

INDIGENOUS SPORT AND CULTURE PLAN

**For the communities of the
Kullarri region, the Western Desert region and
the Tjurabalan region (COAG East Kimberley Trial Site)**

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1. Overview

The Indigenous Sport and Culture Plan (the Plan) is developed within a context of regional provision and policies, local community issues, existing local and regional planning processes and the state of existing infrastructure and service delivery. The scope of the Plan consisted of the Kullarri region; Western Desert region; and the Tjurabalan region (COAG East Kimberley Trial Site). Whilst the community assessment framework is specific to the Indigenous communities within these regions, the planning concepts, principles and models are readily applicable to Indigenous communities throughout Western Australia. Therefore, the Indigenous Sport and Culture Plan provides government with a framework to progress wider community areas such as justice, health, education and employment.

Sport and recreation traditionally has been identified within a context of competitive and social, or recreational based activity. However, a strong component of sport and recreation, particularly within Indigenous communities, is the linkage with traditional culture. Cultural activities such as hunting are generally more accepted as a form of sport and recreation due to its clear physical activity, however traditional dance (which also has physical activity) has not been generally accepted as a form of sport and recreation. Therefore, for the purposes of this Plan, sport and recreation is not separated from culture but rather it forms an integral component in understanding 'culture' within Indigenous communities, as well as highlighting the culture within which it operates.

To raise the awareness and increase the participation of Indigenous Western Australians in physical activity, it is important that the cultural aspects of Indigenous people are accepted and promoted as part of sport and recreation. It is important to note, that certain aspects of traditional culture, such as art, does not fall within this context. However, there remains a need for a working relationship between the agencies such as the Department of Art and Culture and the Department of Sport and Recreation, due to the clear linkages between the two within an Australian Indigenous context. In this sense, each aspect holds equal importance as culture in its entirety is equally reliant on each component.

In town and cities, the planning of sport and culture infrastructure and service delivery has in the past been aligned to the local government, whilst the State Government has been involved in the high-level community planning. However in Indigenous communities sport and culture has in the past been aligned to the Commonwealth Government, and in the 1980s, 1990s and early 2000s by the Aboriginal and Torres Strait Islander Commission (ATSIC). As a result of this in Western Australia, Sport and Recreation (Culture) Plans have generally either not existed or been at best ad hoc at a local community level without consideration of the wider context within which the plan should operate, such as through a regional plan. This is of particular importance for Indigenous communities where the accessibility of suitable service providers is often limited and operating sustainable infrastructure and service delivery is not commercially viable.

In order to assist in this regard, a regional approach is adopted to sport and culture planning. To achieve this, a high level of coordination and cooperation is required between the local Indigenous communities, Local Government, the Western Australian State Government, the Commonwealth Government, Non-Government Organisations (NGO's) other key stakeholders where appropriate, such as mining companies and philanthropists.

For the purposes of the Indigenous Sport and Culture Plan and associated planning documents, the regional approach to sport and culture planning is defined as *delivering future sport and culture infrastructure and services within communities focusing on building the regional sustainability and thereby achieving individual, local community and regional benefits.*

2. Vision statement

To provide a flexible, holistic and coordinated response to the needs of Indigenous communities, that will assist the community to improve their overall quality of life by integrating the participation and management of sport and culture as part of their daily life.

3. Objectives

The broad objectives of the Indigenous Sport and Culture Plan are to increase the level of on-going participation of community members in sport and culture activities, through improving the access to appropriate and equitable infrastructure and services. Specifically, there are three main objectives:

1. **Access and Equity:** to increase the equitable access to sport and culture infrastructure and services in Indigenous communities.
2. **Participation:** to increase the sustained participation of community members in sport and culture activities.
3. **Sustainability:** to implement measures, develop and maintain infrastructure and provide services that are sustainable in the communities over a long period of time.

4. Outcomes of sport and recreation

Sport and culture plays a vital role in the social fabric of communities, particularly Indigenous communities. Traditionally sport and culture has been generally aligned to the outcome of improving the health and well being of participants, however in the current context, sport and culture is linked to many different outcomes including improvements in health, crime prevention, educational outcomes, employment opportunities, tourism and building overall community wellbeing.

Whilst these outcomes are indirectly related to sport and culture and are aligned to the objectives of other government departments/ agencies, funding and resource allocation has traditionally overlooked the role of sport and culture as a vehicle for achieving their objectives. In addition the policy direction, decision-making and project management of Government Departments/ Agencies with regard to achieving these outcomes has to an extent been ad hoc and independent of other stakeholders. As a result, plans and projects often do not come to fruition, and those that do, are not sustained for long-term use. This is reflective in Figure 1. It presents the linkages between sport and culture activities and identifies links with whole-of-government outcomes. However, in order to achieve these outcomes and achieve the objectives in Indigenous communities for the future, there are three main goals that should be achieved:

- i) whole-of-government planning
- ii) joint funding initiatives
- iii) strategic planning (long-term outlook).

There is an opportunity through sport and cultural activities for a range of government department/ agencies to achieve improved outcomes for Indigenous communities. However for this to be achieved there needs to be co-operative approach taken with regards to planning, funding and coordination. In particular given the close linkages between community and school

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recreation, and cultural facilities and services, the Education sector (Department of Education and Training, Catholic Education and the Independent Schools) are a key player.

As briefly discussed, the outcomes of sport and culture activities have a linkage with the objectives of various government agencies/ departments. The following section provides further commentary.

Improved health

Research and studies have shown that there is a direct link between participation in sport and recreation and improved physical health, mental health, self-esteem and self-efficacy. Sport and recreation activities are a form of preventative healthcare which can ultimately reduce the demand on healthcare services in Indigenous communities.

By adopting a sport and culture approach, rather than a sport and recreation approach, services can be initiated that apply a holistic approach to the well-being of the individual. That being an approach that can include facilities and services related to:

- physical
- mental
- emotional
- spiritual well-being

It is well established that through moderate and regular physical activity individuals achieve improved physiological health, in particular, improved cardiovascular fitness, weight control, reduced mortality, improved blood pressure and prevention of chronic disease. A particular example of this is the introduction of swimming pools in Indigenous communities. Through providing appropriate management of the swimming pool, the cases of inner ear infections and skin infections in children have reduced considerably.¹

The issue of alcohol/ substance use and abuse is a high priority in Indigenous communities. Whilst there is limited research that directly links sport and culture to reduced substance abuse, it has been suggested that sport and culture has the ability to reduce the risk of substance abuse by addressing the risk factors. These risk factors of substance abuse include disengagement at school, poor parental and peer relationships, low self-esteem and self-efficacy and depression.² In particular to Indigenous communities, Cameron and MacDougall (2001)³ composed a report which identified that sport carnivals and activities organised by Indigenous communities were, to an extent, effective in reducing alcohol abuse, cannabis use and petrol sniffing in the short-term. This concept was supported by Walker and Oxenham (2001, p.42)⁴ who found 'substantial anecdotal evidence to suggest that young people participating in the Kickstart program were less likely to engage in substance abuse than those who did not.'

Crime prevention

Whilst there is limited research that directly links sport and culture activities to reduce the crime committed by current offenders, there is evidence that supports the concept that sport and culture activities in Indigenous communities can assist in preventing youth from committing crimes.

¹ Lehmann, D., Silva, D., Tennant, M., & McAullay, D. et al. 2000, *Impact on health of children and adolescents of introduction of swimming pools into remote Aboriginal communities*, Telethon Institute for Children Health Research, Perth.

² (i) Craig, C. L., Russell, S., & Cameron, C. 1994, *Benefits and Impact of Physical Activity for Ontario: Physical Activity Intervention Framework Report on Issues One and Three*, Ministry of Culture, Tourism and Recreation, Toronto.

³ Cameron, M. & MacDougall, C. 2001, 'Crime Prevention through Sport and Physical Activity', *Trends and Issues in Crime and Criminal Justice*, no.165, Australian Institute of Criminology, Canberra.

⁴ Walker, S. & Oxenham, D. 2001, *A Sporting Chance: An Evaluation of the Rio Tinto AFL Kick-Start Program in the Kimberley Region*, Curtin Indigenous Research Centre, Curtin University of Technology, Perth.

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In particular, researchers have identified that factors for committing crime include negative peer role models, boredom, low self-esteem and self-efficacy, and that sport and culture presents a vehicle for overcoming these causal factors.

Educational Outcomes

There is strong evidence that sport and culture activities contribute to a schools' capacity to improve the educational outcomes for students, particularly in Indigenous communities. As education is a priority for Indigenous communities, it is an essential vehicle for reducing the poverty that is experienced by Indigenous communities. Sport and culture activities are currently being utilised by schools within the Indigenous communities to target attendance and school engagement. In recent years, there has been an increase in programs and policies, such as 'no school, no pool' policy, which reward students that attend school with participation in sport and culture activities. This concept has proved very successful in increasing and maintaining the school attendance and engagement of students, which then allows teachers to focus on their curriculum to improve educational outcomes.

In addition, sport and culture activities have also been used to directly improve the educational outcomes of students. This has occurred through teachers utilising sport and culture activities to deliver their curriculum. An example of this, was the school principal in Warrego (remote Aboriginal community in Northern Territory), who engaged students in horse-riding lessons and developed curriculum activities around horse-riding to improve students' literacy and numeracy outcomes.⁵

Employment Opportunities

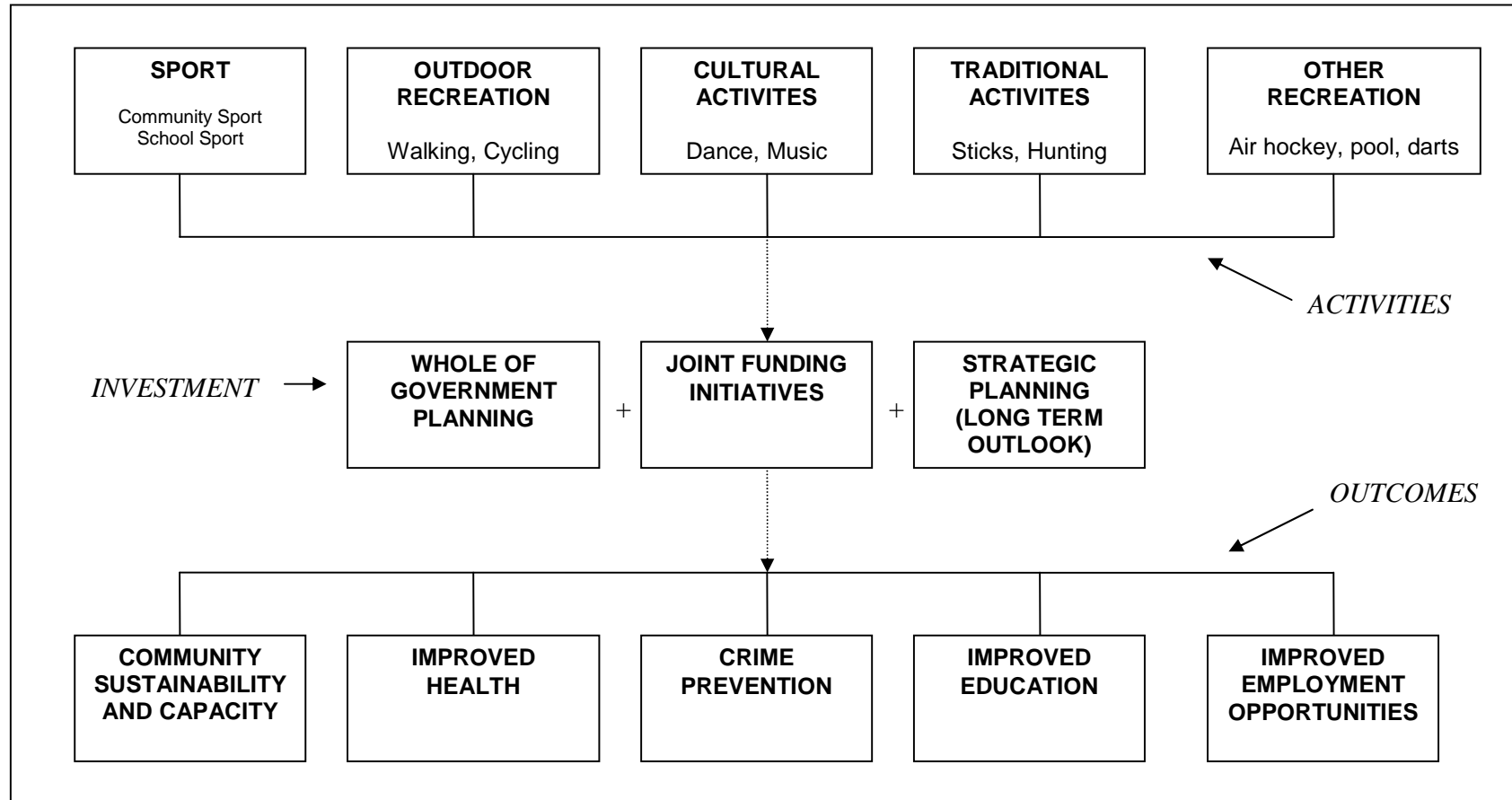
Sport and culture (recreation) facilities and services are of high demand within the Indigenous communities, however there are difficulties in servicing these demands due to a shortage of human resource capital. Sport and culture (recreation) have often been seen as an avenue for community members to undertake training and engage employment within the industry, particularly at a local community level. This was prevalent as part of the Community Development Employment Program (CDEP), where funding was provided to pay assistants to the sport and recreation officer at a community level. Whilst some difficulties were faced with sustaining the momentum of the sport and recreation assistants, there was 'great promise...and the sport and recreation officer was very keen to support and encourage [the assistant] to take on further responsibility. These employees had aspirations for the future such as studying to obtain sport and recreation qualifications.'⁶

The difficulty faced by the communities was the high turnover of the sport and recreation officers that serviced their communities. It was reflected that future opportunities should focus on training the sport and recreation assistants to become the sport and recreation officers within the community, with an overall support for a sport and recreation supervisor who is based at a larger community or regional centre. Overall, sport and recreation facilities and services provide a unique opportunity to engage local community members in 'real' employment to provide a vital service to the community.

⁵ Active Australia, 2000, 'The Warrego school way', *Activate, Issue 10*, September/ October 2000, Australian Sports Commission, Canberra.

⁶ Beneforti, M. & Cunningham, J., 2002, Investigating indicators for measuring the health and social impact of sport and recreation programs in Indigenous communities, Australian Sports Commission and Cooperative Research Centre for Aboriginal and Tropical Health, Darwin.

Figure 1 – Achieving whole-of-government outcomes through Sport and Culture



5. Planning principles

The Indigenous Sport and Culture Plan and associated planning considerations are built on the following underlying principles that will provide guidance for future assessments by the government and communities:

- **Access and equity**
- **Quality**
- **Community benefit**
- **Sustainability**
- **Life-cycle and operating cost**
- **Human resource capital**
- **Joint approach**

The following statements provide an overview of the planning principle and the areas of priority for future sport and culture planning, as well for assessing planning requests.

Access and equity

Sport and culture infrastructure and services should be designed and delivered to ensure that there is an appropriate level of access to various groups within the community; including youth, children, women, men and the elderly.

Furthermore, of priority, consideration is to be placed on infrastructure and services that provide a level of regional access (more than one community can utilise infrastructure and services within a region).

A key consideration when looking at access and equity is transport. Many Indigenous communities, even those within relatively close proximity, have major transport issues due to:

- the poor condition of many roads (particularly during the wet season or after rains)
- the lack, almost non-existence of public transport
- many Indigenous people not owning private transport
- many Indigenous not having drivers licences (due to difficulties in gaining licences or due to the loss of licences as a result of fines or other misdemeanours)
- the increasing price of fuel

The overall result being that facilities and services that in non-Indigenous context may be deemed as being accessible may not be accessible to the majority of Indigenous people within this regional context.

Quality

The level of usage of infrastructure and services is influenced by the quality of the service or infrastructure. By providing an acceptable quality level for infrastructure and services in a community, it is more likely that the participation rate will increase.

Community benefit

Through providing sport and culture infrastructure and services, gains in employment, justice, health, education, and providing business and tourism opportunities are to be maximised where appropriate.

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Sustainability

The sustainability of community infrastructure and services is a fundamental part of achieving the objectives of a sport and culture plan. Funding applications for infrastructure and service delivery in Indigenous communities should be prioritised to those projects that identify the key steps to sustainability (e.g. secured life-cycle costings, adequate human resource provisions) and provide strategies to achieve sustainability.

Life-cycle and operating cost

Future infrastructure and services should be fully costed so as to identify the cyclical repairs and maintenance requirements on infrastructure and the allocated operating costs. These operating costs need to include the human cost of repairing and maintaining the infrastructure and planning, managing and coordinating the delivery of services.

Human resource capital

The sustainability of infrastructure and services relies heavily on the level of human resource capital required to manage facilities and services in the future. Future planning activities should ensure that there is appropriate human resource capital available to operate the facility or service prior to funding. Furthermore, training and development programs should be developed and provided to members of the community, who can assist with operation of the facility (including repairs and maintenance) or service delivery. Through developing a training and development program, the internal capacity of the community is increased and it can provide future education and training pathways for the youth of the community.

Joint approach

A priority for future sport and culture infrastructure and service delivery is to achieve synergy between the planning processes of key stakeholders (Government – Commonwealth, State and Local, NGOs, private sector, etc). This will facilitate a more coordinated and cost-effective approach to delivering sport and culture infrastructure and services to Indigenous communities.

6. Key planning considerations

In order to assess the appropriateness and effectiveness of future sport and culture infrastructure and service delivery, the following *Key Planning Considerations* are provided. The key planning considerations form the basis of the *Funding Assessment Guide*, see Appendix A.

Table 1.

Key Planning Considerations:
<p>1. Public Access:</p> <ul style="list-style-type: none"> - Level of regional access to infrastructure and services - Level of community access to infrastructure and services - Quality of road and other transport service considerations
<p>2. Existing infrastructure and services:</p> <ul style="list-style-type: none"> - Current condition - Availability of infrastructure and services - Level of R&M required to achieve/ maintain operations - Availability of similar infrastructure and services existing in proximity to the community.
<p>3. Funding:</p> <ul style="list-style-type: none"> - Level and availability of capital development funds - Level and availability of operational funding (incl. R&M) - Sources of funding (incl. all levels of Govt and NGO's) - Extent to which the investment can also generate other income (e.g. tourism)
<p>4. Level of usage:</p> <ul style="list-style-type: none"> - Demand and projected use of existing infrastructure and services - Demand and projected use of new infrastructure and services - Level of equity in usage within the community - Level of multi-purpose function use of the infrastructure - Level of opportunities to share infrastructure and services with other communities
<p>5. Level of operational requirement:</p> <ul style="list-style-type: none"> - Level of management and resources required to operate existing infrastructure and services - Level of management and resources required to operate proposed infrastructure and services - Identified method of sustainability/ repairs & maintenance
<p>6. Associated Essential and Municipal Facilities:</p> <ul style="list-style-type: none"> - Capacity of current power services to support new infrastructure/ services & associated programs/ events - Capacity of current water services to support new infrastructure/ services & associated programs/ events (including access to drinking water) - Capacity of current sewage services to support new infrastructure/ services & associated programs/ events - Capacity of current public toilets and shower to support new infrastructure/ services & associated programs/ events - Capacity of current store to support new infrastructure/ services & associated programs/ events - Capacity of current accommodation to support new infrastructure/ services & associated programs/ events
<p>7. Community Layout Plan:</p> <ul style="list-style-type: none"> - Does the proposed infrastructure/ service accords with the Community Layout Plan

Key Planning Considerations:
8. Human resource capital: <ul style="list-style-type: none">- Level and availability of personnel to:<ul style="list-style-type: none">▪ Maintain infrastructure▪ Deliver services- The extent of personnel willing to undertake training and development- Level of opportunities to source appropriately qualified personnel from other communities- Level of access to training and trainers
9. Internal community capacity and support: <ul style="list-style-type: none">- Level of support from local government authority- Level of support from local industry- Level of support from local community- Level of support from sporting organisations/ clubs- Level of existing management of infrastructure and programs
10. Management/ governance: <ul style="list-style-type: none">- Existence of a party that accepts responsibilities of the management and maintenance of the infrastructure or services.
11. Community benefits: <ul style="list-style-type: none">- The level of benefit that will be achieved that address key community priority areas such as employment, justice, health and education.

7. Barriers and strategies

The current delivery of infrastructure and services in Indigenous communities is in a number of cases, constrained through the remoteness of the communities, lack of adequate capital and life-cycle funding and the provision of appropriately trained personnel. In order to improve the standards of infrastructure and services in these communities, decision making and planning provisions need to be aligned to a long-term, strategic and regional focus.

A key request of Indigenous communities is to improve the condition of infrastructure and to provide a wider range of sport and culture services. However there are several local, regional and systemic barriers in achieving this:

- human resource capital
- transport and logistics
- transparent information systems
- funding
- coordination between agencies

In order to meet the needs of the communities, strategies to overcome these barriers should be developed. Examples of strategies that could be implemented are provided in Appendix B. It is important to note that whilst these are examples, strategies should be developed at the local, regional and state level to ensure applicability and maximum effectiveness.

8. Planning context

Planning for sport and culture has traditionally focused at the local level. In order to facilitate improved outcomes and achieve a higher level of coordination, planning and funding considerations should centre on a regional and long term strategic focus. This shift in decision making is shown in Table 2 below:

Table 2.

Category	Existing	Proposed
Location	Single community	Regional
Time frame	Short-term	Long-term
Funding	Single-bodied	Pool of bodies
Coordination	Exclusive	Inclusive
Rationale	Ad hoc	Strategic
Focus	Facilities (new and upgrade)	Service delivery, human resources, facilities and sustainability.

The future direction of sport and culture infrastructure and service delivery will involve a three-tier unilateral strategy between the relevant stakeholders:

Local Level

The local community plays a vital role in identifying and assessing their sport and culture infrastructure and service needs. With assistance from the various stakeholders within the community, a local sport and culture plan should be developed. This could be assisted and actioned through the establishment of a Regional Working Group. This information should then be provided to the Working Group for feedback and endorsement. This stage is important as local community buy-in can assist in ensuring the sustainability of infrastructure and services. An example of this is the development of Local Justice Plans by the Department of the Attorney General. The Department has funded the development of Local Justice Plans via a process of extensive consultation with the local Indigenous people.

Regional Level

The strategic direction of the regional approach to the provision of sport and culture infrastructure and services should be delivered through the establishment of a Regional Working Group. It is suggested that the Working Group should include stakeholders that are active (or have an active interest) within the region, from the Australian Government, State Government agencies, local government, regional sporting bodies and associations and other non-government organisations. The Working Group at a regional level should focus on facilitating the implementation of local level sport and culture plans through the allocation of funding and services. The Working Group should develop a regional sport and culture plan, which should prioritise actions that focus on the regional priorities, such as developing regional competitions, regional transport infrastructure, regional training and development units and regional sustainability.

State Level

Considerations should be made to form a Joint Representative Planning Advisory Committee or similar, whose role would include:

- The development and implementation of a policy framework and strategic direction for the provision of sport and culture facilities and services on a state level.

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- Facilitation and negotiation of joint funding agreements for the provision of sport and culture facilities/ services which fulfil joint objectives at a state level.
- Monitor, support, evaluate and report on the operations of the Working Groups, ensure strategic alignment with the overall policy framework and objectives.

For plans at all three levels (local, regional and state) to be effective the need to be under-pinned by a signed Statement of Intent by the relevant Directors General that commit the various stakeholders to specified roles, responsibilities and stated outcomes.

Planning at all levels, in particular the state level, needs to be in the context of the Indigenous bi-lateral agreement between the Commonwealth and State. Currently this agreement is being re-negotiated.

9. Community needs assessment

Stage Two of the Project collected data and feedback from Indigenous communities in order to inform the department as to the current status of sport and recreation provisions in the selected regions and to identify the communities future needs.

In Stage Three, this data has been analysed and assessed against the *Key Planning Considerations* and has been prioritised in terms of its relative need for funding. There are four categories that have been assigned, these are:

- | | | |
|------|-----------|--------------------------------|
| i) | Immediate | (immediate action is required) |
| ii) | High | (1-2 year time frame) |
| iii) | Medium | (2-3 year time frame) |
| iv) | Low | (3-5 year time frame) |

The suggested time frame for action required has been based on the relative needs of the communities in assessment against the *Key Planning Considerations*. The 20 priorities should be reviewed in light of the availability of financial resources.

The detailed list of the communities' needs and the priority is provided at Appendix C.

10. Models

Planning models

Historically, assessment of the provision of facilities and services was based on a community by community basis, without necessarily strategically identifying opportunities for economies of scale and sustainability through utilising services and facilities from neighbouring communities. As a result, plans that were developed were often least effective in overcoming the barriers of providing appropriate facilities and services.

Through defining three key levels of planning, as described above, the effectiveness of planning should increase. A key factor of success is the funding and planning model applied. There are three key models as described below:

Single: *the traditional approach of providing sport and culture infrastructure and services to meet the demands of the individual communities.*

Example – provision of infrastructure and/or services directly and only for one Indigenous community for example the Bidiyadanga community.

Hub centre: *the creation of sport and culture hubs that would allow multiple communities to utilise upgraded facilities in a central location.*

Example – provision of infrastructure and/or services to one central Indigenous community or town from which other Indigenous communities go to, to access, for example the upgraded facilities be placed at Lombadina/ Djarindjin and the other Dampier Peninsula communities access facilities there.

Cluster: *sport and culture clusters allow for the development of partnerships between communities within a relatively close proximity. This would mean that communities would have a particular infrastructure or service in their community that is upgraded and for use of multiple communities within the cluster.*

Example – sharing the provision of infrastructure and/or services to a number of Indigenous communities. For example key sport and infrastructure be placed at Beagle Bay, Lombadina/ Djarindjin and One Arm Point and then all four communities access/ use the infrastructure and/or services.

In assessing the most appropriate model for the provision of infrastructure and or services consideration must be given to transport and the impact that this has on the accessibility of the infrastructure and/or services.

For future planning initiatives, the overall allocation of funding for facilities and services should be conducted at a regional level. Appendix E provided provides commentary on the strengths and weaknesses of the different planning models; single, hub and cluster in relation to the *Key Planning Considerations*. The matrix has been designed to assist the Regional Working Groups in their decision making as to which of the models is most appropriate in the assessment of funding allocation. It is important to note, that there is no set model that should be applied to the funding and planning considerations, rather the Regional Working Groups should develop a hybrid model that suits the context of that region.

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Repairs and Maintenance Models

A key barrier associated with achieving sustainable sport and culture infrastructure is the absence of a whole-of-life repair and maintenance model.

Over the past 20 plus years, organisations such as the Aboriginal and Torres Strait Islander Commission (ATSIC) and the Department of Housing and Works have contributed significant funds into items such as ovals (greening programs in general), basketball courts and lighting, etc. In addition to this organisations such as Lotterywest have also contributed funds into items such as playground equipment and buses for transport. However the sustainability of these assets has in most cases been limited.

In this regard, a repairs and maintenance model should be developed, costed and implemented so that this infrastructure is appropriately repaired and maintained, thereby increasing the life of this infrastructure, which in turn leads to a reduced lifecycle cost.

Associated with the initial investment, an ongoing repairs and maintenance whole-of-life approach needs to take into account the service provision that will be required during the life of the infrastructure.

It is apparent through research and consultation with stakeholders that given the logistics of distance within Western Australia, the diversity in terms of technical requirements, geography, climate, culture, market capacity and other conditions are all factors which make it difficult for one single repairs and maintenance model to be appropriate for all sport and culture infrastructure in Indigenous communities.

A range of models should be available and the best option/ model selected taking into account the factors listed above (technical requirements, geography, climate, culture, market capacity and other conditions). This could be achieved by enabling regions to select from a suite of repairs and maintenance models. And from this determine the model which best addresses their needs for the region and/or the individual community/ies within the Region.

A number of alternative sport and culture repairs and maintenance models have been identified through research and experience. Although a number of these models are similar in approach the selection of a service provider that best meets the factors listed above will be critical to the ongoing repairs and maintenance. A detailed description of the models is listed in Appendix D.

11. Existing funding programs/ policies

The following section identifies and provides commentary on a selection of the various programs/ policies that provide funding to regional, remote and rural communities with reference to sport and recreation. Other programs/ policies that provide funding may be applicable to sport and culture, where it is identified that sport and culture activities represent a vehicle for achieving other key agencies objectives.

Indigenous Regional Development Program (IRDP)

The IRDP is a program developed as part of the Western Australian State Government's \$80 million Regional Investment Fund . The primary objective of the program is to 'encourage, promote and support the sustainable development of Indigenous communities in regional Western Australia in a culturally appropriate way.'⁷ In exchange of grants between \$10,000 and \$500,000 per project, communities will focus on outcomes that will assist in 'strengthening regional economies by attracting investment and increasing jobs for Indigenous people; enabling Indigenous communities to be more educated, healthy, safe and supportive, with an enhanced quality of life; or contribute to protecting the environment.'⁸ The program funding is eligible for:

- Incorporated Aboriginal Associations
- Non-Indigenous community groups/ not-for-profit organisations
- Businesses and other bodies (such as educational institutions)
- Local government organisations.

The funding is available for capital works and infrastructure or of a governance, social, cultural or environment nature and should contribute directly to the achievement of outcome priorities of the *Regional Development Policy*. In particular the funding should be used for:

- substantial community and development benefits for Indigenous people arising from effective government/ Indigenous community partnerships
- equitable access to services irrespective of socio-cultural status
- improved health and health conditions of Indigenous people
- better access to culturally sensitive services and an improved living environment for remote Indigenous communities
- the use of Indigenous interests, skills and knowledge to enhance joint management of conservation lands and protection of cultural heritage.⁹

Within this program, whilst it does not expressly state that the funding can be used for sport and culture services and infrastructure, it is reasonable to assume that sport and culture services or infrastructure would be considered for funding assessment. Furthermore, there is an opportunity to improve the sport and culture services and infrastructure in a community by including it as a subsidiary objective of programs that focus on the primary objective of, for example, improving education and health facilities. However, an important note of submitting an expression of interest for funding is the eligibility criteria used for assessment of the applications. In particular, clause 2 which states:

⁷ Department of Local Government and Regional Development. 2008. *Inquiry into Local Government Service Delivery to Indigenous Communities*. Government of Western Australia

⁸ *ibid.*

⁹ Department of Local Government and Regional Development. 2003. *Indicators of Regional Development in Western Australia*. Government of Western Australia.

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*'The project should demonstrate a high level of commitment through sourcing other project funding and/or a direct financial or in-kind contribution by the applicant. Project proponents should demonstrate that they have investigated other sources of funding, and that reasonable effort has been taken to access at least partial funding from other sources, including the Commonwealth Government. For example, evidence of funding partnerships with the Commonwealth Department of Families, Community Services and Indigenous Affairs, Commonwealth Department of Transport and Regional Services, Local Government and private companies'*¹⁰

(DLGRD 2008, 1)

Regional Headworks Program (RHP)

The RHP forms part of the part of the Western Australian State Government's \$80 million Regional Investment Fund. Its primary objective is to 'encourage, promote and support the sustainable development of regional Western Australia by providing financial assistance for connection to providers of the essential services of water, electricity, telecommunications, gas, drainage and sewerage (headworks)¹¹'. The grants provided in this scheme range from \$5,000 to \$200,000 and will assist in:

- strengthening regional economies by attracting investment and increasing jobs
- enabling regional communities to be more educated, healthy, safe and supportive, with an enhanced quality of life
- contribute to protecting the environment

The categories of project which may be considered as part of the scheme include:

- expansion of existing regional businesses
- development of new commercial and industrial enterprises
- industry development such as industrial parks, research facilities
- tourism development such as interpretive and discovery centres
- accommodation facilities including seniors and community care accommodation
- development of arts or sports centres

This scheme is one of a few that specifically define that a category related to the development of sport and culture infrastructure would be acceptable for considerable of the grant.

Western Australian Regional Initiatives Scheme (WARIS)

The sustainability of services and infrastructure in regional, rural and remote areas relies heavily on the human, social and cultural capital available. The WARIS initiative provides funding of up to \$250,000 per project in order to build and improve the human, social and cultural capital necessary for sustaining regional communities. Community organisations, volunteer organisations, business groups, education institutions, Aboriginal Corporations, local government and State Government agencies will have the ability to receive funding for projects, including:

- skills and capacity-building programs, such as mentoring and coaching, developing on-line training courses
- festival and arts events/ tour in regional WA
- leadership programs
- research which is clearly related to the Regional Development Policy outcomes
- time-limited pilots or trials.

¹⁰ Department of Local Government and Regional Development. 2008. *Inquiry into Local Government Service Delivery to Indigenous Communities*. Government of Western Australia

¹¹ *ibid.*

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This scheme highlights an essential element in ensuring the sustainability of regional communities. Furthermore, it identifies that in order to develop a successful sport and culture plan, strategies to ensure adequate human, social and cultural capital must be developed in order to successfully implement the *Plan*.

Shared Responsibility Agreements (SRAs) and Regional Partnerships Agreements (RPAs)

SRAs are agreements between Indigenous communities and governments and are designed to facilitate Indigenous people and communities to define their community priorities, how to address priorities and what the community will agree to in exchange for the government funding. The current SRAs have a strong focus on sport and recreation activities, particularly those Indigenous Communities in Western Australia. At this stage, five communities in the project regions have signed SRAs including; Billiluna, Mulan, Ringers Soak, Balgo and Bidyadanga. Table 5 below shows the particulars of these communities SRAs.

Table 5

Community	Focus of the SRAs	What the SRAs provide
Billiluna	Community administration and activities for young people	Resource centre, recreation equipment
Mulan	Tourism and child health	Petrol bowsers (dispensing Opal fuel)
Ringers Soak (Kundat Djaru)	Activities for young people	Recreational equipment
Bidyadanga	Activities for young people	Sporting facilities
Balgo	Activities for young people	Sporting facilities

The RPAs set out strategic approaches and projects for joint innovative action by government and Indigenous organisations in partnership with the people and communities, to work jointly on service planning and delivery of investment in the communities. There are two applicable RPAs for the Project regions, East Kimberley and Ngaanyatjarra Council/ Shire of Ngaanyatjarraku. The Ngaanyatjarra Council RPA purpose was to build on existing government commitments to achieve improved education through the Ngaanyatjarra Area Education Agreement and the telecommunications initiatives. The East Kimberley Agreement defines objectives, outcomes and priorities similar to the Ngaanyatjarra Council/ Shire of Ngaanyatjarraku RPA. Whilst the RPAs do not specifically mention sport and recreation, it is apparent that there is a particular interest for individual communities within these regions to seek assistance in providing adequate sport and recreation infrastructure and services as shown in their SRAs.

The SRAs and RPAs will provide further insight to the *Plan* to identify existing structure and regional approaches that might be of relevance in relation to the *Plan*.

State and Local Government

Traditionally in towns and cities, the states and territory governments have been the primary providers of a range of services such as education, infrastructure, health and housing. However in the past this has not been the case with the Commonwealth Government via ATSIC and in recent years FaHCSIA providing these services to Indigenous communities. In towns and cities local governments have been principally responsible for town planning, rubbish collection and disposal, provision and maintenance of local roads and community amenities. However in the past Indigenous communities have had these services provided/ funded by a range of Commonwealth and state agencies with the various local governments playing roles to varying degrees.

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However, a particular issue experienced by local governments servicing remote communities is that the level of revenue obtained from rates and user charges is generally not sufficient to deliver local government services. Local governments therefore rely heavily on grants from the state or territory governments and the Australian Government.

In July 2006, the Commonwealth and Western Australian Governments signed the Bilateral Agreement on Indigenous Affairs. This agreement is based on the governments working together to achieve a coordinated response to housing, infrastructure, essential and municipal services to all Indigenous communities in Western Australia. Previously, much of the services provided to discrete Indigenous communities were funded by its municipal services (MUNS) and Community Development Employment Projects (CDEP) programs. However, the issue directly related to the Plan, is how other local government services that are not currently delivered to the discrete communities will be delivered and funded. Of particular interest to the Plan, therefore is the current *Inquiry into Local Government Service Delivery to Indigenous Communities (2008)*. The inquiry will:

- Identify and prioritise those local government services to be delivered to communities and the most appropriate means of funding these services and the accountability arrangements that will need to apply.
- Identify legislative impediments to local government delivering services to communities and make recommendations as to how these should be addressed.
- Identify potential models for service delivery and make recommendations as to how Indigenous representation in local government and community governance can be enhanced.¹²

12. Implementation guidelines

A key success factor in affecting change is ensuring that plans, policies and strategies are implemented appropriately. The following guidelines provide an overview as to the suggested steps that should be taken in the implementation of the associated strategies/ projects to the Indigenous Sport and Culture Plan.

Stage One: Statement of Intent

A signed Statement of Intent by the relevant Director General's with regards to establishing a cooperative approach to the provision of sport, recreational and culture services and infrastructure within Indigenous communities for the future. The Statement of Intent will provide a mandate for the relevant departments to proactively develop strategic partnerships with other key agencies to improve the provision of services and infrastructure within the Indigenous communities.

Stage Two: Establish a policy framework

Develop an overarching policy that sets objectives and identification of responsibilities for the provision of sport and culture facilities and services in Indigenous communities for the next five years. Included in the policy framework, is the provision for the establishment of Regional Working Groups and a Joint Representative Planning Advisory Committee.

¹² Department of Local Government and Regional Development. 2008. *Inquiry into Local Government Service Delivery to Indigenous Communities*. Government of Western Australia

Stage Three: Establish a Joint Representative Planning Advisory Committee and Regional Working Groups

- i) At the State level establish a Joint Representative Planning Advisory Committee. The committee should be formed to include key representatives from the various government agencies, to ensure that there is a whole-of-government approach to the provision of sport and culture, and the achievement of joint objectives, in regards to Indigenous communities. The committee's responsibility may include; establishing joint strategies for achieving objectives between agencies, facilitate joint funding arrangements and provide strategic direction, assistance and funding direction to the Regional Working Groups. Furthermore, the committee should develop agreed guidelines and procedures governing the process for infrastructure/ service funding assessment, planning and development for the Regional Working Groups. The Committee should meet quarterly, however these meetings should take place after the quarterly meetings of the Regional Working Groups.

Stakeholders would include but not be limited to the Department of Sport and Recreation, Department of Indigenous Affairs, FaHCSIA, WALGA and/or the Department of Local Government and Regional Development, Department of Education and Training, Catholic Education and the Independent Schools Authority.

It is critical that the three education providers in remote Indigenous communities in Western Australia be represented.

- ii) Establish Regional Working Groups (a Regional Working Group should be established for each Region). The Regional Working Groups should be formed to include key representatives from various Government agencies, private industry and community representatives. The role of the Working Group would be to develop, implement and evaluate the strategic plans for the provision of infrastructure and services at the Indigenous communities within the region. This would include the decision making as to the allocation of funding within the region.

Stakeholder organisations participating at the regional level would be similar to those at the state level, however the local Shire/s would replace WALGA/ DLGRD and the relevant education providers (Department of Education and Training, Catholic Education and Independent Schools) would be included as required. In addition the ICCs should be included at the Regional Level.

At both the state and regional level it is essential that these Advisory Committees/ Regional Working Groups develop protocols via instruments such as agreements or memoranda of understanding to ensure that these groups have roles, responsibilities, meeting times, outcome statements, etc. to ensure that these bodies achieve the stated goals and accountable.

Stage Four: Funding assessment and the provision of infrastructure and services

Regional Working Groups should identify the facilities and services that will receive funding, (over a five year timeframe) based on the Plan and agreed *Key Planning Considerations*. A weighting category should be applied to the *Key Planning Considerations* to ensure applicability to the regional context.

For the funding assessment process to be viable, open, transparent and accepted it is critical that the weightings be developed via a consultative, inclusive process including all levels of government, Commonwealth, state, local and community. Although not always agreed with by local indigenous communities, a similar process developed for the NAHS program provided an

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accountable and defensible process for allocation of funding, however this was only possible as the weightings were developed via a consultative process and agreed to by all key stakeholders prior the assessments being undertaken.

Prior to the allocation of funding, capital-cost and life-cycle costings should be conducted to ensure viability of the facility or service. Furthermore, for facilities an appropriate R&M model should be adopted to assist with the sustainability of the facility.

Stage Five: Developing a guidebook and information system inventory

At a State level, the following resources should be developed:

- iii) a guidebook that identifies the various sources of funding available to communities. This should include information from other agencies that relate to the provision of sport and culture services. This includes such things as employment and training programs, housing, transport and health services.
- iv) a information systems inventory with the particulars of sport and culture infrastructure and service providers. This will assist all stakeholders with planning within a regional perspective and identify opportunities for linkages with existing facilities and services. In addition, the inventory will contain details as to the current needs of the communities which will assist stakeholders in their decision making in relation to funding allocation.

Stage Six: Evaluation and reporting

The Regional Working Groups would be required to produce progress reports to the Joint Representative Planning Advisory Committee. Included in the reports would be an acquittal of the funding, and the on-going status of the associated infrastructure or service. The assessment of the infrastructure and services should be based on key evaluation questions that have been established by the Joint Representative Planning Advisory Committee.

This will assist the Working Groups in developing strategies to improve the efficiency and effectiveness of the funding that is allocated to facilities and services. In addition, the Joint Representative Planning Advisory Committee will be equipped with up-to-date information on the outcomes that are associated with the funding, which allows for strategic change to occur to improve the alignment of policies or funding guidelines to maximise outcomes across all regions.

The evaluation strategy that should be utilised should contain a framework of Key Performance Criteria, such as those discussed in the following Section.

13. Evaluation strategy

Minimum Standards

The future models for providing infrastructure and services (cluster, hub and single) should include minimum standards for individual communities. In particular this applies to schools as they will not be able to access the facilities provided in the hub or cluster arrangement on a daily basis.

We recommend that a set of minimum requirements with regards to sport and culture infrastructure be established by the department, and these standards should be agreed upon by all stakeholders. These minimum standards will establish a benchmark that will assist the Department of Sport and Recreation in evaluating the progress of associated plans and strategies.

Evaluation Strategy

To appropriately monitor, evaluate and report on the achievements and progress of programs/projects developed pursuant to the Plan, there are three main Key Performance Areas that should be measured:

- Inputs
- Participation levels
- Outcomes

Inputs

The input indicators measure the continuity and functionality of the programs/ projects design and mechanics. Input indicators include; capital and lifecycle costs, employment levels, appropriateness of equipment, facilities and services, level of training undertaken by local community members, and ongoing monitoring and reporting mechanisms.

The input indicators provide a contextual framework for understanding the outcomes associated with the Plan. These indicators may not be inclusive of the provision of the facility or service, yet they have a direct impact on the level of success that will be achieved by the Plan. It is of importance that when reviewing the progress of the Plan, a high level of emphasis is placed on appropriately identifying and measuring the input indicators.

Participation levels

The participation indicators refer to the level of participation associated with the facility or service. The measurement should include the level of participation by subgroups within the community, and it should be assessed against the total capacity participation level. The indicators provide the necessary information to identify the existing level of demand, and identify whether changes in the funding provision for the service or facility should be amended in the future.

Outcomes

The outcomes indicators refer to a holistic view of sport and culture, rather than those directly related to sport and culture. These outcome indicators should be measured against the objectives of the Plan. Examples of outcomes indicators, as per Figure 1 include:

- Community sustainability and capacity
- Health status
- Crime rates
- Education outcomes (e.g. behaviour and attendance)
- Employment opportunities

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Summary

These indicators represent examples of the Key Performance Areas. It is important that to appropriately assess the effectiveness and efficiency of the service or facility, the indicators within the Key Performance Areas and their objectives should be agreed upon by all stakeholders at the outset of the program/ project.

To assess the Key Performance Areas against the objectives/ targets, the following process should take place:

- Gather key evidence required to assess the areas against the objectives.
- Conduct interviews with stakeholders to retrieve feedback on the project/ program.
- Collate and analyse the data against the objectives to assess the effectiveness and efficiency of the program/ project.
- In light of the assessment, identify key strengths and weaknesses of the project/ program.
- Form recommendations and identify new targets for the second cycle of the project/ program.

The effectiveness of the evaluation phase of project/ program development is determined largely by the appropriateness of the Evaluation Plan. By establishing the criteria of the Evaluation Plan prior to implementing the project/ program, an ongoing assessment can be conducted to allow for strategies to be developed to resolve potential barriers.

Appendix A – Funding assessment guide

Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
1. Public Access:					
- What level of access will neighbouring regional communities have to the infrastructure/ service?	1 = Very low 2 = Low 3 = Adequate 4 = High 5 = Very high				
- What level of access is provided to the local community for the infrastructure/ service?	1 = Very low 2 = Low 3 = Adequate 4 = High 5 = Very high				
- How equitable is the access to the infrastructure/ service for the community?	1 = Very low 2 = Low 3 = Adequate 4 = High 5 = Very high				
SUBTOTAL:			/ 15		/ 15
2. Existing infrastructure and services:					
- What is the current condition of the existing infrastructure/ service?	1 = Very poor 2 = Poor 3 = Adequate 4 = Good 5 = Very good				

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Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
- What level of existing infrastructure/ services is available to the community?	1 = Very low 2 = Low 3 = Adequate 4 = High 5 = Very high				
- What level of R&M is required to upgrade the infrastructure?	1 = Very high 2 = High 3 = Some 4 = Little 5 = Nil				
- Is there similar infrastructure and services available in other neighbouring communities?	1 = No 2 = Yes				
SUBTOTAL:			/ 17		/ 17
3. Funding:					
- What level of capital funds is required?	1 = Very high 2 = High 3 = Some 4 = Little 5 = Nil				

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Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
- What Level of life-cycle funding is required? (incl. R&M)	1 = Very high 2 = High 3 = Some 4 = Little 5 = Nil				
- What level of alternative/ supporting funding sources has been identified and secured? (incl. all levels of Govt and NGOs)	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- What return on investment will be achieved through the infrastructure/ service?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
SUBTOTAL			/ 20		/ 20
4. Level of usage					
- What is the level of demand and projected use of existing infrastructure and services?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				

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Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
- What is the level of demand and projected use of the new infrastructure/ services?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- To what extent will the infrastructure/ service be used for multi-purposes?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- Is there a high demand for a similar infrastructure/ service in other communities?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- Is there an opportunity to share the infrastructure/ service in other communities in the region?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
SUBTOTAL:			/ 25		/ 25

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Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
5. Level of operation self-sufficiency: <ul style="list-style-type: none"> - What level of management and resources are required to operate proposed infrastructure and services? 	1 = Very high 2 = High 3 = Some 4 = Little 5 = Nil				
	<ul style="list-style-type: none"> - What level of management and resources are available to operate infrastructure and services in neighbouring communities? 	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High			
SUBTOTAL:			/ 10		/ 10
6. Human resource capital: <ul style="list-style-type: none"> - What level and availability of personnel is available to: <ul style="list-style-type: none"> o Build and maintain infrastructure? o Deliver services? 	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
	<ul style="list-style-type: none"> - What level of supply of personnel is willing to undertake training and development? 	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High			

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Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
- What levels of appropriately qualified personnel are available in other communities?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- What level of access is available to training centres, trainers and education programs?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
SUBTOTAL:			/ 20		/ 20
7. Internal community capacity:					
- What level of support is provided by the local government authority?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- What level of support is provided by the local industry?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				

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Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
- What level of support is provided by the local community?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- What level of support is provided from sporting organisations/ clubs	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
SUBTOTAL:			/ 20		/ 20
8. Management/ governance:					
- Is there a party/ body that accepts responsibilities of the management and conditions of the infrastructure?	1 = Yes 2 = No				
SUBTOTAL:			/ 2		/ 2
9. Community benefit:					
- To what extent does the project deliver benefit to the key priorities of the community, such as justice?	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
SUBTOTAL:					

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Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
10. Associated Essential and Municipal Facilities:					
- Capacity of current power services to support new infrastructure/ services & associated programs/ events	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- Capacity of current water services to support new infrastructure/ services & associated programs/ events (including access to drinking water)	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- Capacity of current sewage services to support new infrastructure/ services & associated programs/ events	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- Capacity of current public toilets and shower to support new infrastructure/ services & associated programs/ events	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
- Capacity of current store to support new infrastructure/ services & associated programs/ events	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				

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Assessment Criteria	Rating Category	Project 1 Comments:	Ratings:	Project 2 Comments:	Ratings:
- Capacity of current accommodation to support new infrastructure/ services & associated programs/ events	1 = Nil 2 = Little 3 = Some 4 = High 5 = Very High				
SUBTOTAL:			/ 30		/ 30

Assessment Criteria	Project 1	Project 2
Access and equity	/ 15	/ 15
Existing infrastructure and services	/ 17	/ 17
Funding	/ 20	/ 20
Usage	/ 25	/ 25
Operational self-sufficiency	/ 10	/ 10
Human resource capital	/ 20	/ 20
Internal community capacity	/ 20	/ 20
Management/ governance	/ 2	/ 2
Community benefit	/ 5	/ 5
Associated Essential and Municipal Facilities	/ 30	/ 30
Total:	/ 159	/ 159

Note: It is important that the *assessment criteria* have an appropriate weighting applied to the overall total score. These weightings should be agreed upon at a regional level, to ensure that the assessment is applicable to the local context.

Appendix B – Barriers and strategies

	BARRIERS:	STRATEGY:
Local	<p><u>Human resource capital:</u></p> <ul style="list-style-type: none"> - Restricted supply of human resources available to meet demand. - Restrictive access to training and development programs for community members. 	<ul style="list-style-type: none"> - Develop a regional approach to training and development. The S&R Officer who is based in a central community, can deliver training programs to a local community representative. - Train and employ a local community member to be an Assistant S&R Officer who can deliver services and maintain facilities. - Facilitate a program of education and training for groups across the region. Focusing on: <ul style="list-style-type: none"> o Strategic and business planning o Asset management o Turf maintenance o Club governance
	<p><u>Access to school facilities:</u></p> <ul style="list-style-type: none"> - Limited access to school sporting facilities 	<ul style="list-style-type: none"> - Develop a strategic approach to increase accessibility of school facilities after-school hours. This can be achieved through establishing agreements with the relevant Education Department. - Funding should be provided to the schools in exchange, to improve the conditions of facilities, appropriately supervise the use of facilities and regularly R&M.
Regional	<p><u>Transport:</u></p> <ul style="list-style-type: none"> - Inadequate transport to access sport and culture facilities and services in the region and neighbouring communities 	<ul style="list-style-type: none"> - Where possible provide transport that is housed at a centre community where the vehicles can be appropriately maintained. Provision of a regular transport service to the neighbouring communities. - Reduce capital costs associated with providing regional infrastructure in neighbouring communities and provide a greater level of funding to R&M and introduce associated training programs: <ul style="list-style-type: none"> = - Increased funding for purchase and repairs of transport, which will provide better transport for service providers to visit remote communities and provide opportunities for selected community members to gain a driver's licence.
Systemic	<p><u>Availability of information:</u></p> <ul style="list-style-type: none"> - Non-existent information 	<ul style="list-style-type: none"> - Development of a Sport and Culture Management Information System that stores the relevant information for each community. This information should be available

	<p>inventory that provides up-to-date information on facilities and services.</p> <ul style="list-style-type: none"> - Limited sharing of information between local authorities, State departments and NGO's. 	<p>to all Government agencies and the public.</p> <ul style="list-style-type: none"> - The system should contain information that will assist investors to identify areas of opportunity for investment.
	<p><u>Funding:</u></p> <ul style="list-style-type: none"> - Low levels of capital funding, life-cycle funding, limited extent to which the investment can generate other income. 	<p>State Level:</p> <ul style="list-style-type: none"> - Through the Joint Representative Planning Advisory Committee, identify opportunities to jointly fund projects between the different Government agencies. <p>Regional Level:</p> <ul style="list-style-type: none"> - Through the Working Group broker funding agreements between the stakeholders for projects within the Region. <p>Other:</p> <ul style="list-style-type: none"> - Develop a training program that focuses on providing on providing assistance with grant writing and submission for local communities.
	<p><u>Coordination between Government agencies</u></p> <ul style="list-style-type: none"> - Restrictive coordination between the different Government agencies. 	<p>Regional Level:</p> <ul style="list-style-type: none"> - Establish of a Working Group at a regional level. The Working Group would focus on developing strategic plans to the provision of sport and culture facilities for the communities within the Region. The Working Group should be formed by key representatives from the various Government agencies, private industry, Chamber of Commerce and community members. <p>State Level:</p> <ul style="list-style-type: none"> - Establishing a Joint Representative Planning Advisory Committee which is formed by key representatives from the various Government agencies. The Committee should: <ul style="list-style-type: none"> o meet regularly and provide strategic decision making in regards to utilising sport and culture to achieve joint objectives. o provide overarching strategic directions and assistance for the Working Groups.

Appendix C - Community needs assessment

The following matrix provides a status of the current provision of infrastructure and services within the communities. Each individual item has been prioritised in terms of the need for funding:

1. Immediate (immediate action required)
2. High (1 year time frame)
3. Medium (2-3 year time frame)
4. Low (3-5 year time frame)

Tjurabalan Region – Balgo Community						
Service/ Facility	Uses	Condition of Service/ Facility	Comments on service/ facility	Priority for investment	Comments	Immediate Action Required
Undercover area	Basketball	Excellent	- New facilities	Low	Develop a regular R&M model.	
Basketball Courts	Basketball	Poor	- Basketball courts are covered in sand and the court surface is poor.	Medium	The courts are currently used and there are facilities available in the undercover area. Participation will not necessarily increase with investment.	
Community Oval	Football, soccer, softball and cricket	Poor	- The reticulation does not work. - No toilet/ change room facilities.	Medium	There is demand for improved facilities, however it is a long-term investment due to the capital required.	
Swimming Pool (school use only)	Swimming	N/ A	- Access is only available to members of the local school.	Medium	It is suggested that discussion occur with the school to explore the appropriateness and ability to allow access during select time periods for members of the community. School identified that there were new laws being developed that would make operating the pool very difficult from a school perspective.	
Youth Centre	Pool tables	Inoperative	- Youth club is closed for safety reasons (building too old and decrepit)	High	The youth club was a highly utilised facility that was used by youths at night. Considerations should be made to fund the development of a new multipurpose centre that is maintained and operated by the Church/ School. The facility should contain toilets/ change rooms that would be accessible to users of other community venues.	
Volleyball Courts	Volley Ball	Inoperative	- There are no nets or	Medium	There is demand in the community for	

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Tjurabalan Region – Balgo Community						
Service/ Facility	Uses	Condition of Service/ Facility	Comments on service/ facility	Priority for investment	Comments	Immediate Action Required
			<ul style="list-style-type: none"> equipment to play. Sand is required for the court. 		the use of the volleyball courts. The facility however would require a level maintenance and management to ensure that the equipment is sustainable. Discussion should be progressed on where this could be managed by the Church/ School or a community member.	
BMX Track	BMX/ Bike riding	Inoperative	<ul style="list-style-type: none"> BMX track was demolished due to it not being safe as it was made of car bodies 	Low	Whilst there is a level of demand for this facility, health and safety concerns would need to be addressed for future developments of a BMX track.	
Playground Equipment		N/ A	<ul style="list-style-type: none"> There is currently no playground equipment available for young children in the community. 	Immediate	Investing in playground equipment for the use of youth in the community would provide great benefit. The sustainability of the equipment would be increased if built within the school.	X

Tjurabalan Region – Billiluna Community						
Service/ Facility	Uses	Condition of Service/ Facility	Comments on service/ facility	Priority for investment	Comments	Immediate Action Required
Community Oval	Football	Poor	<ul style="list-style-type: none"> The oval does not have grass. 	Medium	Redevelopment of the community oval would allow the whole community and the school to use the facility.	
General recreation space (associated with School)	Softball, soccer, athletics, cricket, sticks.	Poor	<ul style="list-style-type: none"> No grass or formal area. 	Medium	Economies-of-scale would exist by upgrading the community oval, and for the school and community to utilise that facility.	
Transport services to Halls Creek	Recreation Centre, Swimming Pool	N/ A	<ul style="list-style-type: none"> Community members are unable to get to the Recreation Centre, Swimming Pool, Sports Carnivals and other recreational events due to a lack of transport 	High	There is an opportunity to operate a transport service based in Halls Creek that services the Billiluna community and school primarily. Funding could be assigned to Garnduwa to operate the service.	
Professionals with skills in various sports	Indigenous sports	N/ A	<ul style="list-style-type: none"> There is a lack of personnel available in the community to teach participants the appropriate skills for a particular sport. 	High	See overall strategies section for details.	

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Tjurabalan Region – Kundat Djaru						
Service/ Facility	Uses	Condition of Service/ Facility	Comments on service/ facility	Priority for investment	Comments	Immediate Action Required
BMX Track	BMX Riding	Inoperative	- No current BMX track or bikes available	Low	Whilst there is a level of demand for this facility, health and safety concerns would need to be addressed for future developments of a BMX track and the purchase of BMX bikes.	
Basketball Courts	Basketball	Poor	- The basketball courts have pot holes, large cracks and a splinted backboard.	High	The conditions of the basketball courts restrict the level of usage. There is a relatively high level of demand for the facilities.	X
Community Oval	Football	Fair	- Ungrassed oval	Medium	Demand exists for a grassed oval. However this represents a long-term investment and will require appropriate R&M.	
Turkey Nest	Swimming	Fair	- Turkey Nest/ Dam is used for swimming by locals after used by DHW for the construction of sealed roads.	Low	Regular maintenance schedule to ensure that the water is kept clean.	
Playground equipment		N/ A	- High level of demand for play equipment	Immediate	Investing in playground equipment for the use of youth in the community would provide great benefit.	

Tjurabalan Region – Mulan Community						
Service/ Facility	Uses	Condition of Service/ Facility	Comments on service/ facility	Priority for investment	Comments	Immediate Action Required
Basketball Courts	Basketball	Fair	- Requires resurfacing (scheduled for 2-3 months away) - Lights require fixing	Immediate	There are currently 3 basketball courts operating in Mulan. Funding should be directed to fixing the lights for the outdoor basketball court and that resurfacing is completed.	Does require resurfacing, but is playable. A timer is required for the lighting.
Community Oval	Football	Poor		High	July 2008 visit community advised that they are proceeding with grassing the oval and have already got a Plan and funding mechanisms in place. Target is for oval to be seeded by 2008 wet season. Lights required for the oval.	
Mulan Club	Pool Table	Good	- Requires yearly replacement of pool tables and cues.	Medium	R&M schedules will need to be developed to ensure pool tables are maintained. The building and all	