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1.0 Introduction

Rosalie Park is an A Class Reserve (7214) and approximately 13 hectares in area. There are eight hectares of playing fields, 11 tennis courts (one hectare) with the remainder of the area taken up by support amenities such as parking, roads and buildings. The City of Subiaco currently manages Rosalie Park which is an important local and regional active and passive recreation reserve.

Six sporting codes and seven clubs currently share the grounds and the three pavilions. Recent changes have seen the relocation of rugby union activities from the site. It is also anticipated that cricket club activities will be relocated within the next year although the ground will still be used for matches.

The city previously adopted the Rosalie Park Management Plan in 2007 and the 16 recommendations contained within the plan have either been completed or are in progress.

In 2010, the city's Think 2030 visioning process commenced which informed the development of the city's Strategic Community Plan 2012-2016 and Corporate Business Plan 2012-2016 which were both finalised by June 2012.

The Strategic Community Plan specifically references parks and open spaces:

‘In 2030 .. The parks, public spaces, events and recreational opportunities are easily accessible and promote a healthy and happy lifestyle for all .. Sustainability, in all its forms, is at the core of the community and underpins the city’s operations.’

Under Objective two: A wide range of well used parks, open spaces and public spaces:

2.2.1 states:

‘Ensure parks, open spaces and public places are developed and utilised to maximum benefit for current and future community members.’

2.2.2 states:

‘Promote active and passive recreation opportunities for all ages.’

The City of Subiaco Corporate Business Plan 2012 – 2016 is structured around the six key focus areas from the Strategic Community Plan including our sense of community and parks open spaces and places.

Focus area two of both plans identify strategies and actions pertaining to Rosalie Park. These include:

- Install more seating for public use in parks and major streets.
- Develop a public open space plan.
- Develop a sustainable model for sporting clubs’ use of Rosalie Park facilities.

In 2011 the Rosalie Park Advisory Committee (RPAC) was re-established. As a council advisory committee its terms of reference include:

- To facilitate the development of a sustainable and contemporary management structure for sporting clubs at Rosalie Park.
- To develop strategies to promote best practice for the development of Rosalie Park.

The city has recently tendered for minor redevelopment works for both pavilions and is in the process of finalising the lease arrangements with resident sporting clubs for the next five years. In addition the tennis club has converted four grass courts to all weather hard courts with flood lights to two and further lighting is to be installed in 2013 to complete lighting to the hard courts.

The city is seeking to maximise community access and opportunity in line with the city’s strategic objectives. In accordance with this desire the city is seeking to manage the future operation of the facilities and grounds at Rosalie Park and clearly identify the responsibilities of all parties involved.
2.0 Vision
The vision has been developed following consultation with the current user groups and can be identified as:

“To develop a sporting hub at Rosalie Park incorporating combined services for the benefit of a wide diversity of user groups. To facilitate the sharing of responsibilities across all sporting and recreational user groups and support the development of a range of safe, high quality and well maintained playing surfaces, change rooms and clubrooms.”

In the long term development of Rosalie Park can be summarised under the following:

- A facility managed by the City with the user groups having responsibility and local autonomy for the development of their sporting and recreational activities.
- Access to the site is fair and equitable for all current and potential future users of Rosalie Park.
- Investment is made into the development and rationalisation of existing built infrastructure to enable clubs and associations to function effectively whilst maintaining their independence.

3.0 Management Plan Purpose and Considerations
The purpose of the Management Plan is to:

- Guide reserve and associated facility management to protect sport, recreational, cultural and social opportunities for the next five years (2013 to 2018).
- Provide a framework for achieving the management objectives for the site.
- Identify associated management actions required to maintain and develop the recreational, cultural and social opportunities.
- Establish an ongoing review process to assess the outcomes of the management actions and strategies identified.

The following considerations in the development of the Rosalie Park Management Plan have been identified.

- Rosalie Park should be available for use by all as a multi-sport and multi-functional facility which encourages diversity of use.
- Rosalie Park should be used and managed appropriately for passive recreation and community usage.
- To provide for effective maintenance activities associated with sport and recreational use of Rosalie Park and seasonal changeovers.
- To facilitate appropriate advance planning for capital improvement at Rosalie Park (i.e. capital improvements and developments are identified early and supported through grant funding opportunities).
- To enable partners to identify solutions within a clear financial plan and clear delivery framework.
- To provide a managed priority of access for all local sporting organisations.
- The costs of maintenance and administration are recognised and partially recouped via appropriate fee structures for hire.
4.0 Local Demographic Implications

The key conclusions which can be reached from the information relating to the use, management and ongoing role of Rosalie Park relative to the population of the City are identified below.

- Population growth within the City between 2001 and 2011 has been substantial giving a 10 year growth of 17.8%. Such a level of growth inevitably puts pressure on all levels of community infrastructure provision within the City. The likely increase in surrounding local government jurisdictions will compound the issue, particularly where space is limited within inner city areas.

- The changing age demographic between 2001 and 2006 indicates that the population is gradually aging. This has implications with regard to the type of sport and recreation infrastructure to be provided. As a population gradually ages the demand for more passive pursuits and the provision on non-contact sport and recreation pastimes are prevalent.

- The aging demographic should however be balanced against the predominant age grouping within the City of Subiaco which is 19 to 39. This age group is the key group which would demand high levels and a variety of competitive sport and the opportunity to take part in team sport environments. The high level of residents in the 19 to 39 age range is attributable to the high number of students attending the University of Western Australia (UWA) who reside in the city.

- In comparison to the broader WESROC area (Western Suburbs Regional Organisation of Councils) the City of Subiaco has a significantly higher percentage of the 19 to 39 age range. This is of particular note as the demand within the City for this age range for the provision of competitive sport and recreation opportunities would be perceived as being significantly higher than the surrounding suburbs.

- When considering growth into the future it is to be noted that over the period of 2011 to 2031 the population is anticipated to grow by a further 23.7%. This growth will be gradual, but nevertheless indicates further pressure on the need for additional or expanded social infrastructure. The age profile for future growth indicates that the 19-39 age group will continue to be the dominant population banding.

- The state government policy (Directions 2031) is requiring local authorities to accommodate more housing through infill development in an attempt to manage urban growth and combat urban sprawl. The central sub-region, which includes the City of Subiaco, has been allocated a target of 121,000 additional dwellings by 2031. It is likely that, in order to achieve this target, population growth is likely to increase further than the current anticipated projections. This is an evolving process which is being addressed through the draft Local Planning Strategy.

When combined with other data it is clear that Rosalie Park will continue to play an important function in providing both an active and passive sport and recreational resource within the city. Potential pressure on the parks use is unlikely to abate, moreover the role of the park and existing user groups in providing appropriate infrastructure for a relatively young demographic will need to continually adapt in conjunction with appropriate future use planning.

5.0 Outcome of Review Process

The outcomes of the historic document review, consultation process and high level demographic analysis informed the content of the plan. The key themes identified through this process have been carried forward in subsequent strategies within section 6 and in particular the focus areas of the management plan were highlighted as:

- The management of the site and communication channels with the city.

- The future role of the Rosalie Park Advisory Committee (RPAC), Rosalie Park User Group (RPUG) and Rosalie Sports Association (RSA).

- Ensure appropriate annual reporting of club demographics is maintained to assist the city in meeting the funding parameters identified by the Department of Sport and Recreation.

- To develop an effective monitoring and review processes which addresses perceptions with regard to ground use, use of built infrastructure and the overall return on investment by the city.

- Operational cost apportionment in accordance with use.
- Enhance the attractiveness of the site for passive recreational use.
- The development of a long term capital plan.
- The development of a strategic plan for the site and its future direction.
- The facilitation of club development by the city.

6.0 Management Plan Strategies

As a result of the analysis it was determined that the management plan should focus on four specific areas:

1) Strategic planning:

The long term aspiration for the use of the grounds and investment required to enhance and develop the current facility infrastructure. This cannot be achieved without investing time and resources into establishing a long term vision for the site which extends beyond the life of the management plan.

2) Grounds and facility maintenance:

Maintenance of the playing fields and clubrooms in particular the playing surfaces is the responsibility of the city who have a specific budget for playing field maintenance.

3) Community and sports club management:

An assessment of the advantages and disadvantages associated with different management models must be seen in the context of the use of the site and current city and club limitations. With this in mind the management model proposed is through a continuation of the current process on site where the city maintain ownership of the site and control over a variety of maintenance obligations (through which a charge is made back to the clubs). This would provide sufficient control by the city to ensure the site is managed effectively and will also afford a level of autonomy to all existing and potential future users of the site who will retain responsibility to manage their clubs activities effectively.

There are two stakeholder representative bodies which are impacted upon in relation to the current management structure. These include:

- The Rosalie Sporting Association (RSA): Its current function is purely to manage the liquor license and does not represent the views of all clubs, associations and residents who use the site. The RSA are the current leaseholders of the main pavilion.

- The Rosalie Park User Group (RPUG): This is an unincorporated communication channel which is made up of ground users and currently meets twice a year. This group should be retained with the role and function being be revisited to ensure that the group is used to facilitate more effective communication between the city and users.

4) Grounds allocation / fees and charges:

To ensure that grounds allocation at Rosalie Park is fair, transparent and equitable. The city controls allocation and use of the playing surfaces at Rosalie Park and will be responsible for maintenance, equitable sharing and preventing over use.

The management plan strategies are identified below and specifically reference the four areas.
Table 1 Strategic Planning

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<thead>
<tr>
<th>No.</th>
<th>Strategic Planning Strategies</th>
<th>Rationale / Explanation</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Develop a Strategic Plan for Rosalie Park.</td>
<td>The long term strategic plan for Rosalie Park needs to be established and developed. Currently the process is not coordinated across the sport and recreational users of Rosalie Park and as a result there is no long term vision for the site. The City of Subiaco will be responsible for developing a strategic plan for Rosalie Park with input from all current and future stakeholders.</td>
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<td>1.2</td>
<td>The development of a prioritised Capital Improvement Plan.</td>
<td>Capital upgrades are subject to funding and resource availability through the City of Subiaco. All are subject to inclusion in the city’s financial plan for the future. All proposals by sporting organisations for capital improvements should be presented to the Rosalie Park User Group for assessment and prioritisation before being presented to the representative officer of the city. The city will be responsible for developing a capital improvement plan which should identify all financial considerations (i.e. facility renewal and sinking funds).</td>
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<td>1.3</td>
<td>The development of a long term Investment Strategy for Rosalie Park.</td>
<td>The short, medium and long term investment plan for Rosalie Park needs to be established and developed. Currently there is no process in place which identifies and justifies investment into facilities at Rosalie Park (with the exception of ongoing management and maintenance by the city). This is essential in order to support the long term vision for the site. The City of Subiaco will be responsible for investigating funding sources to finance the long term requirements for Rosalie Park.</td>
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<td>1.4</td>
<td>Defining the future role of Rosalie Park Advisory Committee.</td>
<td>The Rosalie Park Advisory Committee be dissolved upon the establishment of a new Rosalie Park Master Plan Working Group (RPMPWG). The RPMPWG will be a working group administered by the city and include representation from Council, the community and staff. Terms of reference for the RPMPWG will be developed in conjunction with the current RPAC and presented to Council for adoption.</td>
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<td>1.5</td>
<td>Responding to the changing demographics over a 20 year plus period.</td>
<td>It is clear that Rosalie Park will need to evolve as sporting needs change over time. Currently it is considered that the park is operating at capacity and that the usage on site will need to be managed. This will require ongoing evaluation of alternative / new initiatives to Rosalie Park that do not exacerbate the over use of playing surfaces. However there are potential opportunities to use the broader Rosalie Park area for a variety of passive and non-competitive sport and recreational activities. In order to ensure that the park continues to meet the needs of the current and emerging population it will be necessary to develop a Rosalie Park Master Plan which looks to develop a 20 year plus vision for the park and recognises the future trends and potential segmentation of park activities. The Master Plan should include reference to how the city can best manage a significant increase in density and population through provision of infrastructure at Rosalie Park. This should align to the Strategic Community Plan and the city’s Strategic Financial Plan.</td>
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Table 2 Grounds and Facility Maintenance Strategies

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<tr>
<td>2.1</td>
<td>To have a regular program of maintenance within budget allocations.</td>
<td>The responsibility for grounds maintenance rests with the City of Subiaco who will communicate with the clubs to ensure that their obligations in respect of appropriate usage and management of over-play of the grounds are fully understood. The responsibility for facility maintenance rests with the City of Subiaco who will communicate with the clubs to ensure that the obligations in respect of internal building maintenance as expressed in their license agreement is fully understood and implemented.</td>
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<td>2.2</td>
<td>To improve maintenance communication to ensure the needs of resident are prioritised.</td>
<td>The maintenance allocation ensures that seasonal booking use is prioritised. The annual grounds allocation system ensures that a commitment is made to the clubs who retain allocation priority of the playing surfaces over which they have been allocated primary booking responsibility. The intention is to improve communication channels between the city and those users to ensure that they are informed as early as practicable with regard to programmed or urgent grounds maintenance which may impact on use.</td>
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<td>2.3</td>
<td>To clarify the day to day obligations of sports clubs in the management of facilities.</td>
<td>This is in addition to normal City of Subiaco contractor arrangements and to ensure that the Rosalie Park site and associated built infrastructure is maintained effectively by users. The clubs and the city will work together to maintain a high standard of provision and use. This will generally be identified within the seasonal usage agreement.</td>
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Table 3 Community Sport and Club Management Strategies

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<th>Rationale / Explanation</th>
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| 3.1 | Defining the future role and function of the RPUG. | The role of the RPUG will need to be reviewed to ensure that the group operate in an advisory capacity to the city in respect of Rosalie Park users and:  
- Performs a two way channel of communication between city staff and users in relation to ground allocation, booking procedures and facility improvements.  
- Provides a conduit to identify maintenance requirements.  
- Collectively represent the views of the sporting organisations which use Rosalie Park.  
- Identifies club development opportunities and the support required from the city in order to facilitate their long term viability.  
- Operate as a point of contact with the city in relation to operational matters at Rosalie Park.  
It is recommended that the number of times the body meets is increased to quarterly. |
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| 3.2 | Defining the Role of the Clubs.               | The management of the clubs will remain the responsibility of the clubs. It is anticipated that the role of Individual sports clubs would include:  
- Day to day running of the individual sports.  
- Management of their financial resources  
- Responsibility for liaising with the city through the RPUG to ensure they understand and share the aims of the clubs as a whole.  
- Coach and official development.  
- Development of club links with schools and other educational institutions.  
- Volunteer management.  
- Club social events.  
- Individual club fund raising.  
As the site currently operates the clubs have been particularly effective in the ongoing development of the sports for which they are responsible. There is a need to ensure that the existing volunteer management network is maintained and enhanced. There is also a need to capture relevant information in respect of usage in order that the city can support clubs in their future development aspirations and potential funding applications / requests. |
| 3.3 | Ongoing monitoring and evaluation of activities at Rosalie Park to assist the city in making a case for future investment. | To introduce a standard monitoring and evaluation process which, as a minimum focuses on:  
- Club membership and catchment areas of membership. The total number of individuals taking part in an activity at Rosalie Park by post code. To enable the city to determine the number of people within the immediate community who are using the facilities and determine the growth in overall participation by the immediate City of Subiaco community / residents.  
- Sports development programs (for juniors, women, seniors, disability sport).  
- Coach and official development: Number of coaches or leaders or instructors or teachers involved in the facility who have coached at least once in the past year. To determine the contribution the infrastructure is making to the growth of individual sports.  
- Volunteer development program. The number of individuals volunteering for at least one hour each week on average over the year and the number of volunteers involved in the facility that have been active in the facility at least once in the past year. To determine the contribution the infrastructure is making to the growth of the regular sports volunteer network and succession planning.  
- Club structure and succession planning processes.  
- Current facility issues / concerns which need to be addressed (contained within a club Business Plan / Operational Plan). |
The need for an effective monitoring and evaluation process relating to individual users at Rosalie Park falls into a number of discrete areas, which carry equal importance for the future use and investment in the facility:

- The need to monitor success of club activities at Rosalie Park in order to demonstrate to the city and its elected members that the continued investment in the park is justified.
- The need to establish consistent data collection across all partners in respect of participation, throughput, volunteers and coaches in order that a case for future funding (either through the city or through external grant funding opportunities can be delivered).
- To identify where assistance is required to support clubs / associations. This can be used as a mechanism to facilitate positive intervention measures to enable clubs to manage organisational change processes.

To maintain consistent recording and reporting requirements.

To introduce a standard reporting template across all sports clubs and associations who use the site to ensure consistency of information is obtained. To ensure that all clubs comply with minimum requirements in respect of their financial accounts to ensure consistency of financial information is obtained.

Implementing an Annual Review and Evaluation.

The need to review and evaluate the success of the management plan against the strategies and key milestones is critical. Effective monitoring and evaluation processes enable both the city and other partner organisations to focus on delivery of an effective outcome. An annual review process essentially will:

- Assist in continually improving the management at Rosalie Park.
- Assist the city and clubs track strategic progress more clearly.
- Identify investment needs and potential emerging issues associated with the use of the playing surface and built infrastructure.
- Inform the long term strategic plan for the Rosalie Park site.
- Assist in determining what projects to fund in the future.
- Measure true impact and results.

Table 4Ground Allocation / Fees and Charges

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<td>4.1</td>
<td>The current cost apportionment model used for the maintenance payment required of individual clubs is reviewed and re-aligned to be simplified, transparent, fair and</td>
<td>It is recognised that the current cost apportionment model is complicated and difficult to process. There is a need to review the current cost apportionment matrix with the potential to rationalise the process and ensure that it is a simple and transparent process to all user groups and is based on usage, acknowledged wear and tear associated with the user group and ability to pay. It is not the intention to recoup all costs, but to ensure that those costs incurred by user groups are fairly represented with the portion of costs they are expected to contribute. This review process will be undertaken by the City of</td>
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<td></td>
<td>equitable to all users.</td>
<td>Subiaco in consultation with the clubs</td>
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| 4.2 | The fair and equitable processing of requests for bookings and permissible activities on playing surface areas. | The booking requests on a seasonal and on an occasional basis should be managed through the clubs who have been allocated the use of the ovals / pitch infrastructure and overseen by the city. The city will implement the following policy:  
- Seasonal bookings have priority over casual hirers.  
- Priority is given to existing clubs and user groups for existing requirements / sessions.  
- An ongoing commitment by the city will be provided to sports clubs who consistently demonstrate a fair and proper use of Rosalie Park |
| 4.3 | The provision of a Biannual Ground Allocation Report. | The City of Subiaco will present a biannual report (winter and summer seasons) to council on ground allocation and fees and charges. The report will be informed by statistics collated under strategy 3.3 to provide a rationale for future ground allocation. This will ensure that an open and accountable process is developed and understood by all current and potential future users. |