



City of
Kalgoorlie
Boulder

Club Development Plan 2023-2026



ACKNOWLEDGMENT OF COUNTRY

The City of Kalgoorlie-Boulder
acknowledges the Traditional
Custodians of this land and pays its
respect to elders past and present.



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Introduction

In June 2022, the City recruited a Sport Development Officer, a position that is part-funded by the City and the Department of Local Government, Sports and Cultural Industries (DLGSC), for the betterment of sport development within the city.

Among the designated tasks of the Sport Development Officer is the creation of a three (3) year Club Development Plan which commenced in September through a Club Survey. Key stakeholders were consulted in the development of the Club Survey 2022; it was open from 1 September 2022 to 12 October 2022. The survey was distributed to the people responsible for the governance of the sporting clubs and associations which assisted in identifying emerging trends, and provided guidance on how the City could best service the sporting community of Kalgoorlie-Boulder.

The City has created a unifying plan that details the allocation of resources towards activities to assist in the further development of Sports Clubs and Associations. The plan aims to:

- Create a stronger relationship between the City and Sport Clubs and Associations.
- Better connect the community to Sport Clubs and Associations.
- Support Sport Clubs and Associations to be well governed.
- Create more training and development opportunities for Sports Clubs and Associations.

About Sport in the City of Kalgoorlie-Boulder

The City of Kalgoorlie-Boulder is a thriving regional city covering an area of 95,000 km² and home to over 30,000 people. Located in the heart of Western Australia, the city is a dynamic regional centre with various recreation opportunities available.

The sporting community of Kalgoorlie-Boulder is made up of over 140 clubs and associations, with plenty of options for both team and solo sports. The City of Kalgoorlie-Boulder provides and maintains multiple sporting facilities, some which are state-of-the-art, for the vast array of user groups.

Key Highlights

Several key highlights of Kalgoorlie-Boulder Sporting clubs and facilities include:

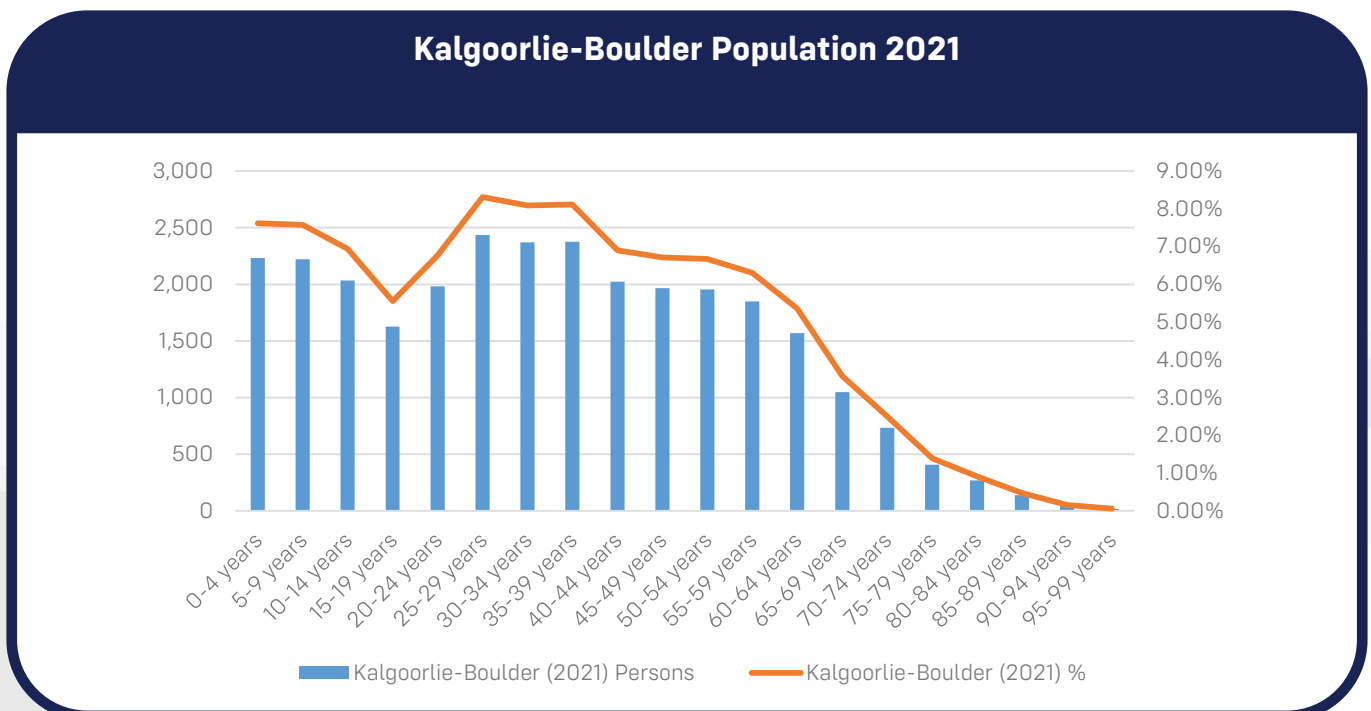
<h1>140</h1> <p>Sporting Organisations</p>  <p>Goldfields Oasis Aquatic facility with Olympic pool</p>	<h1>60</h1> <p>Different Local Sports</p>  <p>Ample public open space and facility availability</p>	<h1>11</h1> <p>Grassed Playing Fields</p>  <p>Established clubs dating back to the 1800's</p>	<h1>30+</h1> <p>Kilometres of Bike Paths</p>  <p>City provides significant number of leases to sporting groups</p>
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Population

The City of Kalgoorlie-Boulder’s median age is 34 years old with a gender split of 52.7% male and 47.3% female. There is a significant number of adults ranging from 24 to 40 years of age.

Given the main industry in Kalgoorlie-Boulder is mining, a significant number of these people are subject to shift work which makes sport participation challenging.

There is also a drop in the population of youth from the ages of 15 to 19 years of age with anecdotal evidence that families tend to leave Kalgoorlie-Boulder for metropolitan Perth when their children reach high school age. This is the transitional age between junior and senior sport meaning that clubs struggle for adult members due to the lack of maturing players.



SEIFA

The SEIFA index of disadvantage measures the relative level of socio-economic disadvantage based on a range of Census data including – income, education level achieved, unemployment and unskilled occupations.

The SEIFA scores range from 188 (min) to 1,186 (max), with 188 having the highest level of disadvantage and 1,186 being least disadvantaged.

The SEIFA score for Kalgoorlie - Boulder (2016) is 1,009 and in comparison to other local government areas ranks 404 out of 544 meaning that there are 403 local government areas that are more disadvantaged than Kalgoorlie-Boulder.

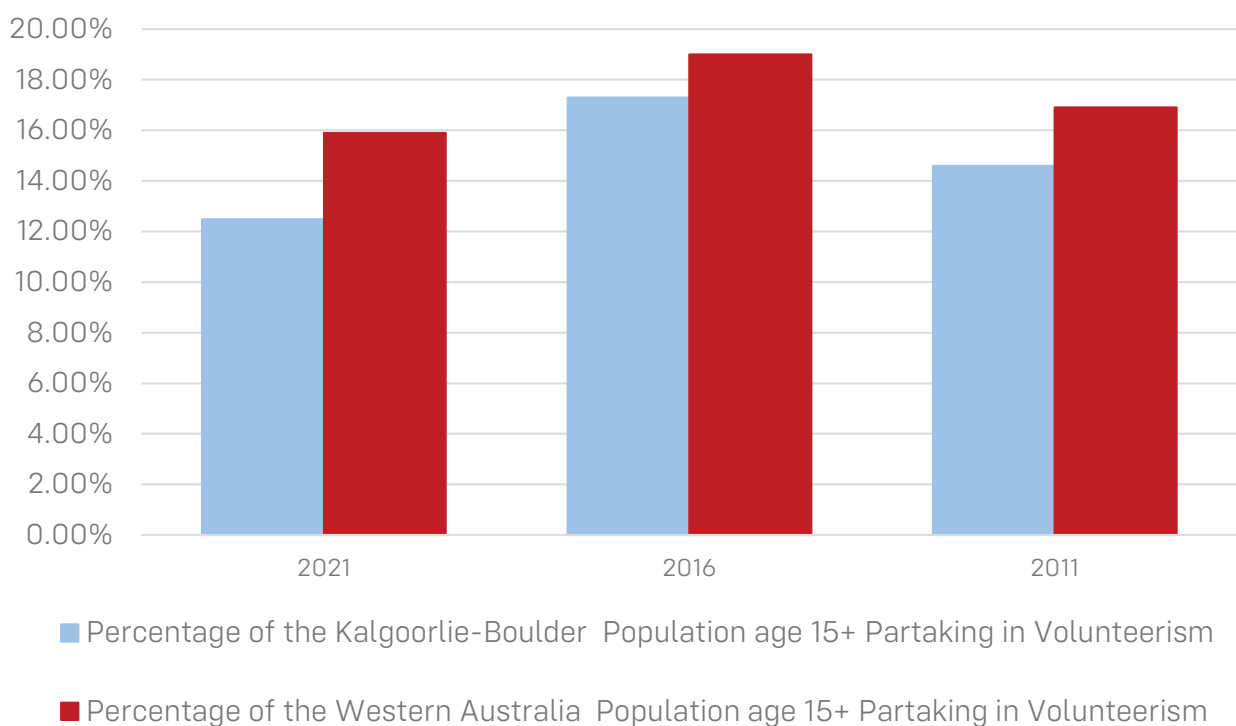
Kalgoorlie-Boulder is likely to have greater levels of disposable income to be involved in a range of sporting activities.

Volunteering

The Australian Bureau of Statistics 2021 for people aged 15+ who undertake unpaid work, show Kalgoorlie-Boulder volunteering is at 12.5% compared to the Western Australian average of 15.9%.

With Kalgoorlie-Boulder consistently falling below the Western Australian average for participation in voluntary work, it is reasonable to infer that Sports Clubs and Associations may struggle to fill positions to undertake the duties of the committee and other volunteer roles in sport (i.e coaching, line-marking etc).

A Three-Year Comparison of the Volunteerism in Kalgoorlie-Boulder vs Western Australia





Link to Strategic Community Plan

This Club Development Plan links to the City of Kalgoorlie-Boulder's Strategic Community Plan 2020 – 2030 as follows:

CONNECTED

Providing public spaces that facilitate a diverse range of activities and strengthens social bonds within the community.

EMPOWERED

Providing opportunities for genuine engagement with the community to inform the Council's decision making.

SAFE

Supporting Families and Youth.

SAFE

Delivering a safe and activated community that can be used day and night.

CAPABLE

Exploring funding sources and revenue streams.

CAPABLE

Promoting and supporting local tourism infrastructure and services.

SUSTAINABLE

Implementing sustainable practices such as ensuring the responsible use of water and other resources.

Club opportunities and constraints

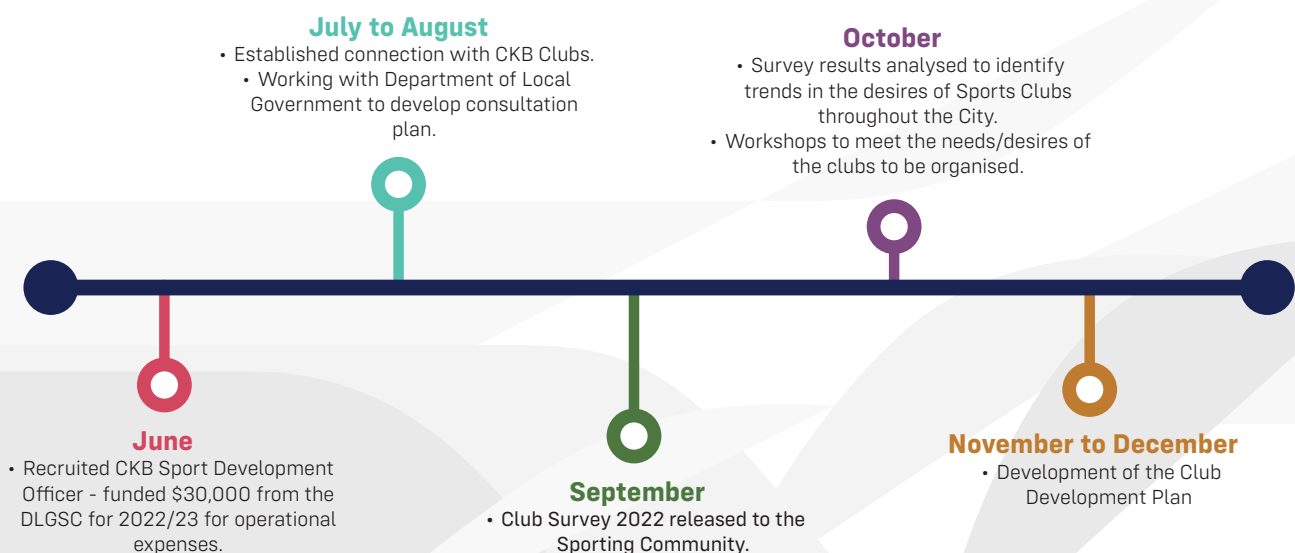
A survey was conducted between 1 September to 12 October 2022 targeting Sporting Club Committee members.

The key findings indicate the following:

- Overall, clubs believe their governing structures to be effective with room for improvement.
- Club Committee's main goals are to; grow member numbers, develop their facilities and to become financially secure.
- All clubs surveyed encourage youth participation, however, not all clubs are up-to-date with their working with children requirements.
- Clubs have difficulty attracting new members and recruiting volunteers.
- Half of the clubs surveyed are not registered for Kidsport which provides financial support for participation to those with concession cards; this limits their potential member base.
- The majority of clubs expressed that they were functioning financially, however, the breakdown of their income sources suggests that finding alternative revenue sources could reduce the costs for participants.
- Clubs require training on creating attractive content to share on social media as they believe, despite posting regularly, they are struggling to attract new members.
- Clubs expressed a desire to partake in the following training and development opportunities; sponsorship and fundraising; volunteer management and marketing and community engagement

Survey Methodology

Through the *Club Survey 2022*, sporting clubs and associations had an opportunity to comment on a range of topics relating to the operations of a Sports Club. A timeline of the development of the Club Development Plan can be found below.



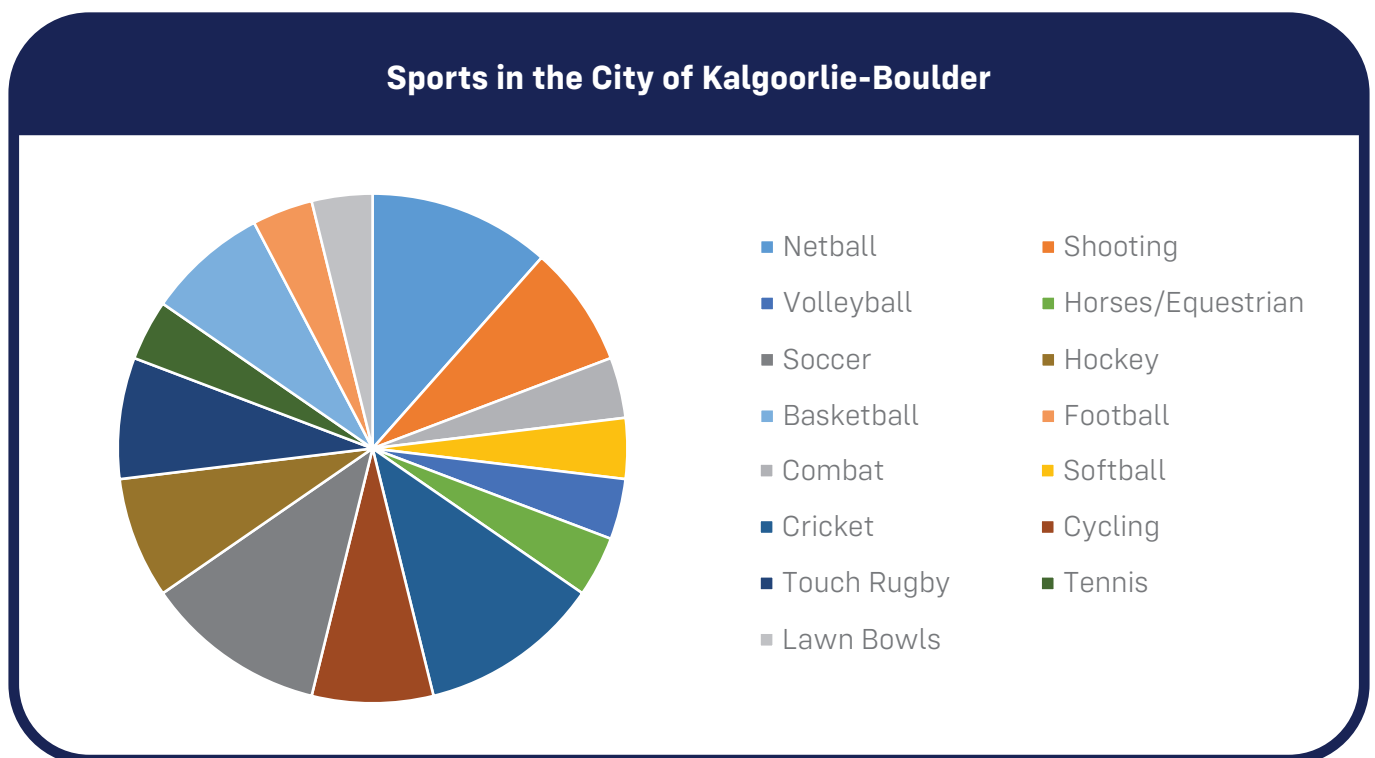


Response

The City of Kalgoorlie-Boulder received 26 responses to the survey, 15 of which represented different types of sports.

With a total of 60 different sporting options available in the city, the sample size fell short of expectations despite several marketing initiatives to increase the completion rate.

Therefore, it is intended that an annual survey will be issued throughout the duration of this plan to ensure that it remains relevant and meets the needs of the sporting community. The diagram below depicts the number of sports represented through the Club Survey responses.



Governance

Effective governance protects the rights of members and stakeholders and assists the continued success and growth of club or association.

A club that demonstrates good governance:

- Develops strategic goals and direction.
- Monitors the club's performance to ensure it achieves its strategic goals.
- Has effective financial and non-financial systems in place.
- Complies with its legal and regulatory obligations.
- Acts in the best interests of its members.

Overall, clubs believe their governing structures to be effective with room for improvement. The City is intending to assist clubs in increasing the effectiveness of their governance structures by hosting development workshops to upskill the volunteers holding positions on club committees.

Club Committee's main goals, in priority order, are to:

1. Grow member numbers
2. Develop facilities
3. Become financially secure
4. Maintain their current growth
5. Find a clubhouse/facility to use as a base

The focus over the next three years will be to work with clubs to grow their member numbers through improved marketing and communications and assisting them to be more accessible. In relation to the development of facilities and finding a base for their club, the City of Kalgoorlie-Boulder is intending to develop a Sporting Facilities Master Plan in 2022/23 FY.

All clubs surveyed encourage youth participation, however, not all clubs are up-to-date with working with children requirements and therefore, the City will undertake training opportunities in this area over the next three years. Whilst these opportunities have been occasionally provided electronically in Kalgoorlie-Boulder, they tend to book out quickly and therefore, should be increased.

Participation

Clubs cannot run without members, volunteers, players/athletes and coaches. As club activities and duties are facilitated by people using their own leisure time, it is essential that clubs have enough participants and volunteers to share the load of running a club.

Clubs expressed a difficulty in attracting members and recruiting volunteers to undertake duties of the club. The City intends to actively support and promote club's efforts to increase participation. The City is also intending to host two seasonal sports "come and try" carnivals per year.

While the majority of clubs have the required participation to run effectively, it is clear that some clubs are potentially at risk from being under the strain of not enough participants to undertake the work of running a club. The City aims to help clubs to attract more volunteers by ensuring that volunteers are supported in completing their club duties.

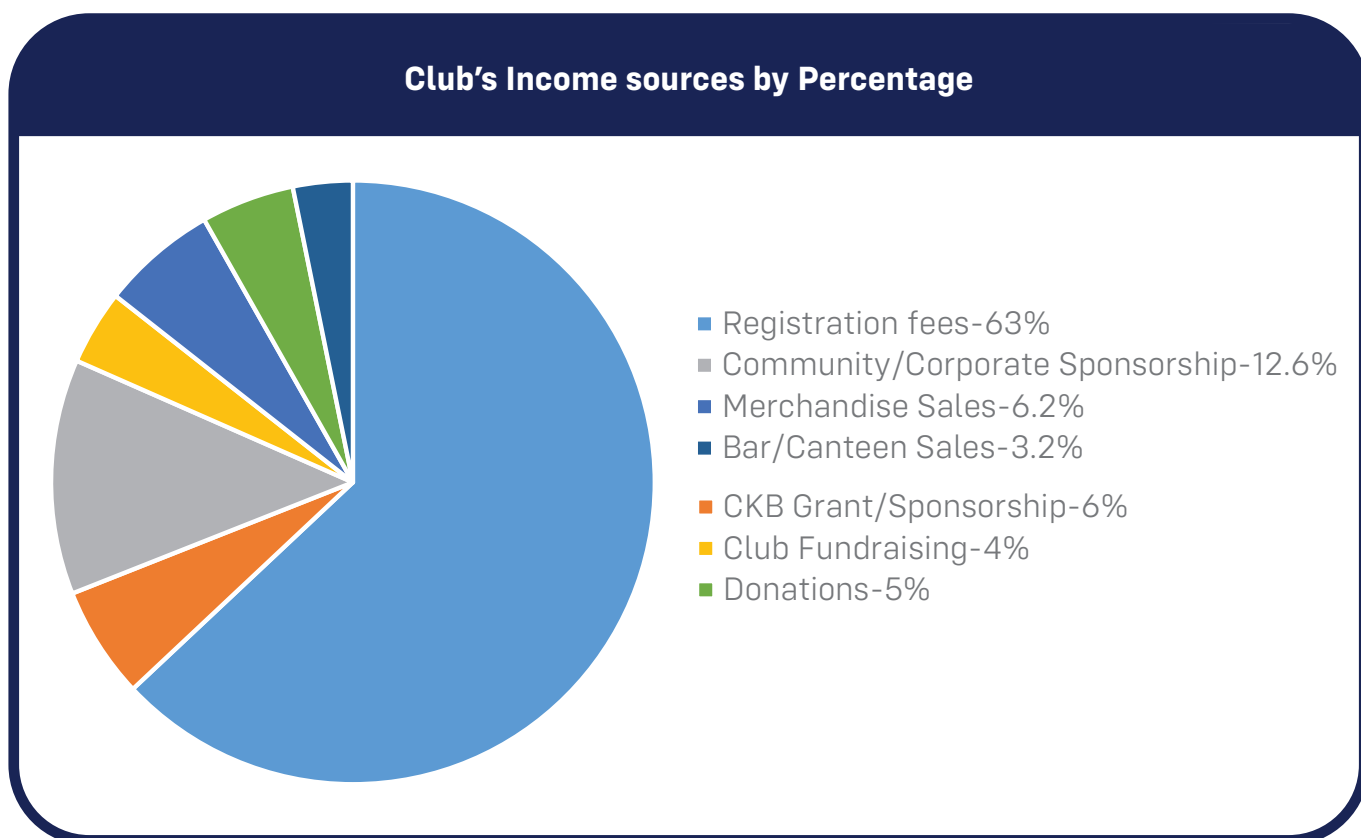
Club's not registered for Kidsport are limiting their potential member base. Kidsport assists disadvantaged families (concession card required) with the costs of participating in sport such as registration fees.



Financial

Clubs generate funds to cover running costs, to keep fees down, to fund strategic developments for new programs, to build slush funds to cover unforeseen costs or price increases. An important role for all committee members is to safeguard the club funds, ensure financial sustainability and to maintain transparent reporting to members.

The majority of clubs expressed that they were functioning financially, however, the breakdown of their income sources suggests that finding alternative revenue sources could reduce the costs for participants. The City will be encouraging clubs to explore other revenue streams.



Marketing and Communication

The marketing and communication techniques of sports clubs directly affect the club's image. Clubs that are active on social media and post effective content will be much more appealing to prospective members. Having a healthy social media base will increase interest in the club, increase participation and potentially increase the club's revenue.

Overall, clubs believe they can effectively communicate with their members and the community. The City will be hosting development workshops on Marketing and Communications to ensure clubs have the resources to create effective content to attract the public eye.

To attract new members, clubs utilise social media, hold open/come and try days and use community outreach. However, it was raised that clubs struggle to attract new members. The City will be supporting and promoting club efforts to increase participation.

Most clubs use social media on a weekly basis. This suggests that it would be beneficial to provide a workshop for clubs relating to content and marketing to ensure that their campaigns are effective.

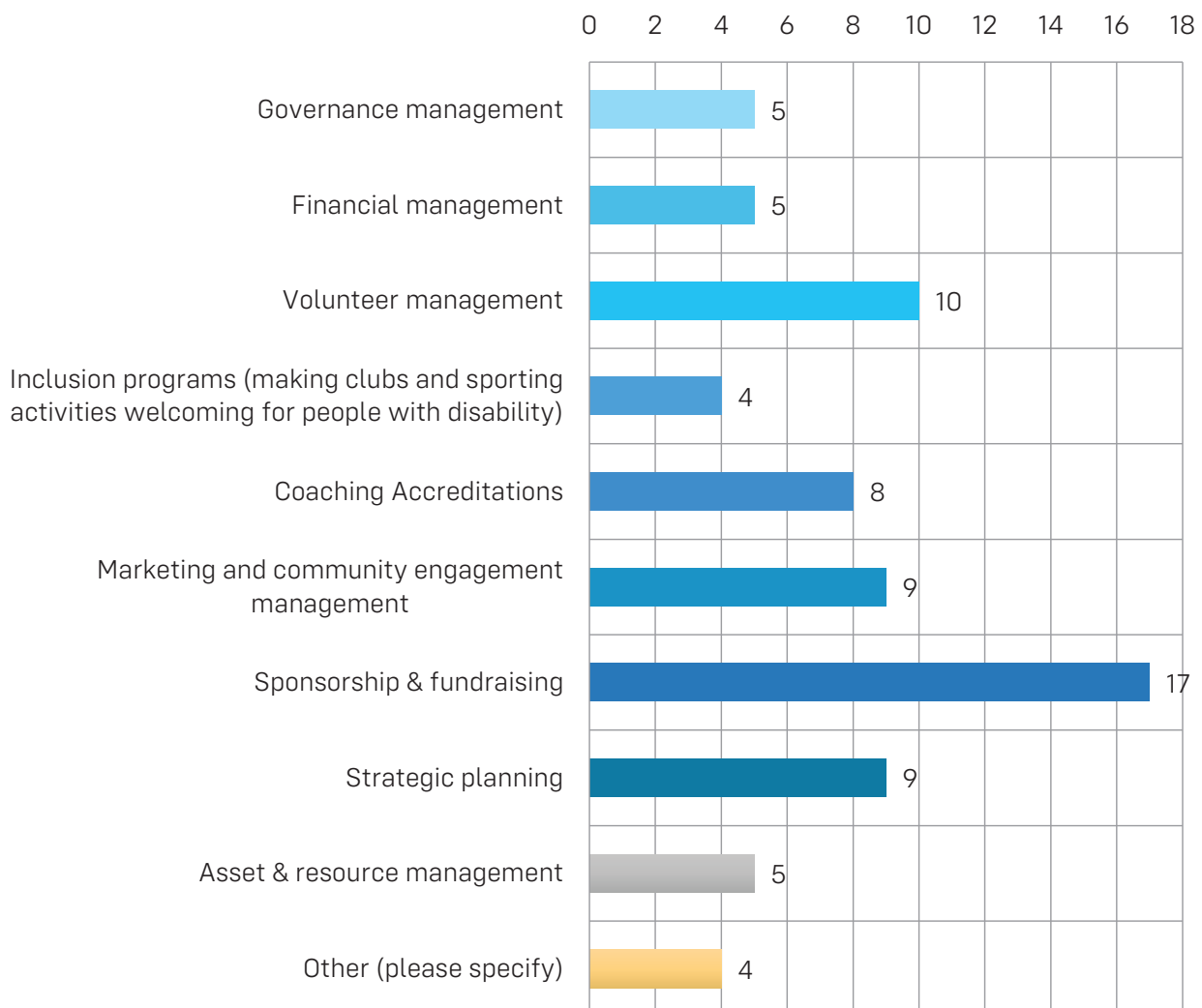
Training and Upskilling

The members of club committees and the volunteers throughout the club require certain skills to carry out the duties required to run a sporting club. The City has the ability to host a range development workshops to ensure clubs and associations have the capacity to run their entities efficiently and effectively.

When asked which development opportunities they would most like to have access to, clubs and associations expressed a desire to see:

1. Sponsorship and Fundraising
2. Volunteer Management
3. Marketing and Community Engagement
4. Strategic Planning
5. Coaching Accreditations

What are your top three training and/or development opportunities that would assist your club to grow and develop?





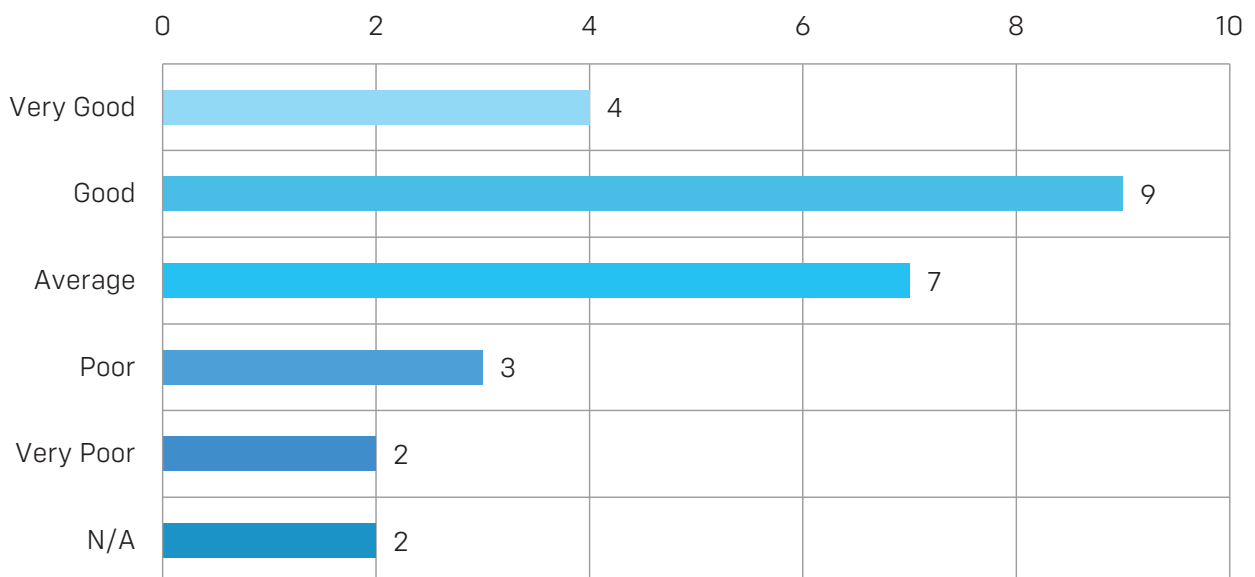
Facilities

The facilities provided by the City of Kalgoorlie-Boulder have a direct impact on the sporting community in many ways. A definition of a good sporting facility is a multi-purpose, accessible, safe facility with capacity to meet the future needs of the user groups.

The majority of users rated City facilities between “average” and “good”, with four user groups rating City facilities “very good”, and 5 user groups rating the facilities they use as “poor” to “very poor”.

The City is currently recruiting a team to carry out a full audit on City owned facilities, from this audit a Facilities Master Plan will be developed to ensure that City facilities are up to standard and cater for the needs of all user groups.

How would you rate the facilities maintenance and accessibility (e.g. availability of space, sufficient car parking, disabled access, quality of lighting, available amenities?)





Organisational chart

Manager Community Development

- Oversee Community Development projects.
- Develop community relationships and business opportunities to achieve community program targets.
- Develop, manage and monitor Community Development budgets.

Coordinator Community Development

- Overall management of the Annual Grants program.
- Coordination of the Community Development team, overseeing Youth, Well-being and Sport Development Officers.

Sport Development Officer

- To be the contact point for the city for sport related matters within the City. Connect the sporting community to the relevant departments within the City administration system for their enquiries.
- Engage with the sporting community to ensure that Clubs and Associations feel they are well served by the City.
- Delivery of the Club Development Plan.
- Management of the Outstanding Individual Grant program.

Deliverables plan

Goal	Deliverables	Performance Measure	Timeframe
Governance			
Associations/ Clubs to be assisted with strategic planning.	<ul style="list-style-type: none"> The City will host one strategic planning workshop in 2022/23 and two for the following calendar years. The City will be accessible for clubs to seek assistance in the provision of the resources they require to develop strategic plans. Connect clubs with available and online resources to assist with their strategic planning. 	Number of clubs to create and implement a strategic plan.	3 Years - 6 month reviews
Working with Children Compliant	<ul style="list-style-type: none"> Run one to two Working with Children sessions annually depending on demand. 	Number of sessions run. Percentage of clubs with a Working With Children Register	3 years - Annual reviews
Develop Volunteers.	<ul style="list-style-type: none"> Work closely with State Sporting Associations and other relevant organisations to plan and deliver relevant training for club volunteers. Hold quarterly development workshops that assist club volunteers with the governance of their clubs. 	Attendance at workshops. Annual Club review via survey.	Ongoing - Annual reviews
Participation			
Increase Participation. (Athlete)	<ul style="list-style-type: none"> Actively support and promote club's efforts to increase participation. Seasonal sports Showcase. (2 per year- Winter Sports/Summer Sports) Support Club's in becoming Kidsport registered. 	Increase in the number of athletes participating in sports.	Ongoing - Annual reviews
Increase Participation. (Volunteer)	<ul style="list-style-type: none"> Ensure club volunteers are supported in completing their club duties. Ensure clubs are aware of the upskilling opportunities available to their volunteers. 	Attendance at development workshops to increase.	3 years - 6 month reviews
Financial			
Clubs to utilise a wider range of revenue streams.	<ul style="list-style-type: none"> Support and promote club's fundraising efforts. Work with the relevant organisations to deliver a Sponsorship and Fundraising workshops. 	Club income breakdown in annual club review.	3 years - Annual reviews

Goal	Deliverables	Performance Measure	Timeframe
Marketing and Communication			
Develop brand for the project	<ul style="list-style-type: none"> Logo and marketing to be enhanced 	New branding released	1 year
Strengthen Club's connection to the Community.	<ul style="list-style-type: none"> The City will provide annual marketing and communication workshops to improve the content that clubs and associations deliver to the community. 	Number of workshops held.	3 years - Annual reviews
Strengthen Club's connection to the Community. (2)	<ul style="list-style-type: none"> Work with Clubs to increase accessibility (live scoring, club newsletters etc.) Content Hype (Sports Marketing Company) seminars. 	Numbers of Clubs engaged	2 years - Monthly reviews
Strengthen the City's connection to the Clubs.	<ul style="list-style-type: none"> Establish an effective method of communication with Club's and Associations. Connect with all sporting Club's and Associations on an individual basis over the next two years 	Number of Clubs engaged.	2 years - Monthly reviews
Facilities and Equipment			
Improve the accessibility of facilities for all user groups	<ul style="list-style-type: none"> Full audit of City facilities to be carried out by the property team. Once the audit is completed, a facilities plan will be created to ensure that City facilities will be brought up to standard and cater for all user groups. 	Audit and Plan created.	2 years - 6 month reviews
Clubs to improve equipment available for members	<ul style="list-style-type: none"> Small grants of up to \$250 per club available for equipment. 	Small grants round opened and utilized.	3 Years - Annual reviews
Training and Upskilling			
Club Volunteers to have access to development opportunities.	<ul style="list-style-type: none"> In line with the Governance section of the plan, the City will engage relevant organisations to deliver quarterly development opportunities for club volunteers. Sporting community to be consulted in an annual club review on which development opportunities they would like to have access to. 	Number of workshops held.	Ongoing - Annual reviews
Volunteer Recognition			
Club Volunteer contributions to be recognised.	<ul style="list-style-type: none"> Club Volunteers to be recognised and thanked annually through Annual Sports Club Volunteer Recognition event. 	Event Attendance	Ongoing - Annual reviews



Partnerships

Throughout the delivery of the Club Development Plan we intend to engage organisations that specialise in the fields that make up the goals of the plan. This will ensure that the Clubs and Associations are receiving the most relevant and up-to-date information, resources and development opportunities.

- Department of Local Government, Sport and Cultural Industries – workshops, resources, networking opportunities.
- Department of Mines, Industry Regulation and Safety – governance workshops/support
- Department of Communities WWC Check Unit – workshop delivery, resources
- National and/or State Sporting Associations.
- SSA Regional Officers:
 - Western Australian Cricket Association (WACA);
 - Football West;
 - Western Australian Football Commission;
 - West Coast Eagles;
 - Basketball WA; and
 - Netball WA.
- Goldfields Sport Development Network (GSDN)
- Supporting their delivery of development initiatives to high performance athletes, coaches and officials.
- Sport Star of the Year committee and Goldfields Sporting Hall of Fame.
- Supporting the annual running of the Sports Star of the Year Awards Night and inductees into the Goldfields Sporting Hall of Fame.
- Local, state and national based service providers for workshops and presentations.
- Local, state and national based high-profile sporting guest speakers.
- Local Government Area's
- Connecting with neighbouring Local Government Area's in the Goldfields region to share resources and maximise opportunities brought into the region.



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