball, tennis, football and other team sports. Pilates, yoga and fitness were also popular responses. When asked why they don't participate in these activities already, most responded they are not available.
- Those respondents with children noted that they participated actively in dance, dodgeball and open courts the most.

3.4 Service delivery in the Shire of Shark Bay

The current approach to service delivery is driven principally by the Local Government (both directly and via contract for the Shark Bay Recreation Centre), a small number of clubs - some struggling clubs - and motivated individual community members. The local Shark Bay School offers some sports programs and hosts an annual athletics carnival. There is also popular, after school sports dodgeball held at the Shark Bay Recreation Centre, offered by Shark Bay Youth Group Coordinator with parent assistance. The school currently doesn't use the Shire facilities for the carnival, even though the school oval is less than the standard size, which constricts activities to some extent. Box One summarises the current features of the sports and recreation delivery in Shark Bay.

Box One: Current features of sport and recreation delivery in the Shire of Shark Bay

Shire-contracted third-party service provision (Shark Bay Community Resource Centre [CRC])

Embedded sport and recreation component in Shire role CDO

Flexible, adaptable and fit-for purpose delivery including:

- Modified sports forms (e.g. 3-a-side basketball).
- Adjust ways to play (e.g. twilight, mid-week).
- Modified payment terms and conditions (e.g. pay as you play).
- Short competitions that focus on social experience.
- Temporary, informal and/or short-lived governance structures that are suited to a particular initiative.
- Blocks of activities with regular breaks rather than typical competition timeframes. (e.g. a break mid-term as well as school holidays for school-based programs).

Occasional SSA and non-profit provider visits



The Shire of Shark Bay currently contracts the Shark Bay Community Resource Centre Inc (Shark Bay CRC) to manage the Shark Bay Recreation Centre (and the surrounding outdoor sports precinct) through opening the centre and delivering and supervising activities¹¹. The 2020 contract includes with Key Performance Indicators (KPIs) in five key areas:

- Facility Attendance
 - Per month
 - As per entry cohorts (adult, child or tourist)
 - Year to date (running total for calendar year)
 - Summary of programs/activities.
 - Copy of CRC staff roster at the Centre for operating hours.
- Customer Satisfaction:
 - Written customer feedback for the relevant period.
- Asset and risk management
 - Reporting of all hazards in a timely manner, with description and photos
 - Quarterly facility audit
 - Equipment to be stored appropriately, cleaned and maintained.
- Reports
 - Monthly report to include the above-mentioned headings.
- Align operation as per the outcomes of the Gascoyne Sports Modelling and Activation Planning Report.

The Community Development Officer's (CDO) role also includes "support to community and stakeholder groups for recreation, sport, social inclusion and wellbeing". The CDO also oversees the day-to-day maintenance of the sustainability of community assets and associated equipment, including the Shark Bay Recreation Centre, Gym and Town Hall.

¹¹ A list of the programs and activities managed and delivered by the CRC is provided in Appendix Two.

There is one not-for-profit service provider in the Gascoyne region – the Stephen Michael Foundation, however they have been less active in the Shire of Shark Bay until recently. There is generally no regular or committed activity from State Sporting Associations (SSAs) based in Carnarvon. The Shire is supported by regular contact, interaction, advice and feedback from the Department of Local Government Sport and Cultural Industries (DLGSC).

Recent conversations and engagement with the Steven Michael Foundation regarding a multi-sports day in 2020 provides a potential start to building a relationship with the Foundation to assist in capacity building for sports delivery in the Shire, and in delivering ongoing sport and recreation opportunities for residents.

3.5 Facilities, programs and activities and need analysis

Details about the current facilities, activities and offerings for sport and recreation, and the corresponding observation or needs analysis, is provided in Appendix Two. As at November 2019, there were a collective, cumulative total of 4,880 visits (adults and children) used the Shark Bay Recreation Centre in some capacity, with the most popular months being October, July, September, April and November (in that order). This reflects the high season and school holiday periods. January, February and March are clearly less desirable, with March 2019 being the lowest participation at 161 people for the month. 2020 participation numbers are lower as can be expected with the closure of the Shark Bay Recreation Centre during the COVID-19 restrictions. There 235 people participating in Recreation Centre programs during August 2020, with 27.5 hours opened.



In examining the current programs, historical offerings and the November 2019 Shark Bay Recreation Centre Management Report¹², the following observations and potential directions were put forward for consideration:

- In general, there appears to be higher participation - or record of participation – in the more ‘traditional’ sports by school-aged children than adults.

¹² Completed by the CRC and provided by the Shire CDO.

- The positive uptake of ‘dodgeball’ among school-aged children may be due to the accessible nature of the activity, the ease with which it can be coached and refereed, and perhaps a perceived low ongoing commitment in terms of skill building and development. There may be an opportunity to find a sport with similar characteristics that provides a similar sports experience and skill-building.
- Some stakeholders reported concern about the lack of programs and club-based type of team sports for young people. This concern is related to the fact that many young people who complete primary school in Shark Bay typically leave the area for high school or boarding school, where they are far more likely to encounter team sport. There is an opportunity to prepare young people for this type of participation to reduce the possibility of being left behind or left out, or just disadvantaged due to the location of their upbringing.
- The facilities are generally in good condition and meet, if not exceed the needs of the local community. Equipment storage appears to be an issue in the Shark Bay Recreation Centre (which was being addressed separately at the time of this project).
- The current casual / social offerings of sport at the Shark Bay Recreation Centre (Adult Night Sports) appear to attract slightly more men than women, based on observation and feedback from stakeholders. Research has demonstrated that women and girls are generally less active than men, particularly when it comes to participating in organised sport. AusPlay data shows that 58% of Australian women and 73% of girls regularly participate in sport related activities¹³. However, more women than men currently participate in fitness and wellbeing activities such as those offered by a local personal trainer, and yoga (this appears consistent with the research, as highlighted in Little 2018).



¹³ Clearinghouse for Sport (undated)

4. Regional sport and recreation delivery models – examples from other areas

Two other Western Australian regional areas were looked at to identify potential approaches and learnings for Shark Bay – the Kimberley region and the Murchison. These areas were examined for a similar project completed with the Northern Goldfields DLGSC office and have some relevance here for the Shire of Shark Bay due to similar levels of remoteness (Kimberley) and regional relevant (Murchison). Some features of delivery in other regional centres that are similar to Shark Bay include dedicated resources focusing on sport and recreation, and a strong community development and inclusive approach. Some of the key differences are the presence of not-for-profit service providers and/or sports development officers from SSAs.

The key differentiating factors between these two regions and Shark Bay is the presence of a not-for-profit provider and operational partner that has some capability to service the region and provide a coordinating role. In the Kimberley, Garnduwa is funded by the Aboriginal Advancement funding under a Super Strong Communities contract. It was noted though, that too much reliance on external providers doesn't necessarily build local capability.¹⁴

In the Murchison region, the completion of the Murchison Active Communities (MAC) Project, a significant three stage project undertaken over a number of years to review the effectiveness and functionality of sport and recreation delivery methods in the sub-region comprising Yalgoo, Mt Magnet, Cue, Meekatharra and Wiluna. The conclusions and key recommendations of the MAC were to appoint a Regional Coordinator to work across the five towns to provide a targeted and coordinated approach. This aspect has less relevance to the Shire of Shark Bay, given the lack of proximity to other towns and smaller population base.

4.1 Coordination support for different delivery models

The regional delivery models reviewed as part of this Project typically include the following coordinating elements:

- Local-government led/facilitated through incorporating community sport and recreation into a staff member's role, with varying levels of key stakeholder support.
- Community-led through clubs and associations, with local government and other stakeholder support.
- Third-party led, typically not-for-profit providers and in some communities, small private providers. This can be with the presence of the organisation and staff support in communities, or alternatively, the appointment of casual positions on a program-by-program basis.
- Coordinated, multi-sport and multi-community models, with a shared and/or co-funded resources – including a coordinator's role – to service multiple communities¹⁵.

Naturally, many regional communities will have some blend of these approaches or combine in a 'hybrid model. This is not necessarily an 'either/or' situation. However, it is asserted herein that there is more likely to be a tendency for one of these lead organisations or vehicles for delivering sport to be the primary coordinating or delivery mechanism.

¹⁴ Krissie Dickman, pers. Comm 2019 (Wed 18 Sept)

¹⁵ This can be found in regional areas with several regional and remote towns within reasonable proximity to each other, e.g. 50-100km.

The Shire of Shark Bay is presently serviced by more of a local government-led model, with some level of coordination and facilitated provided principally through:

- The role of Shire’s Community Development Officer.
- Some third-party delivery support through the engagement of a contract service provider to deliver sport and recreation in the community (in this case, the Shark Bay CRC).

While there is some club-based activity in the Shire, there are generally reports of declining membership and there appears limited appetite to engage with club-based structures and more interest in self-organising and less structured approaches. There was little expressed need or imperative for club structures, and some evidence to suggest that delivery is still happening in the absence of these structures through programs. There is a case for bringing more investment into the region however, to support Shark Bay community members in sports participation.



5. Recommendations and activation strategies

Based on the Shark Bay GASMAP analysis and review, there are elements of current delivery that are working well, and some that can be improved and/or enhanced through additional investment and resources. The Shire and the local community requires additional external support and investment to both maintain, and to increase participation in sport and recreation, and achieve better utilisation of Denham’s infrastructure as well as natural assets.

‘Support’ and ‘investment’ can take many forms, regardless of which strategy is being considered. Box Two summarises what types of potential additional support is needed within the Shire to support more people to be active in sport and recreation.

Box Two: What does 'support' look like in the Shire of Shark Bay?

When we talk about 'support', 'investment' and 'resources', the following provides a starting point for thinking about the type of support required.

- **Direct funding or funding co-contribution** – for programs, training, projects, facilities (new or improved), and/or equipment.
- **Regular visits from SSAs or other regional service providers** – for clinics, program delivery assistance and training.
- **Development of specific training packages or skill-building workshops**
- **Mentoring, relationship and networking connections** – to/from SSAs, other regional councils, DLGSC.
- **Grant-writing direction and assistance**
- **Communication and sharing of success stories** - from other regional areas and the Gascoyne region.
- **Auspice agreements (under certain circumstances)** – to assist local groups and community to apply for grants or host/deliver one-off events or programs.
- **Advocacy** – for access to funding, resources or structural changes within the broader SSA, State Government or operating environment (e.g. access to grant money for clubs only).

Recommendations and activation strategies are organised and framed against two key drivers:

1. The availability of/ need for funds and resources (either now, or in the future)
2. The presence of an existing program or place to facilitate and activate sport and recreation.

An activation strategy in this report is any activity, process or 'thing' that either:

- Brings people to a program or place, and therefore increases participation OR
- Facilitates the above outcome to happen more easily.

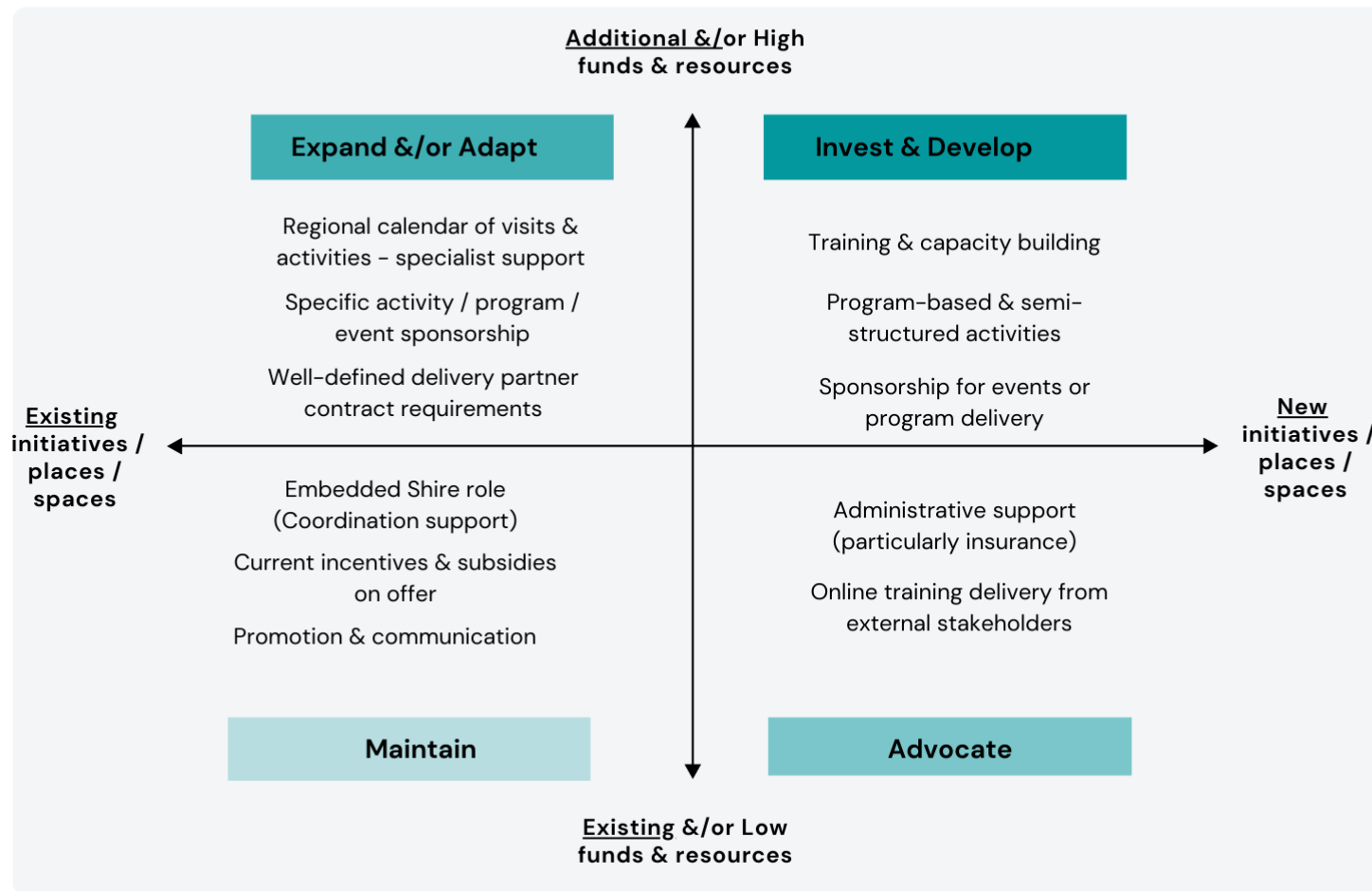
Figure 2 provides a summary framework for organising and thinking about the different strategies and options available. There are four key focus areas for strategy and action (Table 2).

This framework is or can be used by key stakeholders to:

- Summarise current activities and areas of need moving forward.
- Assess future ideas or initiatives as they arise, and prioritise or decide which ones to pursue.
- Plan activities and focus on an annual basis, if useful.

It is less important here to be 'strict' about categories, and more important to consider a process that helps to prioritise and organise action over time.

Figure 2 Summary framework for recommendations and activation strategies



Key activation strategies

- Incentives & fee waivers
- Sponsorship and direct delivery funding
- Events, activities & festivals
- Programs & semi-structured pathways
- Promotion & communication
- Administrative support
- Coordination support
- Specialist support & visits

Table 2 Four key focus areas

Strategy focus	Explanation
Invest and develop	A need for additional funds to run new programs, or improve asset management and maintenance (or replacement). It is not possible to achieve with current resources, and new thinking, designs and ideas are required.
Expand or adapt	Where an existing program or place requires more support and funds to grow and continue being offered, or support for more participation in existing activities. The work here is less about designing or deciding new directions/initiatives, and more about building on previous work.
Maintain	Programs, initiatives and/or asset management already happening and delivering outcomes in a satisfactory way. Maintaining these activities will provide a base level of support and service – removing these may serve as an ‘early indicator’ of potential risks to sport and recreation outcomes.
Advocate	Not possible to deliver or continue delivering programs or asset maintenance – either the funds or resources don’t exist or have been withdrawn, and/or there is no program or facility/asset in place. The main options here are to either re-prioritise, or advocate for support (investment). Items identified here may therefore progress to be prioritised as ‘invest or develop’ strategies.

Section 5 contains recommendations and activation strategies are comprised of two parts:

5.1 Early implementation items: as identified in Section 2, these are immediate actions arising from early research and consultation for the Project (Table 3).

5.2 Ongoing activation strategies: recommendations that are framed using a simple matrix to focus effort and activity on areas of greatest need and potential for impact, and what types of additional resources may be required (see Figure 1).

5. 1 Early implementation actions

Table 3 details early implementation actions associated with the GASMAP project, including current status and a link to ongoing strategies and recommendations.

Table 3 GASMAP Shark Bay Project: Early implementation strategies (2019/2020) and current status (2020)

Issue or opportunity ¹⁶	Discussion & response during the GASMAP project	Current status / responsibility	Link to proposed Activation Strategy/ies
Improved focus of sport and recreation within the CDO role	Further to what has been highlighted in Box One, the consultation findings suggested that a heightened sport and recreation focus was a feature of the current CDO (both in terms of role focus and the individual fulfilling the role). This is to be commended and is reinforced as being critical in remote areas like Shark Bay with little other organisational capacity or third-party provider presence (see also Section 4 regarding experience in other regional areas).	Continues to be a CDO role focus (Shire of Shark Bay)	Maintain
Strategic not-for-profit relationships in the Shark Bay region - strengthening relationship with the Stephen Michael Foundation.	<p>Just prior to and during the consultation period in Denham October 2019, the DLGSC Regional Manager facilitated an introduction to the Stephen Michael Foundation (SMF), which has a presence in the Gascoyne region. It was recognised that there was an opportunity for greater interaction and relationship, and support from SMF to the Shark Bay region.</p> <p>Since late 2019, the relationship between the Shire and SMF has grown positively. There were initial plans to host a combined football/basketball camp for Shark Bay, Carnarvon and Exmouth participants at the Shark Bay Recreation Centre. carnival in Shark Bay in July 2020 and invitation was extended for the first time to Shark Bay locals to join the Girls Football Development Camp (held in Carnarvon). A planned October School Holiday camp for the boys was also discussed.</p>	The planned carnival was cancelled due to a cancellation of the booked transport option, and no alternative to transport the Exmouth Participants to Shark Bay. The relationship continues to be maintained and strengthened with new ideas and supports.	Invest and develop
Insurance barriers to provision of certain activities	<p>Consultation for the Shark Bay GASMAP confirmed that the Shark Bay CRC's insurance only covers their oversight for activities at the Shark Bay Recreation Centre, and not elsewhere. This may limit their reach and scope for supervising and delivering outdoor activities.</p> <p>The Shire immediately took action to better understand and investigate this It was suggested that this be immediately investigated and addressed</p>	The Shark Bay CRC's terms of contract now includes the Outdoor Courts or oval (excludes the gym) meaning that insurance now extends outside the Recreation Centre, providing more opportunities to run and oversee outdoor	Advocate

¹⁶ Raised during consultation and/or feedback from initial research & consultation

Issue or opportunity ¹⁶	Discussion & response during the GASMAP project	Current status / responsibility	Link to proposed Activation Strategy/ies
	to provide an 'early win' and enable them to deliver more under the existing contract.	programs on the town oval.	
Contract review with CRC	<p>In 2019, the Shire commenced a review into the function and delivery of sport and recreation programs through this contract model, which was ongoing for part of the GASMAP project. Although the review process is separate to this scope, the following observations and suggestions were made to the Shire during the October 2019 visit, which are directly related to proposed recommendations and activation strategies for the GASMAP:</p> <ul style="list-style-type: none"> • The CRC staff who presently oversee sporting and recreation activities from the Centre have little or no formal sport and recreation training, though a range of different skills and recreation training has been offered at different times. In order for staff to better deliver the required recreation outcomes, they would need ongoing training and support. • Staff will need and will benefit from ongoing training to deliver and support more active recreation programs to build their knowledge and skill in different sporting areas. This doesn't have to be 'formal' or accredited, but should be provided by credible bodies such as SSAs, the SMF, DLGSC or other contracted provider where appropriate (this could also be online). • There are currently no agreements about performance measures in place, so the sport and recreation contract could be better defined. Payment is made strictly on opening hours not linked to delivery of programs and activities. • The contract also includes other activities which may more 'passive' (though no less important) types of recreation rather than active recreation-based. The expectation around proportion 	<p>The Shark Bay CRC contract was expanded in some areas and more detailed participation/attendance statistics were included, providing useful data as to the key users of the Shark Bay Recreation Centre.</p> <p>The contract includes scope to include tests and trials of any suggested programs or outcomes from the GASMAP Project report.</p> <p>In Term 4 2019, the Shire assisted in facilitating multi-sport day at the school, to host variety of sports that included representatives from Basketball WA, Netball WA, Western Australian Cricket Association and Western Australian Football Commission. The representatives also provided</p>	Expand or Adapt

Issue or opportunity ¹⁶	Discussion & response during the GASMAP project	Current status / responsibility	Link to proposed Activation Strategy/ies
	<p>of delivery of these types of activities should be clearly articulated to avoid too heavy-emphasis on one or the other¹⁷.</p> <ul style="list-style-type: none"> • There was some question during consultation as to whether the CRC needs to have seasonality included in the contract, to coincide with high season / low season when people are in town. 	<p>an 'Effective Training Skill Workshop' to the CRC Recreation Staff for capacity building purposes.</p>	
<p>Targeting greater school use of Recreation Centre as a focus of improved asset utilisation</p>	<p>The Shire has long recognised that the co-location of the Shark Bay Recreation Centre with/next to the School is a significant opportunity for greater utilisation of the facility. During the consultation, it was reported that the school prefers to use their own facilities over the recreation centre for their athletics carnival and for other sporting / Physical Education (PE) activities outside of lunch and recess play. This is even though the playing field is too small and not suitable for football, cricket or other field-based game purpose sports. Continuing the work of building on this relationship and increasing use of the facilities with the school continues to presents a stronger option for better asset utilisation in the future. Essential to this is the Shire's ongoing maintenance of highly-used outdoor facilities, such as the oval.</p> <p>The appointment of a new School Principal at the time the GASMAP project commenced (September 2019) was identified as a strategic and timely opportunity to refresh that conversation again and continue the long-term process of encouraging the school to make better use of the Recreation Centre and oval.</p>	<p>Due to the oval not being watered¹⁸, the oval was not used for the carnival in August 2020.</p> <p>However, the oval is currently being used by the school for athletics long-distance running training, with a view to hosting the athletics carnival there in 2020.</p>	<p>Invest and Develop</p>
<p>Removing or relaxing restrictions on private operators to use of the gym or Shire facilities</p>	<p>It was suggested during consultation that the Shire consider extending the fee waivers to private operators to support continued delivery and greater uptake of these activities. At the time fee waivers were largely offered to community groups.</p>	<p>This was offered in late 2019 and 12 months later, these operators continue to run fitness classes and services.</p>	<p>Expand or Adapt</p>

¹⁷ This may happen if people don't have, or feel they don't have, the skills and knowledge to deliver a particular sport or recreation activity. People may tend to go with what they know and what they feel comfortable delivering.

¹⁸ While infrastructure upgrades and repairs were being completed.

Issue or opportunity ¹⁶	Discussion & response during the GASMAP project	Current status / responsibility	Link to proposed Activation Strategy/ies
	<p>Given there are few private providers of these services, and the value and uptake by certain demographic groups in the community (including but not limited to adult women), that the Shire may consider fee waivers for the Shark Bay Recreation Centre and Gymnasium for these types of classes and 'micro-businesses'. This is unlikely to present a conflict or compromise a local government/private relationship in the community. This can be a small but important investment - to support community members with ideas and initiative, including those who are looking to run small businesses or charge a small fee for their services to interested participants.</p>	<p>Further, participation was sustained during and following the COVID-19 restrictions.</p>	

5.2 Ongoing activation strategies

5.2.1 INVEST & DEVELOP

This strategy highlights actions and focus areas which generally require additional funding and investment for new initiatives. They are designed to address current gaps in service delivery and/or programming for specific demographics.

Program-based and semi-structured sport and active recreation

A more program-based approach to sport and recreation has been established as a clear need for Shark Bay, specifically targeting school-aged children or run in conjunction with school sports (though casual and social program offerings for other stakeholders should continue) – See Box Three. Program in this context is defined as follows:

- A continued offering for a defined period of time (e.g. 4-weeks, 6-weeks, a school term etc)
- May or may not offer a consistent sporting activity. For example, a program may change sports/activities throughout – perhaps alternating similar-types of sport such as ball sports, basketball and netball (depending on skill levels of organisers to deliver).
- Seeks some form of consistent commitment and attendance, and has some level of skill development or improvement (even non-competitive) involved.
- Has an organiser or organising body/group that is supported by relevant stakeholders to coordinate games, training, plays/competitions.
- Has some level of competition, even informal or more ‘playfully structured’ with modified rules and forms acceptable.

The Shire has a focus on events to promote active recreation and this can be expected to continue. As delivery and operational partnerships with SSAs and the Stephen Michael Foundation grow,¹⁹ there is an opportunity build short and consistent program ‘blocks’ of particular sports around specific events or carnivals.

Box Three - Target demographic for semi-structured pathways and programs: Focus for school-aged children

Sport has important foundations that can stick throughout life, where adults who play sport tended to play sport as children (Little, 2018). An emphasis on skill-building and progression through a particular sport should be encouraged by working towards more structured (yet modified) sport pathways for school-aged children – ‘playfully structured’ sport and recreation that is still based on more recreational and experiential elements of the sport than competitive. Positive examples that emerged during the GASMAP project included the Shark Bay Youth Group netball competition and the continued casual competitions like the dodgeball activity run in 2019. Working with SSAs and other service providers to focus on some ‘traditional’ sports with pathways for school students who may attend later years of secondary school elsewhere, are required to help build on these successes. The ongoing collaboration with Stephen Michael Foundation is a great example of this – and requires ongoing support and investment to continue and deliver.

¹⁹ As well as other external providers as they emerge.

Sponsorship and/or employment support

A consistent theme of the consultation throughout the GASMAP project was the difficulty in finding and keeping volunteers and people willing to organise and consistently run formal and informal sporting activities. Despite regular offerings and free access to some organised sports, uptake has been minimal and a noticeable drop since the COVID-19 pandemic and restrictions ensued.

Stakeholders in the Shark Bay region need additional support to attract participants as well as volunteers to assist with either short-term programs or activities, or to better position a program to continue running where there is an minimum level of participation.

Direct sponsorship of volunteer groups to run certain programs may be required to help run activities, events or festivals²⁰, and further to simply get more people involved in sports at the Shark Bay Recreation Centre. Groups may need to be auspiced by the Shark Bay Bowling, Sport and Recreation Club, the Shark Bay CRC or some other incorporated body locally, where the group in question doesn't have an incorporated body (and therefore may not access funding). This can potentially be achieved through creating a sub-Committee through these organisations, with membership being included. The Fishing Fiesta run by the Fishing Club is a good example of an existing event/festival.

Sponsorship alternative - casual employment model in program delivery

It was noted earlier that some remote and regional communities use a casual employment model to both address both a sporting and a specific social outcome (i.e. employment) in the delivery of recreation activities (see Section 4). For Shark Bay, rather than sponsorship for groups/clubs, this may serve as an option worth trialling in conjunction with running a program, with a casual employee under the Shark Bay CRC to assist in delivering elements of a program.

This may also relieve the burden of finding any volunteers to run and organise a sport or program, and allow people to just focus on participating. Given they have the systems in place to employ people, this is unlikely to create an onerous demand on resources. This may also assist in addressing some of the volunteering shortfalls where there is strong demand for a program and a short-term local position can be created²¹. This would also further support local capability and skill building.

Training, support and capacity building

The nature and type of training will naturally vary from year to year, and 'training' can be simply skill-building and ideas sharing. The following training may be useful for delivery partners such as the Shark Bay CRC and/or selected contract service providers:

- Recruiting and attracting more participants into activities at the Shark Bay Recreation Centre and precinct – mentoring, support and connection to other regional service providers may assist in providing options and ideas to test at Shark Bay. These may include programs targeting particular businesses and workplaces, collaborations with emergency services for training activities to increase participation and get people moving, a dedicated social media campaign around specific national and international sporting events and sportspeople.

²⁰ This may be particularly so for the more active recreation groups and clubs, not so much the 'traditional' sports.

²¹ The potential risk to attracting volunteers, if it is known that even a short-term paid position is in place, would need to be assessed on a case-by-case basis. Provided that there is clear role distinction between any paid position and volunteer help, this isn't always a barrier to attracting volunteers.

- Provide coaching and/or officiating training in key selected sports over time. This includes basketball, netball, football and athletics. These may be implemented through a specific project or program, and/or can be addressed with visiting SSAs (as is often the case).
- Provide continued modified sports form training.
- Program design and development.
- Equip staff with the skills and minimum requirements to train other local people to coach and/or officiate, particularly targeting parents of school-aged children participating in sport.

This 'train the trainer' approach with the Shark Bay CRC (and potentially other community members) can assist in building some long-term capability in town. However, it is noted by some stakeholders that getting people to show up to more organised activities at the Shark Bay Recreation Centre is a challenging aspect at the moment.

Training activities can be implemented over time, and integrated into a specific program, initiative or SSA visit. Regular communication with DLGSC may help to identify or tap into, out-of-town/external training opportunities for either the Shire or Shark Bay CRC staff.

A regional calendar of events, SSA/third party visits and activities would support an ongoing delivery of training and capacity building, and may help to attract participants to new programs, tasters or 'come and try' days (See Section 5.6.2). These visits and events could comprise training targeted at different groups each time, or a mixture of target audiences:

- CRC/contract providers – coaching and specific sports skills development, strategies for attracting new participants, and modified sports forms.
- School-aged children – skill-building in selected sports, transferrable 'life skills' such as teamwork and event organising.

Asset, facilities & equipment planning and management

In addition to Local Government requirements and DLGSC guidelines for facilities planning, the following may assist in asset management and planning that supports optimal use of facilities moving forward:

- Where equipment is to be replaced, consider options for modular or expanded versions of certain activities that can maximise the number of activities that can be accommodated (for example, one stakeholder suggested the skate park be expanded to accommodate an all wheels park; some regional local governments have similarly replaced skate parks with modular pump tracks that can be removed and re-assembled at different times).
- Some sports have developed 'pop-up facilities' that minimise the need for a more permanent structure and support the 'comings and goings' of interest that have been reported during the consultation. When it comes time to replace certain Shark Bay facilities, this may be appropriate to investigate options. Basketball WA, for example, has previously provided pop-up basketball courts in other regional areas, such as the Pilbara.
- Ensuring indoor facilities can be easily adapted to non-sporting uses such as indoor movies during summer using a portable movie screen (similar to the inflatable outdoor movie screens purchased by some regional local governments).

The continued focus on ensuring outdoor recreation facilities are well-maintained and updated will also help to future-proof the Shire against any future return to tighter COVID-19 restrictions under the WA Government's COVID-19 WA Roadmap (Government of Western Australia, 2020).

5.2.2 EXPAND OR ADAPT

This second strategy highlights key areas that still require some new or additional funds or resources – this time to support expansion or adaptation of an existing program or initiative that has either been trialled or tested (and needs ongoing support) or is working and/or valued by the community. This component also includes selected 'delivery mechanisms' which may assist in better achieving or facilitating access to sport and recreation opportunities.

Regional calendar for planning and key activities

The Shark Bay CRC publishes a calendar of activities, and expanding this to a broader regional focus. It is suggested that the Shark Bay CRC, Shire and the DLGSC, working with the Shire CDO and DLGSC, develop a calendar of activities as a planning tool and activity to target and organise visits from external service providers and support organisations. This would also assist in moving towards a 'pipeline' of sorts for continued training and staying fresh with ideas. Continuing to run 'tasters' when SSAs or SMF or other stakeholders are in town will also assist with providing a continued opportunity for participation, and a four-week program of tasters, for example, could be built around an initial third-party visit.

Well-defined contract requirements for delivery partners

Section 2 outlined some of the early observations and recommendations made to the Shire in October 2019 during their review of the Shark Bay Sport and Recreation contract. Further suggested ways to optimise the outcomes for sport and recreation that are delivered under this contract include:

- Establish clear expectations around percentage of active sport and recreation programs delivered under this contract (e.g. at least 50% of offered programs to be active recreation-based vs more 'passive' recreation based).
- Trial a more 'seasonal' approach where targets / opening hours are more at the busier times of the year, and less during quieter times.
- Transition to a more plan-based or more strategically focused contract based on delivery of certain services and activities, not just opening hours. This could be trialled for example by selecting one program that is costed / set up differently, while the existing hours-based contract stays in place.

Shifting the focus over time from opening hours vs program delivery in a broader range of local settings (i.e. not just the Recreation Centre) may better serve to align with the physical activity preferences of the local community, particularly school-aged children, young people aged 15-17 and adults. However any shift to a more 'performance-based/delivery-based' contract should be gradual and done in such a way that the team can work through the required training and skills requirements as needed, and test and trial different approaches. Moving forward, there seems to be an opportunity to transition to an approach which provides a more coordinating and hands on role to delivering more programs and initiatives in addition to supervising opening of more unstructured activity.

Focus on water-based and outdoor recreation (optimising natural assets)

Many community members largely self-organise either individual or group activities for water-based and outdoor activities – everything from kayaking to walking groups to fishing. Extending opportunities for participation in regular programs or ongoing activities following a one-off offer by either a community member, sports club or other stakeholder requires additional funding, program design and support and/or administrative support in the form of reducing barriers such as insurance or governance requirements.

One particular example qualifies as worthy of further investigation and funding support for water-based sport program offered to students in 2019. It was reported during the consultation that school children responded positively to an organised kayaking activity provided by a local tourism operator. This was a one-off activity that was developed based on the enthusiasm and skill-level of this person – this is a great asset and opportunity to be built upon. These types of outdoor based, foreshore and water-based activities may also potentially have a chance to endure in the event of a return to tighter restrictions under the WA Governments COVID-19 safety plan. These types of outdoor and potential for more solo sporting activities may mean less disruption and continuation of the positive benefits of exercise and outdoor active recreation.

See also Section 5.2.3 regarding present administrative barriers to broadening out programs for school-aged children to more active recreation.

Continued targeted and relevant support for defined demographics.

Seniors

Seniors are clearly an important demographic and have a demonstrated interest and ability in organising and successfully offering active recreation opportunities with Shire and CRC support. The recent Croquet offering speaks to the successful collaboration and support between the Shire and The Friendly Hub (formerly referred to as Denham Seniors). Seniors groups are likely to benefit from similar types of support moving forward, with either:

- Direct funding for equipment purchase as required, to expand offering to this demographic as required.
- Connection and introduction to relevant SSAs via phone or Zoom to discuss getting started and/or continuing.
- Planning and putting on ‘come and try’ days.
- Advertising and promotion.

Adult Night Sports

The Adult Night Sports generally attracts a small but consistent number of participants. It seems appropriate to stick to more ‘traditional sports’ in these social sports offering at the Shark Bay Recreation Centre and Town Oval, potentially with ‘come and try’ evenings for new sports to be introduced to coincide with new training from the Shark Bay CRC/contracted service provider and/or with external stakeholder visits (such as SSAs).

5.2.3 ADVOCATE

This strategy focuses on those things that either facilitate access to sport and recreation opportunities, or may pose barriers. This is a 'fluid' category of sorts and is designed to help determine when action or difficult decisions may be required which call for more structural changes to the way funding, programs or initiatives are designed or delivered.

Several examples are provided below that arose during GASMAP, these will naturally change over time. There is a role for the Shire and DLGSC in the Shark Bay region to advocate for certain supports, funding and structural changes to facilitate better participation in regional and remote areas. Continued regular communication and contact with community members, sporting groups and other stakeholders can be expected to identify and prioritise these issues for advocacy.²² These will arise on a case-by-case basis but some of those specific matters identified during the GASMAP Project include:

- The school's Surf Life Saving Club was reported as needing a teacher with AusSwim qualification; however, the Department of Education won't pay for this training. The school has paid in the past to bring someone up (who was able to stay with family and friends and so accommodation was a saved expense).
- Investigating whether insurance limitations or other barriers are affecting the uptake of certain activities, and whether the Shire can underwrite or auspice certain activities. Although the Shark Bay CRC insurance limitations were raised and addressed during the project (See Table 3), this was suggested as an issue with water sports, with one stakeholder suggesting that 'no one wants to touch it because of insurance/fear of litigation' – yet water-based sports and activities are clearly popular with the community and school-aged children as well. The Shire's insurance currently doesn't cover the Shark Bay CRC to run programs outside of the Shark Bay Recreation Centre and Precinct (for example, a fishing competition has been identified as something that kids would be interested in).
- In 2008, a review of sports delivery in regional and remote Western Australia noted that "it is essential that a greater range of offerings are developed in online training mode"²³. Twelve years on, it would appear little progress has been made on this front and the urgency of need has only increased, particularly in light of the COVID-19 pandemic and the accompanying uncertainties. This would be a useful focus for the Shire in advocating for, or consider applying for funding to investigate or develop online, foundational training resources in collaboration with an SSA / SSAs.

5.2.4 MAINTAIN

The last suggested strategy for sport and active recreation activation in the Shire of Shark Bay effectively summarises existing approaches and programs and reinforces the notion that certain aspects are working well and can be continued with minimal strain on resources and funding. This approach recognises that programs and initiatives may 'outgrow' their spaces but represent minimal viable 'interventions' that should be maintained.

²² This is already observed to be the case with the positive working relationship between the Shire CDO and the DLGSC.

²³ Government of Western Australia (2008:15). This was, and continues to be, an issue across numerous regional areas.

'Maintain' strategies represent a minimum 'baseline' of sorts – and a departure from the initiatives and programs below may act as an early indicator of changes to the delivery of local sport and recreation. Of course, there may be circumstances where it makes sense that an approach may change or move away, however this should be clearly evidenced by:

- A withdrawal of any external funding (in which case, this initiative may need some lobbying and advocacy if it is deemed worth retaining).
- The achievement of outcomes/desired goals, that may have reached a natural conclusion or have been superseded by something better.
- An expressed need or interest from participants or community members.

Iterative approach to building on programs/initiatives

The Shire and local stakeholders have demonstrated continued commitment to iterative and creative approaches to activity or program delivery. A good example of this is the recent netball competition/challenge organised by the Shark Bay Youth Group, which had a positive uptake and response.²⁴ The initial activities completed in one term can be built upon the following term (e.g. additional time commitment, running the same process with a different sport, additional organising responsibilities).

Current incentives and subsidies - flexible arrangements with private providers and/or community groups

Further to maintaining the more flexible arrangements that the Shire has put in place with small private providers of fitness and recreation services, in time there may be scope to build on this for example:

- Where that individual does that not have the relevant accreditations or requirements, consider helping them to access funding to meet those requirements.
- Assist those individuals to access and complete subsidised training to improve skill level, to offer more variety to participants and/or to achieve or maintain accreditation in a particular area.

Embedded Shire role requirements

A facilitative and/or capacity building approach to community and school sport and recreation (active and passive forms of recreation) should continue to be embedded in Shire CDO role and job description (or relevant or similar role).

The considered and heightened focus on sport and recreation for the Shire's Community Development Officer over the last 12 months or so is a positive step towards achieving the objectives of the GASMAP project. Where necessary, continued mentoring with the support of DLGSC and SSA's, and training and skill-building should be provided in this area where a CDO staff member does not have the required experience and/or training. At the same time, care must be taken to support the individual in that role at any time, and ensure that this does not create unhelpful dependency from community members.

Consultation and research in other regional and remote areas of WA clearly highlights that when these resources are withdrawn from local communities²⁵, local community sport suffers (see for example, the reports associated with the Murchison Active Communities (MAC) project, Section 4). Similarly, the MAC project researchers found that involvement

²⁴ Candice Uszko, 7 August Pers. Comm.

²⁵ Whether those resources are provided by the local government, a not-for-profit organisation or other private third-party provider.

where there are Not-for-Profit organisations in place there is sufficient evidence to demonstrate that this has a positive impact on the range and quality of activities/events being provided.

5.3 Monitoring and review

The framework herein may provide an organising tool moving forward to assess and arrange initiatives, opportunities or activities as they arrive, or may serve as a planning tool to think through new ideas or opportunities where there is a perceived gap or opportunity.

The community survey associated with annual Community Strategic Plan updates currently asks questions around satisfaction with sport and recreation, with a focus on facilities. Given that a lot of active recreation happens outside of facilities like the Shark Bay Recreation Centre, an 'Active Communities' supplement to the survey with a series of questions that request information about frequency of sport/active recreation and the top three activities is not seen as an onerous addition to requests (similar to the survey discussed in Section 3.3).

Ultimately, to know that sport and recreation in the community is on track means looking at some simple questions and indicators:

- Are more people every year participating in some sort of sport and recreation than last year (measured through the Community Survey, request for membership numbers of local clubs and groups, collating Shark Bay Recreation Centre numbers and considered against any dramatic population changes)?
- Is there at least one consistent offering to key demographics within the Shire (children, school-aged children, young people (17-15), adults / general community and seniors)?
- Are assets, facilities, equipment and infrastructure being maintained sufficiently to enable participation?

5.4 Summary

Section 5 identifies specific recommendations and activation strategies across three key areas of focus. These are not necessarily to be viewed as discrete projects, or 'one or the other'. They serve to organise activities and information, in terms of what's working well and continues, and where additional support and investment should be directed. They may be addressed through, for example:

- A planned series of visits by regional SSAs over the next 1-3 years, broadly looking at a potential pathway for both training of service providers, and support for delivery of a school-based sport program. Allow enough lead time to co-design and create initiatives to coincide with these visits or create a 'package' of requirements and book a visit.
- A series of workshops targeting either aspiring or recognised community leaders or people who have shown initiative in some form around sport and active recreation (or the arts).
- Assessing the potential to build a short-term program around upcoming regional events (reinforcing the potential application of a calendar which might assist in building this in from the start).

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Appendices

Appendix One - Stakeholder consultations

The following stakeholders were either interviewed or attended the community forum associated with the Project:

Stakeholder/s	Organisation
Social members	Denham Seniors Group (now referred to as The Friendly Hub)
High School Students	Shark Bay School
Principal	Shark Bay School
Coordinator	Shark Bay Youth Group
Shark Bay Recreation Centre Staff	Shark Bay Community Resource Centre
President	Shark Bay Speedway Club
Committee Member	Boolbardie Country Club
President & Secretary/Treasurer	Shark Bay Bowling, Sport and Recreation Club
President	Shark Bay Bridge Club
Trainer / Owner	CLB Fitness
Community Member / President	Shark Bay RSL
President	Shark Bay Men's Shed

Appendix Two - Facilities and programs inventory

Facilities and programs inventory (completed October 2019)

Purpose Provide a 'point in time' record of the key facilities, programs and activities that can be reviewed (i.e. annually) and updated as required to track progress of sport and active recreation in the Shire of Shark Bay.

For example, this could be readily turned into a simple 'audit checklist' with notes and updates on condition, usage and any gaps/opportunities.

Scope The facilities and programs cover a wide range of sporting and active recreation activities (see definitions below). Therefore, even active recreation 'settings' are included, because the maintenance and management of these settings will either facilitate or deter physical activity (e.g. the foreshore reserve, Little lagoon). Generally, more passive forms of recreation are excluded (e.g. bridge, crafts), although they are acknowledged as providing useful social and individual wellbeing benefits.

Facilities and programs offered by the Shire as well as other service providers are captured here to combine all this information into one place. It is recognised that the Shire has limited capacity to control what they don't directly own or manage.

Please note all figures are current at October 2019.

Facility / setting	Supply and activities	Usage and demand	Conclusions / comment
SHIRE INDOOR FACILITIES			
Shark Bay Recreation Centre	1 indoor multi-purpose courts:	Fitness classes operate three times a week (local private provider)	Note that Shire's Strategic Resource Plan 2019 – 2034 identifies the Shark Bay Recreation Centre as a key priority at \$6 million replacement cost
	<i>1 x basketball court</i>	Low to no adult interest based on previous offering (finished in March 2019). Basketball training offered to school aged children on Mondays. Particularly popular with boys.	Reports of limited adult interest in Basketball – previously provided but stopped due to limited participation
	<i>1 x netball court</i>	Netball played between 2013-2017	Some feedback suggests that not much interest or uptake.
	<i>3 x badminton nets / courts</i>	Social sports (adults) every Monday, 6.30pm to 8.30pm	Average of 18 participants per month in 2019
	<i>1 x indoor soccer / nets</i>	Social sports (adults) every Wednesday 6.30pm to 8.30pm	Average of 28 participants per month in 2019
	<i>1 x volleyball net / court</i>	Volleyball played between 2013 - 2018	
	Kindy gym	Current offering	Every Tuesday 9.30am to 11.30am Current storage size is not ideal for bulky kindy gym items
	Community Gym	169 members in 2018/19 financial year. Membership cost is \$170 per year, \$102 concessional rate.	Open 24/7. Equipment hasn't been refreshed or upgraded since opening in 2013 but is generally well received given it's small size. *Community has requested for new equipment but has not been budgeted for in Shire's annual budget. Equipment is serviced annually
Courts (all)	Mum and Bubs Yoga was offered every Wednesday in Term 4, 2019.	Popular session, although dependant on instructor's availability for future occurrences.	
Town hall#	Stage and floor area for	1 x dance program for	Accessibility to Hall

	dance, karate (Shukokai)	children and youth 1 x dance program for adults Karate is offered twice a week and has been provided for approx... 20 years	(footpaths) are unstable. Shire was unsuccessful in grant to replace footpaths but will continue to apply Shire waives hire fees for groups.
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All the above activities are 'organised'

SHIRE OUTDOOR FACILITIES – ACTIVE & PASSIVE RECREATION

Walking trails and footpaths	-	Weekly walking group.	Desire to expand these, particularly links from Denham Township to Little Lagoon – along Stella Rowley Drive
Little Lagoon	BBQ and Toilets available	4wd, dog park, kayaking, SUP and windsurfing	The inlet of Little Lagoon has undergone rehabilitation processes with new car access and interpretive signage installed, promoted as a walking trail route
Town oval	Playing fields for Australian Football League (AFL)	Fitness classes operate three times a week Softball and Football annual Kalbarri match Dog park is most common use	Seniors are looking at offering Croquet on the oval and/or Bowls Club to initially to test interest . Water fountain was recently installed to provide access to participants using this facility
Outdoor courts	2 x hard tennis courts + nets 1 x basketball court 1 x cricket training pitch 1 x netball court	Tennis at outdoor courts on Wednesday open courts was trialed in February & March 2019. Did not continue to due to difficult to supervise Rec Centre and outdoor facility. As well as transporting equipment. Tennis briefly offered in 2020 however had low participant numbers.	Rarely used Outdoor lights can be used
Skate Park	Currently the only free youth activity/space in town, outside the Shark Bay Youth Group bi-weekly activities at the School	Local kids do walk, scooter and bike to School. Sometimes in use after school and during ad hoc events at Town Oval.	No shade cover and equipment has not been updated since constructed There is an outdoor light that automatically turns for night use.
Foreshore reserve	Water pontoon	Swimming lessons are offered in January to School aged children	George Wear Park is used for events at the Foreshore

Recreational jetty		Fishing, squidding and boating	
Soccer	1 x outdoor soccer net		Rarely used
Volleyball	1 x outdoor volleyball		Located next to outdoor courts, there are two poles but net is not erect. Area is required to be maintained with shrubs close by. Rarely used.

All the above mentioned activities are 'non-organised'

PRIVATE &/OR OTHER COMMUNITY FACILITIES

Speedway	115 members	Approx. 4 race meets per year including State Title Championships (Far Western) and joint weekend race with Carnarvon	Shark Bay Speedway Club was successful in receiving a grant from the Shire to contribute to upgrading the concrete surround to the Speedway track There are no lights at the facility, therefore night races can not be hosted in Shark Bay Far Western Championship Race had 30 participants in 2019 and the event attracts 200-300 people into town
Golf Club	9-hole golf course Each green has two tee-offs so 18 holes can be played Visitors box is offered so people can play casually	Host annual Denham Open in June (45 participants in 2019) Course is open Wednesday and Saturday afternoons, although honesty box is available to play outside the above mentioned times.	Golf Club memberships are reportedly declining. Currently has 27 members, not all are 'active members'
Bowling Green	90 members 1 x bowling green	Hosts annual tournament (62 participants in 2019) Open on Saturdays for games and Corporate Bowls competition held during the summer (10 week comp on Thursday nights)	The Club is seeking to apply for grant to change to synthetic grass due to maintenance requirements Recently changed constitution to Shark Bay Bowling, Sport & Recreation Club although currently no other sport played under their umbrella
Pistol Club	26 members 10 x pistol range in	Open once a week (Wednesday or Sundays) depending on availability	The Club currently does not host competitions but are interested in doing so in the

	working order can expand to 20	of licensed members as requirement to supervise	future The Club was successful in receiving grant from the Shire to upgrade targets (x 10) for greater participation at one time
Fishing Club	133 members	Host week-long competition in May annually (Fishing Fiesta). Host monthly informal local competition	Fishing Fiesta had 119 participants in 2019 and attracts 200-300 visitors to town
Personal training	CLB Fitness hosts circuit training with own equipment Fee of \$10 per session	6 classes per week (morning and afternoon) Commenced in October 2019	Shire waives hire fee for Town Oval and Shark Bay Recreation Centre
Yoga	Yoga classes being run out of private facilities in industrial area	All levels of yoga including mums/bubs classes. 4 times per week, class schedule offered due to instructors' availability	Instructor has own equipment Fee of \$10 per session and senior discount of \$7 per session.
Bridge Club	9 members	Meet twice week at Town Hall	Hosts annual tournament with Geraldton, 25 people participated in 2019
SCHOOL FACILITIES			
Outdoor courts	2 x basketball		
	2 x netball		
	2 x netball		
	1 x volleyball		
Playing fields	Playing field suitable for football, soccer		Playing field is too small and not suitable for football, cricket or other field-based game purpose sports In poor condition the day visited (16 October 2019) Sports carnival can only run 75m race. Shire has offered the Town Oval as location but declined. The School combines their carnival with Useless Loop Primary School

Town Hall is also used by Denham Seniors (now referred to as The Friendly Hub), Crafters and Shark Bay Entertainers.