



URBIS

# MERREDIN RECREATION INTEGRATED INFRASTRUCTURE AND WORKS PLAN

*Recreation that lasts, for every generation.*

Prepared for Shire of Merredin  
March 2026

# ACKNOWLEDGEMENT OF COUNTRY

---

Urbis acknowledges the Traditional Custodians of the lands we operate on.

We recognise that First Nations sovereignty was never ceded and respect First Nations peoples continuing connection to these lands, waterways and ecosystems for over 60,000 years.

We pay our respects to First Nations Elders, past and present.



*Source: Central Wheatbelt Visitors Centre*

# CONTENTS

Executive Summary	4	Appendix A – Engagement Summary	70
Introduction	6	Appendix B – Planning Policy Overview	77
Situation Analysis	7	Appendix C – Employment Data	83
Site Context	13	Appendix D – Demand Modelling	85
Engineering Audits	21	Appendix E – Monitoring Plan	87
Demographic Analysis	28	Appendix F – Lifecycle Guidance	90
Demand Assessment	33	Appendix G – Asset Prioritisation	
Stakeholder Engagement	41	Appendix H – Engineering Advice Report	
Findings	43	Appendix I – Capital Works Funding Breakdown	
Implementation	49	Appendix J – Reserve Assumptions	
Works Program	56		

# EXECUTIVE SUMMARY



The Merredin Regional Community and Leisure Centre (MRCLC) and the Merredin District Olympic Swimming Pool (MDOSP) are central to the Shire's identity, health and regional role. With a population of 3,119, the scale of usage is significant. The two facilities collectively support 19 sporting clubs, host regional competitions and provide essential places for participation, wellbeing and social cohesion. They serve residents across Merredin and attract users from the wider Wheatbelt and Perth and Peel, confirming their value as major public assets.

However, both facilities face significant age, condition and functional pressures. Engineering audits undertaken for this Plan confirm widespread end-of-life mechanical, electrical, hydraulic, civil and building components at both sites, with several assets posing operational and safety risks if not addressed. The MDOSP, now almost 70 years old, displays severe structural deterioration and plant failure risk and cannot remain viable without major renewal or redevelopment.

Demographic analysis indicates that Merredin is ageing in place, has higher rates of disability and chronic health conditions than the WA average, and is experiencing socio-economic disadvantage. More than half of all residents live with a long-term health condition. The Indigenous community also experiences significantly higher rates of disability and disadvantage. These indicators strengthen the need for accessible, inclusive and reliable recreation infrastructure.

Engagement with clubs and the community revealed strong support for the facilities and clear acknowledgement that the current arrangements are no longer sustainable. Clubs consistently

reported overuse of courts and the oval, poor lighting that restricts scheduling, safety issues associated with degraded surfaces and circulation conflicts that affect participation and volunteer capacity. While minor upgrades can assist short-term operations, substantial renewal is required to secure long-term delivery.

To address these issues, the Plan applies strong asset management and financial governance principles. A structured condition–usage–criticality framework has been used to prioritise projects. The Plan also proposes a four-year asset condition audit cycle funded within the capital program to avoid future assets reaching end-of-life without intervention.

Election commitments have been used as the foundation for sequencing major projects. This provides financial certainty and ensures Merredin can continue to operate an aquatic facility while progressively renewing other high-priority assets. Without this structured approach, the scale of pool investment would significantly reduce the Shire's ability to fund other essential renewals.

The capital program adopts a balanced mix of responsible reserve use, club contributions for relevant sporting infrastructure and targeted loan funding for major upgrades. Investment is staged over 15 years to maintain service levels, avoid large expenditure shocks and ensure the Shire remains within its long-term financial means.

# EXECUTIVE SUMMARY (CONT.)



## KEY FINDINGS

### Evidence of high community value

- 19 clubs rely on the MRCLC as their primary base.
- 43 per cent of MRCLC visitors live in Merredin, and 36 percent travel from Perth and Peel, demonstrating strong regional draw.
- 9percent of Merredin's community participated in engagement, demonstrating clear passion for the facilities.

### Clear infrastructure failure risk

- Engineering audits show end-of-life systems across mechanical, electrical, hydraulic, civil and building components at both sites.
- The MDOSP exhibits severe corrosion, structural deterioration and plant failures that present safety and operational risks without major renewal

### Facilities are over capacity

- Courts and ovals operate at or beyond available capacity across most of the year.
- Clubs report significant scheduling conflicts, insufficient lighting, surface deterioration and limited storage.

### Demographic need is increasing

- 52 percent of residents live with a long-term health condition.
- Indigenous residents experience significantly higher rates of disability and lower incomes relative to WA benchmarks.
- By 2041, almost one-third of Merredin's population will be over 65.

## OVERALL CONCLUSION

This Plan sets out a realistic, evidence-based and financially responsible pathway to secure the future of Merredin's most valued community assets. Through staged renewal, consolidation of key infrastructure and disciplined asset management, the Shire can deliver higher-quality recreation facilities that support health, participation and social connection for decades to come.

## NEXT STEPS

To implement this plan, the recommended next steps are:

- Seek Council endorsement;
- Advise sporting clubs of program;
- Review CapEx/OpEx and commence budgeting in line with the forecasts;
- Undertake FY26 actions including:
  - Procurement and construction of multipurpose room upgrades;
  - Technical assessment and community consultation for pool redevelopment;
  - Secure grant funding for hockey surface replacement;
  - Confirm and advise clubs of contribution requirements to hockey/tennis surface;
  - Secure grant funding for electrical upgrades (targeted toward disaster resilience funding);
- Commence discussion and preliminary advocacy with the Department of Cultural Industries, Tourism and Sport.

# INTRODUCTION

## STUDY BACKGROUND

The Shire of Merredin has a long-standing commitment to providing sport and recreational opportunities, with key facilities like the Merredin Regional Community and Leisure Centre and the Merredin District Olympic Swimming Pool serving as vital community hubs. Despite the financial challenges typically associated with maintaining such facilities in smaller local government areas, the Shire has successfully managed to keep these essential services operational, ensuring they contribute to social interaction, mental resilience, and community building.

To strategically plan for the renewal or redevelopment of these facilities, the Shire has developed the Strategic Recreation Master Plan (SRMP) and the Recreation Infrastructure Asset Management Plan (RIAMP). These plans aim to align the level of service with community needs and expectations, while also addressing the financial sustainability of the facilities. The guiding principles emphasize utilizing existing infrastructure, co-locating and multi-using facilities, and ensuring transparency in development decisions, all aimed at securing funding and maintaining the facilities' vital role in the community.

## STUDY PURPOSE

The purpose of this study is to develop an evidence-based Recreation Master Plan and Infrastructure Asset Management Plan for the Shire of Merredin, ensuring the facilities meet community needs and attract investment. The project focuses on making a compelling case for investment by combining data and a powerful narrative, managing project risks through proactive strategies, and understanding the needs and opportunities of the community. By leveraging a multi-disciplinary team with regional expertise, the study aims to deliver a robust strategy that supports the renewal of key community facilities, aligns with funding criteria, and enhances the overall quality of life for Merredin residents.

## STUDY APPROACH

This study involved the following steps:

- **Situation analysis** – review of strategic documents, demand assessment and gap analysis.
- **Engagement** – following key stakeholder engagement, prepare a summary report highlighting recurring ideas, concerns or suggestions, from stakeholder engagement.
- **Master Plan** – Preparation of a masterplan to inform future development needs.
- **Works Program** – Preparation of a works program for new, replacement and upgraded facilities.

# 01

---

## SITUATION ANALYSIS



# SITUATION ANALYSIS | PROJECT LOCATION



## OVERVIEW

The Shire of Merredin, located 260km east of Perth, is the largest regional center in the Eastern Wheatbelt of Western Australia. The area is characterized by its agricultural and bushland landscape, with a significant portion of its economy supported by wheat production.

The broader Wheatbelt region boasts an annual economic output of \$17.389 billion. The Agriculture, Forestry, and Fishing sector is the most significant contributor to this output, generating \$5 billion, which accounts for 28.7 percent of the total economic output. This sector is also the largest employer in the region, representing 29.4 percent of total employment, highlighting its critical role in the regional economy.

Within the Shire of Merredin, the employment landscape reflects the region's economic focus. Of the 1,412 employed residents, 14.9 percent work in the agriculture, forestry and fishing sector. The health care and social assistance sector is also notable, employing 10.8 percent of residents and had the highest growth in employment from 2016 to 2021. Additionally, 9.7 percent of the workforce is employed in the retail trade sector.



# SITUATION ANALYSIS | SUBJECT SITES

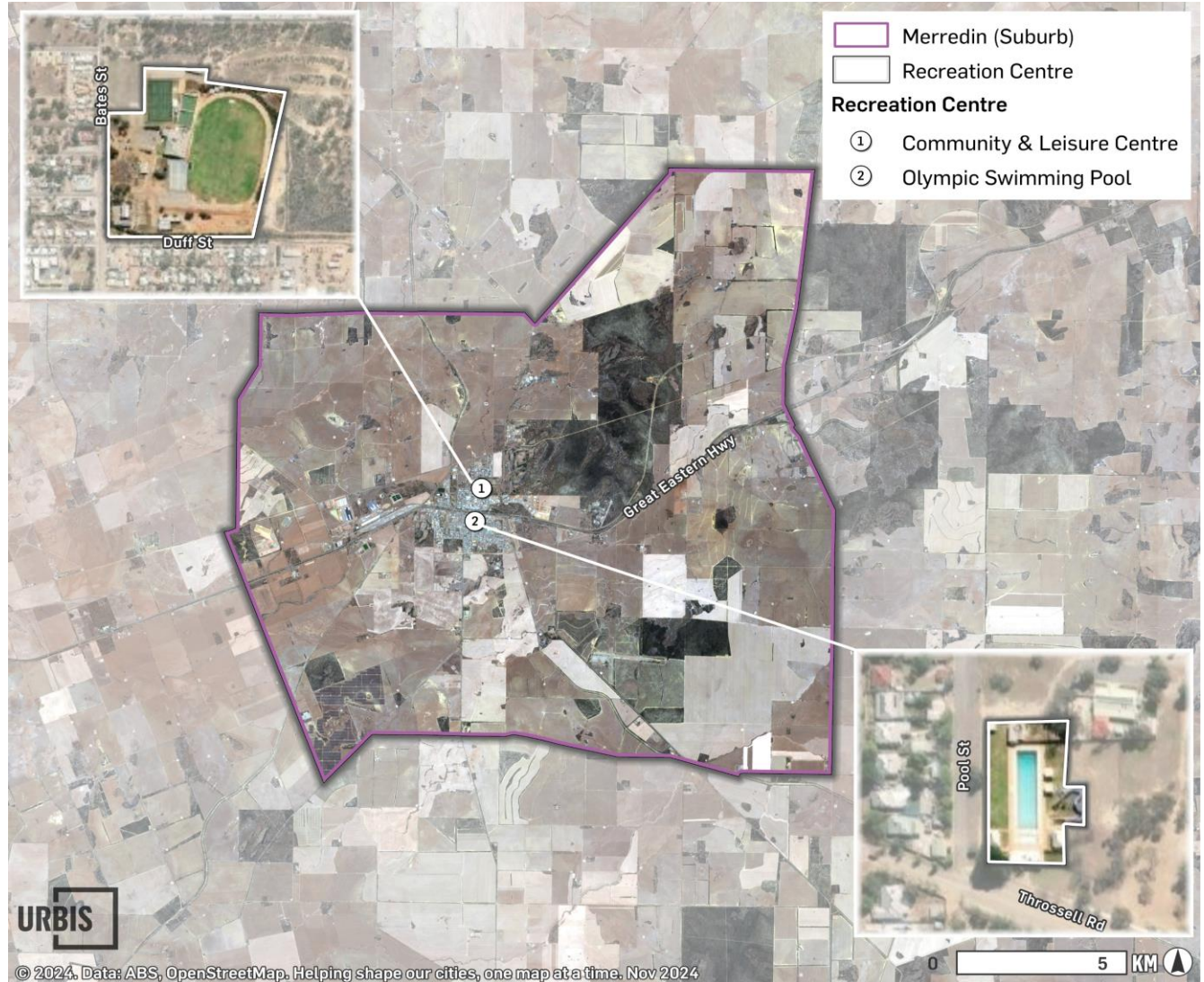
The Shire of Merredin has a long-standing dedication to providing sport and recreational opportunities for its community. Central to this commitment are their Merredin Regional Community and Leisure Centre (MRCLC) and the Merredin District Olympic Swimming Pool (MDOSP) facilities.

The MRCLC is located 650m north of the Merredin township on Bates Street and spans 43.8ha. The MDOSP is located 600m south of the township. The facilities are separated by the East West Freight Rail line which provides passenger rail services between Perth and Merredin. These facilities act as community hubs that foster social interaction, mental resilience, and community building, making them vital community spaces.

The MRCLC was built in 2007 and provides a hydrotherapy pool, multi-function indoor and outdoor sport courts, bowling greens, ovals, tennis courts, golf course and function facilities. The MRCLC is the home of a total of ten sporting associations and 19 sporting clubs, making it a key community facility for residents of Merredin and the broader Wheatbelt region. The Shire of Merredin have recently regained management rights over the MRCLC, which had been previously managed by Belgravia Leisure.

The MDOSP is a facility that includes a water slide with splash pool, covered toddler pool with a fountain, shaded lawn area and a 50-metre swimming pool. Opening in 1955, the MDOSP has serviced residents of Merredin for almost 70 years. The pool is open from November to March and caters for lap swimmers, recreational swimmers, private lessons, swimming club, school and vacation and in term swimming lessons.

## SUBJECT SITES



# SITUATION ANALYSIS | POLICY AND STRATEGIC CONSIDERATIONS

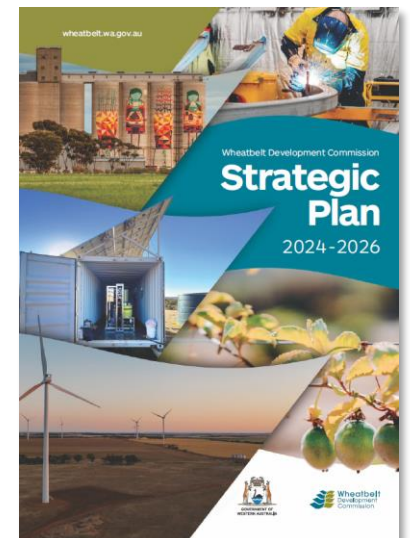
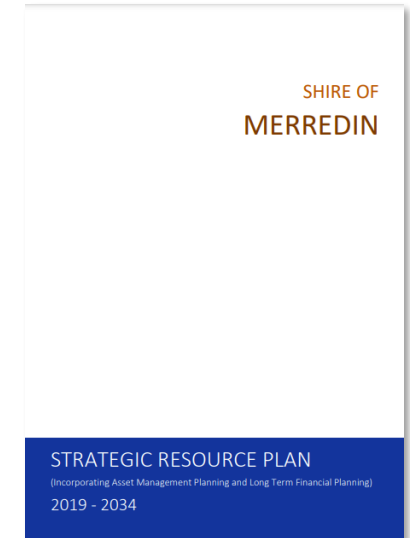
Representing a major long term strategic investment, the decision on the land use and delivery options will have long term social, community and economic impacts, benefits and opportunity costs.

Informing the preferred option are the aims of the following key policies.

- Shire of Merredin Council Plan (2025-2035)
- Strategic Resource Plan (2019 – 2034)
- Age Friendly Community Plan (published in 2016)
- Disability Access and Inclusion Plan (2020 – 2025)
- Wheatbelt Development Commission Strategic Plan (2024 – 2026)
- Department of Local Government, Sport and Cultural Industries Strategic Plan (2024 – 2029)
- Department of Infrastructure, Transport, Regional Development, Communication and the Arts Corporate Plan (2024/25 – 2027/28)
- Education and Health Standing Committee’s Swimming Pool Program in Remote Communities Report (2006)




This suite of Strategic Planning and the setting of the policy environment demonstrates the preparation and structure established by the Shire of Merredin to be “growth ready” and to ensure quality community outcomes.

## RELEVANT POLICIES AND STRATEGIES



# SITUATION ANALYSIS | POLICY AND STRATEGIC CONSIDERATIONS (CONT.)

## ALIGNMENT TO STRATEGIC IMPERATIVES

STRATEGIC IMPERATIVE	ALIGNMENT FINDINGS
 <p data-bbox="257 614 414 662"><b>Community &amp; Culture</b></p>	<p>The Shire of Merredin <b>Council Plan</b> emphasises the development of sports and recreation infrastructure as a key priority in enhancing the culture and community life in Merredin. Central to this vision is the redevelopment of the MRCLC as the main hub for sports and recreation as well as the MDOSP. The plan also focuses on improving places and spaces in Merredin to create an attractive regional town with an inviting public realm. Additionally, the <b>DLGSC Strategic Plan</b> promotes healthy living by increasing opportunities for lifelong participation in arts and culture, and sport and recreation, ensuring equitable participation of people from diverse cultural backgrounds and abilities. The implementation of the <b>No School, No Pool Policy</b> has also played an important part in improving school attendance rates. This program rewards children's attendance with admission into the pool after school has finished for the day.</p>
 <p data-bbox="257 997 414 1053"><b>Liveability &amp; Wellbeing</b></p>	<p>Liveability and wellbeing are central themes in the Shire of Merredin's strategic planning. The <b>Age Friendly Communities Plan</b> recommends supporting the development of outdoor spaces and buildings that promote mobility, independence, and quality of life for older people. The <b>Disability Access and Inclusion Plan</b> aims to improve access and inclusion by ensuring people with disabilities have the same opportunities to access buildings and facilities in the Shire. The redevelopment of the MRCLC and MDOSP will help ensure that the facility provides access to people with disabilities, contributing to their wellbeing. The <b>Merredin Youth Strategy and Engagement Plan</b> focuses on improving the health and wellbeing of the community by developing and maintaining youth-friendly facilities, potentially within the MRCLC and MDOSP. The <b>Wheatbelt Development Commission Strategic Plan</b> envisions enhancing regional living standards to attract and retain skilled individuals, enabling local communities to thrive.</p>
 <p data-bbox="257 1332 436 1364"><b>Health Benefits</b></p>	<p>The Shire of Merredin <b>Council Plan</b> also emphasises the development of sports and recreation infrastructure as a key priority in enhancing the health of community members in Merredin. <b>The Swimming Pool Program in Remote Communities report</b> described a reduction in the incidence and severity of skin infections, middle ear infections and ear drum perforations in communities where a swimming pool was present. Another obvious health benefit provided by a swimming pool is increased physical activity. Consequently, the continued support and enhancement of the swimming pool in Merredin is anticipated to significantly contribute to the overall well-being and health of its residents.</p>







# SITUATION ANALYSIS | STUDY OBJECTIVES

Despite financial challenges and a modest population of 3,119, the Shire of Merredin maintains the MRCLC and MDOSP to promote social interaction, mental resilience, and community building. As such, this report aims to develop an evidence-based Recreation Master Plan and Infrastructure Asset Management Plan that supports appropriate levels of service and investment decisions. These plans are anticipated to not only deliver a range of improved amenities and spaces but additionally catalyse positive community outcomes for Merredin.

As such, this report aims to achieve the key objectives:

- Efficient Use and Renewal of Infrastructure
- Meeting Community Needs
- Attracting Investment
- Improving outcomes for those who are disadvantaged and marginalised
- Identifying appropriate locations for facilities

## STUDY OBJECTIVES

OBJECTIVE	DESCRIPTION
 <p><b>Efficient Use and Renewal of Infrastructure</b></p>	<p>Focus on renewing and utilising existing infrastructure effectively, while decommissioning redundant or dilapidated facilities. Develop a realistic plan that considers the full life cycle costs of infrastructure, ensuring economic and practical solutions for current and future community needs.</p>
 <p><b>Meeting Community Needs</b></p>	<p>Ensure that infrastructure development aligns with the needs and expectations of the community, providing spaces for recreation and connection. Develop infrastructure that will promote the health and lifestyle of the community.</p>
 <p><b>Improving outcomes for those who are disadvantaged and marginalised</b></p>	<p>Provide infrastructure that improves the health and wellbeing of the Indigenous population, and those who are disadvantaged within Merredin.</p>
 <p><b>Appropriately Located Facilities</b></p>	<p>Identify the most appropriate future location for facilities balancing community need and asset management principles.</p>

# 02



## **SITE CONTEXT**



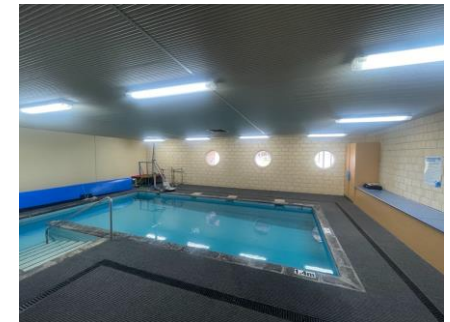
# SITE CONTEXT | CURRENT FACILITIES

Merredin has plethora of existing sporting facilities. Currently within the MRCLC and MDOSP, there are the following facilities utilised for sports and recreation:

- 1.5 ovals used for Football and Cricket;
- 6 indoor and outdoor courts;
- 12 Tennis courts;
- 1 Hockey field;
- 2 Bowling greens;
- 2 Cricket nets;
- 1 50m Pool; and
- 1 Hydrotherapy Pool.

A majority of these facilities are over-utilised and at capacity given the strong demand for particular sports or are in need of refurbishment or replacement.

## CURRENT FACILITIES



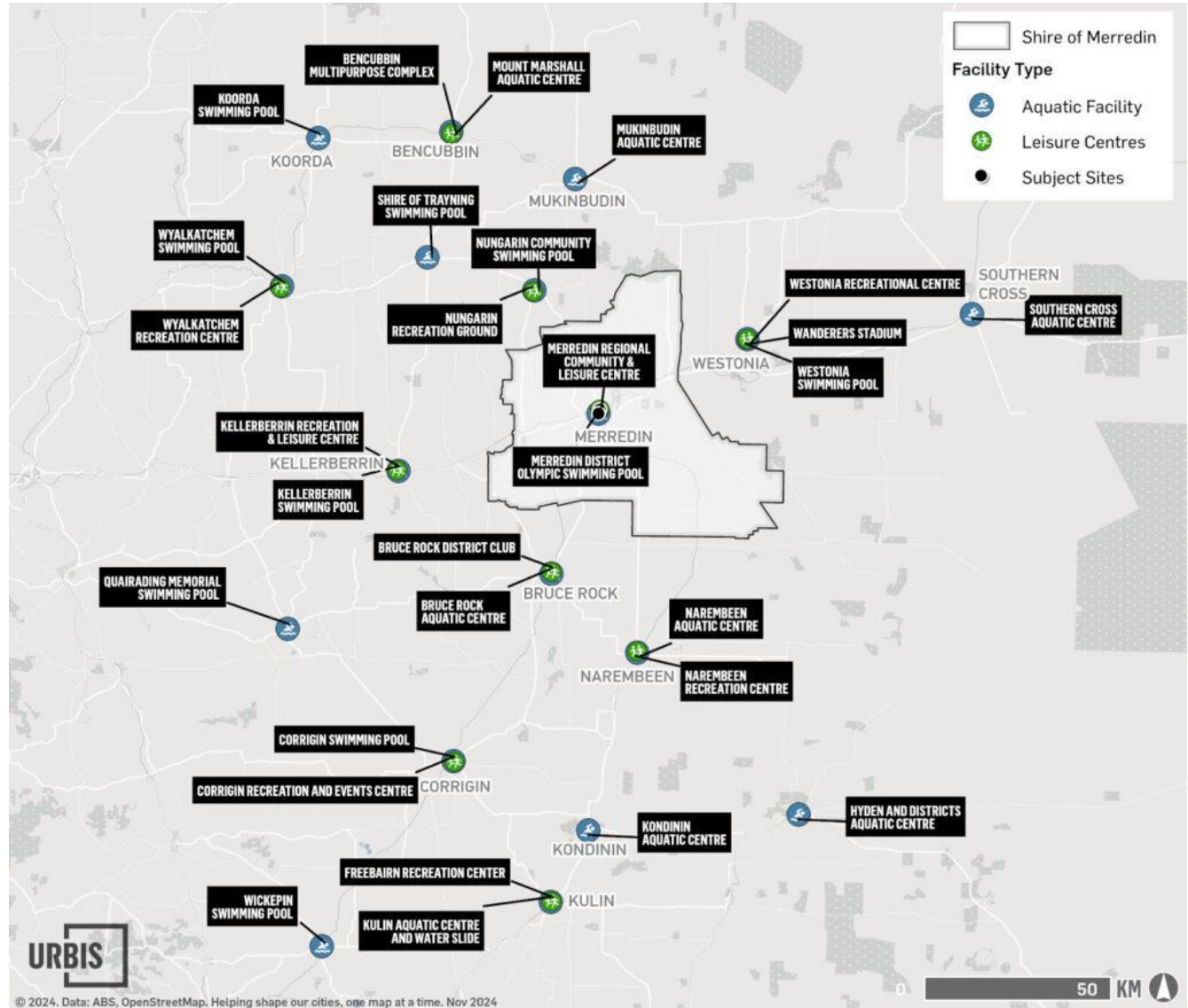
Source: Urbis, Shire of Merredin

# SITE CONTEXT | REGIONAL FACILITIES

Across the broader Wheatbelt area there are a variety of facilities that support different sports and groups. These include leisure centres that are used for athletics and organised team sport with courts (both indoor / outdoor and grass / hard) and aquatic centres. Majority of leisure centres in the area are co-located with an aquatic facility.

The nearest facilities include those located at Westonia, Nungarin and Bruce Rock, all over a 30-minute drive from the MRCLC and MDOSP. These facilities are at a smaller scale as compared to those in Merredin. These facilities include pools, tennis and squash courts, bowling greens, ovals and function spaces.

## SPORT AND RECREATION FACILITIES



© 2024. Data: ABS, OpenStreetMap. Helping shape our cities, one map at a time. Nov 2024

Source: Various LGA's, Google Maps  
 Surrounding LGA's included in map are Bruce Rock, Corrigin, Kellerberrin, Kondinin, Koorda, Kulin, Mount Marshall, Mukinbudin, Narembeen, Nungarin, Quairading, Tammin, Trayning, Westonia, Wickepin, Wyalkatchem, Yilgarn

# SITE CONTEXT | VISITATION | MRCLC

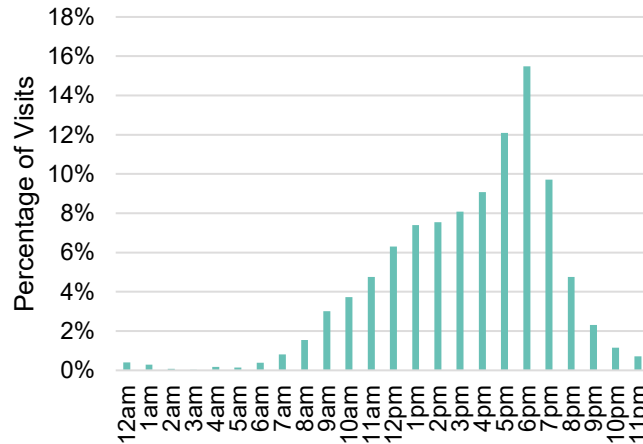
In the 12 months to December 2024, the MRCLC exhibited consistent visitation patterns, identified through a review of mobile phone location data.

The peak attendance levels occur in the afternoon, peaking at 6pm, when nearly 16 percent of visitors are present (on average).

Visitation by day begins slowly and increases towards the end of the week. On average, Saturdays are the MRCLC's busiest day, accounting for 31 percent of total visitation. This surge is likely due to the social sports events held at the centre.

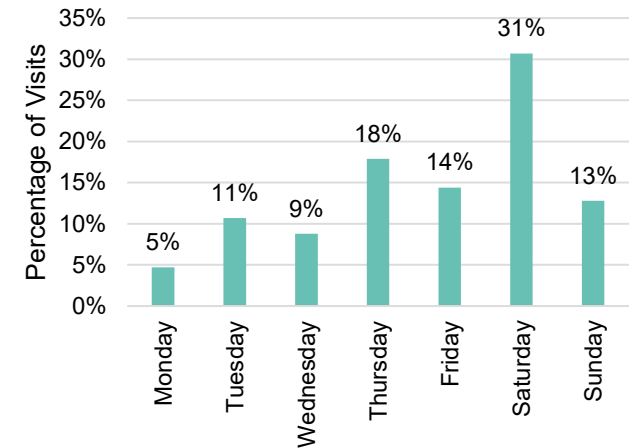
On average over the 12 months to December 2024, 43 percent of the centre's visitors resided in the Shire of Merredin. The Perth and Peel region contributed to 36 percent of visitation, which is likely attributable to residents of Perth and Peel who play for Merredin and other Wheatbelt sporting clubs. Visitors from the rest of the Wheatbelt constitute a smaller segment, at only 10.8 percent, likely due to the availability of alternative facilities in their local areas.

**VISITATION BY TIME, MERREDIN REGIONAL COMMUNITY AND LEISURE CENTRE, DECEMBER 2023 – DECEMBER 2024**



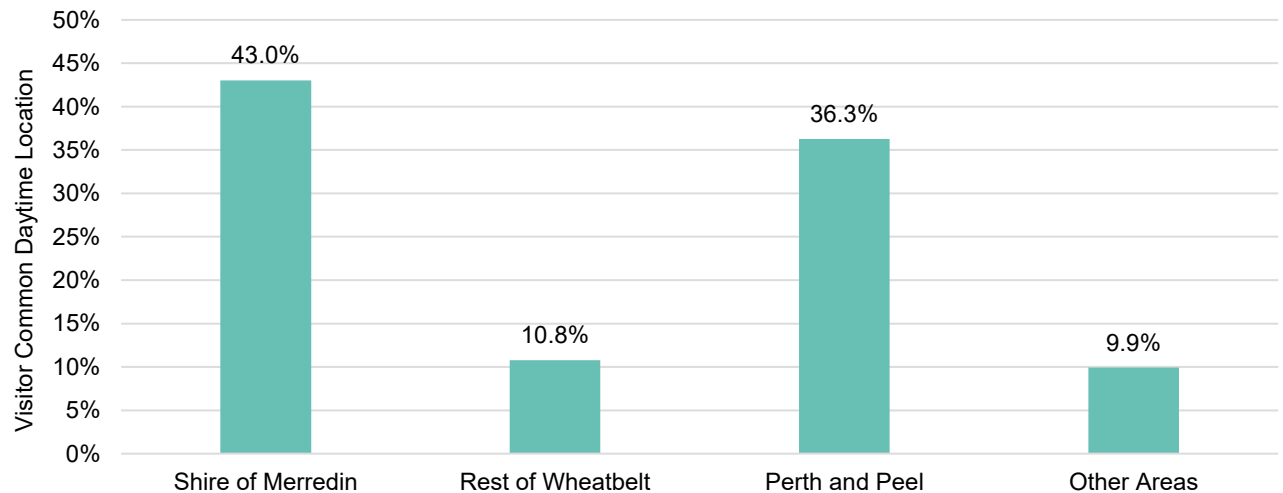
Source: Vista by Azira

**VISITATION BY DAY, MERREDIN REGIONAL COMMUNITY AND LEISURE CENTRE, DECEMBER 2023 – DECEMBER 2024**



Source: Vista by Azira

**VISITATION BY REGION, MERREDIN REGIONAL COMMUNITY AND LEISURE CENTRE, DECEMBER 2023 – DECEMBER 2024**



Source: Vista by Azira

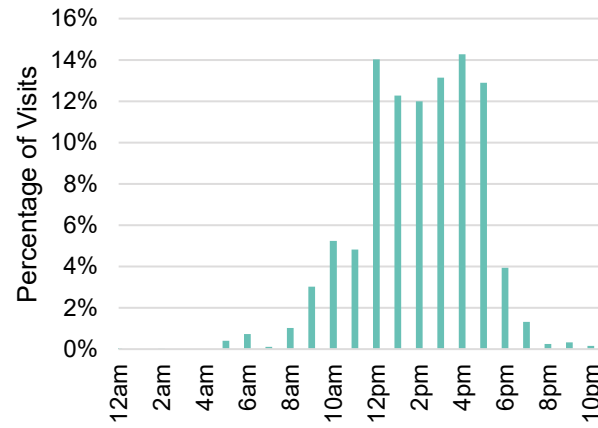
# SITE CONTEXT | VISITATION | MDOSP

In the 12 months to December 2024, the MDOSP has demonstrated steady visitation trends identified through a review of mobile phone location data. Peak attendance begins in the afternoon between 12pm – 5pm in alignment with the MDOSP’s visiting hours.

Weekday visitation fluctuates throughout the week, with the two busiest days being Monday at 18 percent and Friday at 23 percent.

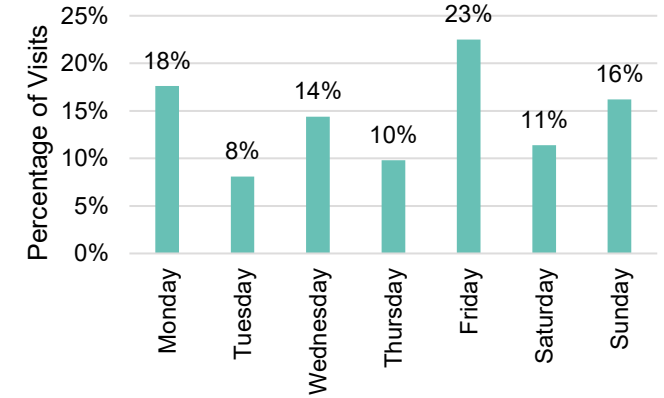
A notable 53 percent of the pool’s visitors are resident of the Shire of Merredin. Additionally, a considerable 36 percent of visitors travel from the Perth and Peel region to use the pool. In contrast, only 8 percent of visitors come from other parts of the Wheatbelt, likely because they have access to other facilities in their respective areas.

**VISITATION BY TIME, MERREDIN DISTRICT OLYMPIC SWIMMING POOL, DECEMBER 2023 – DECEMBER 2024**



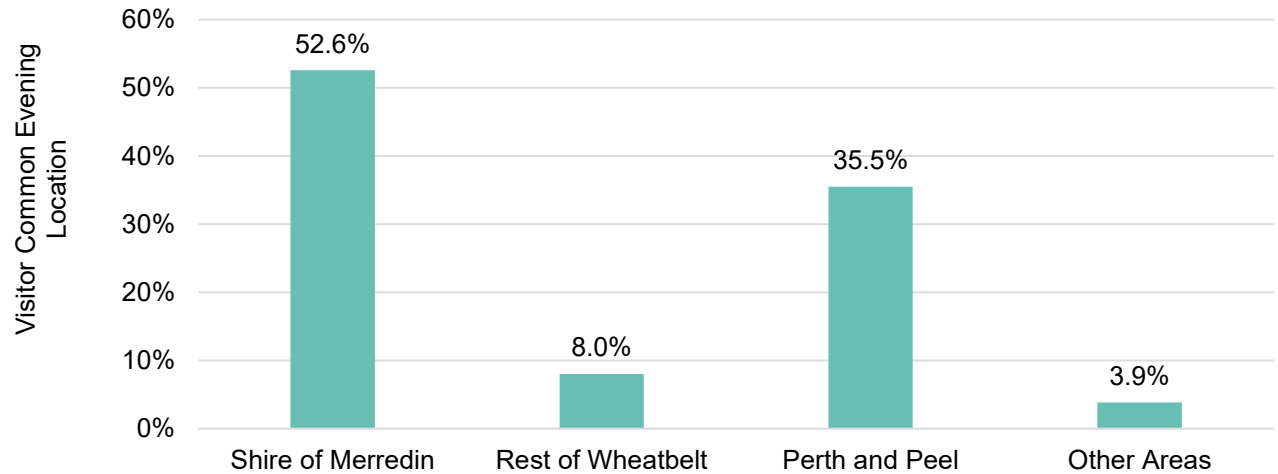
Source: Vista by Azira

**VISITATION BY DAY, MERREDIN DISTRICT OLYMPIC SWIMMING POOL, DECEMBER 2023 – DECEMBER 2024**



Source: Vista by Azira

**VISITATION BY REGION, MERREDIN DISTRICT OLYMPIC SWIMMING POOL, DECEMBER 2023 – DECEMBER 2024**



Source: Vista by Azira

## SITE CONTEXT | CLUB AND HYDROTHERAPY POOL USAGE

The MRCLC and MDOSP are key facilities which support Merredin's population and help in facilitate participation in sports within the community. Based on current usage levels, the facilities are currently at capacity in terms of usage for a majority of the year. Engagement with a number of clubs and associations which use the MRCLC in particular cited that the facility is not large enough to be able to continually cater to all the needs of the clubs and associations moving forward. For example, it was highlighted that Junior and Senior Football struggle to collectively use the facilities simultaneously for trainings and that game days can be particularly tight due to there not being adequate lighting to be able to host night games (all games need to be played during the day).












### CURRENT USAGE LEVELS FOR THE MRCLC AND MDOSP, AS AT APRIL 2025

FACILITY	SEASON	SPORTS	DAYS USED	MEMBERS	HOURS PER WEEK	
MRCLC	Summer Usage	Basketball (Merredin Basketball Association)	Mon – Fri	273	35	
		Lawn Bowls	Wed, Fri, Alternative Sat	48	12*	
		Cricket (Junior / Senior)	Tue, Thu, Alternative Sat	30	10	
		Tennis	Wed, Fri, Alternative Sat	28	12	
	Winter Usage	All Year Usage	Merredin Netball Association	Mon – Thu	184	21
			Burracoppin Netball	Wed, Alternative Sat	39	10.5
			Nukarni Netball	Tue, Alternative Sat	42	10.5
			Colts Football	Wed	56	2
			Junior Football	Fri	91	2
			Burracoppin Football	Tue, Thu, Alternative Sat	51	10.5
			Nukarni Football	Wed, Fri, Alternative Sat	53	10.5
			Burracoppin Hockey	Tue, Thu, Alternative Sat	79	10.5
			Merredin Hockey	Mon, Wed, Alternative Sat	59	10.5
			Hydrotherapy Pool	Mon – Fri	70	35
MDOSP	Summer Usage	Swim Club	Fri	44	4.25	

Source: Shire of Merredin












Note\* The total hours for bowls is an estimate based on competition. Merredin Civic Bowls Club have a key to the green, players often come down at varying days and times. This analysis does not estimate these hours.

# SITE CONTEXT | PLANNING REVIEW | MRCLC

SITE ATTRIBUTE	DESCRIPTION
 <b>Site Description</b>	<p><b>Site Address:</b> Lot 684 Bates Street, Merredin 6415.</p> <p><b>Subject Site Area:</b> 43.8350 ha.</p> <p><b>Subject Site Topography:</b> Site has a moderate slope, with an 8m difference in height from the northwest to the southeast of the site.</p>
 <b>Electrical Infrastructure</b>	<p>There is above ground electrical infrastructure along the western boundary of the subject site towards Bates Street.</p>
 <b>Water Infrastructure</b>	<p>A drinking water pipe located on the boundary of the site, specifically along Duff Street, Bates Street and Golf Road. A water standpipe is located to the southwest of the site, with a water meter in the centre of the subject site. There is a water hydrant located to the west of the site along Bates Street.</p>
 <b>Sewer Infrastructure</b>	<p>The site is connected to sewer (with the exception of Nukarni Hall).</p>
 <b>Weather Related Considerations</b>	<p>The western portion of the subject site is classified as a Designated Flood Event Floodplain and is susceptible to flooding. The wider subject site is classified as a Floodplain Development Control Area. A sizeable portion of the subject site is a bushfire prone area as per SPP 3.7. This is primarily associated with the significant native vegetation on the eastern half of the subject site.</p>
 <b>Traffic and Parking Needs</b>	<p>The subject site is bounded by four roads (Golf Road to the north, Teffer Avenue to the east, Duff Street to the south, and Bates Street to the west). The subject site contains three internal parking lots, with vehicle access by Duff Street and Bates Street.</p>
 <b>Noise</b>	<p>There are no noise restrictions or impacts within the site following a desktop review.</p>
 <b>Vegetation and Existing Built Form</b>	<p>The western portion of the subject site houses all the built form for the subject site. This is comprised of a large oval, several courts, three main carparks, a community garden, a men's shed, a restaurant and a utilities building. The eastern portion of the subject site contains a high amount of native vegetation and is a designated bushfire prone area as per SPP 3.7.</p>
 <b>Site Surrounds</b>	<p>Land use zoning of Residential, Commercial and Light Industry, with the following planning reservations: Park and Recreation land, Special Use Zone: Homes for the Aged, Public Purpose Public Utility and Railways.</p>
 <b>Nearby Infrastructure and Services</b>	<p>Merrittville Retirement Village (30m), Public Utility (30m), Industrial (30m), Cummins Theatre (450m), Town Centre (700m), Merredin Station (900m), Merredin Peak Reserve (1km).</p>
 <b>Visual and Environmental Characteristics</b>	<p>The subject site is situated in the Town Centre of Merredin, with the closest 'Rural-Residential zoning' being located approximately 1.8km away. The subject site is situated directly west to a reserve area, with the eastern portion of the subject site contains native vegetation and no substantive-built form.</p>

Note\* Planning Policy Overview can be found in the Appendix

# SITE CONTEXT | PLANNING REVIEW | MDOSP

SITE ATTRIBUTE	DESCRIPTION
 <b>Site Description</b>	<p><b>Site Address:</b> 4 Throssell Road, Merredin 6415.  <b>Subject Site Area:</b> 3.5867 ha.  <b>Subject Site Topography:</b> Site has a moderate slope, with a 4m difference in height from the northwest to the southeast of the subject site.</p>
 <b>Electrical Infrastructure</b>	<p>There is above ground electrical infrastructure on the western and a portion of the northern boundaries of the subject site along Pool Street and Kitchener Drive.</p>
 <b>Water Infrastructure</b>	<p>There are several drinking water pipes that run on the perimeter of the site, specifically along Allenby Street, Hunter Avenue and Throssell Road. A water meter is situated in the southwest corner of the subject site. A hydrological bore is located in the centre of the subject site.</p>
 <b>Sewer Infrastructure</b>	<p>A sewer gravity pipe is located at the northern boundary of the subject site and runs along Kitchener Road. Both toilet blocks are connected to septic systems and have not been connected to sewer.</p>
 <b>Weather Related Considerations</b>	<p>Located in a 1 in 100 (1 percent) AEP Floodplain Development Control Area.</p>
 <b>Traffic and Parking Needs</b>	<p>The subject site is bounded by four roads (Kitchener Road to the north, Woolgar Avenue to the east, Throssell Road to the south, and Pool Street to the west) with existing vehicle access points into the lot off Kitchener Road. The lot abuts on street parking along Throssell Road, with future parking needs to be determined as needed based on future land use intentions. The subject site is located in close proximity to the major traffic route 'Great Eastern Highway'.</p>
 <b>Noise</b>	<p>The subject site is located within 300m of the strategic freight and major traffic route Great Eastern Highway. As such, State Planning Policy (SPP) 5.4 applies and noise-sensitive development will need to be designed to mitigate the impact of road noise.</p>
 <b>Vegetation and Existing Built Form</b>	<p>A moderate amount of vegetation is located on site, with several bushes and trees existing. The built form comprises of a large swimming pool, a water slide, and five associated buildings.</p>
 <b>Site Surrounds</b>	<p>Land use zonings of Residential, and Light industry, with the following planning reservations: Public Purpose Hospital, Public Purpose High School, and Railways.</p>
 <b>Nearby Infrastructure and Services</b>	<p>Merredin District Hospital (270m), Merredin Station (350m), Merredin College (475m), and Central Regional Tafe (625m).</p>
 <b>Visual and Environmental Characteristics</b>	<p>The subject site is situated in the Town of Merredin, with the closest 'Rural-Residential zoning' being located approximately 1.5km away. The eastern portion of the lot contains native vegetation and no substantive-built form.</p>

Note\* Planning Policy Overview can be found in the Appendix

03

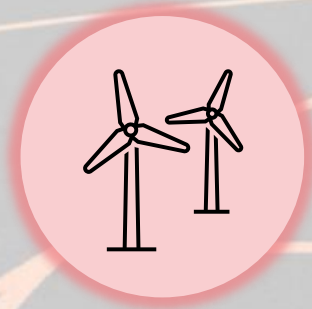
---

**ENGINEERING AUDITS**

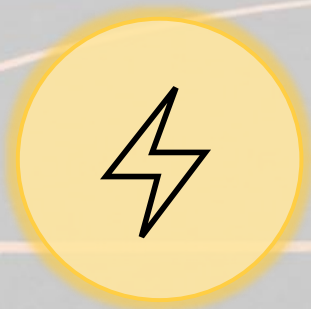


# CONDITION SNAPSHOT

## MERREDIN REGIONAL COMMUNITY AND LEISURE CENTRE



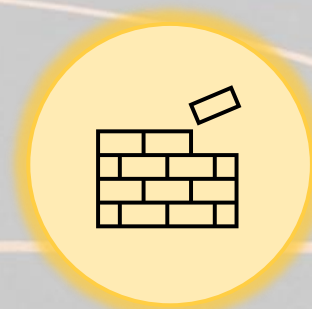
**MECHANICAL**



**ELECTRICAL**



**HYDRAULIC AND  
FIRE**

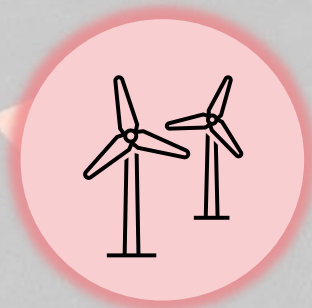


**BUILDING  
STRUCTURES**



**CIVIL**

## MERREDIN DISTRICT OLYMPIC SWIMMING POOL



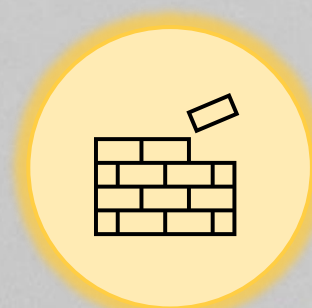
**MECHANICAL**



**ELECTRICAL**






**HYDRAULIC AND  
FIRE**



**BUILDING  
STRUCTURES**



**CIVIL**

-  Good Condition
-  Requires Attention
-  End of Life / Needs Replacing

# FACILITY ENGINEER AUDIT | MRCLC OBSERVATIONS

SERVICE	AREA	OBSERVATIONS
Mechanical	Office, Reception and Meeting Room	<ul style="list-style-type: none"> <li>Office and Reception air conditioners appear to be acceptable but approaching end of life. These air conditioners utilise the same condenser.</li> <li>Meeting room cassette unit installed in 2023 with an asset life between 10-15 years.</li> </ul>
	Indoor Playground	<ul style="list-style-type: none"> <li>Linear bar grille diffusers are poor and damaged, and unsuitable for re-use.</li> <li>Roof-mounted units were installed in 2007 and are approaching end of life. Condition is poor but in line with equipment age.</li> <li>Toilet exhaust appears to be going into the roof space however a lack of access panel prohibited further investigation.</li> </ul>
	Function Space, Restaurant, Bar and Kitchen	<ul style="list-style-type: none"> <li>Employees have expressed that the six units are not performing as well as expected.</li> <li>The condition of the units is poor with a weather equipment tag. Units are likely at end of life.</li> </ul>
	Indoor Sports	<ul style="list-style-type: none"> <li>Rooftop cowls/whirlybirds appear to be in fair condition</li> <li>Louvres appear to be in fair condition with minor environmental damage.</li> <li>Mechanical fans were unable to be inspected due to height.</li> </ul>
	Toilets and Changerooms	<ul style="list-style-type: none"> <li>Roof mounted and ducted fans appear to be approaching end of life with rubber seals being sub damaged on the roof.</li> <li>Employees have expressed that the ventilation is not performing as well as expected.</li> <li>Return air door grilles were noted to be damaged.</li> </ul>
Electrical	Distribution Boards	<p><u>Main Distribution Board</u></p> <ul style="list-style-type: none"> <li>Main distribution board is in good and well-maintained condition.</li> <li>There are no single-line diagrams or circuit schedule therefore size of the consumer mains and sub-mains could not be determined.</li> </ul> <p><u>Recreation Centre Distribution Board</u></p> <ul style="list-style-type: none"> <li>The board is in good condition, however, the circuit schedule is outdated and no single-line diagrams exist.</li> <li>The Recreation Centre DB and the Function Room SDB are nearing maximum capacity, limiting opportunities for future expansion.</li> </ul>
	Electrical Reticulation	<ul style="list-style-type: none"> <li>Underground conduits are supplying power to sub-boards located around the external lighting boards along the perimeter.</li> <li>External lighting boards are in poor condition and aged.</li> <li>Sub-circuit cabling internally is generally in good condition.</li> </ul>
	Lighting	Lighting is outdated, energy inefficient and requires frequent maintenance.
	Solar and Backup Power	One inverter connected to the mechanical sub-board is displaying an error, indicating no energy has been fed into the grid for 24 hours. It is currently disconnected from the solar panels.

# FACILITY ENGINEER AUDIT | MRCLC OBSERVATIONS

SERVICE	AREA	OBSERVATIONS
<b>Hydraulic and Fire Services</b>	Potable Cold Water	<ul style="list-style-type: none"> <li>The DN50 Water Corporation supply has compliant backflow protection and pressure reduction valves.</li> </ul>
	Potable Hot Water	<ul style="list-style-type: none"> <li>Hot water is generated by a combination of solar and an LGP instantaneous gas system. It is stored in two storage cylinders.</li> <li>It is currently reticulated as a high temperature system with thermostatic mixing valves located within the ceiling space.</li> <li>Kitchen hot water is generated independently via a 3-phase electric hot water unit located behind the bar.</li> </ul>
	Sanitary Drainage	<ul style="list-style-type: none"> <li>A sewer pumpstation was observed on site however the local and size of the Water Corporation sanitary connection was unable to be defined.</li> <li>Staff on site noted that the pumpstation does go into alarm on occasion requiring a reset.</li> </ul>
	Trade Waste	<ul style="list-style-type: none"> <li>Grease trap inspection openings were observed below the existing patio area, indicating a grease trap is present. Size and depth could not be identified.</li> </ul>
	Gas Supply	<ul style="list-style-type: none"> <li>An LPG gas bullet with a second stage regulator (located adjacent the storage room) is current supplying:               <ul style="list-style-type: none"> <li>Instantaneous hot water system;</li> <li>2 of 4 burner cook tops;</li> <li>2 deep fryers; and</li> <li>The griddle.</li> </ul> </li> </ul>
	Wet Fire	<ul style="list-style-type: none"> <li>Fire booster cabinet and incoming Water Corporation connection was observed on site.</li> <li>Dual check valve was not observed and is required in accordance with WC guidelines.</li> <li>Fire hydrants, hose reels and extinguishers on site appear to be in fair condition with test tags present and stamped.</li> </ul>
	Hydro Pool Plant and Equipment	<ul style="list-style-type: none"> <li>Pool pumps and filtration equipment appear to be in a fair and working condition.</li> </ul>
	Fixtures and Fittings	<ul style="list-style-type: none"> <li>Amenity fixtures and fittings all appear to be in fair and working condition.</li> <li>A sewerage smell within the oval changerooms was identified. Floor waste gully water seals were noted as dry, contributing to the smell.</li> </ul>
<b>Building Structures</b>	Indoor and Outdoor Courts	<ul style="list-style-type: none"> <li>Indoor court was observed to be divided into nine slab portions with expansion joints. Cracks were noted at the joints, reportedly due to poor construction of slab expansion joints.</li> <li>The outdoor courts have slab portions with poorly constructed expansion joints, resulting in cracking.</li> </ul>
	Main Switchboard Room	<ul style="list-style-type: none"> <li>Vertical cracks and damage were observed at the brick wall of the main switchboard room.</li> <li>Cracking in the brickwork may suggest foundation settlement which may need addressing.</li> </ul>

Source: Arup

# FACILITY ENGINEER AUDIT | MRCLC OBSERVATIONS

SERVICE	AREA	OBSERVATIONS
<b>Building Structures (cont.)</b>	Main Building Structure, Alfresco, Hockey Shed, Lawn Bowl Shed	<ul style="list-style-type: none"> <li>Most of the concrete wall panels, brick walls and steel structural components were all observed to be in good condition.</li> <li>Minor rusting was identified at the base of ramp entrance handrails and on some of the edge rafters on the alfresco.</li> <li>Minor rusting was observed on the hockey shed.</li> <li>Rust was observed on the lawn bowls shade structure, particularly at the base of the steel columns.</li> <li>Water spots were observed at the entrance ceiling and male change room.</li> <li>Main building structures appear to be sound with localized durability issues relating to moisture exposure and water ingress. Ground contact may be also contributing factors to rust of shade structures.</li> </ul>
	Indoor Playground Room	<ul style="list-style-type: none"> <li>10mm cracks were observed at slab expansion joints, likely due to thermal expansion or insufficient joint allowances.</li> </ul>
<b>Civil</b>	External Car Park and Roads	<ul style="list-style-type: none"> <li>Asphalt appearance was in serviceable condition for the carpark immediate adjacent to the entrance.</li> <li>Evidence of some ponding across the site during storm events, indicating surface drainage is not performing in some areas where settlement of existing surface has occurred.</li> <li>Fatigue cracking evident in asphalt surface in car park west of the hockey surface.</li> <li>Cracked and displaced kerbs evident in some locations.</li> <li>Numerous pedestrian ramps have evident lip at mountable kerb face, making access for wheelchairs and prams difficult.</li> <li>Line marking has faded in some locations.</li> </ul>
	Outdoor Playing Surfaces	<ul style="list-style-type: none"> <li>Stormwater pits around hockey surface require cleaning.</li> <li>Rigid concrete surface to the south in poor condition, with numerous cracks evident across the surface.</li> <li>Stormwater system for southern court area appears to be very degraded, with existing collection pit in oval area in poor condition.</li> <li>Synthetic turf surface is poor.</li> </ul>
	External pavements adjacent to building structure	<ul style="list-style-type: none"> <li>Overall, pavements external to the building are in reasonable condition.</li> <li>Some evidence of ponding in area between restaurant and bowling court surface.</li> <li>Asphalt surface to the south of building in poor condition, with evidence of fatigue cracking and settlement.</li> </ul>
	Service Pits and Covers across site	<ul style="list-style-type: none"> <li>Numerous pits are noted to have extensive debris and blockages within.</li> <li>Drainage covers and lids are in a good condition.</li> <li>Pit structure in south-west corner of oval noted to be in very poor condition, with corroded and unsafe covers. This was noted to receive stormwater run-off from court surface, with a system to pump stormwater over to the carpark drainage system.</li> <li>Some pit covers across site were noted in poor condition, with surrounding finished surface levels not flush with pit lid, resulting in a trip hazard and potential for further degradation.</li> </ul>

Source: Arup

# FACILITY ENGINEER AUDIT | MDOSP OBSERVATIONS

SERVICE	AREA	OBSERVATIONS
Mechanical	Reception	<ul style="list-style-type: none"> <li>Supply diffusers from the ducted roof-mounted evaporative unit are in poor condition.</li> <li>Based on the visual condition of the diffusers, it is likely that the evaporative unit and ductwork is at end of life.</li> </ul>
	Plantroom	<ul style="list-style-type: none"> <li>Whirlybird in plantroom appears to be in fair condition with some environmental damage.</li> <li>No exhaust system noted.</li> </ul>
	Toilets and Changerooms	<ul style="list-style-type: none"> <li>Naturally ventilated rooms.</li> <li>No exhausts were observed.</li> </ul>
Electrical		<p><u>Pool Plant Distribution Board</u></p> <ul style="list-style-type: none"> <li>Overall in good and maintained condition</li> <li>One pump circuit lacks RCD protection – non-compliant</li> <li>No single line diagrams and circuit schedule.</li> </ul> <p><u>Kiosk Sub Board</u></p> <ul style="list-style-type: none"> <li>Timber construction with fuse-based protection (non-compliant with current standards)</li> <li>Board is in poor condition and unsuitable for modifications</li> <li>Toilet lighting controlled manually within board.</li> <li>No single line diagrams and circuit schedule.</li> </ul> <p><u>Slide Sub-Board</u></p> <ul style="list-style-type: none"> <li>Relatively good condition</li> <li>No single line diagrams and circuit schedule.</li> </ul>
	Distribution Boards	
	Electrical Reticulation	<ul style="list-style-type: none"> <li>The slide pump is fed via exposed cabling, presenting safety and durability concerns.</li> </ul>
	Lighting	<ul style="list-style-type: none"> <li>Lighting is outdated, energy-inefficient and high maintenance.</li> </ul>
Hydraulic and Fire Services	Potable Cold Water	<ul style="list-style-type: none"> <li>The DN50 Water Corporation connection is provided with compliant backflow protection.</li> </ul>
	Potable Hot Water	<ul style="list-style-type: none"> <li>Solar hot water system and storage tank is located on the roof of the pool administration building. It was observed that the system only supplies to fixates located in the administration building.</li> <li>There is no hot water provided to the male and female changerrooms.</li> </ul>

Source: Arup

# FACILITY ENGINEER AUDIT | MDOSP OBSERVATIONS

SERVICE	AREA	OBSERVATIONS
Hydraulic and Fire Services (cont.)	Sanitary Drainage	<ul style="list-style-type: none"> <li>The Shire have confirmed the female and male changerooms are provided with independent septic systems with leach drains each located at the rear of the changerooms.</li> <li>The pool backwash appears to drain to the Water Corporation connection located on the vacant block north of the pool compound.</li> </ul>
	Pool Plant and Equipment	<ul style="list-style-type: none"> <li>Existing infrastructure is generally in poor condition.</li> <li>Pumps showing visible rust and corrosion indicating plant and equipment appears to be at end of life.</li> </ul>
	Fixtures and Fittings	<ul style="list-style-type: none"> <li>Amenity fixtures and fittings are aged and generally in poor condition.</li> <li>Corrosion and rust visible on fixtures and fittings.</li> </ul>
Building Structures	Heritage Façade	<ul style="list-style-type: none"> <li>The current condition of the façade is satisfactory.</li> </ul>
	Hydraulic / Pump Room and Storage Shed	<ul style="list-style-type: none"> <li>Rust was observed on steel structures with one column snapped off due to severe corrosion, indicating compromise of structural integrity.</li> <li>Corrosion likely to have resulted from roof leaks, water pump issues and potentially high saline ground conditions.</li> <li>Rusting was extensive on bottom of cladding on both pump room and storage shed.</li> </ul>
	Main Building and Alfresco	<ul style="list-style-type: none"> <li>Overall brick wall structure in good condition with no major cracks observed.</li> <li>First Aid room slab exhibited major cracks and uplift due to growth of tree roots below.</li> <li>Minor timber roof rafter deterioration at the alfresco edge with column base rusted.</li> </ul>
	Swimming Slide and Pool	<ul style="list-style-type: none"> <li>Severe corrosion was observed at steel columns, especially at base and connection points with floor joist. Past end of life and not considered safe.</li> <li>The condition of the pool structure was not assessed.</li> </ul>
	Male and Female Toilets	<ul style="list-style-type: none"> <li>Roof timber rafters and brick wall observed to be in fair condition.</li> <li>Male toilets exhibited slab cracks, whereas the female toilets were inaccessible to view slab.</li> </ul>
	External car park	<ul style="list-style-type: none"> <li>Asphalt appears was in poor condition for the car park immediately adjacent to the pool entrance.</li> <li>Evidence of some ponding in south-eastern car park, with poor stormwater drainage.</li> <li>Degraded and cracked asphalt at face of mountable kerb, making access difficult for wheelchairs and prams at ACROD ramp.</li> </ul>
Civil	External pavements adjacent to building structure and pool	<ul style="list-style-type: none"> <li>Paved surfaces adjacent the entrance are in fair condition, however some settlement is evident.</li> <li>Pavement adjacent to pool is in good condition.</li> <li>Retaining structures around toilet blocks are in fair condition,</li> </ul>
	Service pits and covers	<ul style="list-style-type: none"> <li>Stormwater system adjacent to northern shed in very poor condition, with unsafe cover/lid over a deep pit that can be easily removed for access.</li> <li>It was noted that stormwater is pumped from the collection put into the PVC pipe that takes chlorinated pool water out to the sewer connection.</li> <li>Linear drains adjacent to pool in good condition.</li> <li>Sewer manhole midway on Pool Street noted to be in fair condition and would be a suitable potential connection for future residential.</li> </ul>

Source: Arup

04

---

**DEMOGRAPHIC  
ANALYSIS**



# DEMOGRAPHIC ANALYSIS | OVERVIEW















Merredin's population of 3,119 exhibits a balanced age distribution. The average household income in Merredin is \$94,400, significantly lower than the Wheatbelt and the rest of WA. It is important that the redevelopment of both the MRCLC and MDOSP provide amenity that is accessible and suitable for all residents regardless of age and income.

Health and disability data indicate that 52 percent of Merredin's population lives with a health condition, significantly higher than the rest of WA. Additionally, the Shire of Merredin has a slightly higher population of people living with a disability than both benchmarks. This highlights the need for a high-quality recreation facilities in the Shire that cater to the needs of people living in the Shire with a health condition.

In terms of worker demographics, a significant number of Merredin residents are employed within the local area, rather than commuting to other LGA's. Only 12.9 percent of Merredin's residents work outside the Shire, primarily commuting to neighboring LGAs. Additionally, only 14.5 percent of workers in the Shire of Merredin live outside the LGA, with most of these individuals residing in Bruce Rock, Kellerberrin and Westonia

Merredin's SEIFA score of 971 is slightly lower than both the Wheatbelt's 978 and the rest of WA's 977. This suggests that Merredin may experience marginally greater socio-economic challenges compared to the broader state. The redevelopment of MRCLC and MDSOP can significantly enhance local engagement and social cohesion. By offering residents more opportunities for recreation, fitness, and social interaction, these projects can contribute to improving socio-economic well-being.

**DEMOGRAPHIC OVERVIEW OF THE MERREDIN (LGA), WHEATBELT AND REST OF WA**

	MERREDIN (LGA)	WHEATBELT	REST OF WA
 Population	<b>3,119</b>	<b>72,924</b>	<b>2,503,247</b>
 Aged 0-14	<b>19 PERCENT</b>	<b>17 PERCENT</b>	<b>19 PERCENT</b>
 Aged 15-24	<b>11 PERCENT</b>	<b>9 PERCENT</b>	<b>12 PERCENT</b>
 Aged 25-39	<b>18 PERCENT</b>	<b>16 PERCENT</b>	<b>22 PERCENT</b>
 Aged 40-54	<b>19 PERCENT</b>	<b>20 PERCENT</b>	<b>19 PERCENT</b>
 Aged 55-64	<b>14 PERCENT</b>	<b>16 PERCENT</b>	<b>12 PERCENT</b>
 Retirees (65+)	<b>19 PERCENT</b>	<b>23 PERCENT</b>	<b>16 PERCENT</b>
 Australian Aboriginal	<b>5 PERCENT</b>	<b>4 PERCENT</b>	<b>8 PERCENT</b>
 Born Overseas	<b>13 PERCENT</b>	<b>18 PERCENT</b>	<b>35 PERCENT</b>
 Family Households	<b>66 PERCENT</b>	<b>68 PERCENT</b>	<b>71 PERCENT</b>
 Average Household Income	<b>\$94,400</b>	<b>\$95,700</b>	<b>\$124,300</b>
 Living with a Health Condition	<b>52 PERCENT</b>	<b>54 PERCENT</b>	<b>46 PERCENT</b>
 Living with a Disability	<b>6 PERCENT</b>	<b>5 PERCENT</b>	<b>5 PERCENT</b>
 SEIFA Index of Relative Socio-economic Disadvantage	<b>971</b>	<b>978</b>	<b>977</b>

Source: ABS Census 2021, PHIDU

# DEMOGRAPHIC ANALYSIS | INDIGENOUS OVERVIEW












Merredin has a slightly higher percentage of Indigenous Australian residents compared to the Wheatbelt region. Specifically, the Shire of Merredin has an indigenous population of 169 individuals, with a significantly younger demographic.

Health and disability data for the indigenous population in Merredin show that 72 percent live with a health condition, which is significantly higher than the overall population of Merredin and the Rest of WA. Additionally, 9 percent of the Indigenous population has a disability, which is also higher than the benchmarks for both the Wheatbelt and the Rest of WA.

The average income of Indigenous people living in Merredin is significantly lower than both the Wheatbelt and the Rest of WA.

This highlights the need for high-quality accessible recreation services in the Shire to support the Indigenous community.

**INDIGENOUS DEMOGRAPHIC OVERVIEW OF MERREDIN (LGA), WHEATBELT AND REST OF WA**

	MERREDIN (LGA)	WHEATBELT	REST OF WA
 Population	169	3,321	45,110
 Aged 0-14	33 PERCENT	33 PERCENT	31 PERCENT
 Aged 15-24	17 PERCENT	17 PERCENT	17 PERCENT
 Aged 25-34	12 PERCENT	10 PERCENT	14 PERCENT
 Aged 35-44	10 PERCENT	9 PERCENT	12 PERCENT
 Aged 45-54	11 PERCENT	10 PERCENT	11 PERCENT
 Aged 55-64	10 PERCENT	12 PERCENT	8 PERCENT
 Retirees (65+)	5 PERCENT	9 PERCENT	6 PERCENT
 Average Personal Income	\$33,600	\$41,100	\$43,100
 Living with a Health Condition	72 PERCENT	54 PERCENT	41 PERCENT
 Has a Disability	9 PERCENT	7 PERCENT	5 PERCENT

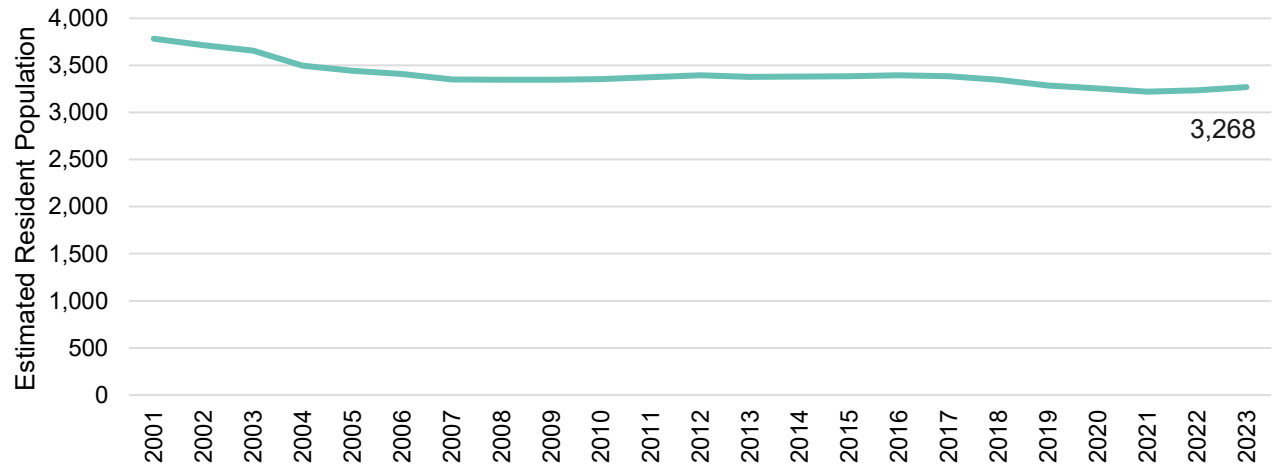
Source: ABS Census 2021

# DEMOGRAPHIC ANALYSIS | POPULATION AND AGE

The estimated resident population (ERP) in the Shire of Merredin has declined from 3,783 in 2001 to 3,268 in 2023. There was a steep decline in population between 2001 and 2008 which can be largely attributed to migration to Perth. According to the 2006 Census, approximately 430 people who lived in Perth were living in Merredin in the five years prior. Since then, the population has experienced a slight decline as the population as the aged. More recently however, the population has seen a slight increase from 3,221 people in 2021 to 3,268 people in 2023. Despite this increase however, the population is still below the levels it was at five years prior

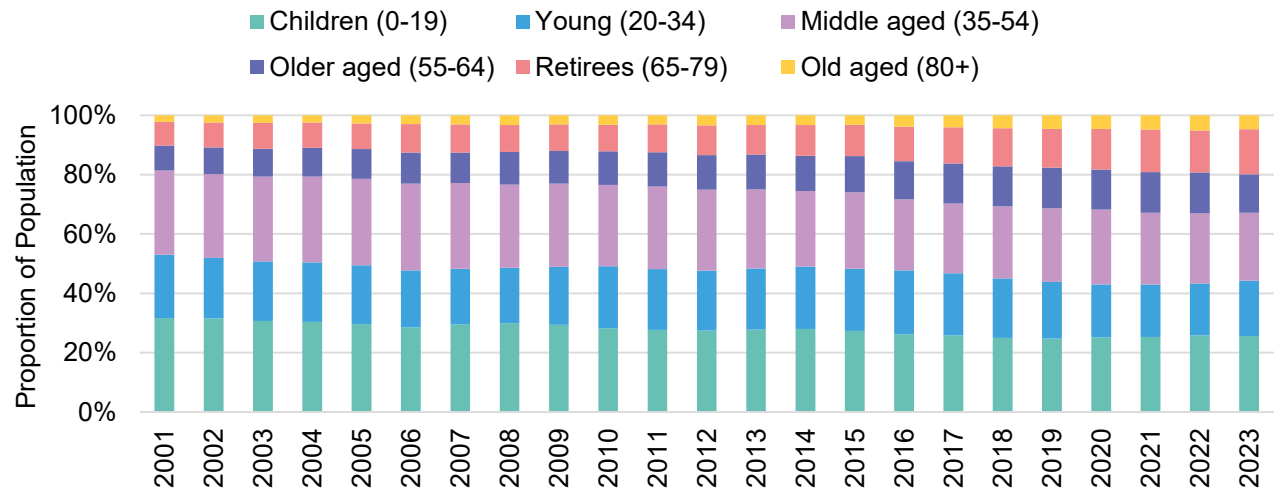
Population by age breakdown demonstrates an aging population with an increase in retirees and old aged residents, accounting for 20 percent of residents in 2023. Subsequently, there has been a decline of children and young people from 53 percent in 2001 to 45 percent in 2022.

**ESTIMATED RESIDENT POPULATION, SHIRE OF MERREDIN (LGA), 2001 - 2023**



Source: ABS

**ESTIMATED RESIDENT POPULATION BY AGE, SHIRE OF MERREDIN, 2001 - 2023**



Source: ABS

# DEMOGRAPHIC ANALYSIS | POPULATION FORECAST

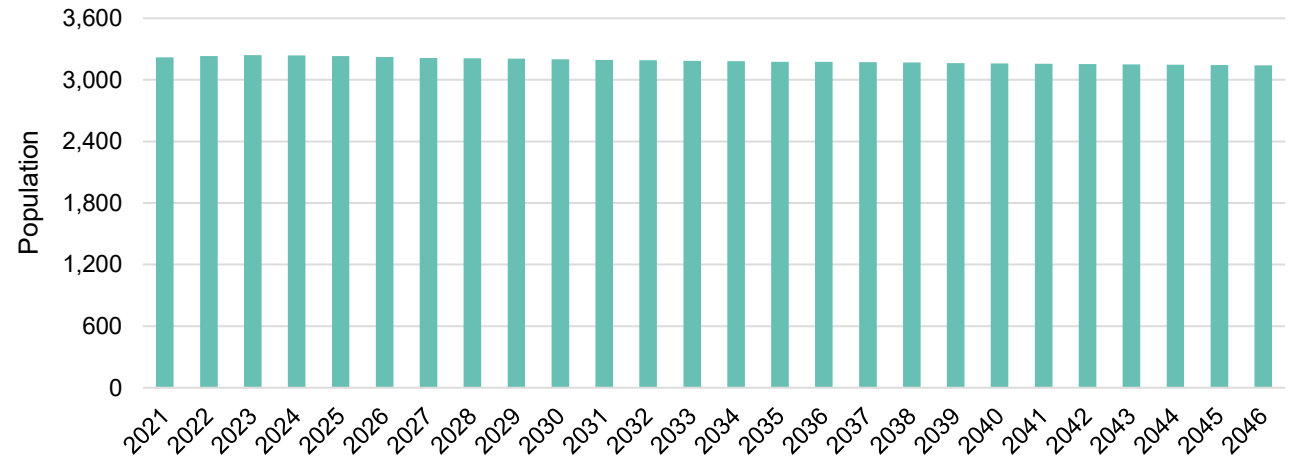
The population of the Shire of Merredin is forecast to moderately decrease from 3,221 in 2021 to 3,141 in 2046. This equates to a decrease in population equivalent to 2.5 percent over the course of 2021 and 2046.

In terms of forecast population by age, the Shire of Merredin is anticipated to see its population age in place between 2021 and 2041. In 2041, it is forecast that approximately 32 percent of residents will be over 65, growing from 18.3 percent in 2021.

Whilst there is expected to be a decline in the Shire's population, there is still a need to deliver high quality recreational and leisure facilities to the residents and other users from across the Wheatbelt. Given the MRCLC draws visitation from across the Wheatbelt, the provision of a high-quality recreation facility could make Merredin a more attractive regional town to live in for Wheatbelt residents.

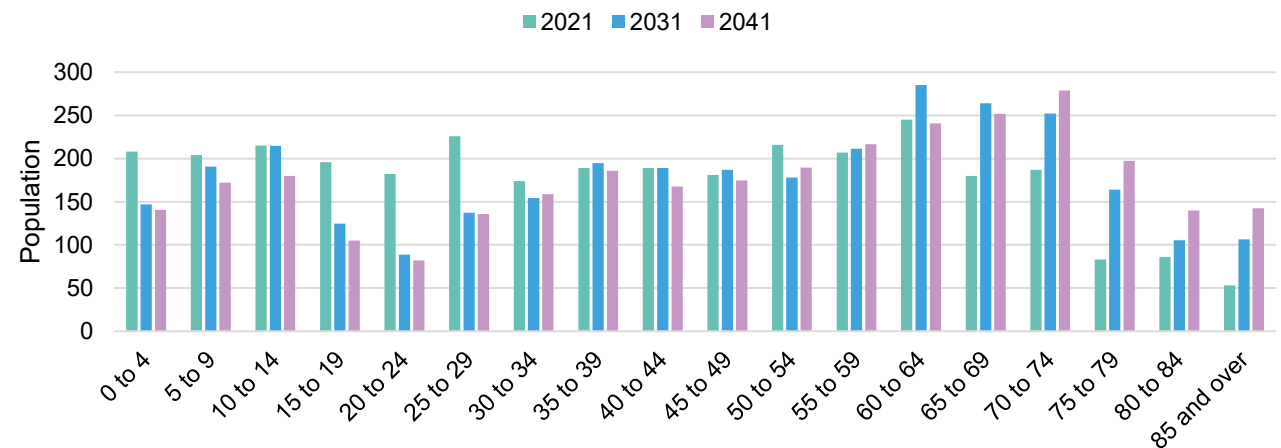
Furthermore, the provision of high quality, diverse and inclusive recreational and leisure facilities across Merredin is important to ensure aging residents have access to resources to support a sustainable and healthy lifestyle.

**POPULATION FORECAST, SHIRE OF MERREDIN, 2021 - 2046**



Source: Futures.Id

**POPULATION FORECAST BY AGE GROUP, SHIRE OF MERREDIN, 2021 - 2041**



Source: Futures.Id

05

---

**DEMAND  
ASSESSMENT**

# DEMAND ASSESSMENT | DEMAND & NEEDS INFLUENCING FACTORS

The needs and demand for sport and recreation provision in the Shire of Merredin now and into the future will be influenced by three key factors:

- Population growth and distribution;
- WA benchmarked activity participation rates; and
- Merredin facility usage rates - both formal and informal.

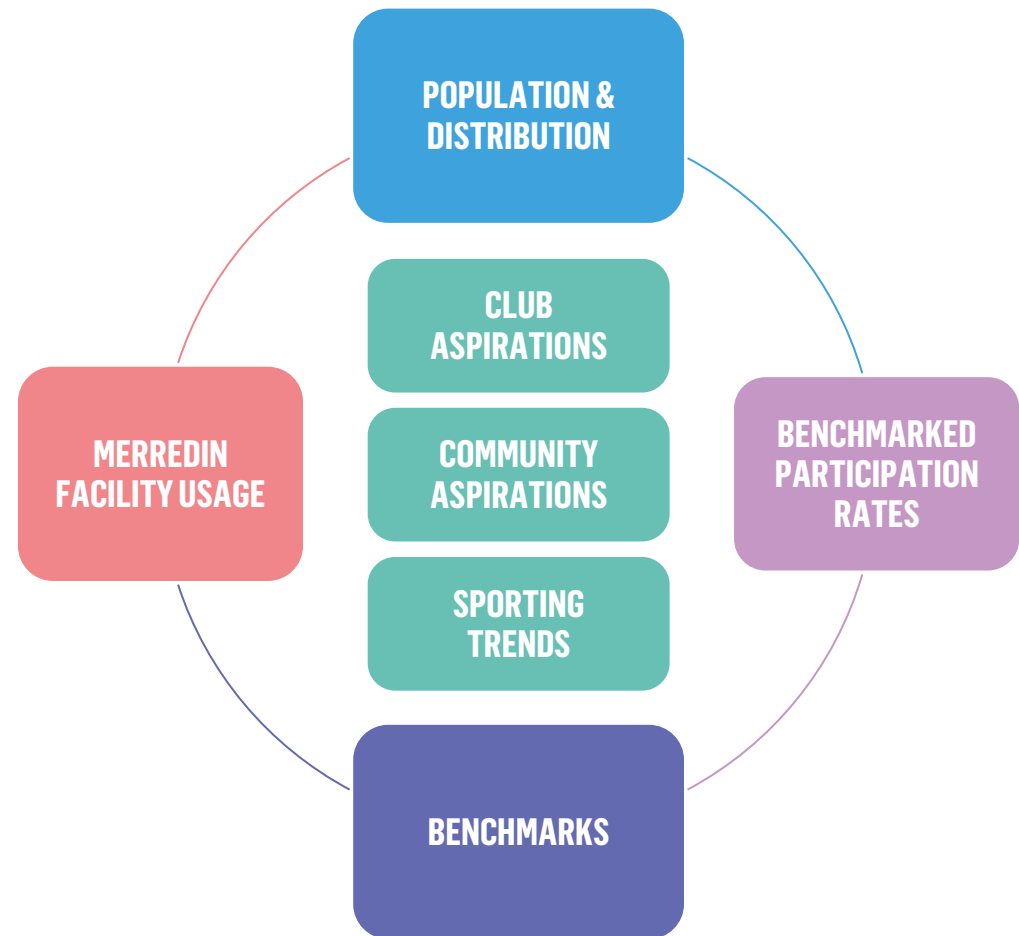
To assess these factors and identify needs and gaps now and into the future, this study has used several data and information sources. The previous section of this report provides analysis of population and participation trends. This analysis identifies the underlying need within the Shire of Merredin.

This section introduces benchmarks that are used to identify potential gaps between current provision and future need, utilising AusPlay data, participation data provided by both the sporting clubs and associations within Merredin through the club engagement survey and the Shire of Merredin.

Parks and Leisure WA benchmarks for per capita provisioning were reviewed to understand the potential need for future facilities. However, given the forecasted population decline in the Shire and there being minimum population level guidelines for particular facilities which the Shire of Merredin cannot meet, these guidelines have been deemed not applicable to this project.

Club and community aspirations, and sporting trends are then overlaid to ensure that the benchmarking is nuanced and applicable to Merredin.

## COMMUNITY FACILITIES NEED ANALYSIS FACTORS



# DEMAND ASSESSMENT | PARTICIPATION | WESTERN AUSTRALIA

The AusPlay data shows level of participation state-wide for sports club activities.

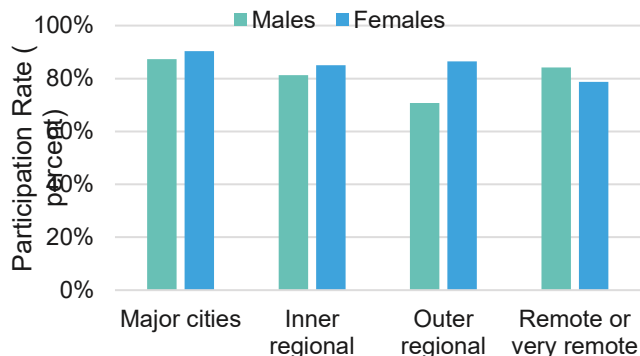
Children are comparatively more active in sports club activities in general than adults. Australian Rules Football is the most popular sports club activity for the junior cohort (10.6 percent). Golf, with a much lower participation rate of 3.2 percent, is the most popular sports club activity with the senior cohort.

Australian Rules Football and Soccer are the only two sports club activities that are ranked in the top five for participation in both the junior and senior cohorts for Western Australia. Gymnastics is a popular sport amongst children, however, tends to fall in participation as people age due to its demanding physical and time-consuming nature.

Adult participation is highest in major cities and is relatively stable amongst all regions and cohorts, apart from male participation in outer regional, which lies 15 percent percentage points behind female.

This gives an indication of the trends that could

## ADULT PARTICIPATION BY REMOTENESS, WA, FY23

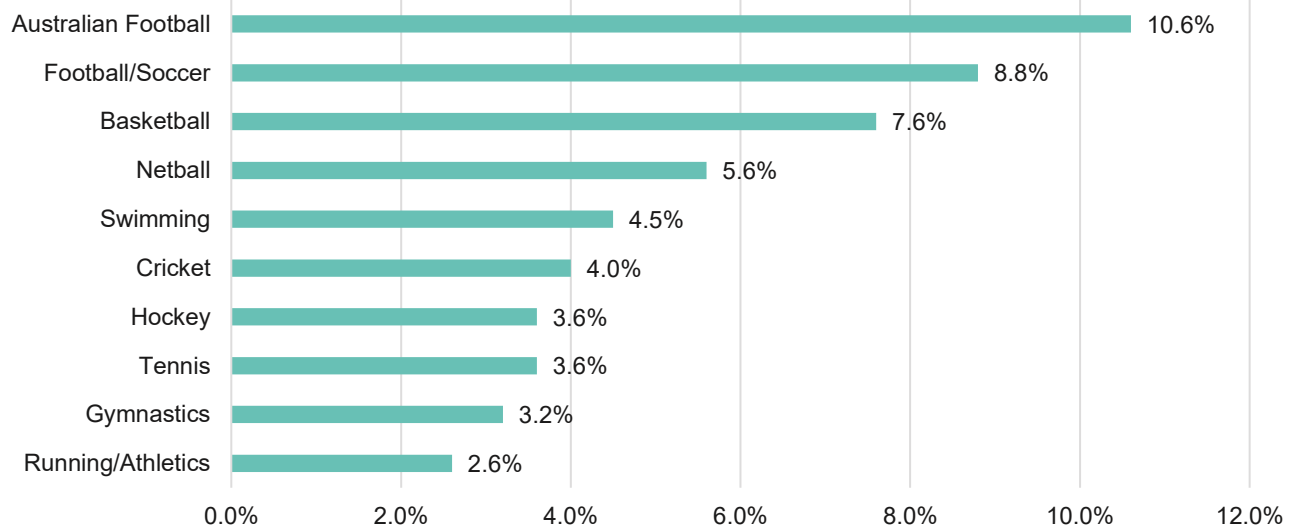


Source: AusPlay

<sup>1</sup>As defined by the ABS under "remoteness region" classification

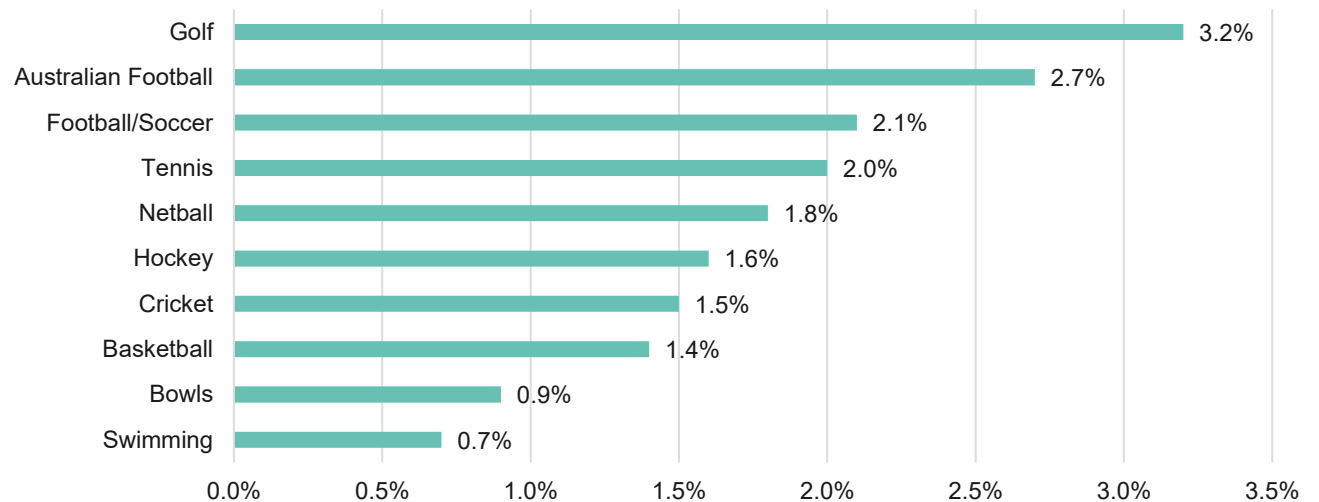
Merredin Recreation Integrated Infrastructure and Works Plan

## TOP 10 SPORTS CLUB ACTIVITIES BY PARTICIPATION, CHILDREN (0-15), WA, FY 23



Source: AusPlay

## TOP 10 SPORTS CLUB ACTIVITIES BY PARTICIPATION, ADULTS (15+), WA, FY 23



Source: AusPlay

# DEMAND ASSESSMENT | PARTICIPATION | OUTER REGIONAL

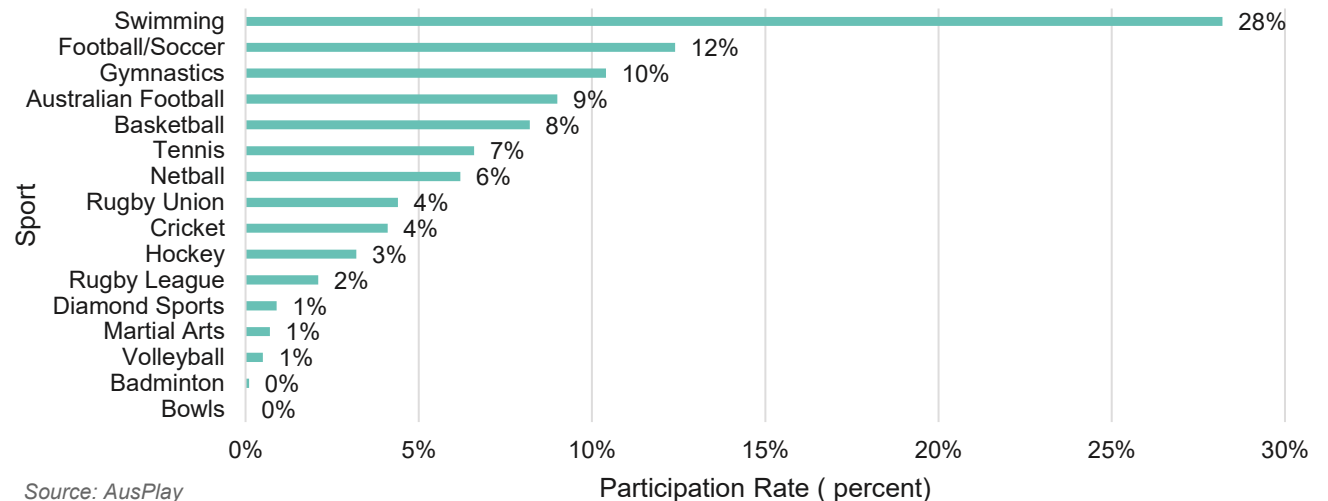
Merredin falls into the ‘outer regional’ classification according to AusPlay. These participation rates were used to inform the demand that is present in Merredin. The following sports were assessed as in Urbis’ needs analysis:

- Australian Football
- Badminton
- Basketball
- Bowls
- Cricket
- Diamond Sports
- Football/Soccer
- Gymnastics
- Hockey
- Martial Arts
- Netball
- Rugby League
- Rugby Union
- Swimming
- Tennis
- Volleyball

Swimming is the most popular activity across children and adults living in outer regional areas, while Australian football and basketball also fall within the top 5 of assessed activities in both age groups.

Bowls notably becomes increasingly popular as people age, while gymnastics declines. Outer regional areas typically have less provision of facilities dedicated to niche sports, which lend itself to higher participation rates in mainstream sports and those that can use existing facilities such as courts, pitches and ovals. Due to low population levels, outer regional participation on a case by case basis may have glaring holes.

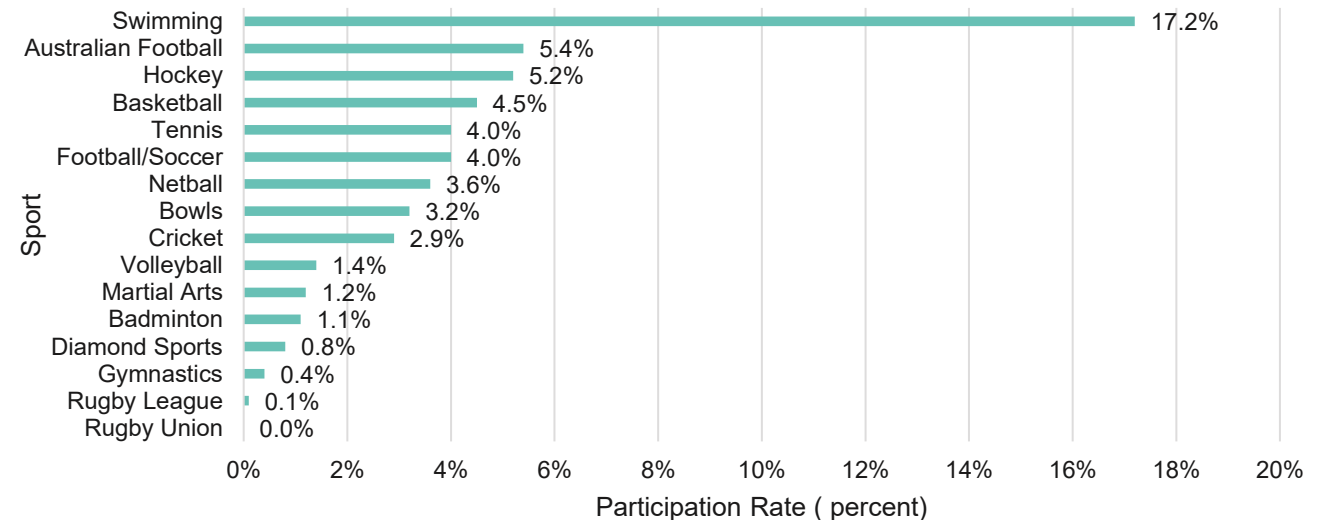
**ASSESSED ACTIVITIES BY PARTICIPATION, CHILDREN (0-15), OUTER REGIONAL AUS, FY 19-23 AVERAGE\***



Source: AusPlay

Note: Outer regional AUS data was used as WA data was deemed not sufficiently robust.

**ASSESSED ACTIVITIES BY PARTICIPATION ADULTS (15+), OUTER REGIONAL WA, FY 19-23 AVERAGE\***



Source: AusPlay

# DEMAND ASSESSMENT | CASE STUDIES | EXMOUTH AND BRIDGETOWN

## EXMOUTH



**Population:** 2,806

**Classification:** Very Remote

**Median Age:** 36

### Sporting Facilities:

- 1 Golf Course
- 2 Ovals
- 2 Cricket Nets
- 2 Tennis Courts
- 2.5 Outdoor Courts
- 1 Recreational Centre
- 1 6-lane 50m Swimming Pool
- 2 Bowls Lawns

**Description:** Exmouth is a coastal town that serves a slightly smaller population than that of Merredin. It offers a similar level of provision for mainstream sports (AFL, cricket), with touch rugby co-locating on the oval space. There is significantly less court space than Merredin, however tennis, basketball and netball appear to co-locate on the same space. A golf course is also present, however appears to be of low quality and consisting majorly of red earth. There are gymnastics and martial arts clubs also exist, however use community buildings.

*Source: Urbis, Shire of Exmouth, ABS*

## BRIDGETOWN



**Population:** 5,238

**Classification:** Inner Regional

**Median Age:** 51

### Sporting Facilities:

- 1 Golf Course
- 1 Oval
- 1 Junior Oval
- 12 Tennis Courts
- 3 Indoor Courts
- 1 Recreational Centre
- 1 8-lane 50m Swimming Pool
- 1 4-lane 25m Swimming Pool
- 1 Beach Volleyball Pit
- 1 Pump Track
- 1 Skate Park
- 2 Bowls Lawns

**Description:** The facilities in Bridgetown serve a larger, notably older demographic than that of Merredin (~10 year median age difference). The town has a strong provision of tennis courts, which is a popular sport amongst ageing adults. It also caters to a wider range of sports, with options for niche activities, such as beach volleyball, golf, skating, BMX and indoor soccer. The Bridgetown Sports Ground, which includes one senior and junior oval, underwent major upgrades in 2023.

*Source: Urbis, Shire of Bridgetown-Greenbushes, ABS*

# DEMAND ASSESSMENT | FACILITY DEMANDS

The following analyses the projected demand as time progresses. Population growth is the typical demand driver of facility demand, however in Merredin there is little projected population growth, with forecasts predicting residents will age in place. This results in demand projections that do not change significantly, however changes slightly as the population ages from children to adults.

It is apparent that there is a current undersupply of hockey fields, which continues in the absence of new supply. Furthermore, there are functional needs for some facilities that require remediation, such as the oval lights to ensure the 1.5 ovals are fully useable.

\*Potential participation based on Outer Regional participation figures

## FACILITY DEMAND BY 5-YEAR INCREMENTS, 2021 - 2046

FACILITY	2026	2031	2036	2041	2046
Australian Football	1.5	1.4	1.3	1.3	1.3
Basketball	4.3	3.9	3.7	3.6	3.5
Cricket	0.4	0.4	0.4	0.4	0.4
Netball	4.2	4.0	3.8	3.8	3.7
Tennis	1	1	1	1	1
Bowls	1.3	1.3	1.4	1.4	1.4
Hockey	2.2	2.1	2.0	2.0	2.9
Football/Soccer*	1.5	1.5	1.4	1.4	1.4
Rugby Union*	0.2	0.1	0.1	0.1	0.1
Rugby League*	0.1	0.1	0.1	0.1	0.1
Diamond Sports*	0.3	0.3	0.3	0.3	0.3
Badminton*	1.1	1.2	1.2	1.2	1.2
Volleyball*	0.4	0.4	0.4	0.4	0.4

## FACILITY DEFICIT/SURPLUS BY 5-YEAR INCREMENTS, 2021 - 2046

FACILITY	2026	2031	2036	2041	2046
Australian Football	-	-	-	-	-
Basketball	1	2	2	2	2
Cricket	-	-	-	-	-
Netball	1	2	2	2	2
Tennis	11	11	11	11	11
Bowls	-	-	-	-	-
Hockey	-1	-1	-1	-1	-1

## DEMAND ASSESSMENT | KEY TRENDS

Several key trends are present at a metro, national and international level, which are pertinent to the appropriate provision of sporting facilities. These have been explored below.



### WATER SCARCITY

Merredin's isolated location makes accessing water for facility maintenance a challenge. Combined with a focus on responsible water use, large sporting facilities may place a significant strain on the Shire.



### MICROPLASTICS

New research around microplastics and the dangers it poses to people's health may discourage the implementation of low quality artificial pitches, or require additional resources to provide drainage filters.



### LOOSELY ORGANISED SPORTS

Loosely organised sports, which can be classified as non-committal participation, is on the rise as people prefer to have more flexible schedules and a slightly less competitive environment as they age.



### FEMALE SPORTS

Growing media attention has spurred female participation forwards and is likely to continue. It is vital to foster this increased sporting interest in the coming years, and requires some facility modifications to ensure the safety and comfort of all participants in the sports.



### BRISBANE OLYMPIC GAMES

The Brisbane Olympic Games will draw attention to specific sports based on Australia's performance, which may give rise to 'flavour of the month' sports. These sports may need some temporary provisioning for but have not been considered in this strategy.

# DEMAND ASSESSMENT | BENEFITS OF PHYSICAL RECREATION

IMPACT	BENEFITS
Physical health improvements	Supports prevention and management of chronic conditions such as obesity and arthritis, strengthens the immune system, and helps maintain mobility and function into older age. Regular activity reduces the risk of dementia and Alzheimer's disease and promotes healthy ageing. The impact of exercise is a substantial reduction in health costs, with research demonstrating that if more Australians were physically active for at least 30 minutes a day the Australian healthcare system could save \$1.5 billion a year.
Mental health benefits	Enhances psychological wellbeing by boosting self-esteem, motivation and self-worth. Participation can reduce stress, anxiety and depression, and provide a sense of achievement and purpose.
Improved community safety	Offers constructive activities that engage young people, reducing idle time and the likelihood of involvement in crime or anti-social behaviour. Sport can act as a positive alternative pathway for at-risk youth.
Economic stimulation from events	Sporting events attract visitors, increasing spending in local businesses such as hospitality, retail and tourism. They can also drive investment in infrastructure and facilities, benefiting the wider community.
Direct employment creation	Generates jobs across a wide range of roles — from coaches and officials to event managers and groundskeepers — supporting both the sport sector and related industries.
Increased productivity	A healthier workforce is more energetic, engaged and efficient. Regular physical activity reduces absenteeism and improves morale, which can lead to higher output and better workplace culture.
Reduced health, crime and welfare costs	Lower rates of illness and injury reduce demand on healthcare services, saving billions annually. Improved health and education outcomes also reduce reliance on welfare and contribute to safer communities.
Property value uplift	Areas with good access to sport and recreation facilities are more attractive to residents and investors, often leading to higher property values and increased demand for housing.
Environmental improvements	Investment in sport and recreation spaces can enhance local amenity through better streetscapes, open spaces and natural landscape preservation. Facilities can encourage walking and cycling, reducing car use, air pollution and noise.

06

---

**STAKEHOLDER  
ENGAGEMENT**



# STAKEHOLDER ENGAGEMENT | SUMMARY

## APPROACH

A range of club and community stakeholders were engaged to better understand the facilities' usage, barriers and opportunities; as part of the information gathering phase of the project.

Clubs were engaged through both a survey and individual meetings. The community was engaged through a survey and a community meeting which was open to all members of the public.

Detailed engagement outcomes are included in Appendix A.

## KEY FINDINGS

- Club members and volunteers are extremely passionate about the facilities and their sports;
- Key facilities which have the most usage are in need of renovation as a priority to resolve scheduling, safety and overuse issues (i.e. courts and oval lighting);
- A number of operational improvements need to be considered to improve the user experience for the clubs and volunteers;
- Some minor amenities would also improve the user experience including a relocated playground, water fountains, storage and shade structures.

NEEDS	WANTS	
Improved oval lighting to reduce scheduling conflicts and turf overuse	Relocation of external playground to be located closer to kitchen/bar area	
Cracking asphalt is rendering some courts unsafe. These are currently repaired in a piecemeal manner.	Additional area for hockey/tennis storage	
Improved change room offerings for female participation	Additional space for memorabilia	
KEY SURVEY STATISTICS		
Club Responses	12	75 percent*
Completed community responses	149	4.5 percent of community
Total community responses	302	9 percent of community
Individual club meetings	9	
Community meeting attendance	17	

\*Associations represented multiple clubs

# 07

---

## FINDINGS



# FINDINGS | KEY FINDINGS

## KEY OBSERVATIONS

The situation analysis and needs / demand revealed important information about sport and recreation needs in the Shire of Merredin.

There are several considerations that were identified as relevant to the future demand and provision of sport and recreation facilities in the Shire.

A number of these considerations directly relate to the fact that the Shire is an established area with a forecasted decline in population. The recommendations outlined in this section therefore focus on ways to maximise the impact of existing land and built assets and maintain a balance between good asset management and avoiding the over- or under-provision of sporting facilities.

The study revealed the following key considerations:

- **Merredin's sporting ecosystem is nuanced** – sporting participation, particularly in traditional sports such as AFL, netball and cricket, is generally much higher than benchmarks and at times, does not correlate well to statistical participation data. A nuanced approach to determining facilities for this important industry is key.
- **Ageing assets** – overall, the MRCLC is in fair condition, however there are some assets that are nearing the end of their useful life. The MDOSP is at the end of its useful life.
- **Co-location is key** – co-location of sports and facilities will improve the asset value of the facilities and likely reduce operating expenses for the Shire - a local government who has a predicted reduction in rates base.
- **A forecast decline in population and ageing residents** – the Shire is expected to have a declining population over the next two decades, with an ageing population. This will change the participation in particular sports over time, rather than increasing demand or participation across all ages (which is generally seen in larger, growing populations).



# FINDINGS | RESPONSES

## REGIONAL FACILITIES



The significant number of visitors from the wider area presents an opportunity to position Merredin as a regional sports hub. Enhancing the MRCLC and MDOSP can attract more visitors, boosting local economic activity and fostering regional collaboration.

## PLANNING



The current location of the MDOSP offers a safer environment for children, which is a valuable community asset. However, there is an opportunity to explore innovative solutions for co-locating facilities that enhance safety, improve efficiency and create a more cohesive community hub.

## ENGINEERING



The MDOSP requires a complete redevelopment. MRCLC can accommodate some upgrades and renovations to extend the useful life of the facility. The need for these works presents an opportunity to incorporate modern, sustainable design principles.

## DEMOGRAPHICS



Ageing residents will require access to facilities to support their wellbeing. Cost considerations are also required to ensure that these facilities are accessible. Facilities that support increased participation of disadvantaged and/or Aboriginal people are required to improve community outcomes.

## PARTICIPATION



Priority areas that afford focus include AFL, netball, basketball and cricket facilities, due to their participation rates in Merredin. The disparity in participation rates for certain sports suggests an opportunity to diversify the range of sports facilities available.

## BENCHMARKS



The comparison with Exmouth indicates that Merredin's current facilities are appropriately scaled. This provides an opportunity to focus on optimising and enhancing existing facilities rather than expanding excessively, ensuring resources are used efficiently to meet community needs.

## COMMUNITY



Investing in community sports facilities is crucial for fostering a passionate and engaged community in Merredin with many residents dedicating significant volunteer hours. This dedication highlights the importance of maintaining and enhancing the facilities to support their efforts.

# FINDINGS | OPPORTUNITIES

Utilising participation rates, existing trends, population trends, current provision and stakeholder feedback, the following additional sport and recreation facilities are recommended to be delivered by 2046:

- One football / soccer pitch (if funding permits) and;
- One hockey field

\*Furthermore, a number of other sporting codes can co-locate, therefore it is recommended that these facilities are either constructed, line-marked, or operated as multi-sport facilities.

## SPORT AND RECREATION PROVISION RECOMMENDATIONS

Sport	2046 Projected Demand	Current Provision	Additional provision - Urbis Recommendation
Australian Football	1.3	1.5	-
Basketball	3.5	6	-
Cricket	0.4	1	-
Netball	3.7	6	-
Tennis	1	12	-
Bowls	1.4	2	-
Hockey	2.9	1	1
Football/Soccer*	1.4	0	1*
Rugby Union*	0.1	0	1*
Rugby League*	0.1	0	1*
Diamond Sports*	0.3	0	1*
Badminton*	1.2	0	1*
Volleyball*	0.4	0	1*

Source: Urbis, AusPlay, PLAWA

\*To be co-located with mainstream facilities

# FINDINGS | RECOMMENDED MAJOR CAPITAL WORKS

With consideration to engagement with the community, the engineering audit and demand analysis, the following major priorities have been recommended to be actioned for the MRCLC and MDOSP.

The table (below and overleaf) identifies the major works packages and includes a mixture of asset improvements, new facility provision and enabling works to facilitate future development. These are forecast to be required provisions across a time horizon of approximately 15 years.

Some of these sport and works priorities have larger implications on community participation in sport and recreation than others and as such, will need to be delivered after a level of community consultation. For example, the aquatic centre development and resurfacing of the indoor and outdoor courts will disrupt usage of these facilities for an extended time and as such, it will be important to engage with the community when these programs of works are up for delivery. Other smaller priorities such as upgrading the air conditioning and electrical works for the MRCLC can be delivered without community consultation.

The largest project is considered an anchor projects, which take priority amongst the works program – being the Aquatic Centre development. This project informs and shapes the remainder of the implementation timeline.

PROJECT	RATIONALE	RECOMMENDED SCOPE OF PROJECT
Indoor Court Renewal	The Indoor Courts provide a year-round multi-use facility that caters to a large proportion of active community members (sports players).	Replace sprung floor. Potentially replace scoreboard in alignment with newest technology. Nets and rings not necessary.
Oval Lighting Renewal	Current oval lighting is insufficient for night games and uses outdated technology which has major maintenance implications. Furthermore, the lack of sufficient lighting creates overuse of one portion of the oval, exacerbating oval turf maintenance concerns.	<ul style="list-style-type: none"> <li>Investigate and confirm structural capacity of lighting poles.</li> <li>Replace globes with energy-efficient LEDs.</li> </ul>
Multi-purpose room fit out	The previous indoor play centre/multipurpose room is underutilised and could generate commercial revenue for the Shire, depending on the management model.	<ul style="list-style-type: none"> <li>Undertake review of space to enable multipurpose usage by groups for hire and extended use of the area.</li> </ul>
Aquatic Centre Planning and Design	The MDOSP is at end of life and at risk of catastrophic failure and sudden, unexpected closure. A new or refurbished aquatic centre requires robust investigation and design to mitigate risks. It is recommended to undertake due diligence, planning and design of a new or refurbished aquatic centre as a first stage.	<ul style="list-style-type: none"> <li>Undertake key engineering studies</li> <li>Develop design and business case for aquatic centre, including new electrical capacity design</li> </ul>
MRCLC Electrical Capacity Upgrades	Engineering reviews identified that the Main Distribution Board at MRCLC is in good condition, but the existing capacity could not be determined due to the lack of compliant diagrams. The Recreation Centre and Function Room Boards are nearing capacity, hindering any future redevelopments. The centre is utilised as a welfare centre and therefore consideration should be made to incorporating a generator connection point.	<p>Undertake feasibility investigations for electrical capacity upgrades at MRCLC with a view to consider:</p> <ul style="list-style-type: none"> <li>Aquatic centre redevelopment</li> <li>Welfare centre generator connection</li> </ul>

## FINDINGS | RECOMMENDED MAJOR CAPITAL WORKS (CONT.)

PROJECT	RATIONALE	RECOMMENDED SCOPE OF PROJECT
Aquatic Centre Refurbishment or Redevelopment	A new or refurbished aquatic facility is required for Merredin for the significant health and community benefits they provide. Further information about the approach is outlined in the Key Projects section of this report.	<ul style="list-style-type: none"> <li>Identify whether existing pool can be refurbished or if new pool is to be constructed</li> <li>Undertake community consultation process</li> <li>Consider shared facilities if constructed elsewhere.</li> </ul>
Outdoor Court Redevelopment	The outdoor courts are at risk of closure due to potential safety issues created by cracking concrete. The courts are also not fit-for-purpose, as they create sun-strike, are too condensed for spectators and generate other safety issues. The courts could better utilised with the provision of shade and lighting.	<ul style="list-style-type: none"> <li>Construct 4x courts (concrete)</li> <li>Construct fencing to manage sun strike</li> <li>Implement new outdoor lighting</li> <li>Construct shade structure</li> </ul>
Existing MDOSP Demolition	Only to be considered if aquatic facility is relocated. Retain pool if to be refurbished.	
Bowling Green replacement and new shade sails	One bowling green has been replaced in 2025 with second green to be replaced when funds permit. Shade sails to support longevity of asset and protect users.	Replace second bowling green. Install shade sails.
New Soccer/Hockey Field	High State participation suggests that there may be demand for Soccer into the future, though this should be tested with the community. Current hockey participation numbers can generate additional uses on an additional pitch. Participation in hockey is expected to remain steady into the future.	Design and construction of a new artificial hockey field
Second oval redevelopment		

# 08

---

## IMPLEMENTATION

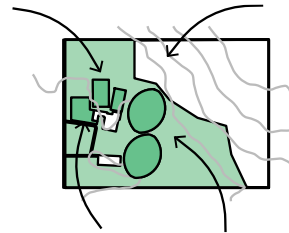


# IMPLEMENTATION | MASTER PLAN AND DESIGN PRINCIPLES

## OVERVIEW

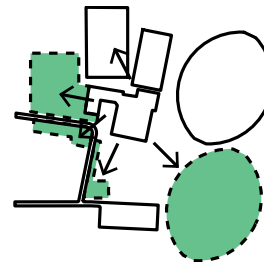
A master plan has been developed to illustrate how the Merredin Regional Community and Leisure Centre could evolve over time, based on the outcomes of the needs analysis and facility assessment. This provides a spatial framework to understand what projects may be required to support future demand, and how these could be logically configured on the site.

These guiding principles shape the vision for Merredin's major capital works program. They bring together a focus on community benefit, long-term sustainability, and inclusive design to ensure the precinct serves current needs while remaining adaptable for the future. Each principle supports this plan's objectives — from concentrating resources for maximum impact to delivering durable, efficient and accessible spaces that reflect the sporting spirit of Merredin.



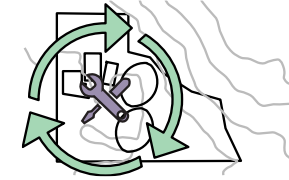
### ONE HUB, ONE COMMUNITY

A single, consolidated precinct that concentrates community activity and resources, delivering greater community benefit and a clear, strategic focus for investment.



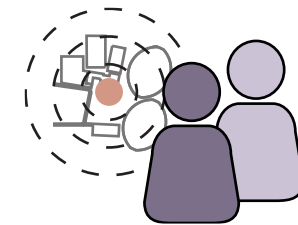
### FLEXIBLE & FUTURE-READY SPACES

Versatile and adaptable facilities designed to unlock and host a wide range of activities, opportunities, and community services, ensuring maximum use and long-term relevance.



### DURABLE & EFFICIENT DESIGN

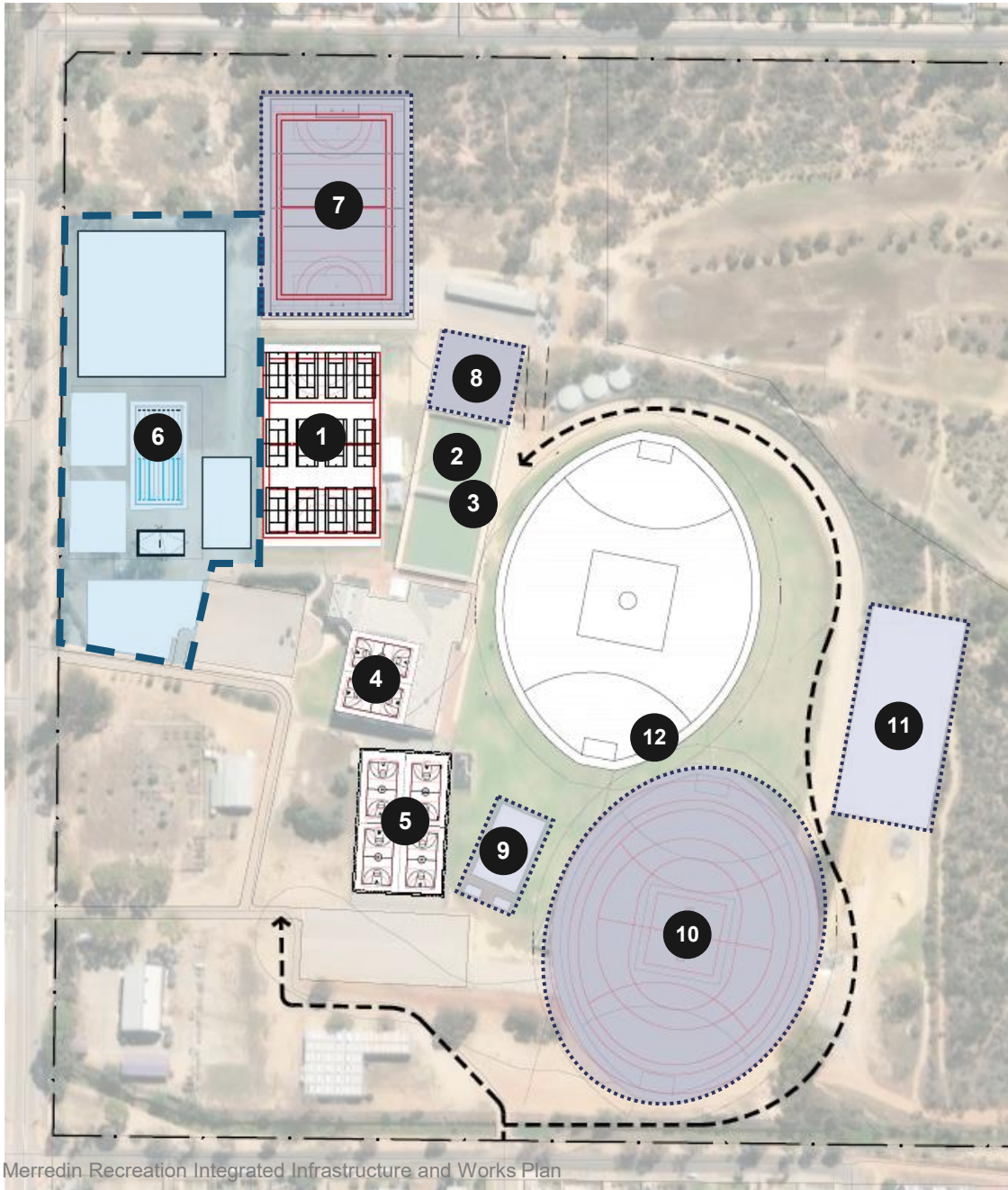
A focus on renewing existing assets and selecting durable, low-maintenance materials to ensure long-term financial responsibility and reduced operational costs.



### A COMMUNITY-CENTRED PLACE

An inclusive and accessible precinct shaped by community input to create a safe, welcoming environment that reflects the true spirit of Merredin.

# IMPLEMENTATION | MASTER PLAN



## LEGEND

- 1 Replace artificial hockey/tennis turf
- 2 Replace bowling green
- 3 Install shade over bowling greens
- 4 Resurface indoor courts
- 5 Resurface outdoor courts and construct fencing and shade
- 6 **Potential** aquatic centre, pool/hockey change rooms and gravel car park (subject to consultation)

## Unfunded projects

- 7 Additional artificial hockey/soccer field
- 8 Additional bowling green
- 9 New pavilion and change rooms
- 10 Additional AFL oval
- 11 New gravel car park overflow
- 12 Oval lighting renewal

The master plan is not a delivery program or a commitment to proceed with all identified elements. Rather, it is a strategic tool to test opportunities, inform long-term planning, and guide decision-making. Not all projects identified are priorities or funded at this stage, and further feasibility, business case development and funding considerations will determine if and when individual components are progressed.

# IMPLEMENTATION | AQUATIC CENTRE

There is currently no preferred pathway for the future of the pool. Both retention and relocation present distinct benefits and trade-offs, and further work is required before a decision can be made.

A potential relocation has been identified within the master plan and included in the future works budget to ensure flexibility if this option is ultimately supported. This includes allowance for all associated works, such as demolition of the existing pool. **Importantly, this is not a recommended or endorsed outcome** at this stage. The inclusion of this allowance is purely to ensure sufficient funding is available for whichever option is determined to be most appropriate. Should retention and refurbishment be preferred, this funding can be reallocated accordingly.

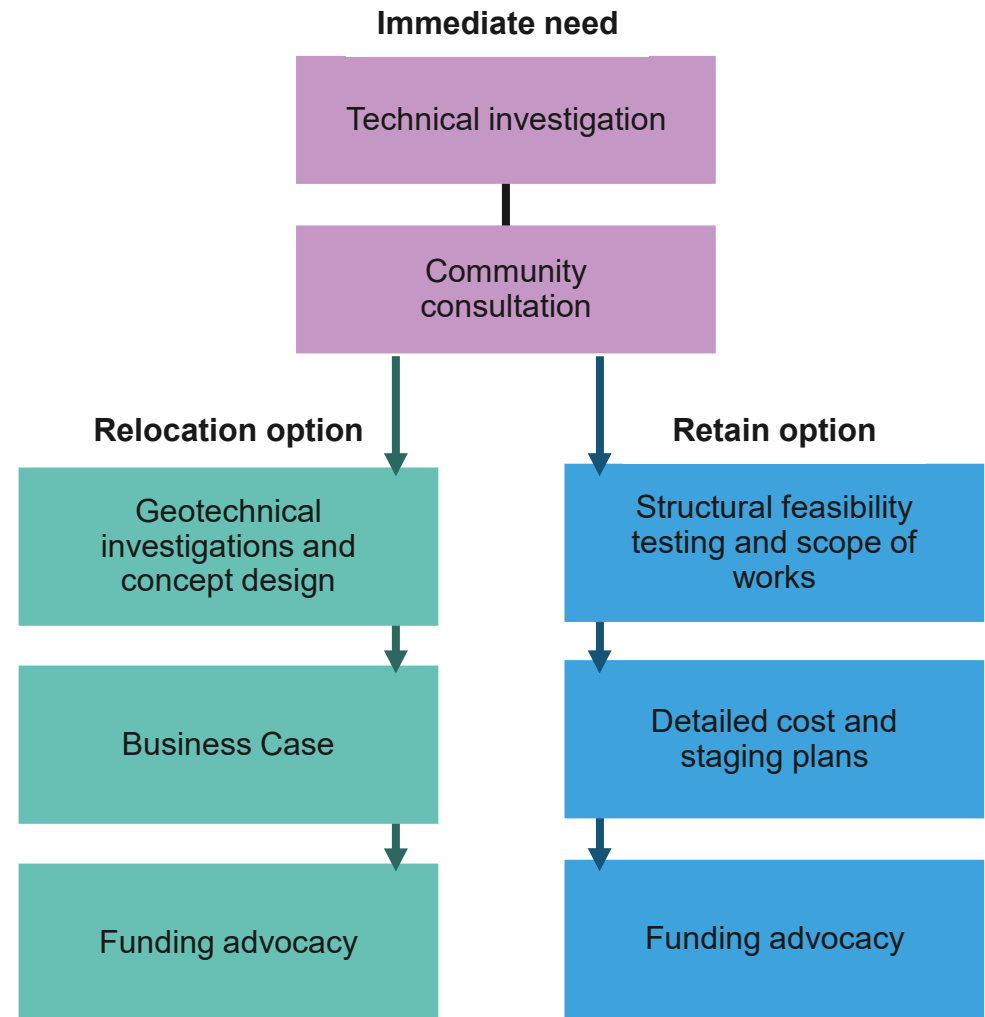
To progress decision-making, the Shire will need to undertake a targeted program of technical investigations and community engagement. These steps are essential to determining whether the existing pool should be retained and upgraded, or relocated as part of a broader facility redevelopment.

A key priority is to confirm the structural integrity and remaining life of the existing pool asset. This will require an exploratory asset investigation, including intrusive testing (e.g. selective penetration of the pool shell and surrounding structural elements), to assess the condition of the pool walls, base, and supporting infrastructure. The outcomes of this work will provide clarity on the extent of renewal required, associated costs, and whether refurbishment represents a viable long-term option.

In parallel, community consultation will be undertaken to understand preferences regarding the pool's future location and configuration. This will explore not only whether the community supports retaining or relocating the pool, but also the reasons underpinning these views, including accessibility, co-location opportunities, heritage considerations, and overall user experience.

Following completion of these investigations, the decision-making pathway outlined to the right will guide the next steps.

## DECISION PATHWAY



# IMPLEMENTATION | ASSET CONDITION ASSESSMENT AND PRIORITISATION

## PROGRAM DEVELOPMENT

The prioritisation methodology for this works program is based on a combined assessment of the Condition Score, Usage Multiplier, and Criticality Weighting (see definitions on the right). This approach ensures that all works are ranked consistently and transparently.

Project Engineers, Arup, first applied a Condition Score against each component assessment. Shire Officers then assessed each component for Usage and Criticality. This produced a prioritisation score which has informed the works program.

Compliance-related items, such as fire extinguishers, have been excluded from this program as they are already managed under existing statutory requirements and maintenance schedules.

An asset assessment program should be established, with all assets reviewed on a four-year cycle. Structural assets that are not subject to normal human wear and tear are classified as low usage but high criticality, recognising their importance to the overall integrity of the buildings.

Pits and pit lids have been assigned low criticality unless they present a safety hazard at the time of inspection.

Air conditioning replacements have been separated into a standalone works program to avoid catastrophic failures that could cause significant community concern or impact air quality and turnover.

All potential safety issues have been included in the program and prioritised using the same methodology applied to the remainder of the works.

The Condition Assessment is appended to this report. A lifecycle guidance report has also been appended.

### CONDITION SCORE – ASSESSED BY ARUP

Condition Rating	Definition
5	Very good / recently installed
4	Good
3	Reasonable / serviceable
2	Poor
1	Very poor / requires replacement

### USAGE SCORE – ASSESSED BY SHIRE

Usage Level	Usage Multiplier	Definition
Low	1	Used infrequently or by a limited user base.
Medium	2	Used regularly but not intensively. Used for a sports season
High	3	Constant or high daily use. Used for multiple/back-to-back sports seasons

### CRITICALITY SCORE – ASSESSED BY SHIRE

Criticality	Weighting	Definition
Low	1	Nice to have, low consequence of failure or easy work-arounds.
Medium	2	Impact to service delivery or community engagement but are not mission critical.
High	3	Essential to public safety, legal compliance or core services.

# IMPLEMENTATION | ASSET REMEDIATION

## PROGRAM DEVELOPMENT

The asset remediation works have been identified through the condition report prepared by Arup and assessed against asset usage and criticality ratings. While a number of assets are nearing the end of their service life, their current condition is generally fair to good and does not warrant immediate replacement. Instead, an ongoing asset condition assessment program has been incorporated into the capital works schedule as a monitoring mechanism to guide future remediation requirements.

### Air Conditioning Replacements

Air conditioning replacements have been identified as a critical operational risk and are therefore included as an annual budget allowance within the capital works program based on those units at highest risk of failure. Rather than delivering a staged replacement program, this approach ensures funding is readily available to respond to unit failures as they occur, minimising disruption to facility operations and maintaining appropriate indoor conditions.

To support efficient delivery, it is recommended that works be undertaken through a services contract. This approach provides streamlined procurement processes, reduced administrative effort, and greater price certainty through agreed schedules of rates. It also supports consistent quality, regulatory compliance, warranty management, and rapid response to faults, while enabling opportunities for cost efficiencies and more predictable lifecycle expenditure.

## ASSET REMEDIATION REQUIRED

PROJECT	NOTES	BUDGET REQUIRED
MRCLC Main Entry Ceiling Panel Replacement		\$10,000
Replacement of MRCLC Sewer Pump Lid		\$4,500
Re-lay MRCLC car park asphalt	Deferred to Aquatic Centre Redevelopment	-
Replace MRCLC irrigation bore pit lid		\$2,300
Replace MRCLC exhaust fan	Change Rooms	\$1,155

## UNITS AT HIGHEST RISK OF FAILURE

PRIORITY (FAILURE RISK)	ASSET	ASSET NUMBER	BUDGET REQUIRED
1	x4 Roof-mounted Evaporative unit diffusers.	EVAP-01 TO EVAP-04	\$36,700
2	x6 Mitsubishi Condenser Units, each serving cassette units – MRCLC Functional Space	CU-01 TO CU-06	\$40,000
3	x6 Cassette-type FCUs, individually controlled	FCU-01 TO FCU-06	\$40,000
4	Kirby Condenser unit	CU-11	\$50,000
5	Tecumseh Acpac packaged unit – Unknown area	CU-10	\$50,000
6	Patton Pak condenser unit	CU-12	\$50,000

# 09

---

## WORKS PROGRAM



# WORKS PROGRAM | GUIDING PRINCIPLES

This report considers a range of potential improvements to the Merredin Regional Community and Leisure Centre through three approaches: new development, upgrades, and renewal/renovation. While the needs analysis and master planning process identify a broad suite of opportunities to enhance the facility, it is recognised that not all projects can be delivered within the Shire's current financial capacity. As such, the implementation plan has been structured to prioritise and stage works over time, ensuring that investment is directed where it will have the greatest impact, while balancing affordability and long-term sustainability.

The following approaches have been applied:

- **New Development:** Designing and developing a new asset from scratch.
- **Upgrade:** Enhancing an existing asset to improve its functionality, capacity, or aesthetics.
- **Renewal/Renovation:** Restoring or refurbishing an existing asset to extend its life and maintain its value.

The principles to the right guide the implementation plan by setting clear parameters and priorities to determine staging, and to balance community needs, cost, and aspirations.

The methodology used to determine the works program was as follows:

1. The total budget envelope was established;
2. Logical works packages were developed — initially unconstrained by budget — to understand sequencing and dependencies;
3. Works package costs were estimated by a Quantity Surveyor (DCWC) and Urbis;
4. The works packages (and associated costs) were then mapped against the available budget envelope to determine when projects could realistically be delivered over the time horizon;
5. Staging was refined as required to align with funding constraints and delivery priorities.

## ELECTION COMMITMENTS AS ANCHORS

- Position major election commitments as the foundation of the capital works program.
- Use these commitments to set the sequencing and timing of large-scale projects.
- Leverage them to attract complementary funding streams and reduce the call on reserves.
- Provide confidence to the community and stakeholders that high-value projects are deliverable.

## PACKAGING WORKS TO LEVERAGE EXTERNAL FUNDING

- Group projects into logical packages that align with external funding opportunities.
- Design packages to be scalable, ensuring components can proceed if only partial funding is secured.
- Maximise eligibility for grants by aligning project scope with funding criteria.
- Reduce reliance on reserves by blending smaller works with major externally funded projects.

## DEMAND-BASED DEVELOPMENT

- Undertakes new capital projects only when there is clear, sustained demand.
- Relies on usage trends and service data to justify investment.
- Avoids supply-led delivery that risks under-utilisation of new assets.

## DEBT VS RESERVES STRATEGY

- Uses debt for large-scale capital projects that can attract external co-funding.
- Applies reserves to fund smaller projects and renewals that do not justify long-term borrowing.
- Considers long-term operating costs when determining funding sources.
- Preserves reserves for contingency, emergency works, or to respond to timing gaps in grant funding.

# WORKS PROGRAM | SUMMARY

PROJECT	IMPLEMENTATION YEAR (FY)	ESTIMATED COST	FUNDING SOURCES	AVERAGE ANNUAL MAINTENANCE COST*	KEY INFORMATION	SHIRE PRIORITY
<b>Asset Condition Report</b>	Every 4 years	\$210,000 total	• Recreation Reserve / OPEX	-	Intended to provide updated asset information to Council for next budgeting cycle/LTFP.	N/A
<b>Indoor Court Renewal</b>	2026	\$705,839	• Recreation Reserve • External Grants	\$14,661	Renewal suggested at FY2037 <b>if required.</b> (In addition to 2026 renewal)	High
<b>Airconditioning Replacement Budget</b>	2026 – 2031	\$266,700	Recreation Reserve	-	Included as a standalone program due to the importance of air-conditioning on sports participation.	N/A
<b>Multipurpose Room fit out</b>	2026	\$90,000	Recreation Reserve	\$2,640	Provisional budget allocation as per affordability from Recreation Reserve.	N/A
<b>Hockey surface replacement</b>	2027	\$450,000	• Recreation Reserve • Club Contribution • External Grant	\$130,582	Works program requires the half-life refurbishment to be deferred to 17 years for affordability.	Medium
<b>Aquatic Centre Planning and Design</b>	2027	\$560,000	Pool Reserve	-	Feasibility, design and business case to be used for election advocacy.	High
<b>Aquatic Centre Redevelopment</b>	2030 – 2032	\$16 million	• Pool Reserve • Election Commitment • Loan	\$197,967	Likely to cost less however design process will determine costs closer to implementation.	High
<b>MRCLC Electrical Capacity Upgrades (First stage)</b>	2027	\$500,000	Election Commitment	-	Intended to be included within the aquatic centre redevelopment. Includes generator connection point though this could be done at an earlier date if reserve allows. First stage has not yet been scoped – investigations required to determine what can be afforded.	Medium
<b>Outdoor Court Resurfacing and Fencing</b>	2034	\$2.7 million	• Recreation Reserve • Election Commitment / External Grant • Club Contribution	\$14,523 (incl. shade structure)	Requires external funding support as Shire reserves cannot afford alone.	Medium
<b>Outdoor Court Shade Structure</b>	2039	\$4.7 million	• Recreation Reserve • Election Commitment / External Grant • Club Contribution	As per above	Requires external funding support.	Low

\*Average over 10 years between 2026 and 2035

# WORKS PROGRAM | SUMMARY

PROJECT	IMPLEMENTATION YEAR (FY)	ESTIMATED COST	FUNDING SOURCES	AVERAGE ANNUAL MAINTENANCE COST*	KEY INFORMATION	SHIRE PRIORITY
<b>POSSIBLE PROJECTS</b>						
MDOSP Demolition	2033	\$638,000	Election Commitment	-	To be completed if pool is relocated.	Low
<b>UNFUNDED PROJECTS – PROJECTS THAT ARE UNABLE TO BE FUNDED THROUGH SHIRE RESERVES</b>						
Oval Lighting Renewal	-	\$500,000	-	-	Implementation of this project will likely reduce maintenance costs for oval.	Low
Bowling Green Shade Sails	-	\$120,000	-	-	Shade is recommended to be sails only for cost effectiveness.	Low
Bowling Green Redevelopment	-	Unknown	-	-	Redevelopment of existing second green.	Medium
New soccer/hockey artificial turf	-	\$5,867,000	-	-	Construction of a new artificial turf.	Low
Second AFL oval	-	Unknown	-	-	Construction of a second oval to the south of the existing oval	Low
New pavilion and change rooms	-	Unknown	-	-	Construction of a new community pavilion, function room and change rooms to service second oval.	Low

\*Average over 10 years between 2026 and 2035

# WORKS PROGRAM | AQUATIC CENTRE APPROACH

The below descriptions identify the time and cost to undertake planning for a new or refurbished pool. These budgets and timing have informed and been informed by, the overall works program and reserve funding available.

PATHWAY	TASK	DESCRIPTION	TIMING
<b>Immediate</b>	Technical investigation	Undertake detailed condition and structural investigations of the existing pool asset, including intrusive testing (e.g. selective penetration of the pool shell, core sampling, and inspection of reinforcement). This will assess the integrity of the pool walls and base, identify underlying defects not visible at surface level, and confirm remaining asset life. The investigation should also include assessment of associated plant, filtration systems, and underground services to inform a full renewal vs replacement decision.	0–3 months
<b>Immediate</b>	Community consultation	Deliver a targeted engagement program to understand community preferences regarding the future of the pool (retain vs relocate), including the reasons behind these views. This should include engagement with current users, schools, sporting groups, and underrepresented cohorts, as well as broader community input. The process should test key considerations such as accessibility, co-location benefits, user experience, and willingness to travel, and should inform both the preferred pathway and future facility requirements.	0–3 months (parallel)
	Geotechnical and electrical investigations and concept design	Undertake site investigations to confirm ground conditions, electrical servicing constraints, and development suitability at potential new locations. Prepare concept design options for a new pool facility, including layout, functionality, and integration with surrounding uses (e.g. co-location with other recreation facilities). Develop preliminary capital cost estimates and identify key risks, constraints, and opportunities associated with each option.	3–6 months
<b>Relocation</b>	Business Case	Prepare a detailed business case to support investment in a new pool facility. This should include capital and whole-of-life cost estimates, demand analysis, economic and social impact assessment, and alignment with strategic planning objectives. The business case should clearly articulate the rationale for relocation, compare alternative options, and provide a strong evidence base to support funding applications and Council decision-making.	6–9 months
	Funding advocacy	Develop and implement a funding and advocacy strategy to secure external investment. This includes identifying relevant State and Federal funding programs, preparing grant applications, developing supporting materials (e.g. briefing notes, advocacy documents), and engaging with key stakeholders and funding bodies. Advocacy efforts should be aligned with funding cycles and may require ongoing refinement as project scope evolves.	6–18 months (ongoing)

# WORKS PROGRAM | AQUATIC CENTRE APPROACH

PATHWAY	TASK	DESCRIPTION	TIMING
Retain	Structural feasibility testing and scope of works	Based on the outcomes of the technical investigation, confirm whether refurbishment of the existing pool is feasible and represents value for money. Develop a detailed scope of works required to address identified defects, including structural repairs, plant replacement, compliance upgrades, and amenity improvements. This step should clearly define the extent of intervention required and expected remaining asset life post-upgrade.	3–6 months
	Detailed cost and staging plans	Prepare detailed capital cost estimates for refurbishment works, including contingencies and allowances for unknown conditions. Develop a staging plan to enable works to be delivered efficiently while minimising disruption to operations where possible (e.g. off-season construction, partial closures). Consider operational impacts, temporary facility requirements, and communication with users during construction.	6–9 months
	Funding advocacy	Identify and pursue funding opportunities relevant to asset renewal and upgrade projects. This includes preparing applications, aligning the project with funding criteria (e.g. health, regional development), and demonstrating value for money compared to full replacement. Advocacy should also include engagement with State agencies and other stakeholders to support co-funding opportunities.	6–18 months (ongoing)

# WORKS PROGRAM | CAPITAL WORKS | WORKS PROGRAM

The below summarises the works program out to 2041. These projects are heavily contingent on securing external funding, which is explored in the following pages.

PROJECT	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037	FY2038	FY2039	FY2040	FY2041
Indoor Court Renewal	705,839 (renewal)											800,000 (renewal)				
Aquatic Centre Planning and Design		400,000	160,000													
MRCLC Electrical Capacity Upgrades Stage 1			500,000													
Aquatic Centre Redevelopment					7,962,500	7,962,500	75,000									4,606,329
Multipurpose Room fit out	90,000															
Outdoor Court Resurfacing and Fencing									2,686,989							
Outdoor Court Shade Structure													100,000	4,749,000		
MDOSP Demolition (possible)							638,000									
Hockey Surface Replacement		450,000														
Airconditioning Budget	36,700	40,000	40,000	50,000	50,000	50,000										
Asset Condition Report				70,000				70,000				70,000				
<b>Total</b>	<b>832,539</b>	<b>1,390,000</b>	<b>650,000</b>	<b>240,000</b>	<b>8,012,500</b>	<b>8,512,500</b>	<b>713,000</b>	<b>70,000</b>	<b>2,686,989</b>	<b>-</b>	<b>-</b>	<b>870,000</b>	<b>100,000</b>	<b>4,749,000</b>	<b>-</b>	<b>4,606,329</b>

Source: Urbis

# WORKS PROGRAM | CAPITAL WORKS | IMPLEMENTATION CONDITIONS

Whilst a program of works has been developed to provide a clear and achievable implementation pathway, projects should be underpinned by a broad needs assessment to confirm existing demand and the long-term sustainability of the facility. For some initiatives, the need has already been identified and the trigger for delivery will be the availability of funding.

The table (below) outlines the key considerations and conditions to support project progression, including the pre-requisites required to ensure enabling works are sequenced appropriately.

PROJECT	IMPLEMENTATION TRIGGER	PRE-REQUISITE
Indoor Court Renewal	Nil – Priority works as identified by the Shire	
Aquatic Centre Planning and Design	Once Swimming Pool Reserve balance enables the project	
MRCLC Electrical Capacity Upgrades (both stages)	Once Recreation Reserve balance enables the project	Aquatic Centre Planning and Design
Aquatic Centre Redevelopment	After technical investigations and community consultation. Once the Shire has the ability to service \$1m loan and; Election Commitment achieved.	Aquatic Centre Planning and Design
Outdoor Court Resurfacing and Fencing	Once Recreation Reserve contribution enables the project and external funding secured.	
Outdoor Court Shade Structure	Once Recreation Reserve contribution enables the project and external funding secured.	
New Hockey Surface	Once Recreation Reserve enables the project.	

# WORKS PROGRAM | CAPITAL WORKS | FUNDING SOURCES

## OVERVIEW

A combination of both Shire reserve funding and external funding types are necessary to achieve the full program of works. In particular, a number of major capital projects align to various external funding objectives due to:

- The MRCLC and renewal works are demonstrated to deliver a range of positive economic and social benefits to the local community and state's economy; and
- The anchor projects are aligned with numerous state and federal government strategies.

Advocacy will be key to securing external funding for this regional project and there are key opportunities for commitments to be made around election cycles.

There is a need to have relevant projects 'shovel ready' to support a funding decision, and to advocate through organisations such as Regional Development Australia.

'Shovel-ready' is often defined within funding guidelines, generally indicating that projects have a certain level of design (though not necessarily a full detailed design) and that project management plans are in place.

## FUNDING OPPORTUNITIES

FUNDING OPTION	ASSESSMENT FINDINGS
<b>Shire Reserves</b>	<ul style="list-style-type: none"> <li>▪ Some funding may be available through the Shire's reserve accounts, however it is considered to be insufficient to cover the cost of the project.</li> <li>▪ The City's existing rates base is low and there is limited capacity to raise rates in the short to medium term. Further, Shire residents have a high proportion of low income earners and high percentage of people with a mortgage compared to State and Greater Perth averages.</li> </ul>
<b>Election commitment</b>	<ul style="list-style-type: none"> <li>▪ The WA State Elections provide a key opportunity to access funding outside of grant programs and cycles.</li> <li>▪ The Shire will need to develop key messages and a broad advocacy strategy to secure funding through the election. This includes lobbying multiple local members as well as broader portfolios such as Regional Development.</li> <li>▪ Key messages may include health and wellbeing benefits of sport in Merredin and broader Wheatbelt, or future potential renewable energy infrastructure and the community needs as a result.</li> </ul>
<b>CSRFF (not currently active as at March 2026)</b>	<ul style="list-style-type: none"> <li>▪ CSRFF provides funding through two streams:               <ul style="list-style-type: none"> <li>○ Small grants (Feb and July) for projects up to \$500k – a maximum of \$200k grant can be leveraged with a Shire contribution of 50 percent.</li> <li>○ The Forward Planning grant is for projects above \$500k – a maximum of \$2.5 million can be secured with a Shire (and/or club, or other) contribution of two-thirds.</li> </ul> </li> </ul>
<b>Western Australian Treasury Corporation Loan</b>	<ul style="list-style-type: none"> <li>▪ The WATC provides relatively low-cost debt financing to local councils in Western Australia.</li> <li>▪ There is potential for higher long term interest rates (i.e. 5 years plus) and a delay to major projects could lead to higher servicing costs than envisaged.</li> <li>▪ It is considered that \$1 million is approximately the maximum debt amount the Shire would consider.</li> </ul>
<b>Other External Funding</b>	<ul style="list-style-type: none"> <li>▪ Potential additional grant funding sources could include philanthropic contributions or club fundraising/contributions.</li> </ul>

# WORKS PROGRAM | CAPITAL WORKS | FUNDING STRATEGY

The funding strategy for major capital works has been designed to deliver high-value projects in a financially sustainable and staged manner. Given the scale of investment required, costs will need to be shared between the Shire, State Government, and other funding partners to maximise leverage and reduce reliance on Shire resources alone.

The Shire's contribution will focus on core infrastructure renewal and upgrades that directly support service delivery, meet legislative obligations,

and protect the value of community assets. State Government funding will be sought for projects that align with regional growth priorities, improve community infrastructure, and deliver measurable social and economic benefits.

Where appropriate, applications should also be made to Federal Government programs and other co-investment opportunities, such as industry partnerships or grant-funded initiatives, to further offset Shire expenditure.

**Precinct projects have been identified so that should major funding opportunities arise; these projects can be combined into a larger project to leverage the funding available. This may also bring forward projects that cannot be afforded through reserves and grants alone.**

The soccer/hockey field project is included in the event that the implementation criteria is met (detailed overleaf) or alternative funding opportunities become available (i.e. philanthropy or estate donations).

PRECINCT	PROJECT	TOTAL EX GST	RECREATION RESERVE	SWIMMING POOL RESERVE	EXTERNAL GRANT	LOAN	ELECTION COMMITMENT	CLUB/SSA CONTRIBUTION
	Indoor Court Renewal	\$705,839	✓		✓			
	Aquatic Centre Planning and Design	\$560,000		✓				
Aquatic Centre	MRCLC Electrical Capacity Upgrades (Stage 1)	\$500,000		✓			✓	
	Aquatic Centre Redevelopment	\$16,000,000		✓		✓	✓	
	Existing MDOSP Demolition (if required)	\$638,000		✓				
Outdoor (climate) Improvement Project	Outdoor Court Resurfacing and Fencing	\$2,900,242	✓		✓		✓	
	Outdoor Court Shade Structure	\$4,749,000	✓		✓		✓	
	MRCLC Electrical Capacity Upgrades (Stage 2)	\$350,000	✓					
	Hockey Surface Replacement	\$450,000	✓					✓

# WORKS PROGRAM | CAPITAL WORKS | BUDGET MAPPING | RESERVES

## BUDGET MAPPING

The works program has been mapped against available funding from the Recreation and Swimming Pool Reserves, with consideration of grant funding and other income sources to support delivery. This approach seeks to maximise project outcomes while remaining within the Shire’s financial capacity, ensuring that investment is both targeted and sustainable over time.

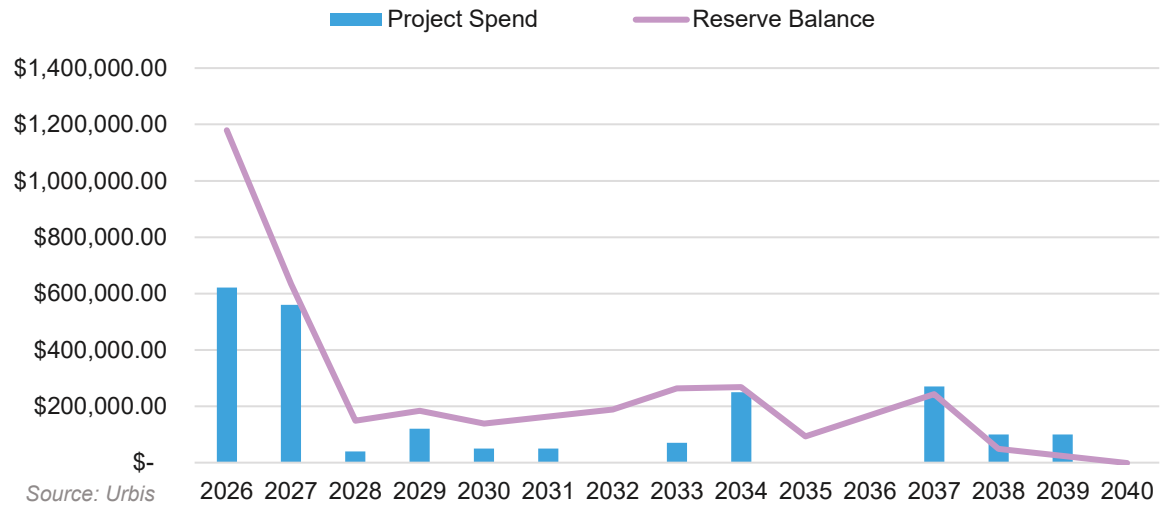
Both Reserves receive annual contributions of \$75,000, with expenditure carefully staged to balance the delivery of priority projects with the need to maintain adequate reserve balances.

The Recreation Reserve experiences significant pressure in the early years due to the delivery of priority projects, resulting in declining balances and a deficit position between 2037 and 2040. This indicates that the program is not sustainable under current funding settings, and additional Shire funding will be required to be allocated into the reserve to support delivery of the identified works. Following this period, the reserve begins to recover, subject to reduced drawdowns and continued annual contributions.

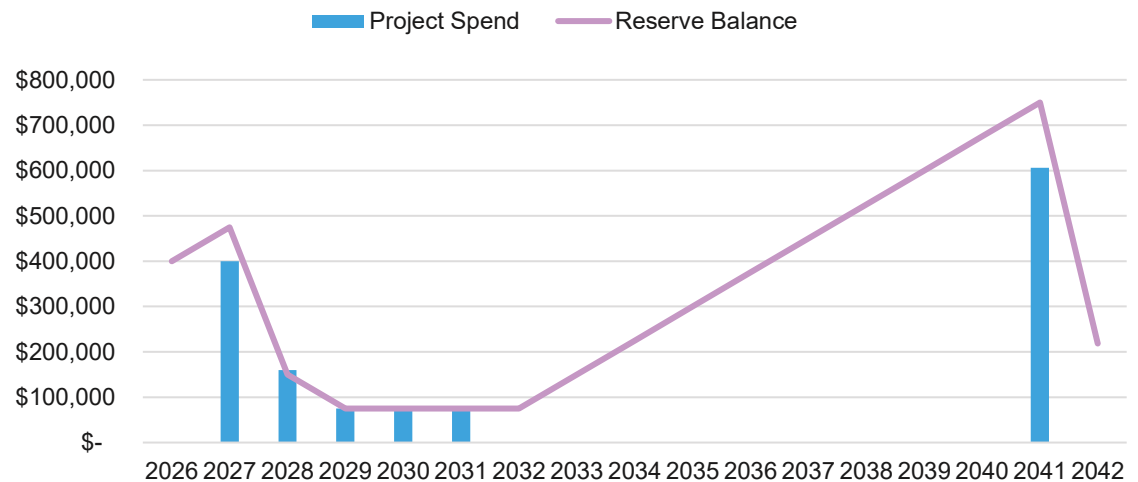
In contrast, the Swimming Pool Reserve maintains a minimum balance of \$75,000 during peak investment periods, with only a minor shortfall identified in 2028. From 2032 onwards, the reserve progressively builds, enabling a significant planned investment in 2041 and aligning with the anticipated renewal cycle of the pool asset.

Overall, the program balances early delivery of priority projects with longer-term planning, while clearly identifying where additional funding will be required to maintain delivery and ensure financial sustainability without overcommitting future Councils.

### RECREATION RESERVE



### SWIMMING POOL RESERVE



Source: Urbis

# WORKS PROGRAM | CAPITAL WORKS | BUDGET MAPPING | INCOME SOURCES

## INCOME

The capital works program is supported by a range of external funding sources to reduce reliance on Shire reserves. These include grant funding, election commitments, loans, and contributions from sporting clubs. The mix of funding sources varies across the program, reflecting the timing and scale of major projects.

Grants represent an important funding source, particularly in the early and later years of the program. In 2026 and 2027, grant funding of \$581,752 supports smaller-scale projects, while larger contributions are forecast in 2039 (\$400,000) and 2041 (\$4,000,000), aligned with delivery of major projects.

Election commitments form the most significant external funding source. Major capital projects have been aligned with election cycles to maximise the opportunity to secure this funding, with Shire reserves and borrowings strategically applied to leverage these commitments and enable delivery of high-value projects.

Club contributions also play a supporting role across several projects, reflecting a shared investment approach, while loans are used selectively to bring forward delivery of key infrastructure where required.

Overall, the program has been structured to balance external funding opportunities with Council's financial capacity, ensuring projects can be delivered in a timely and financially sustainable manner.

## INCOME SOURCES



Source: Urbis

## CLUB CONTRIBUTIONS

In accordance with the Shire’s Sporting Infrastructure Renewal Policy, associated sporting clubs and user groups at the Merredin Regional Community & Leisure Centre (MRCLC) are expected to contribute financially towards identified projects. The policy outlines a benchmark contribution of one-third (1/3) of total development costs, or such other contribution arrangement as may be agreed by the Shire.

These contributions play an important role in enabling the delivery and timing of facility upgrades. Without a shared funding approach, a number of projects would likely need to be deferred, resulting in continued asset deterioration, reduced service levels, and increased long-term renewal costs. Early investment, supported by contributions from user groups, helps to ensure facilities can be upgraded at the appropriate time and remain fit-for-purpose for the community.

It is also recognised that there are practical limitations to the level of contribution that can be reasonably achieved. Analysis undertaken as part of this project indicates that a strict application of the one-third contribution across all relevant projects would result in total club contributions in the order of approximately \$8.5 million. This is not considered feasible when assessed against the size, membership and financial capacity of local clubs. In addition, facilities are often shared across multiple user groups, and levels of use vary significantly between sports, further complicating a consistent application of the policy.

As such, the contribution levels adopted within this program reflect a balanced and pragmatic approach. Contributions have been included to support delivery and align with the intent of the policy, while recognising that Council may need to apply discretion and agree alternative arrangements where appropriate.



### 6.19 Sporting Infrastructure Renewal

#### 1. POLICY PURPOSE

- To identify and analyse the present and future needs of sport and recreation facilities.
- Identify and plan for funding applications, infrastructure developments and renewals.
- Integrate sport and recreation facility planning into local government planning.
- To determine the financial contribution for facility development and/or renewal.

#### 2. POLICY SCOPE

This policy is intending to guide decision making, strategic planning in line with Council’s Strategic Recreation Master Plan. Guiding the identification, analysis, planning, and development of sport and recreation facilities within the Shire of Merredin (the Shire).

#### 3. LEGISLATIVE REQUIREMENTS

Nil

#### 4. POLICY STATEMENT

To determine sporting facilities requiring current and future facility development or renewal within the Merredin Regional Community & Leisure Centre (MRCLC) precinct in conjunction with the sporting Associations and/or Clubs.

- The Shire will meet with Clubs and Associations annually to discuss improvements, projects, wish lists etc.
- Identified capital projects may be considered by Council and, where approved, be included in the proposed Strategic Recreation Master Plan and the Shire’s LTFP and AMP.
- Associated Sporting Associations and/or Clubs will be required to contribute financially towards identified projects based on a one third (1/3) contribution of the total development costs or such other contribution arrangement that may be agreed by the Shire. The Shire is responsible for contributing financially towards the identified projects up to two thirds (2/3) of the total development costs subject to the project being included in the relevant annual budget.

Active Sporting Areas	Council Contribution	Club/Association/User Contribution
External Precinct ie carpark, fencing, gardens	100%	0%
Bowling Greens, lighting and reticulation	67%	33%
Scoreboards	0%	100%
Indoor Courts	67%	33%
Outdoor Courts and Lighting	67%	33%

# WORKS PROGRAM | OPERATING EXPENDITURE | OPERATIONS AND MAINTENANCE

As soon as capital works projects are delivered and operational, operational expenditure (OPEX) budgets will need to be set and budgeted within a LTFP to ensure assets remain well managed. Estimates are only developed for a 10-year period given the difficulty in estimating escalation after that time. Green cells represent costs borne post-development of that facility.

FACILITY	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037
Indoor Court Renewal	12,497	12,934	13,387	13,856	14,341	14,843	15,362	15,900	16,456	17,032	17,628
Aquatic Centre Redevelopment						199,962	206,961	214,204	221,701	229,461	237,492
Loan Servicing						170,000	170,000	170,000	170,000	170,000	150,000
Outdoor Court Resurfacing and Fencing									16,456	17,032	17,628
Hockey Surface		6,000	6,210	6,427	6,652	6,885	7,126	7,376	7,634	7,901	8,177
Hydrotherapy Pool*	30,000	31,050	32,137	33,262	34,426	35,631	36,878	38,168	39,504	40,887	42,318
Multipurpose Room	2,250	2,329	2,410	2,495	2,582	2,672	2,766	2,863	2,963	3,067	3,174
<b>Total</b>	<b>44,747</b>	<b>52,313</b>	<b>54,144</b>	<b>56,039</b>	<b>58,001</b>	<b>429,993</b>	<b>439,092</b>	<b>448,511</b>	<b>474,715</b>	<b>485,380</b>	<b>476,418</b>

Source: Urbis, DCWC

\* Provisional estimated cost to operate and maintain for budgeting purposes

# WORKS PROGRAM | KEY MILESTONES

## OVERVIEW

The works program has been structured around a series of key milestones to provide a clear and achievable pathway for the renewal and development of Merredin’s recreation infrastructure. Each milestone has been sequenced to align with funding opportunities, community engagement requirements, and practical delivery timeframes.

YEAR	TO DO
FY26	<ul style="list-style-type: none"> <li>Indoor court renewal construction</li> <li>Procurement and construction of multipurpose room upgrades</li> <li>Technical assessment and community consultation for pool redevelopment</li> <li>Secure grant funding for hockey surface replacement</li> <li>Confirm and advise clubs of contribution requirements to hockey/tennis surface</li> <li>Secure grant funding for electrical upgrades (targeted toward disaster resilience funding)</li> </ul>
FY27	<ul style="list-style-type: none"> <li>Tender and commence aquatic centre planning and design based on outcomes of relocation assessment</li> <li>Tender and complete hockey surface replacement</li> <li>Tender and complete electrical upgrades</li> </ul>
FY28	<ul style="list-style-type: none"> <li>Complete aquatic centre planning and design</li> <li>Develop advocacy strategy for aquatic centre</li> </ul>
FY29	<ul style="list-style-type: none"> <li>Election advocacy for aquatic centre</li> <li>Asset condition report and review asset remediation items</li> <li>Seek loan for contribution toward aquatic centre redevelopment</li> <li>Commence tender writing for aquatic centre redevelopment/refurbishment</li> </ul>
FY30	<ul style="list-style-type: none"> <li>Aquatic centre tender and commence construction</li> <li>Asset remediation items as necessary</li> </ul>
FY31	<ul style="list-style-type: none"> <li>Aquatic centre construction continues</li> </ul>
FY32	<ul style="list-style-type: none"> <li>Aquatic centre practical completion and opening</li> <li>Demolition of existing MDOSP (if required)</li> <li>Develop Advocacy strategy for 2033 election / Outdoor Precinct Project</li> </ul>

# WORKS PROGRAM | PROCUREMENT

## OVERVIEW

The Shire has an established Purchasing Policy. The purpose of this policy is to ensure that all Shire employees observe the highest standard of ethics and integrity in all procurement activities, and that all goods and service are acquired using the most efficient, effective, economical and sustainable processes delivering the best outcomes for the Shire, the local community and local businesses.

Key principles underpinning the procurement policy are:

- Value for money;
- Foster local economic development;
- Consistently apply the competitive quotation processes outlined;
- Fairness and equitability;
- Probity and integrity; and
- Contributions to time and resourcing efficiencies.

Procurement approaches for all works recommended within this plan should be scaled to consider value, complexity and risk, within the Purchasing Policy.

The table to the right highlights key procurement considerations when implementing each project, designed to achieve the most efficient, transport and value for money outcomes over the life of the works program.

## KEY CONSIDERATIONS

CONSIDERATION	PROJECT COMPLEXITY / VALUE / RISK			
	LOW	MEDIUM	HIGH	LONG TERM
<b>Contract type</b>	Purchase Order / RFQ	Design & Construct	Early Contractor Involvement / Managing Contractor	Services contract
<b>Collaboration</b>	Minimal – transactional	Early supplier engagement, site briefings	Collaborative planning, risk-sharing mechanisms	Partnership approach with performance incentives, continuous improvement
<b>Market engagement</b>	Local suppliers, simple RFQs, short documents	Open tenders, targeted to capable regional & metro suppliers	Early market sounding, pre-qualification	Ongoing supplier relationship management
<b>Risk allocation</b>	Shire retains minimal risk	Balanced between Shire and contractor	Shared or collaboratively managed risks	Long-term risk sharing, performance-linked payment
<b>Local economic benefit</b>	Maximise local content via small packages	Weight local participation and subcontracting	Require local participation plan and training commitments	Build local capacity over contract term

# IMPLEMENTATION PLANS | RISK MANAGEMENT

## OVERVIEW

Risk management must align with the Shire of Merredin’s Risk Management Framework.

Risks are identified and managed through a three-tiered governance approach:

**First Line (Operational Teams):** Operational managers lead the identification, assessment, and management of risks within their scope.

**Second Line (Executive Oversight):** The Executive Management Team, including the Executive Manager Corporate Services, oversees the risk framework, ensures consistent process application, and supports risk reporting to the Audit & Risk Committee.

**Third Line (Independent Assurance):** External Auditors provide independent, objective assurance regarding the effectiveness of the risk processes and controls.

A preliminary risk identification exercise has been completed for this project in line with the Framework. A full Risk Management Plan should be developed during project planning, incorporating:

Project-specific risk scope and context should be aligned with the Framework’s three risk assessment contexts (strategic, operational, project).

This structured approach ensures robust risk governance, accountability, and alignment with Shire-wide management systems, helping support effective, transparent delivery of project outcomes.

## KEY RISKS

RISK CATEGORY	RISK	RATING	MITIGATION STRATEGIES
Reputation	Failure to adequately engage with the community for the MDOSP redevelopment, leading to significant community angst.	Moderate	<ul style="list-style-type: none"> <li>Implement a structured engagement plan with clear, timely, and transparent communication.</li> <li>Use multiple engagement methods (surveys, workshops, drop-in sessions) to reach diverse groups.</li> <li>Demonstrate how community feedback is considered in decision-making.</li> <li>Establish a dedicated contact point for queries and concerns.</li> </ul>
Service Interruption	Failure to secure external funding exacerbating inadequate facilities.	High	<ul style="list-style-type: none"> <li>Actively pursue multiple funding sources (State/Federal grants, election commitments, partnerships).</li> <li>Stage projects to align with available funding cycles.</li> <li>Build strong advocacy campaigns supported by data and community backing.</li> <li>Maintain reserve funds and contingency allocations for critical works.</li> </ul>
Financial	Unexpected deterioration of assets resulting in a need to remediate earlier than anticipated.	Moderate	<ul style="list-style-type: none"> <li>Implement 4-yearly assessments to monitor deterioration.</li> <li>Maintain an asset register with renewal forecasts.</li> <li>Allocate contingency funds within the capital works program (included in program).</li> </ul>
Financial	Inadequate front-end planning of major projects resulting in unexpected / unplanned maintenance costs	Moderate	<ul style="list-style-type: none"> <li>Apply robust business case and feasibility processes before project approval.</li> <li>Engage technical experts for concept and detailed design phases.</li> <li>Conduct lifecycle costing analysis to account for long-term maintenance.</li> <li>Establish project governance and independent review checkpoints.</li> </ul>

# IMPLEMENTATION PLANS | MONITORING AND EVALUATION

## OVERVIEW

This Monitoring and Evaluation (M&E) Plan outlines how progress towards the project's objectives will be measured, tracked, and assessed. It is designed to provide clear, evidence-based insights into the delivery of the works program, enabling informed decision-making during implementation and supporting continuous improvement in future capital projects.

The plan incorporates a mix of ongoing monitoring and periodic evaluation. Monitoring will be undertaken throughout the life of the project to track delivery milestones, resource use, and emerging risks, while evaluation will occur at key points to assess the extent to which objectives have been achieved and to identify lessons learned. Together, these processes ensure that the project remains aligned with community needs, asset management priorities, and funding requirements.

Performance measures have been developed for each of the project objectives, including specific targets and defined measurement methods. These measures span asset renewal efficiency, community participation, investment attraction, outcomes for disadvantaged and marginalised groups, and the suitability of facility locations.

Responsibility for delivering the M&E Plan will rest with the Shire, working closely with relevant funding partners, contractors, and community stakeholders. Data collection methods will be practical and cost-effective, drawing on existing reporting processes wherever possible. The plan should be reviewed and updated regularly to reflect project progress, changes in context, and evolving community priorities.

## PROJECT OUTCOMES AND MEASUREMENT METHODS

OBJECTIVE	PERFORMANCE MEASURE	TARGET YEAR
Efficient Use and Renewal of Infrastructure	Renew all high priority assets within their replacement year, as per the program	Year 5
Meeting Community Needs	<ul style="list-style-type: none"> <li>70 percent community satisfaction with facilities;</li> <li>25 percent growth in participation across all age groups</li> </ul>	Year 3
Attracting Investment	<ul style="list-style-type: none"> <li>Secure 40 percent of project funding from external sources;</li> <li>Keep life cycle costs within 10 percent of budget</li> </ul>	Year 2 (funding); Year 5 (cost control)
Improving outcomes for disadvantaged & marginalised	<ul style="list-style-type: none"> <li>15 percent increase in Indigenous participation in recreation programs;</li> <li>20 percent increase in participation from disadvantaged groups</li> </ul>	Year 4
Appropriately Located Facilities	<ul style="list-style-type: none"> <li>90 percent utilisation rate in peak periods</li> </ul>	Year 3

# APPENDIX A

---

## ENGAGEMENT SUMMARY



# SURVEY RESULTS | CLUB SURVEY

11 Clubs participated in the survey for both the MRCLC and MDOSP facilities.

Clubs using MRCLC weekly for competitions and training have suggested improvements to enhance the facility.

The majority of clubs use the MRCLC facility weekly for competitions and training sessions. They have identified several missing amenities, suggesting the following improvements:

- Frequent cleaning of change rooms, closer toilets and additional showers
- Gym area and additional storage
- Closer playground for children and more water fountains
- Clean playing surfaces and upgrading the oval surface
- Increased staff presence
- Better options for displaying memorabilia and scoreboards
- Improved lighting and shade
- Increased staff presence

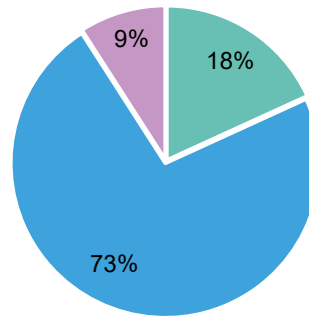
Consistency in communication and a simplified booking system were also emphasised.

For MDOSP, most respondents found its availability satisfactory, though 82 percent of clubs reported not using it.

Recommendations for improvement included better storage for club equipment, shaded areas for lane ropes, functional floodlights, and new diving blocks for the swimming pool.

## CLUBS FREQUENCY OF USE, MRCLC

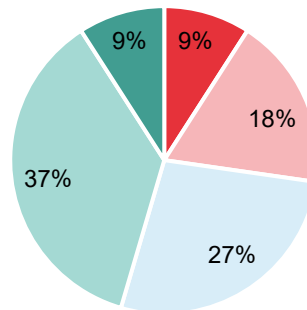
■ Daily ■ Weekly ■ Occasionally



Source: Urbis

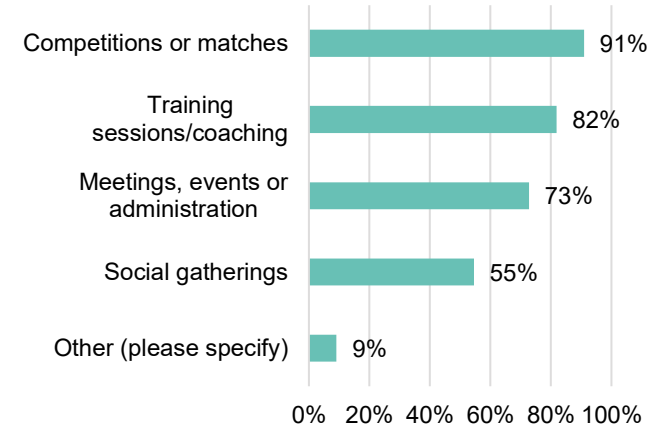
## CLUBS AVAILABILITY OF FACILITY, MDOSP

■ Very Poor ■ Poor ■ Fair ■ Good ■ Excellent



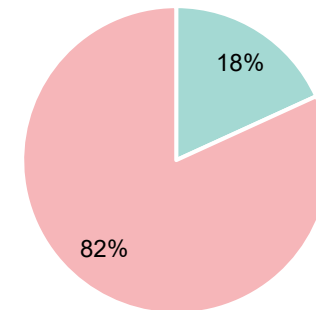
Source: Urbis

## CLUBS PRIMARY REASON OF USE, MRCLC



## CLUBS USE OF FACILITY, MDOSP

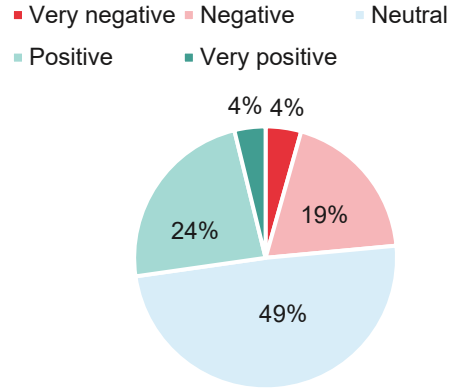
■ Yes ■ No



# SURVEY RESULTS | MRCLC COMMUNITY SURVEY

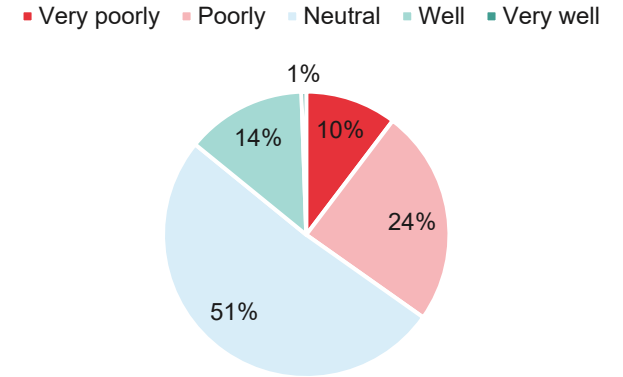
The survey outcomes for the MRCLC facility indicate a generally neutral overall impression. Cleanliness is also perceived as neutral. Safety is a strong point, with many users feeling very safe or safe. The facility is seen as welcoming and easily accessible in the community. However, there are mixed feelings about value for money, leaning slightly negative. Engagement levels are neutral, though a significant number of people feel engagement is poor or very poor. Additionally, there is a fair variety of programs, but many users believe the variety and quality could be improved.

## OVERALL IMPRESSION OF FACILITY, MRCLC

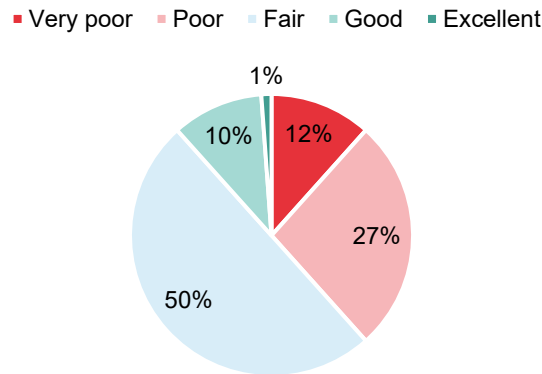


Source: Urbis

## ENGAGEMENT WITH COMMUNITY, MRCLC

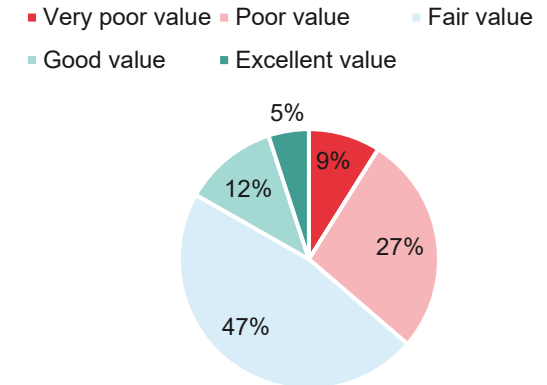


## VARIETY OF OFFERINGS, MRCLC



Source: Urbis

## PERCEPTION OF VALUE FOR MONEY, MRCLC



# SURVEY RESULTS | MRCLC COMMUNITY SURVEY

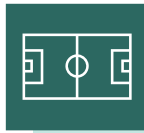
The MRCLC survey responses highlight key areas for improvement and future development.

Respondents identified missing facilities such as gymnastic classes, an indoor playground, a safer outdoor playground, and gym/fitness classes.

To better meet community needs, suggestions included facility maintenance, more programs, better management/communication, and cost reductions were mentioned.

The community perceives the facility as a place for sports and recreation and a space for social gatherings but feel it has limited contributions beyond sports, though it has potential.

Looking ahead, respondents suggested facility upgrades, community involvement in development, improved operations, and the addition of aquatic facilities and youth programs to better serve community needs over the next 5 – 10 years.



## WHAT ARE MISSING FACILITIES/AMENITIES AT MRCLC?

<b>Gymnastic classes</b>	<b>Use of indoor playground</b>	<b>Safer outdoor playground</b>	<b>Gym and fitness classes</b>
--------------------------	---------------------------------	---------------------------------	--------------------------------



## IMPROVEMENTS OR CHANGES TO MEET COMMUNITY NEEDS

<b>Facility maintenance</b>	<b>More programs / activities</b>	<b>Improved management / communication</b>	<b>Reduction of costs</b>
-----------------------------	-----------------------------------	--	---------------------------



## HOW DOES THE FACILITY CONTRIBUTE TO COMMUNITY?

<b>A sport and recreation facility</b>	<b>Community / social gatherings</b>	<b>Limited contribution beyond sports</b>	<b>Has potential</b>
--	--------------------------------------	---	----------------------



## HOW SHOULD THE FACILITY EVOLVE TO COMMUNITY NEEDS (5-10 YEARS)?

<b>Facility upgrades</b>	<b>Involving community in development</b>	<b>Improved operations</b>	<b>Aquatic facilities and youth programs</b>
--------------------------	---	----------------------------	--

Source: Urbis

# SURVEY RESULTS | MDOSP COMMUNITY SURVEY

The survey outcomes for the MDOSP facility indicate a more positive feeling compared to the MRCLC facility.

The overall impression and cleanliness of the facility is perceived as neutral.

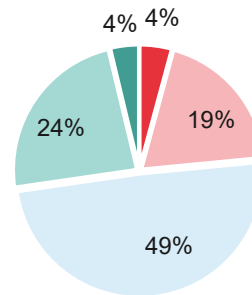
Safety is a strong point, with users feeling safe. The facility is noted for its welcoming atmosphere, with many users feeling positive about this aspect.

MDOSP is considered to offer good value for money, though there was a slightly negative sentiment in this area, then other responses.

Inclusivity is highlighted positively, and the facility is perceived to be easily accessible. Overall, the MDOSP facility is viewed favourably, with room for improvement in certain areas, which will be explored further overleaf.

## OVERALL IMPRESSION OF FACILITY, MDOSP

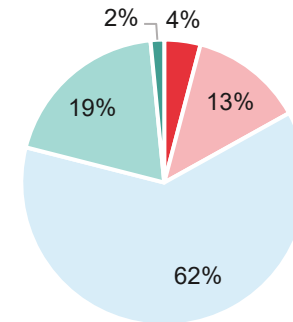
Very negative Negative Neutral Positive Very positive



Source: Urbis

## PERCEPTION OF FACILITY QUALITY, MDOSP

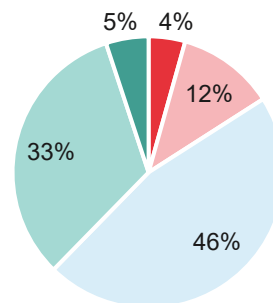
Very poor Poor Fair Good Excellent



Source: Urbis

## PERCEPTION OF ATMOSPHERE, MDOSP

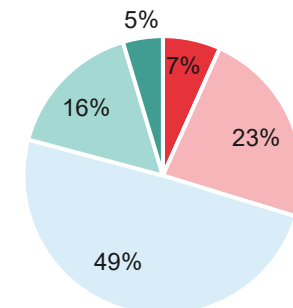
Very unwelcoming Unwelcoming Neutral Welcoming Very welcoming



Source: Urbis

## PERCEPTION OF VALUE FOR MONEY, MDOSP

Very poor value Poor value Fair value Good value Excellent value



Source: Urbis

# SURVEY RESULTS | MDOSP COMMUNITY SURVEY

The additional qualitative MDOSP survey responses emphasize the need for facility upgrades, improved accessibility and inclusivity, extended opening hours, and more activities and amenities.

The facility is valued as a social and fitness space and a safe place for children, but respondents noted limited operating hours and accessibility.

For future development, priorities include facility upgrades, an indoor pool with year-round access, family-friendly facilities and activities, and improved operations to better serve the community over the next 5–10 years.



## IMPROVEMENTS OR CHANGES TO MEET COMMUNITY NEEDS

<b>Facility upgrades</b>	<b>Improved accessibility / inclusivity</b>	<b>Extended opening hours</b>	<b>Added activities and amenities</b>
--------------------------	---	-------------------------------	---------------------------------------



## HOW DOES THE FACILITY CONTRIBUTE TO COMMUNITY?

<b>Community / social space</b>	<b>Fitness / exercise space</b>	<b>Safe space for children</b>	<b>Limited operating and accessibility</b>
---------------------------------	---------------------------------	--------------------------------	--



## HOW SHOULD THE FACILITY EVOLVE TO COMMUNITY NEEDS (5-10 YEARS)?

<b>Facility upgrades</b>	<b>Indoor pool with year-round access</b>	<b>Family-friendly facilities / activities</b>	<b>Improved operations</b>
--------------------------	---	--	----------------------------

Source: Urbis

# CLUB ENGAGEMENT – MARCH 2025

One-on-one meetings with sports club Presidents and Secretaries (or other representatives) took place on the week of 10 March 2025. Nine meetings were conducted with club members from various sports including tennis, golf, Australian rules football, netball, basketball, hockey and swimming. The below are the six most common themes heard across the meetings.



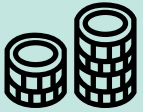
## FACILITY MAINTENANCE AND SAFETY

- Many clubs report issues with the maintenance of their facilities, such as cracking courts, dying grass, and poor lighting.
- Safety concerns are prevalent, with dangerous courts, inadequate lighting, and lack of proper equipment maintenance being highlighted.
- There is a need for regular and thorough cleaning of facilities, as volunteers often end up doing this work despite paying hire fees.



## COMMUNICATION AND CONSULTATION

- Poor communication from the Shire is a recurring issue, leading to confusion and frustration among club members.
- Clubs feel that they are not adequately consulted on important decisions, such as fee changes, facility maintenance schedules, and booking priorities.
- There is a call for better communication channels, such as newsletters, to keep clubs informed and involved.



## FEES AND CHARGES

- High and inconsistent fees across different facilities are a major concern.
- Clubs are seeking transparency and a clear understanding of what is included in their hire fees.
- There is a desire for a more equitable fee structure that reflects the actual usage and needs of each club.



## VOLUNTEER SUPPORT AND APPRECIATION

- Volunteers feel overburdened and underappreciated, often taking on tasks that should be managed by Shire staff.
- There is a need for the Shire to recognise and support the efforts of volunteers more effectively.



## FACILITY ACCESS AND USAGE

- Access to facilities during key times is problematic, with some clubs unable to use their spaces due to overlapping schedules or lack of staff presence.
- There is a need for better scheduling and management of facility usage to avoid conflicts and ensure fair access for all clubs.



## INFRASTRUCTURE IMPROVEMENTS

- Many clubs are calling for specific infrastructure improvements, such as better lighting, new equipment, and upgraded surfaces.
- There is a desire for additional amenities, such as water fountains, shade structures, and improved changerooms, particularly for female athletes.

# APPENDIX B



---

## PLANNING POLICY OVERVIEW

# MERREDIN REGIONAL COMMUNITY AND LEISURE CENTRE PLANNING CONSIDERATIONS

## POLICY / STRATEGY REVIEW FINDINGS

DOCUMENT / ITEM	KEY TAKEAWAY
Land Ownership	<p><b>Owner:</b> Merredin Road Board of Merredin.</p> <p><b>Lease Agreements:</b> No lease agreement on Title.</p> <p><b>Easement:</b> No easement on Title.</p> <p><b>Legal Rights:</b> No Legal Right specifications on Title</p>
Local Planning Scheme 6 (LPS 6)	<p>The site is predominantly reserved for 'Parks and Recreation'. However, the northwestern corner of the site is zoned 'Residential R10/50' under LPS 6.</p> <p>Key land use permissibility within the 'Residential' zone is as follows:</p> <ul style="list-style-type: none"> <li>▪ 'Permitted' (P) uses include (but not limited to): Home Office, Single House, Grouped Dwelling.</li> <li>▪ 'Discretionary' (D) uses include (but not limited to): Club Premise, Car Park, Service Utility, Family Daycare.</li> <li>▪ 'Advertised' (A) uses include (but not limited to): Community Purpose, Industry Cottage, Childcare Premise.</li> <li>▪ 'Prohibited' (X) uses include (But not limited to): General Industry, Light Industry, Agriculture – Extensive.</li> </ul> <p>There is no specified land use permissibility for 'Parks and Recreation' reserve, however it is to be developed in accordance with the reserve's 'Aim' under the scheme.</p> <p><i>Parks and Recreation Local Reserve aim to; provide formal and structured recreational activities and sporting facilities that are deemed appropriate for surrounding residences, provide passive recreational uses, parklands, amenities, and buffer areas that are deemed appropriate for use by residents, to provide drainage purposes in a park setting.</i></p>
Local Planning Scheme 6 (Amendment 8)	<p>Amendment 8 does not change the site's underlying reservation and zoning. It will remain at as 'Parks and Recreation' and 'Residential' with a coding of R10/50. However, some other surrounding lots have been rezoned that may impact the site:</p> <ul style="list-style-type: none"> <li>▪ Rezoning Lot 501, located approximately 50m southwest of the site, from 'Public Purposes - Civic and Cultural' to 'Parks and Recreation' in the southern portion, and 'Residential' in the Northern portion.</li> <li>▪ Lot 22 and 82 located approximately 2.5km southeast of the site has been rezoned from 'General Farming' to 'General Industry' and 'Light Industry'</li> <li>▪ Lots 503 and 601, and Lots 504 and 602 between Goldfields Road and Gamenya Avenue are located approximately 2km west of the site and are to be rezoned from 'General Farming' to 'General Industry'</li> </ul> <p>The Land Use Permissibility Table was updated to include 'Tourism' and 'Renewable Energy' land uses. Key land use permissibility updates related to Residential zoning are as follows:</p> <ul style="list-style-type: none"> <li>▪ 'Permitted' (P) and Discretionary' (D) - No uses have been added</li> <li>▪ 'Advertised' (A) - New uses include: Holiday House, Holiday Unit, Hosted Accommodation, Short-Term Accommodation</li> <li>▪ 'Prohibited' (X) - New uses include: Holiday Apartment, Serviced Apartment, Tourist Development, all renewable energy facilities.</li> <li>▪ Permissibility of convenience store in the Residential zone has changed from Advertised (A) to Prohibited (X)</li> </ul>

# MERREDIN REGIONAL COMMUNITY AND LEISURE CENTRE PLANNING CONSIDERATIONS

## POLICY / STRATEGY REVIEW FINDINGS

DOCUMENT / ITEM	KEY TAKEAWAY
<p><b>Local Planning Strategy Part 1 - Strategy</b></p>	<p>The August 2025 Local Planning Strategy identifies the site as primarily "Regional Parks and Recreation" under the Strategy. The north western portion of the subject site is also identified as being in a "Planning Area" boundary, specifically "Planning Area E – Golf Course" (Corner of Bates and Golf Road).</p> <ul style="list-style-type: none"> <li>▪ Planning Area E is an area identified for future staged residential development.</li> <li>▪ The first stage of development is envisioned to encompass 24 residential lots with road frontage to Golf and Bates Roads.</li> <li>▪ The second stage of development is envisioned to encompass an additional 26 lots but requires additional consideration for roads and servicing infrastructure.</li> <li>▪ The Strategy identifies the site with residential density of R10/30. However, it is noted the Scheme identifies a coding of R10/50. Noting the slight discrepancy, the Scheme prevails as the control.</li> </ul> <p>Lots 503 and 601, and Lots 504 and 602 between Goldfields Road and Gamenya Avenue are located approximately 2km west of the site and are to be rezoned from 'General Farming' to 'General Industry'. The Strategy also identifies the subject site as susceptible to flooding in the 1979 Report for Flooding map meaning the relevant environmental investigations will be required to support redevelopment</p>
<p><b>Wheatbelt Strategy (2015)</b></p>	<p>The site area has applicable strategies under the Wheatbelt Strategy (2015):</p> <ul style="list-style-type: none"> <li>▪ Economic Development</li> <li>▪ Physical Infrastructure</li> <li>▪ Environment</li> <li>▪ Security</li> </ul> <p>The site area is classified as a main urban center and sub regional center in the Wheatbelt Regional Planning and Infrastructure Framework.</p>

# MERREDIN DISTRICT OLYMPIC SWIMMING POOL PLANNING CONSIDERATIONS

## POLICY / STRATEGY REVIEW FINDINGS

DOCUMENT / ITEM	KEY TAKEAWAY
Land Ownership	<p><b>Owner:</b> State of Western Australia.</p> <p><b>Lease Agreements/Notifications:</b> Can be leased for any term not exceeding 21 years, and to the consent of the Minister for Lands.</p> <p><b>Easement:</b> No Easement on Title.</p> <p><b>Legal Rights:</b> No Legal Right specifications on Title</p>
Local Planning Scheme 6	<p>The site is zoned 'Residential' with an Rcode of R10/30 under the Shire of Merredin's LPS 6.</p> <p>Key land Use permissibility is as follows:</p> <ul style="list-style-type: none"> <li>▪ 'Permitted' (P) uses include (but not limited to): Home Office, Single House, Grouped Dwellings.</li> <li>▪ 'Discretionary' (D) uses include (but not limited to): Club Premise, Car Park, Service utility, Family Daycare.</li> <li>▪ 'Advertised' (A) uses include (but not limited to): Community Purpose, Industry Cottage, Childcare Premise.</li> <li>▪ 'Prohibited' (X) uses include (But not limited to): General Industry, Light Industry, Agriculture – Extensive.</li> </ul>
Local Planning Scheme 6 (Amendment 8)	<p>The site's zoning is not proposed to be changed in the amendment and will remain as 'Residential' with an Rcoding of R10/30; however, some other surrounding lots have been rezoned that may impact the site:</p> <ul style="list-style-type: none"> <li>▪ 'Special Purpose Kindergarten' on Lot 461 located south of the site to be rezoned to 'Residential'</li> </ul> <p>The Land Use Permissibility Table was updated to include 'Tourism' and 'Renewable Energy'.</p> <p>Key Land Use Permissibility updates related to Residential zoning are as follows:</p> <ul style="list-style-type: none"> <li>▪ 'Permitted' (P) - No uses have been added</li> <li>▪ 'Discretionary' (D) - No uses have been added</li> <li>▪ 'Advertised' (A) - Uses include: Holiday House, Holiday Unit, Hosted Accommodation, Short-Term Accommodation</li> <li>▪ 'Prohibited' (X) - Uses include: Holiday Apartment, Serviced Apartment, Tourist Development, all renewable energy facilities.</li> <li>▪ Permissibility of convenience store in Residential zones from Advertised (A) to Prohibited (X)</li> </ul>
Local Planning Strategy Part 1 - Strategy	<p>The August 2025 Strategy identifies the subject site as 'Residential'.</p> <p>The subject site is in a "Planning Area" boundary, specifically "Planning Area G – Kitchener Road" (bounded by Throssell Road, Woolgar Ave, Pool Street, and Kitchener Road).</p> <ul style="list-style-type: none"> <li>▪ Planning Area G is an area identified as currently being underutilized and is envisioned for redevelopment.</li> <li>▪ There is ambition to retain the pool and childcare area on a separate lot and for the potential redevelopment of 62 residential lots.</li> <li>▪ It is noted that the subject site is identified as residential with a R10/30 density in the Scheme.</li> </ul>

# MERREDIN REGIONAL COMMUNITY AND LEISURE CENTRE PLANNING CONSIDERATIONS

## POLICY / STRATEGY REVIEW FINDINGS

DOCUMENT / ITEM	KEY TAKEAWAY
<b>Wheatbelt Strategy (2015)</b>	<p>The site area has applicable strategies under the Wheatbelt Strategy (2015):</p> <ul style="list-style-type: none"> <li>▪ Economic Development</li> <li>▪ Physical Infrastructure</li> <li>▪ Environment</li> <li>▪ Security</li> </ul> <p>The site area is classified as a main urban centre and sub regional centre in the Wheatbelt Regional Planning and Infrastructure Framework.</p>
<b>SPP 5.4 Road and Rail Noise (State Planning Framework)</b>	<p>The subject site is located within 200m of Great Eastern Highway which is classified as a strategic freight or major traffic route. Therefore, it is located within the trigger distance of Great Eastern Highway.</p> <p>Should the lot be redeveloped for 'sensitive' land uses, noise mitigation measures are to be applied to reduce any impact from road noise.</p>
<b>State Planning Policy 3.7 – Bushfire Prone Area (State Planning Framework)</b>	<p>A substantial portion of the subject site is designated as a bushfire prone area under State Planning Policy 3.7. Any future planning work will require the advice of a qualified bushfire planning professional. Development will need to incorporate mitigative measures to reduce/alleviate any potential bushfire impact.</p>

# APPENDIX C

## EMPLOYMENT DATA



# EMPLOYMENT ANALYSIS

## WORKERS IN THE SHIRE OF MERREDIN BY LGA OF RESIDENCE

LGA	PROPORTION OF WORKERS
<b>Merredin</b>	<b>85 percent</b>
Bruce Rock	3 percent
Kellerberrin	2 percent
Westonia	2 percent
Nungarin	1 percent
Narembeen	1 percent
Yilgarn	1 percent

Source: ABS

## RESIDENTS IN THE SHIRE OF MERREDIN BY LGA OF EMPLOYMENT

LGA	PROPORTION ON RESIDENTS
<b>Merredin</b>	<b>87 percent</b>
Narembeen	3 percent
Bruce Rock	2 percent
Westonia	2 percent
East Pilbara	1 percent

Source: ABS

# APPENDIX D



## DEMAND MODELLING

# DEMAND ASSESSMENT | ADOPTED PARTICIPATION RATES

The following participation rates were adopted to forecast the potential demand for physical activity. This analysis accounted for the prevailing sports and their connection to Merredin's identity. This was ensured through the collation of survey responses and attendance data supplied by the Shire of Merredin.

For sports in which there is no available Merredin participation data, outer regional average AUSPlay participation rates were used to illustrate the participation demand based on the average level of provision in an outer regional town (which Merredin is defined as).

## PARTICIPATION RATES BY SPORT

SPORT	ADOPTED JUNIOR PARTICIPATION RATE	ADOPTED ADULT PARTICIPATION RATE
Australian Football	40.0 percent	9.1 percent
Football / Soccer*	12.4 percent	4.0 percent
Cricket	4.9 percent	1.2 percent
Tennis	3.3 percent	1.5 percent
Basketball	40.7 percent	5.8 percent
Hockey	30.1 percent	12.2 percent
Netball	27.9 percent	11.2 percent
Rugby Union*	4.4 percent	0.0 percent
Rugby League*	2.1 percent	0.1 percent
Diamond Sports*	0.9 percent	0.8 percent
Bowls	0 percent	4.6 percent
Badminton*	0.1 percent	1.1 percent
Swimming	10.2 percent	17.2 percent
Volleyball*	0.5 percent	1.4 percent
Martial Arts*	0.7 percent	1.2 percent
Gymnastics*	10.4 percent	0.4 percent

Source: Urbis, AusPlay, PLAWA, Shire of Merredin

\*Based on the 5-year (2018-2023 FY) Outer Regional average participation rates as defined by the ABS and adopted by AusPlay. WA outer regional participation rates were used for adults while national outer regional participation rates were used for children to ensure robustness of data.

# APPENDIX E

The background features a light-colored wood grain pattern. On the left side, there is a semi-transparent light green rectangular area. A horizontal bar with a color gradient from teal to purple is positioned below the word 'APPENDIX'. A large white circle is partially visible, overlapping the green area and extending towards the right edge of the page.

## MONITORING PLAN

# APPENDIX E | MONITORING AND EVALUATION

NO	PERFORMANCE MEASURE	MEASUREMENT METHOD	TARGET / TIMING
<b>Objective 1 – Efficient Use and Renewal of Infrastructure</b> <b>Focus:</b> Renew and utilise existing infrastructure effectively, while decommissioning redundant or dilapidated facilities.			
1.1	Proportion of works that involve renewal of existing infrastructure vs. new builds	Review of capital works program and asset management records	Annual
1.2	Number of redundant or unsafe facilities decommissioned	Shire asset register updates	Annual
1.3	Percentage of renewed facilities meeting current compliance and accessibility standards	Post-completion compliance inspections	Annual
1.4	Reduction in maintenance costs for renewed assets compared to pre-renewal	Review of OPEX expenditure	Year 3
<b>Objective 2 – Meeting Community Needs</b> <b>Focus:</b> Ensure infrastructure aligns with community needs, providing spaces for recreation and connection, and promoting health and lifestyle.			
2.1	Level of community satisfaction with new or renewed facilities	Biennial community satisfaction survey	Year 2 & 4
2.2	Increase in facility usage across diverse demographic groups	Facility booking records, user surveys	Annual
2.3	Number of new or improved facilities accessible to people with disabilities	Accessibility audit	Annual
2.4	Measured improvements in community-reported wellbeing linked to facility use	Community health and wellbeing survey	Year 3
<b>Objective 3 – Attracting Investment</b> <b>Focus:</b> Develop a realistic plan that considers life cycle costs, delivering economic and practical solutions for current and future needs.			
3.1	Total value of external funding secured for capital works	Funding agreements and grant reports	Annual
3.2	Ratio of external funding to Shire contribution	Financial reports	Annual
3.3	Percentage of projects delivered within life cycle cost projections	Post-project financial review	Annual
3.4	Level of private sector or community group investment in complementary infrastructure or programs	Partner investment records	Year 3

## APPENDIX E | MONITORING AND EVALUATION

NO.	PERFORMANCE MEASURE	MEASUREMENT METHOD	TARGET / TIMING
	<b>Objective 4 – Improving Outcomes for Disadvantaged and Marginalised Groups</b> <b>Focus:</b> Provide infrastructure that improves the health and wellbeing of Indigenous people and disadvantaged groups in Merredin.		
4.1	Number of targeted programs or facilities designed for Indigenous and disadvantaged groups	Program schedules, facility reports	Annual
4.2	Participation rates in these targeted programs	Registration and attendance data	Annual
4.3	Qualitative feedback from Indigenous and disadvantaged communities on facility suitability	Targeted engagement and surveys	Year 2 & 4
4.4	Reported improvement in health and wellbeing outcomes for targeted groups	Partner health service data, surveys	Year 4
	<b>Objective 5 – Appropriately Located Facilities</b> <b>Focus:</b> Identify the most appropriate location for facilities, balancing community needs and asset management principles.		
5.1	Evidence of location selection process that includes community consultation and asset management criteria	Review of decision-making records	Per project
5.2	Number of projects meeting optimal service catchment requirements	GIS analysis of facility locations	Annual
5.3	Reduction in under-utilised facilities due to improved location planning	Facility utilisation reports	Year 4
5.4	Stakeholder satisfaction with location decisions	Post-project survey	Year 3

# APPENDIX F



## LIFECYCLE GUIDANCE



# APPENDIX F | LIFECYCLE GUIDANCE - BUILDINGS

Below outlines the common components within the buildings and pools, including typical lifespans, maintenance notes, and a deferral strategy to help guide planning and prioritisation. The tables are designed with Wheatbelt conditions in mind, highlighting where maintenance or refurbishment can extend asset life and where timely replacement is important.

The “Deferral Strategy” column shows which items can be safely deferred, which should be condition-monitored, and which require timely attention to avoid operational or safety issues.

Component	Lifespan	Mid-Life Refurbishment?	Maintenance Notes	Deferral Strategy
Roller doors	15–20 yrs	Yes	Heat expansion affects tracks; lubricate.	Can delay if doors still functional; risk of wear on motors/springs.
Carpets	7–12 yrs	Optional	Low humidity slows mould; UV fades fibers; clean regularly.	Can push out if tiles or low-traffic areas.
Wall painting (internal)	7–10 yrs	Yes	Minor cracking from thermal movement; patch high-wear areas.	Can delay if appearance acceptable.
Wall painting (external)	5–8 yrs	Touch-ups only	UV from sun accelerates fading, especially west-facing walls.	Can delay if no major flaking.
Colorbond roof	30–40 yrs	No	Dust + heat may loosen screws; inspect periodically.	Conditional: full recoating can be delayed if roof intact.
Change room partitions	10–15 yrs	Yes	Reseal edges; repair hinges.	Can delay minor repairs if functional.
Lockers/benches	7–12 yrs	Yes	Replace doors/hinges; dry climate reduces corrosion.	Can push out if cosmetic only.
Air handling units	15–25 yrs	Yes	Replace belts, clean coils; heat affects motors.	Can delay minor component replacement if cooling adequate.
Dehumidifiers	10–20 yrs	Yes	Rebuild fans/sensors; dry climate reduces corrosion.	Can delay if still dehumidifying effectively.
HVAC ducting	20–30 yrs	Optional	Clean dust; inspect for leaks.	Can delay minor repairs if airflow unaffected.
Electrical switchboards	25–40 yrs	Yes	Replace switchgear modules; thermal imaging to detect issues.	Can delay cosmetic upgrades; safety-critical items must remain on schedule.

## APPENDIX F | LIFECYCLE GUIDANCE – BUILDINGS (CONT.)

Component	Lifespan	Mid-Life Refurbishment?	Maintenance Notes	Deferral Strategy
Artificial turf	8–12 yrs	Optional	Grooming and infill; UV degrades fibres.	Can delay full replacement if playing surface still safe.
Turf shockpad	20–30 yrs	No	Outlives turf carpet.	Only replace if damaged.
Steel shade structures	20–30 yrs	Yes	Rust treat, repaint; UV breaks down paint.	Can delay repaint if minor corrosion only.
Shade sails	10–15 yrs	Yes	Remove in storms; high UV.	Can delay if fabric still sound.
Softfall rubber	7–12 yrs	Yes	Topcoat resurfacing; UV and heat degrade surface.	Can delay resurfacing if safe and intact.
Basketball hoops/goals	10–20 yrs	Yes	Replace hardware/backboards; steel lasts longer inland.	Can push out cosmetic items; safety-critical hardware must be functional.
Scoreboards	10–15 yrs	Yes	Replace modules/electronics; keep shaded.	Can delay non-critical upgrades.
Nets/padding	1–5 yrs	No	Consumable.	Replace when worn.
LED sports lighting	15–20 yrs	Optional	Drivers fail earlier in heat (7–12 yrs).	Can delay driver replacement if lumen acceptable.
Hot water systems	10–15 yrs	Yes	Replace anodes, flush tanks.	Can push out minor maintenance if water quality acceptable.
Cardio equipment	5–7 yrs	Yes	Belt/motor refurb; heat stress less than tropical but dust important.	Can delay minor refurb if machines functional.
Strength equipment	7–10 yrs	Yes	Replace cables/ropes, upholstery.	Can push out cosmetic items.
Indoor sprung timber floor	25–40 yrs	Yes	Sand/seal every 7–10 yrs; dry climate reduces moisture damage.	Can delay minor refinishing.
Indoor floor line marking	2–5 yrs	No	Renew only when worn.	Replace on wear — can't safely push out.
External concrete courts	25–40 yrs	Optional	UV/heat cause microcracks; reseal topcoat every 7–10 yrs.	Can delay full resurfacing if surface intact; patch cracks promptly.

## APPENDIX F | LIFECYCLE GUIDANCE - AQUATICS

Component	Lifespan	Mid-Life Refurbishment?	Maintenance Notes	Deferral Strategy
UV lamps	9–12 months	No	Consumable.	Replace annually.
Ozone generator	7–10 yrs	Yes	Replace corona cell as needed.	Conditional: can extend if performance remains within required output range.
Chemical dosing system (controllers, probes, dosing pumps)	5–10 yrs	Yes	Regular calibration required; probes typically replaced every 1–2 yrs.	Very limited: short-term manual dosing only; failure poses compliance and safety risks.
Sand filters	15–25 yrs	Optional	Inspect vessel; backwash regularly; replace media at 7–10 yrs.	Conditional: can delay media replacement if filtration performance remains acceptable.
Filter vessels	20–30 yrs	No	Check for leaks; keep shaded.	Conditional: repair only where deterioration or leaks are observed.
Circulation pumps	10–15 yrs	Yes	Replace seals, bearings and impellers as required; critical for turnover rates.	Low tolerance: failure impacts compliance and operations; limited deferral possible.
Gas boiler	8–12 yrs	No	Annual service; shading improves lifespan.	Limited: minor component replacement can be deferred, but full replacement not deferrable at end of life.
Heat pumps	10–15 yrs	No	Clean coils; avoid dust and overheating.	Conditional: minor servicing can be delayed if performance remains adequate.
Chemical storage/tanks	10–20 yrs	No	Keep shaded; UV accelerates HDPE degradation.	Conditional: can extend if no signs of structural degradation.
Balance tanks	30–40 yrs	No	Waterproofing renewal at 15–20 yrs.	Conditional: full renewal only required where leakage or structural issues occur.
Spa pumps/blowers	5–8 yrs	No	Keep ventilated; replace seals/bearings as needed.	Conditional: can delay if functioning adequately.
Electrical / control systems (switchboards, BMS)	15–25 yrs	Yes	Monitor for obsolescence; ensure compliance with current standards.	Conditional: increasing risk over time; replacement required where systems become unreliable or non-compliant.

## APPENDIX F | LIFECYCLE GUIDANCE – AQUATICS (CONT.)

Component	Lifespan	Mid-Life Refurbishment?	Maintenance Notes	Deferral Strategy
Underground pipework / hydraulics	30–50 yrs	No	Limited visibility; failures are disruptive and costly to repair.	High risk: typically only addressed at point of major failure or redevelopment.
Pool plant room (integrated system)	25–35 yrs	Partial	Efficiency and compliance decline as components age.	Limited: piecemeal upgrades possible, but full renewal typically required as systems reach end of life.
Pool shell (concrete)	50+ yrs	No	Repairs only. Thermal expansion in hot summers can cause minor cracking; control water chemistry.	Can defer: only minor cracking requires intervention unless structural issues emerge.
Waterproofing membrane	20–30 yrs	Optional	Inspect joints; replace if leaks appear.	Conditional: can delay if membrane remains intact and watertight.
Pool tiling	20–30 yrs	Optional	Re-grout at 10–12 yrs; monitor thermal expansion cracks.	Conditional: replace only where tiles become loose or present safety risk.

# COVID-19 AND THE POTENTIAL IMPACT ON DATA INFORMATION

The data and information that informs and supports our opinions, estimates, surveys, forecasts, projections, conclusion, judgments, assumptions and recommendations contained in this report (Report Content) are predominantly generated over long periods, and is reflective of the circumstances applying in the past. Significant economic, health and other local and world events can, however, take a period of time for the market to absorb and to be reflected in such data and information. In many instances a change in market thinking and actual market conditions as at the date of this report may not be reflected in the data and information used to support the Report Content.

The recent international outbreak of the Novel Coronavirus (COVID-19), which the World Health Organisation declared a global health emergency in January 2020 and pandemic on 11 March 2020, has and continues to cause considerable business uncertainty which in turn materially impacts market conditions and the Australian and world economies more broadly.

The uncertainty has and is continuing to impact the Australian real estate market and business operations. The full extent of the impact on the real estate market and more broadly on the Australian economy and how long that impact will last is not known and it is not possible to accurately and definitively predict. Some business sectors, such as the retail, hotel and tourism sectors, have reported material impacts on trading performance. For example, Shopping Centre operators are reporting material reductions in foot traffic numbers, particularly in centres that ordinarily experience a high proportion of international visitors.

The data and information that informs and supports the Report Content is current as at the date of this report and (unless otherwise specifically stated in the Report) does not necessarily reflect the full impact of the COVID-19 Outbreak on the Australian economy,

the asset(s) and any associated business operations to which the report relates. It is not possible to ascertain with certainty at this time how the market and the Australian economy more broadly will respond to this unprecedented event and the various programs and initiatives governments have adopted in attempting to address its impact. It is possible that the market conditions applying to the asset(s) and any associated business operations to which the report relates and the business sector to which they belong has been, and may be further, materially impacted by the COVID-19 Outbreak within a short space of time and that it will have a longer lasting impact than we have assumed. Clearly, the COVID-19 Outbreak is an important risk factor you must carefully consider when relying on the report and the Report Content.

Where we have sought to address the impact of the COVID-19 Outbreak in the Report, we have had to make estimates, assumptions, conclusions and judgements that (unless otherwise specifically stated in the Report) are not directly supported by available and reliable data and information. Any Report Content addressing the impact of the COVID-19 Outbreak on the asset(s) and any associated business operations to which the report relates or the Australian economy more broadly is (unless otherwise specifically stated in the Report) unsupported by specific and reliable data and information and must not be relied on.

To the maximum extent permitted by law, Urbis (its officers, employees and agents) expressly disclaim all liability and responsibility, whether direct or indirect, to any person (including the Instructing Party) in respect of any loss suffered or incurred as a result of the COVID-19 Outbreak materially impacting the Report Content, but only to the extent that such impact is not reflected in the data and information used to support the Report Content.

This report is dated **March 2026** and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Ltd's (Urbis) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of **Shire of Merredin** (Instructing Party) for the purpose of a **Merredin Recreation Integrated Infrastructure and Works Plan** (Purpose) and not for any other purpose or use. Urbis expressly disclaims any liability to the Instructing Party who relies or purports to rely on this report for any purpose other than the Purpose and to any party other than the Instructing Party who relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events including wars, civil unrest, economic disruption, financial market disruption, business cycles, industrial disputes, labour difficulties, political action and changes of government or law, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or made in relation to or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

Urbis has made all reasonable inquiries that it believes is necessary in preparing this report but it cannot be certain that all information material to the preparation of this report has been provided to it as there may be information that is not publicly available at the time of its inquiry.

In preparing this report, Urbis may rely on or refer to documents in a language other than English which Urbis will procure the translation of into English. Urbis is not responsible for the accuracy or completeness of such translations and to the extent that the inaccurate or incomplete translation of any document results in any statement or opinion made in this report being inaccurate or incomplete, Urbis expressly disclaims any liability for that inaccuracy or incompleteness.

This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the belief on reasonable grounds that such statements and opinions are correct and not misleading bearing in mind the necessary limitations noted in the previous paragraphs. Further, no responsibility is accepted by Urbis or any of its officers or employees for any errors, including errors in data which is either supplied by the Instructing Party, supplied by a third party to Urbis, or which Urbis is required to estimate, or omissions howsoever arising in the preparation of this report, provided that this will not absolve Urbis from liability arising from an opinion expressed recklessly or in bad faith.

#### Urbis staff responsible for this report were:

Director	Tim Connoley
Associate Director	Samantha Stewart
Senior Consultant	Christian Mazzone
Research Analyst	Brodie Langan

Project code P0054923

Report number v3

© Urbis Ltd

ABN 50 105 256 228

All Rights Reserved. No material may be reproduced without prior permission.

You must read the important disclaimer appearing within the body of this report.

