





BLAND SHIRE COUNCIL SPORT AND RECREATION PLAN

FINAL REPORT - JULY 2025



HEAD OFFICE

Suite 19, Waterman Workspaces Level 1, 678 Victoria Street Richmond VIC 3121

p (03) 9406 2316

e info@otiumplanning.com.au

w www.otiumplanning.com.au

ABN: 30 605 962 169 ACN: 605 962 169

SYDNEY OFFICE

Warrane, Gadigal Country PO Box 920 Parramatta NSW 2124

CONTACT

Jason Leslie | Director

p (02) 8029 0275

e nsw@otiumplanning.com.au

OTIUM PLANNING GROUP OFFICES

- « Brisbane
- « Cairns
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- « Sunshine Coast
- « Sydney

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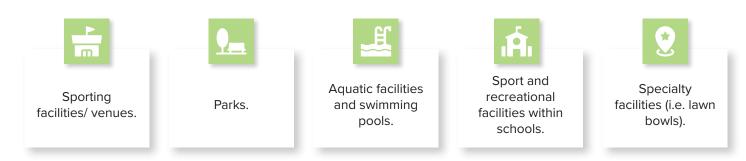


1. INTRODUCTION

1.1. STUDY PURPOSE AND SCOPE

The purpose of this study is to develop a Sport and Recreation Plan (Plan) that will identify and respond to the current and future needs of the community within Bland Shire Council Local Government Area (Shire).

The scope of the study includes consideration of the following facilities and provision within the Shire:



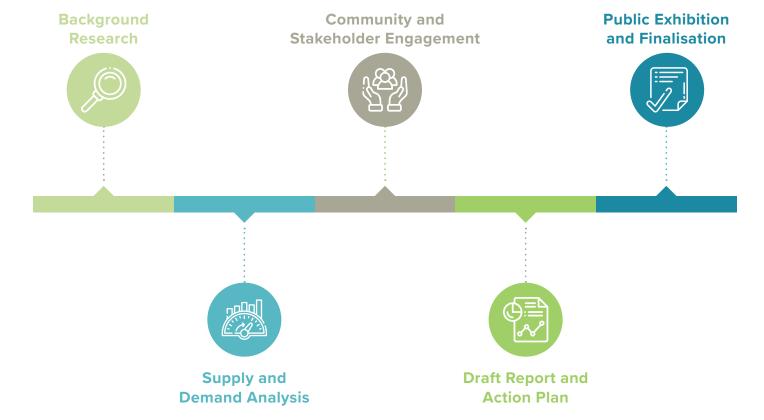
Project exclusions:

« Community facilities – Council- or privately-owned.

1.1.1. Methodology

The figure below provides an overview of the study approach for the Plan.

Figure 1: Methodology



1.2. STRATEGIC CONTEXT AND ALIGNMENT

We have reviewed a range of national, state, regional and local documents that strategically align with the development of the Plan. The key documents and findings are summarised below.

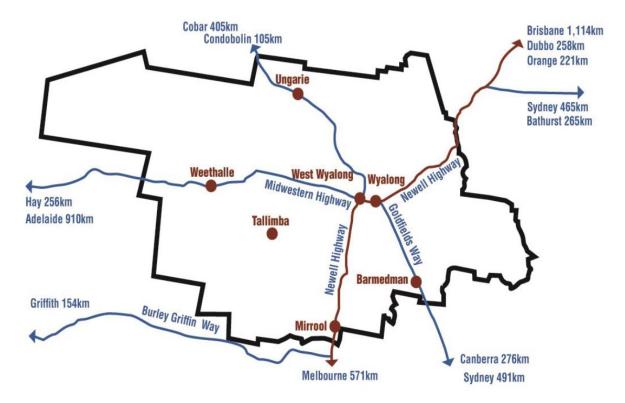
Table 1: Key Findings Strategic Alignment

DOCUMENT	KEY FINDINGS
Statewide	The NSW strategies, plans and policies outline clear targets for achieving health and wellbeing outcomes for their communities. A key summary of the themes of the reviewed documents at the state level is provided: « Increase the percentage of adults and children participating in regular sports and recreational activities. « Increase retention levels of current participants. « Create more accessible and welcoming sporting areas. « Protect and enhance NSW's network of green and open spaces. « Create more spaces for people to safely participate in sport and recreation.
Regional	The Riverina Region (Riverina) of NSW has several plans and priorities that outline areas of potential growth. Their key themes are: « Sustainable and efficient initiatives to support businesses and economies. « Actively support investment in proposed projects that have the potential to grow the Riverina's visitor economy. « Enhance the infrastructure to improve the liveability of the Riverina. « Councils within the Riverina should align planning to the Public Spaces Charter's 10 principles.
Local	Bland Shire Council (Council) has developed several plans and strategies to inform the population growth, employment and community involvement in defining the future of the Shire. The key themes of local strategies and policies include: « Improving and increasing access and inclusion to community infrastructure. « Providing multiple avenues of engagement for the community to participate in developing plans and policies for the Shire. « Provision of safe and accessible networks to encourage walking, running and cycling as preferred transport methods and improve physical activity of the Shire's residents. « Increasing participation in outdoor recreation and sports by improving existing facilities and planning for the changing demographic.

2. BLAND SHIRE

The Bland Shire Council LGA is in the Northern Riverina of New South Wales, approximately three and a half hours by road from the centre of Canberra and two hours by road from Wagga Wagga. The Shire is located on the boundary between the Central West and Riverina Regions, covering an area of 8,500 sq km.

Figure 2: Bland Shire Location

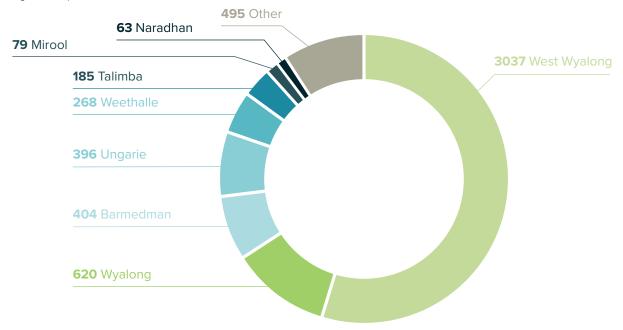




2.1. CURRENT POPULATION

In 2021, the Shire was estimated to have a population of 5,547. The main townships of West Wyalong and Wyalong and their immediate surrounding areas accounted for approximately 66% of the total population.

Figure 3: Population Distribution



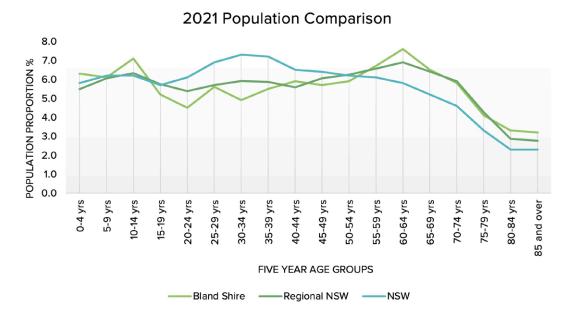
The table below provides a snapshot of the Shire's age structure. Age structure provides key insights into understanding the level of demand for age-based services and facilities. The table also compares the age structure of Bland Shire with that of Regional NSW and NSW State.

The age groups highlighted in **green** have higher population proportions compared to Regional NSW and NSW State, whereas those highlighted in **blue** have lower proportions.

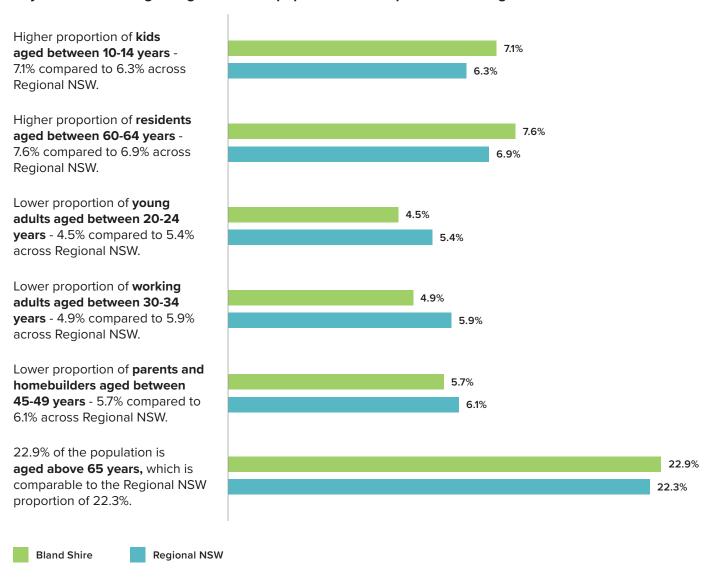
Table 3: Bland Shire Current Population – Five-Year Age Groups

DOCUMENT	BLAND SHIRE		REGIONAL NSW		NSW	
	NUMBER	%	NUMBER	%	NUMBER	%
0-4 years	349	6.3	155,229	5.5	468,056	5.8
5-9 years	341	6.1	171,313	6.1	500,810	6.2
10-14 years	394	7.1	178,998	6.3	501,135	6.2
15-19 years	291	5.2	162,601	5.7	457,896	5.7
20-24 years	251	4.5	152,295	5.4	496,185	6.1
25-29 years	312	5.6	161,317	5.7	555,967	6.9
30-34 years	273	4.9	167,210	5.9	586,057	7.3
35-39 years	306	5.5	165,827	5.9	580,185	7.2
40-44 years	325	5.9	157,744	5.6	522,984	6.5
45-49 years	317	5.7	171,323	6.1	516,915	6.4
50-54 years	328	5.9	176,779	6.2	500,027	6.2
55-59 years	371	6.7	185,830	6.6	490,155	6.1
60-64 years	421	7.6	195,135	6.9	471,628	5.8
65-69 years	362	6.5	181,273	6.4	416,493	5.2
70-74 years	324	5.8	166,927	5.9	372,234	4.6
75-79 years	228	4.1	120,612	4.3	268,110	3.3
80-84 years	184	3.3	81,119	2.9	183,409	2.3
85 years and over	176	3.2	78,115	2.8	183,895	2.3
TOTAL	5,553	100	2,829,647	100	8,072,141	100

Figure 4: Bland Shire Age Structure Comparison



Key observations regarding the current population in comparison with Regional NSW:



2.2. FUTURE POPULATION

The Bland Shire Housing Strategy was adopted in October 2022. The purpose of the Bland Housing Strategy is to understand the changing demographics and employment pressures generated by the Cowal Gold Mine and the flow on impacts of essential infrastructure.

The Housing Strategy identified that the Shire's population is expected to decline by approximately 7.8% between 2016 and 2036, from 5,955 to 5,500. This decline has largely already occurred based on the 2021 Census, which suggests that the current Bland Shire population is 5,547. While the Shire's overall population may decrease, the areas of Wyalong and West Wyalong are likely to remain steady or increase in population.

The Housing Strategy identified three possible growth scenarios for the areas of Wyalong and West Wyalong until 2041:

- « Low Growth Scenario
- « Medium Growth Scenario
- « High Growth Scenario.

GROWTH SCENARIO	2016	2041	DIFFERENCE
Low	3,657	3,415	-380
Medium		4,112	455
High		4,502	845

The low growth scenario is based on DPIE population projections, whilst the high growth scenario is generally based on recent Council approvals. The medium growth scenario provides a balance between the two. The Housing Strategy uses the high growth scenario.

Key Demographic Characteristics:

- « The number of persons aged over 65 comprises approximately 23% of the total population. This is higher than NSW State and Regional NSW.
- « The number of persons aged over 65 is predicted to increase to 25% by 2036.
- « Population projections predict that the population of the Shire is due to decline by approximately 7.8% between 2016 and 2036, from 5.955 people to 5.500.
- « Whilst it is acknowledged that, as a whole, the Shire's population is predicted to decline, it is expected that the population of the main townships of West Wyalong and Wyalong will remain steady or, in fact, may slightly increase.
- « This will be the result of migration from retired farmers and the elderly from outlying rural areas and small villages into the main township in recognition of the wider range of services and housing types available to this age group.

2.3. CURRENT FACILITIES

Bland Shire Council has a range of sport and recreation opportunities across the Shire. This includes a range of parks, sports grounds, aquatic centres and indoor centres. The total supply of opportunities includes:



3. TRENDS AND BENEFITS ANALYSIS

3.1. IMPORTANCE OF OPEN SPACE

Public open space supports the health and wellbeing of residents. Parks are places where residents and visitors to the Shire can relax, be physically active and play. They provide free locations for people to gather and socialise, helping people to make connections with one another and have a sense of belonging in a growing community. They provide opportunities to escape the built environment and improved amenities provide habitat for wildlife and improved air quality. This critical green infrastructure supports and contributes to the social, physical and mental health of the community.

Open space, sport and recreation infrastructure contribute to economic wellbeing, by creating numerous jobs in managing and maintaining community facilities, delivering programs and activities, supply of equipment and the multiple benefits that come from hosting community and competitive events.

Parks and recreation facilities are critical for community health and wellbeing. They ensure urban environments support and sustain communities through:



Physical and mental health benefits

Open space, sport and recreation infrastructure and services promote physical activity and active lifestyles. Direct benefits to health include reduced risk of non-communicable diseases such as cardiovascular diseases, colon and breast cancer and diabetes; improved bone health; reduced risk of falls and fractures; assistance with weight management; enhancement of the immune system; and improvement of mental health and sense of wellbeing.



Social benefits

Parks, public spaces and community recreation facilities generate stronger and more connected communities with improved social interaction and inclusion through the provision of active and vibrant community hubs, access to facilities and resources and opportunities for volunteering and involvement.



Environmental benefits

The development of well-planned and attractive settings for active living encourages the uptake of active transport and the use of public parks and leisure services. Further health benefits associated with the provision of parks and green environments include temperature reduction and mitigation of the urban heat island effect; air quality improvement; management of stormwater reducing the incidence of flooding and water-borne disease; ecosystem support and biodiversity enhancement.



Economic benefits

Parks and leisure services can help reduce healthcare costs by reducing disease and illness associated with a lack of physical activity and social interaction. A park and public space network can provide local employment and investment opportunities and contribute to maintaining a healthy workforce.

3.1.1. Changes in Planning and Providing Open Space

The way we plan and provide public open space is changing. Increased pressure on land supply, tighter budgets and lessons from past planning failures have seen shifts in state policy and in how we think about the open space network:

Increasing Multiple Use of Open Space



There is **increasing acceptance of multiple uses of open space** to achieve a number of outcomes. However, there are **challenges**, as some uses can greatly diminish the recreation value of a space if the design for shared use is inadequate. We have also realised that, in some cases, multiple use is not desirable and attempting too much can be more costly and less effective.



With **good design and sufficient space**, multiple use open spaces can support recreation, pathways, protection of riparian environments, and stormwater management.



There has also been increased awareness that **sporting fields should encourage multiple uses** and especially provide recreation opportunities for nearby residents rather than being locked away for sport only.



Water Sensitive Urban Design (WSUD) is a key driver of multiple use, with the integration of stormwater treatment systems into the urban landscape (generally in public open space). This can see drainage swales, gross pollution traps, filtration wetlands, detention basins and similar elements be designed as elements within a larger area of public parkland.



Multiple use can also ensure that open space areas designed primarily for water treatment, drainage and flood management can be enhanced with good multiple use design to provide **additional recreation opportunities.**



Planning for multiple use, where appropriate, can increase the **diversity of outdoor recreation opportunities** and reap increased value for the community from infrastructure investment.



3.2. AQUATIC FACILITY TRENDS

3.2.1. Rural Aquatic Trends

The following trends for aquatic centres in regional and rural areas have been identified:



Ageing Infrastructure

Can be difficult to prioritise and fund improvements.



Management and Operations

Can be difficult to find operators to manage and operate the venue.



Facility Components

Challenges in funding additional components to enhance user experience and improve viability.



Distance and Catchment Barriers

Distance barriers for rural areas to access facilities.



Changing Demographics

A shift in overall populations and demographics in rural areas with a generally ageing population.



Strong Sense of Community

Sport in regional and rural communities can bring communities together and provide social interaction and inclusion.



3.2.2. Aquatic Facility Markets

Over the past decade, there has been a greater emphasis on the development of a variety of water space within aquatic centres, including:

- « Program pools, designed for learn-to-swim and a variety of aquatics programs.
- « Warm-water pools, used for rehabilitation and therapy, are one of the highest-use spaces within public aquatic and leisure centres.
- « Water play including large, enclosed slides, water jets and other leisure play opportunities.

Health and fitness programming has also advanced with a greater emphasis on programs for older adults and a much broader range of opportunities, including pilates, yoga and boot camp.

Components that contribute to successful contemporary aquatic & leisure facilities are summarised in the following figure.



3.3. INDOOR SPORT TRENDS

Like other sports infrastructure, indoor sport court facilities not only promote active lifestyles but help to develop valuable social networks and contribute to the liveability of communities. Indoor sport court facilities provide a range of unique benefits, including:

- « Providing all-weather opportunities for a diverse range of sporting codes.
- « Greater capacity to absorb higher levels of utilisation per square metre of space when compared to other sports facility types, such as outdoor playing fields.
- « Capacity to host a range of community, cultural and commercial events enhancing community benefit and economic viability.
- « The ability to be provided in various zonings and be co-located as a centralised activated community destination with other facilities such as aquatic/ leisure centres, gymnastics, allied health or libraries.
- « A capacity to gain a higher return on investment when compared to outdoor sport facilities, and therefore more likely to be sustainable in relation to asset renewal.
- « There is a general trend towards participants looking for informal/ social competitions. Participants are increasingly looking towards opportunities for turn up and play (social sport) with no training commitments. As Australia's population continues to age, there are opportunities to target programs for mature-aged markets, such as 'walking netball' and pickleball. These can typically be programmed in some of the off-peak times.
- « Facilities should accommodate universal design for changerooms and ensure accessibility for people with a disability.
- « Crime Prevention Through Environmental Design (CPTED) principles should be considered during the facility design process.
- « Environmentally sustainable designs are becoming important with elements such as solar panels being included to reduce energy consumption.

3.3.1. Rural Indoor Sporting Trends

Some of the identified trends for indoor sporting facilities in regional and rural areas include:



Ageing Infrastructure

Can be difficult to prioritise and fund improvements.



Management and Operations

Can be difficult to find operators to manage and operate the venue.



Facility Components

Challenges in funding additional components to enhance user experience and improve viability.



Changing Demographics

A shift in overall populations and demographics in rural areas with a generally ageing population.



Distance and Catchment Barriers

Distance barriers for rural areas to access facilities.



Less Sporting Competitions

Individual sports may not be able to operate across all age groups and genders.



Strong Sense of Community

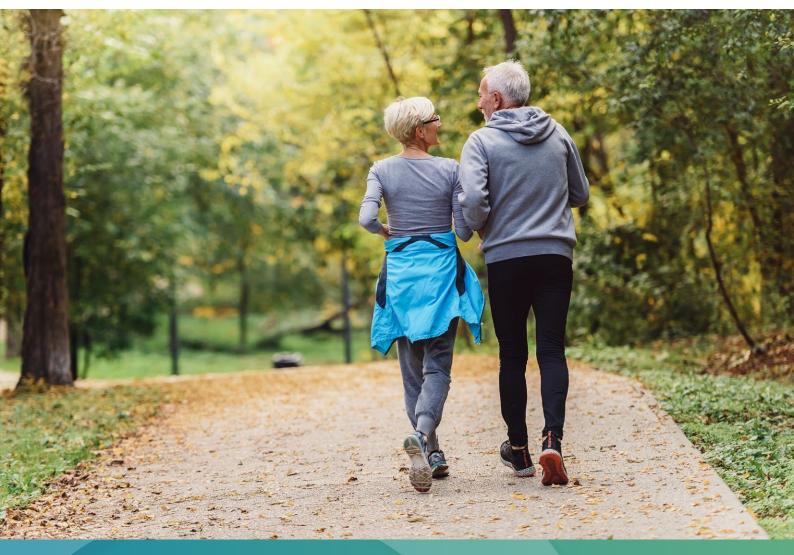
Sport in regional and rural areas can bring communities together and provide social interaction and inclusion.

3.4. RECREATION TRENDS WITHIN BLAND SHIRE

To understand some of the most utilised pathways and open spaces within Bland Shire, a review of data within Strava was undertaken. While there was limited information elsewhere in the Shire, the West Wyalong and Wyalong areas are demonstrated below. While this is only a representation of users recording their data within the Strava app, it does provide an overview of the areas being used. Some of the more popular locations (those with brighter lines) are along Main/ Neeld Street and out toward the wetlands; another key use is along the green corridor and McAlister Oval.

Figure 6: Strava Walking and Running West Wyalong





4. DEMAND ANALYSIS

4.1. DEMAND FOR PARKS

For recreation parks, the supply of opportunities is diverse and usually based on a hierarchy of opportunities from local (walk to) opportunities to Shire-wide destination parks.

Historically, planning for open space provision of parks and sporting facilities in NSW has held a standard of 2.83ha per 1,000 people. While there is no definitive split between parks and land for sport, it was generally considered parks would have been around 0.83ha up to 1.33ha while sporting would be around 1.5ha to 2ha per 1,000. This did not include drainage or natural areas. This would, therefore, equate to the following breakdown of land within Bland Shire:

AREA	LAND PER 1,000 PEOPLE	BLAND POPULATION	LAND REQUIRED
Parks	1.33ha per 1,000		7.38ha
Sporting Land	porting Land 1.5ha per 1,000		8.32ha
Total	2.83ha per 1,000		15.7ha

The approximate current supply of parks and sporting facilities is demonstrated in the table below.

AREA	CURRENT APPROXIMATE PROVISION WITHIN BLAND SHIRE	
Parks 9ha (approx.), not including the wetlands		
Sporting	40ha (approx.), not including speciality areas	
Total	49ha (approx.)	

While the exact sizing of all the parks and sporting reserves is not understood, the table above demonstrates that the approximate sizes of all the reserves are greater than the typical standards used for open space provision within NSW. However, contemporary planning for public open space has evolved substantially from past approaches focused primarily on population standards to ensuring efficient provision that allows for flexibility, adaptability and capacity building. Considered planning and fit-for-purpose provision mean that a performance-based approach can define the desired outcomes that inform performance measures that ensure that parks, sport and recreation facilities meet the current and future needs of the population. The Draft Greener Places Design Guide (by GANSW) proposes a performance-based approach. It explains that the aim of the performance-based approach is to allow innovation in planning, more efficient use of land for recreation, and a focus on the quality of the outcomes rather than just the quantity.

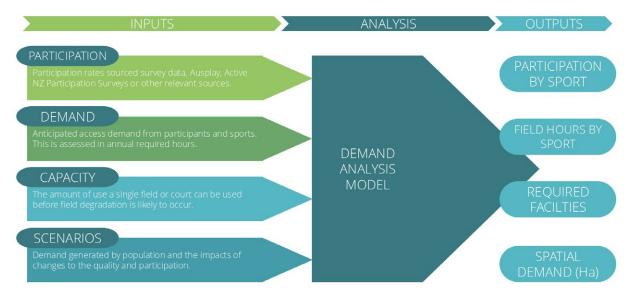
Therefore, the diversity of offerings within the parks network needs to be considered, along with ensuring that the parks are accessible to the population. An assessment of the walking catchment (five-minute walk) for local parks in each key town within the Shire suggested that the majority are well-serviced, providing large proportions of the population with a park within the catchment.

4.2. DEMAND FOR SPORTS

The Demand Analysis Model, developed by Otium, is an assumption-based approach that considers a wide range of factors to estimate the required playing area. This proprietary model allows a projection of the number of facilities required and the area needed, to accommodate the demand. The model provides a tool to test provision scenarios for future populations. Demand for sporting facilities is modelled using a combination of the following data:

- « Available sport activity participation data for the population (AusPlay participation data).
- « Modelling of the capacity of fields, courts or other facilities in terms of the number of users they can accommodate.
- « Determination of the areas required to accommodate actual playing surface and ancillary space required for different facility types.
- « Setting parameters for the modelled facilities around hours of operation, differences between training and competition use and average lengths of seasons relative to each sport. This includes parameters for the estimated hours of any school use that may occur as well.

A summary of the Demand Analysis Model is provided below.



By considering every variable, the Model provides a comprehensive analysis of demand for playing areas. Whilst this is an assumption-based model, it provides a more detailed analysis of current and future demand than the traditional model of hectares/ fields/ courts per head of population. The Demand Assessment Model assumes that sports such as AFL and cricket can share grounds due to the sports being played in different seasons.

Sporting facilities are also split into categories, as demonstrated in the table below. This demonstrates that rectangle fields can accommodate several different sports and provide flexibility in projecting future demand, as participation in individual sports may change. While there are slight differences in field dimensions between some of these rectangular field sports, the recommendations for future developments would suggest the development of field space that would accommodate all these sports.

PLAYING AREA TYPE	SPORTS AND ACTIVITIES INCLUDED
Oval	AFL, cricket
Rectangle	Football, rugby league, rugby union, touch sports, gridiron, hockey (grass)
Athletics	Athletics
Tennis Courts	Tennis
Netball Courts	Netball
Outdoor Speciality	Bowls, croquet, bocce, hockey (synthetic), baseball, softball, BMX
Indoor Sport Basketball, netball, volleyball, badminton, futsal	

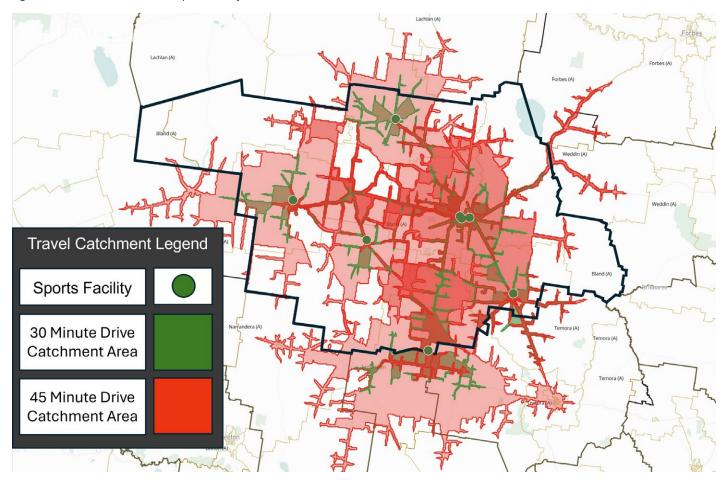
The following table demonstrates the output of the demand modelling against the current supply of facilities across the Shire

CURRENT	CURRENT SUPPLY	DEMAND MODELLING	SURPLUS/ DEFICIT
Ovals	8	2	+6
Rectangle Fields	3	3	0
Netball Courts	6	2	+4
Tennis Courts	18	1	+17
Outdoor Speciality	8 (sites)	1	+7
Athletics	1 (shared)	1	0
Indoor Court	2	2	0

The table above demonstrates that there is sufficient supply based on the demand model. Limited growth is also expected in the future, so the current supply would be considered adequate to meet demand.

While it may appear that there is an oversupply of facilities, it is also important to understand that barriers such as distance can impact participation. Given the significant distance across the Shire, facilities need to be spread to ensure the population is well-serviced. The map below indicates existing facility locations with a 30-minute and 45-minute drive time catchment. Figure 7: 30-minute and 45-minute Sports Facility Catchments

Figure 7: 30-minute and 45-minute Sports Facility Catchments



This indicates good coverage of facilities across the entire Shire and adjoining LGAs within a 45-minute drive time. At 30 minutes, there is good coverage for a large proportion of the population.

4.3. KEY FINDINGS DEMAND ANALYSIS

The following key findings have been identified following the demand analysis:



Historically, in NSW, the standard for planning for open space provision of parks and sporting facilities has been

2.83ha per 1,000 people.



Based on this standard, there is a sufficient supply of parks and sporting land overall.



Assessment of walking catchments (five minutes) shows that the network of parks is servicing

large proportions of the population.



The sporting facility mix is considered to

meet the current

based on Otium Demand Modelling.



Parks should ensure a

diverse mix of opportunities and activities

to meet the needs of the community.



The sporting distribution is largely

in accordance with the proposed desired standards

of service for sporting facilities, with opportunities within 30 minutes for large portions of the population and a 45-minute drive being accessible for the vast majority.

5. ENGAGEMENT

5.1. DEMAND FOR PARKS

The following engagement methods were used to undertake the community and stakeholder engagement between August and October 2024.

important part of the Bland

Shire lifestyle, and the Plan will be informed by a strong understanding of Shire's community needs for the

Survey closes 04 October 2024

future.



- « An online Community Survey.
- An online User Group Survey for Sporting Clubs.
- « Information on Council's website 'Have Your Say'.
- Social Media promotions across Council social media pages.
- « Flyer distribution, Survey and direct discussion opportunity at the West Wyalong Show.
- « Community drop-in sessions at Barmedman, West Wyalong and Ungarie. This included the following activities:
 - A2 maps to display sports fields, parks, and swimming pool locations in the Shire.
 - A5 colour flyers with links to the survey.
 - Feedback forms.
 - Online and in-person workshops with key recreation user groups.



code

FOR FURTHER ENQUIRIES
Please feel free to contact us on
nsw@otiumplanning.com.au
or
Council at 02 6972 2266

A survey was developed to understand the general participation trends within the Shire. The survey was released on Monday, September 2nd, and closed on October 4th. Within the five weeks, 197 submissions were made to the community survey.



The Community Survey's 197 responses present the following key findings:



The top demographic information category for respondents was female (62%), from West Wyalong (65.48%), and between 25 and 34 years old (22%).



The top sporting and recreational activities participated in regularly are walking/ running (50.25%), rugby league (33.50%), AFL (31.90%), netball (30.96%), and swimming (28.93%).



The Shire's most utilised facilities are Ron Crowe Oval (38.07%), Park Street Recreation Ground (McAlister Oval) (31.47%), and Holland Park Pool (25.38%).



81% of respondents participate in sport or recreation through a club. The most common clubs include:

« Ungarie Magpies Football and Netball Club (13.24%), West Wyalong Girral Football & Netball Club (10.29%), West Wyalong Netball Association (6.99%) and West Wyalong Junior Rugby League (5.51%).



Regarding access and barriers, the top activities the community would like to participate in but cannot, include:

« Swimming at swimming pools (24,05%), motorsport (17.72%) and football (12.66%).



The key barriers preventing their participation include:

« Lack of available facilities (43.10%), lack of time (35.34%) and poor quality of facilities (34.48%)



The lowest ranking barriers include:

« Accessibility issues (13.79%), lack of travel options (12.93%) and public health concerns (3.45%).



There were many recommendations made for improvements to the Shire's facilities. The most common facilities include:

« McAlister Oval (72), Pools (33), Parks (19), and general upgrades (58).

Comments were vast and covered many topics, with the standouts including:

- « Upgrades to the infrastructure and amenities at parks and sportsgrounds.
- « Female-friendly access to amenities.
- « Playing field surface upgrades.
- « Greater access to swimming pools and a heated pool to access in Winter.
- « More walking paths, shade structures, seats and water fountains.

6. VISION AND GUIDING PRINCIPLES

A vision and guiding principles have been developed as detailed below. These have been developed based on understanding Council and community priorities for the future of sport and recreation within Bland Shire.

6.1. VISION

To optimise opportunities for the Shire community to participate in sports and active recreation.

6.2. GUIDING PRINCIPLES

The Guiding Principles for the sport and active recreation facilities network for the Shire are:

Support changing community and participation trends.

Encourage increased participation and physical activity outcomes.

Ensure facilities, subject to funding, align to the Classification/ Hierarchy Framework standards of service.

Encourage partnerships with organisations and other stakeholders in upgrading and maintaining the facility network.



Ensure equitable access and a standard of facilities commensurate with other similar regional NSW localities.

Ensure the facilities network is realistic in consideration of other community funding needs and priorities.

Avoid unnecessary duplication of facilities.

Enhance the ability of the Shire to host sporting events.

Encourage planning and management practices that endeavour to maximise the sustainability and functionality of resources.

7. FACILITY CLASSIFICATION/ HIERARCHY FRAMEWORK

The Facility Classification/ Hierarchy Framework provides guidance on the future purpose, catchment, embellishment, management and maintenance of the Shire's sport and active recreation facilities network. Due to variances in facilities, programs and services, sports parks, indoor courts and pools are separated. The Facility Classification/ Hierarchy Framework has been developed following a review of the existing network and general condition of facilities to provide clarity and a standard of service for facilities across the Shire.

Note: It is not Council's sole responsibility to fund and deliver facilities to the standards outlined below. Partnerships with the community and key stakeholders will be required. Further, meeting the desired standards of service will be subject to funding availability.

7.1. SPORTS PARKS

DESIRED STANDARD	SHIRE-WIDE	DISTRICT	RURAL	OUTDOOR SPECIALITY
Purpose	Of a standard that services the needs of the entire Shire for regional-level competition, training and events.	Of a standard that services local competition and training needs.	Located at rural/ remote locations and of a standard that services local opportunities for training and/ or social participation only.	Of a standard to accommodate outdoor speciality sports with dedicated uses that still service a range of specialist uses across the Shire.
Catchment	Entire Shire	Primary catchment area is within a 45-minute travel time.	Primary catchment area is within a 30-minute travel time.	Primary catchment area is within a 30-minute travel time.
Desired Standards of Service	Playing Fields/ Outdoor Courts « Consistent with individual sport regional facility guidelines, including run-off areas « Field/ court fencing	Playing Fields/ Outdoor Courts « Consistent with individual sport regional facility guidelines, including run-off areas « External storage – 15m2 « Lighting – 100 lux	Field of play only Can be multipurpose with other community uses.	Dedicated field of play to accommodate the use. Each facility may have its own specifications including – Lighting, clubhouse and amenity requirements

DESIRED STANDARD	SHIRE-WIDE	DISTRICT	RURAL	OUTDOOR SPECIALITY
	Amenities (680m2) « Design principles - Full universal accessibility design outcomes - Gender neutral « Player facilities - 315m2 - Four change rooms - Two trainers rooms - First aid/ medical room « Officials facilities - 35m2 - Briefing and change room « Social facilities - Community room 150m2 - External covered viewing area 75m2 - Kitchen and kiosk 30m2 - Public toilets (male, female, accessible) 35m2 - Spectator seating – mix of seated and standing, covered and uncovered - Supporting Facilities « Office 15m2 - Internal storage 20m2 - Utility/ cleaners room 5m2 Exercise « Walk/ run loop pathway « Minimum three metres width Play « Multi-aged playground Car parking « Space for 60 vehicles per field.	Amenities (345m2) « Design principles - Full universal accessibility design outcomes - Gender neutral « Player facilities - 155m2 - Two change rooms - First aid/ medical room « Officials facilities - 20m2 - Briefing and change room « Social facilities - Community room 100m2 - Kitchen and kiosk 20m2 - Public toilets (male, female, accessible) 25m2 « Supporting Facilities - Internal storage 20m2 - Utility/ cleaners room 5m2 Car parking « Space for 50 vehicles per field.		

DESIRED STANDARD	SHIRE-WIDE	DISTRICT	RURAL	OUTDOOR SPECIALITY
Management	 Tenure Primary user group Instrument Lease Shared Use Includes minimum access requirements for other sport/ community organisations (where multi-use) Council Events Includes Council step-in rights for significant event opportunities Term Five Years Facility Funding Applications/ Improvements Council prior approval required Sponsorship and Naming Rights Sponsorship responsibility of user group Council approval for naming rights. 	 Tenure Primary user group Instrument License agreement Shared Use Includes minimum access requirements for other sport/ community organisations (where multi-use) Council Events Includes Council step-in rights for significant event opportunities Term Five Years Facility Funding Applications/ Improvements Council prior approval required Sponsorship and Naming Rights Sponsorship responsibility of user group Council approval for naming rights. 	 Tenure Primary user group Instrument Lease or license agreement Shared Use Includes minimum access requirements for other sports (where multi-use) Council Events	 Tenure Primary user group Instrument Lease or license agreement Shared Use Includes minimum access requirements for other sports (where multi-use) Council Events Includes Council step-in rights for significant event opportunities Term
Maintenance	 Desired Standard Higher level maintenance with increased levels of service provided for playing fields Playing Fields/ Outdoor Courts Maintenance Council User groups responsible for codespecific maintenance processes (i.e. line marking, turf cricket wickets) Building Maintenance Minor – user groups Major - Council Cleaning User groups Utilities User groups Security User groups 	 Desired Standard Lower-level maintenance with standard levels of service provided for playing fields Playing Fields/ Outdoor Courts Maintenance Council User groups responsible for codespecific maintenance processes (i.e. line marking, turf cricket wickets) Building Maintenance Major - Council Cleaning User groups Wtilities User groups Security User groups. 	 Desired Standard Safe participation area Playing Fields/ Courts Maintenance User groups Building Maintenance Minor – user groups Major - Council 	« Desired Standard

7.2. INDOOR COURTS

DESIRED STANDARD	SHIRE-WIDE	
Purpose	Of a standard that services the needs of the entir competition, training and events.	e Bland Shire for local and regional level
Catchment	Entire Shire.	
Desired Standards of Service	 Multi-Sport Badminton, basketball, futsal, netball, pickle ball, volleyball Minimum two-courts Storage 200m2 Premier Court Consistent with individual sport regional facility guidelines, including run-off areas Semi-permanent player/ coach benches Two x eight people Semi-permanent scoring bench One x three people Competition management room 20m2 Scoreboard Electronic Lighting 500 lux Other Courts Consistent with individual sport regional facility guidelines, including run-off areas Adjacent area for player/ coach benches Two x eight people Adjacent area for scoring bench One x three people Scoreboard Electronic Lighting 500 lux 	 Amenities (345m2) Design principles Full universal accessibility design outcomes Gender neutral Player facilities 155m2 Two change rooms First aid/ medical room Officials facilities 20m2 Briefing and change room Social facilities Community room 100m2 Kitchen and kiosk 20m2 Public toilets (male, female, accessible) 25m2 Supporting Facilities Internal storage 20m2 Utility/ cleaners room 5m2 Car parking 30 per court
Management	 Tenure Council management Instrument Hire agreements with user groups Term Seasonal. 	
Maintenance	 « Desired Standard – Higher level maintenance « Courts Maintenance – Council « Building Maintenance – Council « Cleaning – User groups « Utilities – Council « Security – Council. 	

7.3. PUBLIC POOLS

DESIRED STANDARD	SHIRE-WIDE	DISTRICT
Purpose	Of a standard that services the needs of the entire Bland Shire for recreational use, and regional- level competition, training and events.	Of a standard that services local recreation use and local competition and training needs.
Catchment	Entire Shire.	Primary catchment area is within a 60-minute travel time.
Desired Standards of Service	 Pools 50m outdoor pool (partial shading) Pop-up swim wall/ moveable bulkhead Ramp entry Indoor program pool Minimum 200m2 Ramp entry Universal toilet/ change facility Outdoor (covered) water play area Minimum 200m2 Lighting 300lux Storage 75m2 Amenities (325m2) Design principles Full universal accessibility design outcomes Gender neutral Change facilities 155m2 Two change rooms First aid/ medical room Social facilities Community room 100m2 Kitchen and kiosk 20m2 Public toilets (male, female, accessible) 25m2 Supporting Facilities Internal storage 20m2 Utility/ cleaners room 5m2 Car parking Minimum 30 parks. 	 Pools 20m outdoor pool (partial shading) Ramp entry Outdoor (covered) water play area Minimum 100m2 Lighting 300lux Storage 75m2 Amenities (160m2) Design principles Full universal accessibility design outcomes Gender neutral Change facilities 105m2 Two change rooms First aid/ medical room Social facilities Kitchen and kiosk 20m2 Public toilets (male, female, accessible) 25m2 Supporting Facilities Internal storage 10m2 Utility/ cleaners room 5m2 Car parking Minimum 15 parks.
Management	 Tenure Council or external operator Instrument Lease Shared Use Includes minimum access requirements for other sport/ community organisations (where multi-use) Council Events Includes Council step-in rights for significant event opportunities Term Minimum three years Facility Funding Applications/ Improvements Council prior approval required Sponsorship and Naming Rights Sponsorship responsibility of Operator No naming rights sponsorship. 	 Tenure Council or external operator Instrument Lease Shared Use Includes minimum access requirements for other sport/ community organisations (where multi-use) Council Events Includes Council step-in rights for significant event opportunities Term Minimum three years Facility Funding Applications/ Improvements Council prior approval required Sponsorship and Naming Rights Sponsorship responsibility of operator No naming rights sponsorship.

DESIRED STANDARD	SHIRE-WIDE	DISTRICT
Maintenance	 Building Maintenance Minor – Operator Major – Council Grounds Operator Cleaning Operator Utilities Council or Operator Security Council or Operator. 	 Building Maintenance Minor – Operator Major – Council Grounds Operator Cleaning Operator Utilities Council or Operator Security Council or Operator.

7.4. PARKS

DESIRED STANDARD	SHIRE-WIDE	LOCAL		
Purpose	Of a standard that services a town or district for recreation use.	Servicing a local catchment for informal and passive recreation.		
Catchment	The primary catchment area is for the entire township or has the ability to attract users as a destination park.	Locally accessible parks that are servicing a predominately walking catchment.		
Desired Standards of Service	 Playground Softfall Multiple equipment pieces Seating Public amenities, including accessibility for People with Disabilities (PWD) Fitness Equipment (Optional) Shaded areas Picnic tables BBQ facilities Car parking 	 « Playground (Optional) – Softfall « Seating « Shaded areas. 		
Management	« Tenure – Council.	« Tenure – Council.		
Maintenance	 « Building Maintenance - Council « Grounds – Council « Cleaning – Council « Utilities – Council « Security – Council. 	 « Building Maintenance – Council « Grounds – Council « Cleaning – Council « Utilities – Council « Security – Council. 		

8. GAP ANALYSIS

A gap analysis has been undertaken to review each of the facilities against the desired standards of service. This analysis is based on the available information and is a high-level analysis based on key infrastructure. A comparison of building and facility sizes (square metres) with the desired standards has not been undertaken (as all this information was not available), nor has any condition of the buildings been considered in this assessment.

8.1. KEY IMPLICATIONS GAP ANALYSIS

The gap analysis identified that the provision within Bland Shire is largely meeting the standards of service. Key gaps identified the following:



Warm-water program pool for Holland Park.



Park Street Recreation Ground (McAlister Oval) is missing social room, first aid room and office space.



Perseverance Street Sportsgrounds Oval is missing lights and access to amenities (however may be able to access nearby Ron Clarke).



West Wyalong Rugby Union is missing external storage, social room and spectator amenities.



9. KEY FINDINGS AND ASSESSMENT

The Sport and Recreation Plan for Bland Shire Council outlines a series of preliminary directions following detailed background research, engagement and analysis.

The strategic alignment identified the key themes of improving access and inclusion to community infrastructure, increasing participation through improving existing facilities and planning for changes to demographics. The demographics review demonstrated an existing population of 5,547. No growth is expected to occur within the Shire, although there is likely a greater shift of residents towards the main population areas of Wyalong and West Wyalong which is already home to 66% of the total population. The current population demonstrates that there is a higher proportion of children aged between 10-14 years- 7.1% compared to 6.3% across regional NSW. There is also a higher proportion of residents aged between 60-64 years, 7.6% compared to 6.9% across regional NSW. As a result, there is a lower proportion of residents aged 20-24 (4.5% compared to 5.4%), 30-34 (4.9% compared to 5.9%), and 45-49 (5.7% compared to 6.1%) compared to regional NSW. The percentage of residents aged over 65 is 23%, which is comparable to regional NSW but higher than the national figure. This is expected to increase to over 25% by 2036.

A review of the trends demonstrates that the provision of open space provides a range of physical and mental health, social, environmental and economic benefits. There is an increasing acceptance of multiple use of open space to achieve several outcomes. Decreasing volunteer numbers and a greater number of adapted sporting formats are additional factors impacting overall use and participation. The activities with the highest participation within the Riverina include walking (recreational) and fitness/ gym. For sports club participation, golf, tennis and Australian Football have the highest participation. In children, the top activities are swimming, Australian football, and football. Their top sports club activities are Australian football, football, cricket and basketball. The trends in the aquatic industry include the provision of various markets, including program pools, warm-water pools, water play and health and fitness opportunities. For indoor sports, there is a general trend towards participants looking for informal/ social competitions. There are also opportunities to target programs for mature-aged markets, such as 'walking netball' and pickleball. These can typically be programmed in some of the off-peak times.

A range of engagement was undertaken including community drop-in sessions, community survey and sporting club survey. The community engagement was well received, with 197 responses to the survey and attendees at each of the community drop-in sessions. Feedback received included:

- « Upgrades to the infrastructure and amenities at parks and sportsgrounds.
- « Playing field surface upgrades.
- « Greater access to swimming pools and a heated pool to access in Winter.
- « More walking paths, shade structures, seats, and water fountains.

There are a range of existing sport and recreation opportunities across the Shire. These include twelve sporting reserves, ten outdoor speciality sites, one indoor centre, three swimming pools and seventeen parks. Schools are also supporting sport and recreation opportunities across the Shire through the provision of additional multipurpose courts and playing fields. Most of these facilities are located within West Wyalong and Wyalong, which supports the greater population living in those areas.

The vision for the Shire is to optimise opportunities for the community to participate in sports and active recreation.

A range of guiding principles have also been developed; including:

- 1. Ensure equitable access and a standard of facilities commensurate with other similar regional NSW localities.
- 2. Support changing community and participation trends.
- 3. Ensure the facilities network is realistic in consideration of other community funding needs and priorities.
- 4. Encourage increased participation and physical activity outcomes.
- 5. Avoid unnecessary duplication of facilities.
- 6. Ensure facilities, subject to funding, align to the Classification/ Hierarchy Framework standards of service.
- 7. Enhance the ability of the Shire to host sporting events.
- 8. Encourage partnerships with organisations and other stakeholders in upgrading and maintaining the facility network.
- 9. Encourage planning and management practices that endeavour to maximise the sustainability and functionality of resources.

A facility classification was developed for sporting opportunities, parks, indoor sport and aquatics. This facility classification was used to assess the current provision of sporting facilities and parks across the Shire. A demand assessment was undertaken to review the current supply of parks and sporting facilities. Ultimately, this demonstrated that the overall provision of parks and sporting facilities across the Shire is sufficient to meet current and future populations. However, upgrades and maintenance are required to ensure facilities can continue to provide a diverse mix of opportunities and encourage residents to be active.

The following provides a summary of the key considerations and opportunities within each facility area.



Swimming Pools

Key feedback from the engagement was the development of a warm-water program pool. The development of this type of facility would enable access

to a year-round aquatic facility while also catering to the ageing population within the Shire. However, the operational cost and ensuring ongoing access to qualified staff to manage and operate the pool would appear to be challenges that need to be further considered. Barmedman Pool should consider public amenity upgrades within the life of this plan as well as increasing the powered camping opportunities near the Barmedman pool.



Indoor Sports

Sporting trends indicate an increasing use of indoor courts for a variety of sports and activities. Utilising some of the indoor spaces, such as the Barmedman

Community Hall, would support additional indoor activities such as pickleball, yoga, etc. For the West Wyalong Indoor Stadium, there is an opportunity to asphalt or hot mix the surrounds of the undercover outdoor court to prevent loose stones from entering the court surface. In the long term, this court could be enclosed to provide an additional indoor court for the community.



There appears to be a good distribution of parks across the Shire. No analysis of the current condition of public amenities, nor compliance with disability standards was undertaken. Council may wish to develop an audit based on these items and consider replacement for facilities at the end of life. The green corridor is an important link within the Shire and is well utilised. Ensuring this corridor has adequate shade, seating and water will ensure its continued use. Improving the activation of the parks through free or low-cost programs for the community would also be a good solution to improving physical activity levels and the use of existing spaces across the Shire.



Sports Parks

Feedback from the community regarding sports parks

suggested a range of upgrades and improvements to various locations across the Shire. McAlister Oval received numerous suggestions about improvements and upgrades required to support all the user groups and the broader community. Given the multi-use nature of the site, undertaking a master plan would provide the most efficient prioritisation and vision for the site. There are limited details of the existing condition of many buildings and compliance with universal design principles.

An audit of all the facilities would assist with ongoing maintenance, upgrades and replacement when assets are at the end of life. A range of other improvements and upgrades have been identified to support sporting opportunities within the Shire, these include:

- « Additional field and change rooms for West Wyalong Rugby Union
- « Feasibility study for a Water-Skiing Dam
- « Upgrades to Barmedman Tennis Courts
- « Accessible launching point for Wyalong Yacht Club
- Shade and seating upgrades for Redman Oval
- « Lighting to Perseverance Oval
- « Upgrade to field lighting and scoreboard at Ungarie Showgrounds
- « Access improvements to Weethalle Sportsground.

10. RECOMMENDATIONS/ ACTION PLAN

10.1.PRELIMINARY DIRECTIONS

The following preliminary directions have been provided based on the research, engagement, and analysis. The timelines listed are indicative and provided as a guide only. These actions are not the sole responsibility of Council; sporting clubs and not-for-profits can assist in attracting funding where available to support identified actions.

RECOMMENDATION	DETAILS	LOCALITY	TIMELINE/	RATIONALE		
			PRIORITY			
PRELIMINARY DIREC	PRELIMINARY DIRECTIONS FROM GAP ANALYSIS					
Undertake Master Plan for Park Street Recreation Ground (McAlister Oval)	Multiple projects are proposed within the site, including a new clubhouse, amenities, shade, and surface upgrades including drainage solutions around netball courts. The tennis club has identified several projects, including removing the old clubhouse, new fencing for the courts, additional court lighting, and a venue automation system. A children's playground and landscaping upgrades would also support all user groups. Development of a master plan will include consultation with all user groups to help identify works, then establish costings, and prioritise works accordingly.	West	Short term	 Multiple projects have been raised throughout the community engagement Master Plan will ensure all developments are undertaken in a coordinated manner Delivery and sequencing of items can also consider the condition of existing facilities. Supports facilities to meet the relevant sporting facility standards. Master Plan can consider opportunities for multi-use of facilities. Consultation to be in accordance with Council's Community Engagement Strategy. 		
Implementation of Master Plan Actions for Park Street Recreation Ground (McAlister Oval)	Delivery of actions from within the master plan.	West Wyalong	Medium Term	 Multiple projects have been raised throughout the community engagement process. Consultation to be in accordance with Council's Community Engagement Strategy. 		
Perseverance Street Oval	Installation of field lighting and additional seating and shade.	West Wyalong	Medium Term	 Increases capacity and use of oval Ensures facility meets facility standards Feedback provided as part of the community engagement. 		
Holland Park Pool	Conduct a feasibility study into the development of a warm- water program pool at Holland Park, including updating the analysis and methodology of the previous 2018 Business Case Report. Key considerations should include operational costs and ongoing staffing availability.	West Wyalong	Short Term	 Feedback provided as part of the community engagement Feasibility Study can ensure operational impacts are understood prior to any development. 		

RECOMMENDATION	DETAILS	LOCALITY	TIMELINE/ PRIORITY	RATIONALE	
STRATEGIC DIRECTIONS					
Sports Facilities Audit	Undertake a condition audit of sports facilities and amenities.	Shire-wide	Short Term	 Ensure facilities are meeting the needs of the community Ensures current standards are met Community engagement outlined numerous issues with various sports facilities. 	
Implementation of Sports Facility Audit	From the audit, develop a prioritised action plan for: « Maintenance « Facility improvements « Replacement at the end of life.	Shire-wide	Medium Term	 Ensure facilities are meeting the needs of the community Ensures current standards are met Community engagement outlined numerous issues with various sports facilities. 	
Water Skiing Dam	Undertake a feasibility study for the construction of a water- skiing dam. Consideration should be given to tourism and event attraction opportunities.	Shire-wide	Medium Term	 Feedback provided as part of the community engagement May improve tourism and economic benefits to the Riverina. 	
Leverage off existing programs and expand opportunities to provide free or low-cost programs for the community.	Improve physical activity levels and overall participation by delivering a range of programming and physical activity opportunities within the Shire. Examples include Pickleball on tennis courts or community halls and yoga in the park.	Shire-wide	Short Term	 Improves overall health of the community Activates spaces within the Shire Improves sense of community Community engagement feedback suggested cost is a barrier to participation. 	
Facility Developments	Future facility developments should consider the relevant sporting facility standards and guidelines.	Shire-wide	Ongoing	 Supports facilities to meet relevant facility standards. 	
FACILITY IMPROVEM	ENTS				
Barmedman Camping	Deliver upgrades to additional free camping opportunities within Barmedman, including improved pathway connections to the Mineral Pool.	Barmedman	Medium Term	 Improves activation of the mineral pool and camping area Improves tourism and spending within the community. 	
Wyalong Yacht Club	Installation of accessible canoe/ kayak launch at the Wyalong Yacht Club.	Wyalong	Medium Term	 Feedback provided as part of the community engagement Improves accessibility. 	
Maze	Council to seek community access to the maze located beside McCann Park.	West Wyalong	Short Term	 Feedback provided as part of the community engagement Provides additional recreation opportunities for the community. 	

RECOMMENDATION	DETAILS	LOCALITY	TIMELINE/	RATIONALE
Continue to University	The avec on convictor account the	West	PRIORITY	Chrone posticionti su in the
Continue to Upgrade and Improve Pathways Within the Shire	The green corridor ensures the connection between McAlister Oval, McCann Park, Holland Park Pool, Cooinda Reserve, Redman Oval and along the wetlands (creating a long loop network trail). Ensure adequate seating, shade and water along the pathway. In addition, actions from the Active Transport Plan should be implemented to further improve opportunities.	Wyalong	Medium Term	 Strong participation in the community for walking and running Strava map suggests this is already a well-used connection Connects a range of key recreation and sporting spaces Active Transport Plan includes provision of safe and accessible networks to encourage walking, running and cycling.
Redman Oval	Improve shade and seating within Redman Oval and surrounding the Ninja Park. Improve connectivity/ pathways to amenities within Cooinda Reserve.	Wyalong	Short Term	 Feedback provided as part of the community engagement.
Ungarie Recreation Grounds	Upgrade of field lighting to oval and installation of electronic scoreboard.	Ungarie	Medium Term	 Feedback provided as part of the community engagement Ensure facilities meet standards.
	Development of an outdoor gym/ fitness stations within Ungarie Showgrounds.		Medium Term	 Feedback provided as part of the community engagement Provides additional active recreation opportunities.
Ungarie Swimming Pool	Investigate opportunities to improve accessibility standards and compliance at Ungarie Pool.	Ungarie	Medium Term	 Feedback provided as part of the community engagement Supports facilities to meet standards.
West Wyalong Indoor Stadium	Asphalt/ hot mix the surrounds of the outdoor court.	West Wyalong	Short Term	 Feedback provided as part of the community engagement Improves usage of outdoor court.
Holland Park Swimming Pool	Upgrade facilities at Holland Park Swimming Pool: water slide, water play and entry/ kiosk.	West Wyalong	Long Term	 Feedback provided as part of the community engagement Use of the pool by the community is strong Ensures facilities meet the needs of the community.
Weethalle Sportsground	Improve access and driveway into Weethalle Sportsground.	Weethalle	Short Term	« Current entry/ access is limited.

RECOMMENDATION	DETAILS	LOCALITY	TIMELINE/ PRIORITY	RATIONALE	
NON-COUNCIL FACILITY RECOMMENDATIONS - The Council may wish to support these recommendations for non-Council facilities by providing support, advice and assistance with funding applications, relevant approvals, etc.					
Ungarie Bowls Club	Investigation of sustainable water source for Ungarie Bowls Club.	Ungarie	Short Term	 Feedback provided as part of the community engagement. 	
Barmedman Tennis Courts	Upgrade the tennis court surface at Barmedman.	Barmedman	Medium Term	 Improves overall health of the community Activates spaces within the Shire Feedback provided as part of the community engagement. 	
Lone Pine Speedway	Investigate opportunities for mains water to connect to the tank.	West Wyalong	Medium Term	 Feedback provided as part of the community engagement Supports ongoing and increased events for motorcross track. 	
Barmedman Mineral Pool	Deliver upgrades to the amenities block within the Barmedman Mineral Pool.	Barmedman	Medium Term	 Improves activation of the site Ensures facilities continue to meet the needs of the community. 	
West Wyalong Rugby Union Ground	Construction of an additional playing field at West Wyalong Rugby Union.	West Wyalong	Long Term	 Feedback provided as part of the community engagement Allows opportunity for expansion of facilities and prevents overuse of single playing field. 	
West Wyalong Rugby Union	Construction of new changerooms for West Wyalong Rugby Union.	West Wyalong	Long Term	 Feedback provided as part of the community engagement Ensures facilities are meeting standards of accessibility and female-friendly 	

10.2. OPPORTUNITY MAP

The following maps demonstrate the preliminary directions and opportunities for Bland Shire:

Figure 9: West Wyalong Specific Recommendations

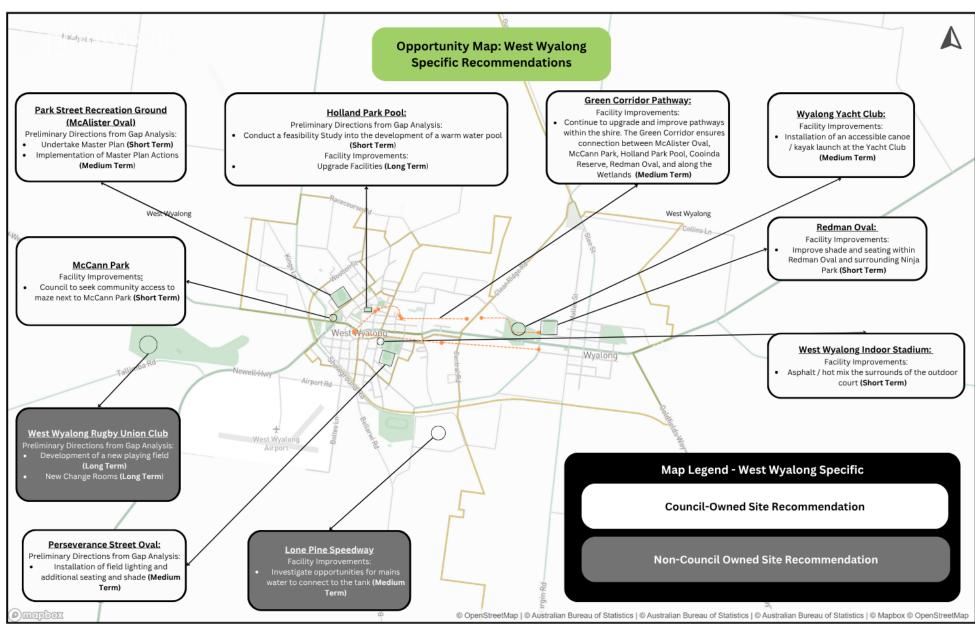
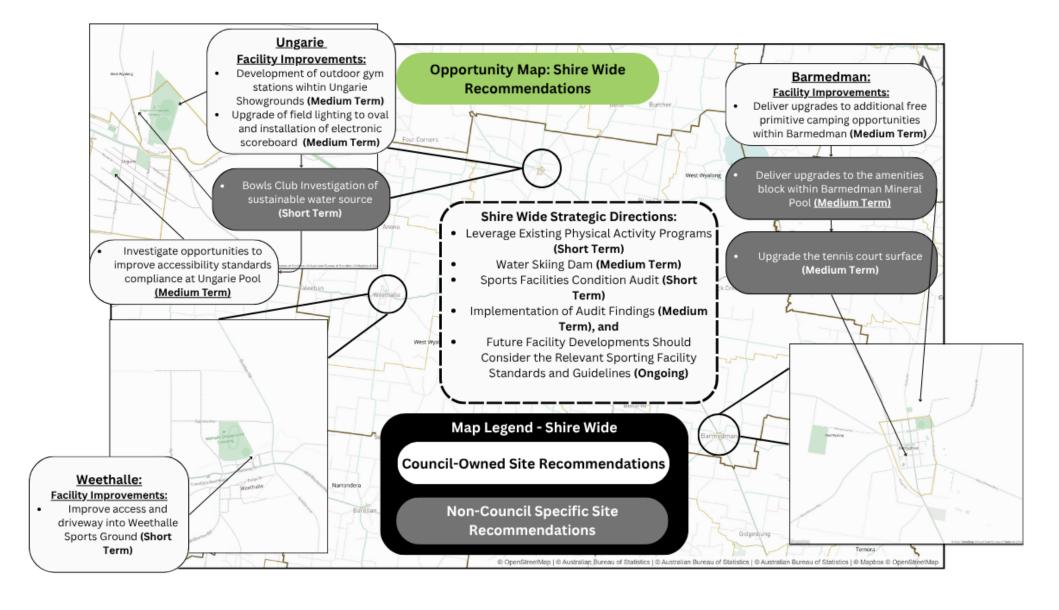


Figure 10: Shire-wide Opportunity Map



11. WARRANTIES AND DISCLAIMERS

The information contained in this report is provided in good faith. While Otium Planning Group Pty Ltd (Otium) has applied their 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 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.

Otium's advice does not extend to, or imply professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary, to address the requirements of the project objectives. 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 projections' achievability, as it is impossible to substantiate assumptions based on future events.

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

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