

Darebin Leisure Strategy

2015 - 2020 action plan

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Darebin City Council is committed to reversing the trend of declining physical activity levels. Implementation of the directions set out in this five year action plan aim to increase the levels of participation in sport and physical activity by 2020.

Our vision

The vision of the Leisure Services team at the city of Darebin is to create inclusive and welcoming environments where our diverse community can achieve physical and mental wellbeing through participation in healthy, active lives.

Our aim

We aim for Darebin Council to become a sector leader in terms of our leisure facilities, programs, services and policies to enhance the health and wellbeing of Darebin residents.

Over the coming five years will maintain a specific focus on increasing women and girls participation in sport and sport and recreation. We will achieve this through a multi-layer approach of improving programs, services and infrastructure to encourage and support female participation.

Summary

The aim of the Darebin Leisure Strategy 2015 – 2020 action plan is to provide Council with a strategic document to guide the planning, provision, promotion and advocacy of sport and physical activity, for the next five years and beyond, so that both formal and informal participation in sport and physical activity by all sectors of the community is increased.

The Leisure Strategy 2015 – 2020 action plan is a detailed document that identifies projects and tasks which will enable Council to build upon the achievements delivered through our 2010 – 2014 action plan; and successfully deliver the Leisure Strategy 2010-2020 a ten-year plan which provides a broad framework and vision for identifying and addressing the key leisure needs of the Darebin community. Council has developed this document in consultation with our key stakeholders, to ensure we reflect their priorities for sport and recreation in Darebin.

This plan aims to increase active participation in sport and physical activity. Active participation encompasses participation in organised sport, unstructured physical activity and incidental exercise. Unstructured and incidental exercise includes a vast array of activities such as walking or riding to work, taking a belly dancing class, participating in circus acrobatics, doing karate or kicking a football in the park.

Action items in this plan are categorised as high, medium or low; providing an indicative timescale in which they need to be undertaken. As a guide this means:

- High priority – item to be actioned within the next two years;
- Medium priority – item to be actioned within the next three to four years;
- Low priority – item to be actioned within the life of the action plan
- Ongoing actions and actions that are led by other units, with input from Leisure Services, have also been identified.

Mayor's welcome

Darebin City Council is pleased to welcome you to the Darebin Leisure Strategy four year action plan 2015 - 2020. We are committed to reversing the trend of declining physical activity levels through implementation of **89 specific actions** set out in this plan. These priorities will assist Council to work towards a goal of reaching the state average in Leisure participation by 2020. Council will deliver these actions in partnership with a number of key stakeholders including centrally the Darebin community. Building on the achievements of the 2010 – 2014 action plan, Council will continue our active promotion of sport and leisure to the community by working with individuals, clubs, and sporting bodies. The Leisure Strategy is our plan to assist our community in living a healthy and happy life through participation in sport and recreation.

Sport and recreational activities are a vital part of community life providing outlets for social, physical and mental health and wellbeing. The World Health Organization (2004) recognises that over the past 50 years there has been a huge shift from a lifestyle that was, by definition, physically active to one that is predominantly sedentary. There is widespread acknowledgement that participation in physical activity is a 'fundamental means of improving the physical and mental health of individuals'. VicHealth (2014) states that physical activity can promote health and prevent the onset of disease including cardiovascular disease, type 2 diabetes and osteoporosis, forms of cancer, obesity and injury. Participation in physical activity is also known to reduce depression, stress and anxiety, and improves self-confidence, self-esteem, energy levels, sleep quality and the ability to concentrate (AIHW 2010a). In line with the national guidelines for physical activity which state that adults should participate in 30 minutes of moderate intensity physical activity on most, and preferably all, days (DoHA 1999).

Darebin City Council is committed to increasing the physical activity levels of our community and this plan focuses efforts on engaging those groups who are less likely to participate which include women, children, people of a lower socioeconomic status, older adults, people born overseas, people with a disability and Indigenous Australians. Council acknowledges that whilst all of these population groups require concerted efforts to increase

participation, for the purposes of this action plan we will be focus a specific effort on increasing women and girls participation in sport and physical activity.

The City of Darebin is proud of this plan and I look forward to the continued growth of sport and recreation opportunities throughout the city.

Our community

The Darebin community continues to become increasingly diverse. Gentrification of the municipality, particularly in the south of the LGA, is having an increasing impact on the expectations of the community for high quality community leisure infrastructure and environments. In saying this however it is important to remember that there is still a significant proportion of the Darebin population who experience a high level of socioeconomic disadvantage, with 23.7 per cent of households earning less than \$600 per week. Council needs to ensure we are able to provide low cost access to sport and leisure opportunities for all of our community to access.

The pressure on our sporting facilities continues to increase as the population grows. The estimated resident population for 2013 saw more than 146,797 people call the city home, and this is projected to increase by 9 per cent to 163,871 in 2021, and to 190,335 by 2035. This highlights the important role that effective facility planning and maintenance has into the future.

We know that groups least likely to participate in physical activity are women, people of a lower socioeconomic status, older adults, people born overseas, people with a disability and Indigenous Australians (VicHealth 2014). Therefore it is important that we focus our efforts on trying engage these population groups in sport and physical activity.

It is important to remember that Leisure is an all-encompassing definition that combines the elements of formal sports and physical activity, informal and incidental exercise and casual recreation. In improving the leisure opportunities for Darebin residents we are improving outcomes relating to physical, mental and social health.



Our participation

In 2009 the Australian Institute of Health and Welfare reported that more than two thirds of Australian adults were classified as being sedentary (34.6%) or having low levels of exercise (36.9%). In 2007–08, the proportion of Australian adults who exercised sufficiently to obtain benefits to their health was only 37% (AIHW 2010).

Closer to home, the Darebin Household Survey 2014 found that 25.6 per cent of Darebin residents exercise daily. This compares unfavourably to VicHealth (2014) who report that the number of Australian adults who exercised sufficiently to obtain benefits to their health is about 37%. Our participation rates are below the state average, and Council must continue actively work to reverse this trend as a matter of priority.

According to the Household Survey an overwhelming majority of respondents (81.1 per cent) engaged in physical exercise at least once a week, however there is no definition of what 'physical exercise' is. Interestingly the survey showed that males were slightly more likely to exercise than females and respondents from the southern suburbs of Fairfield-Alphington, Northcote, Thornbury, West Preston and East Preston were more likely to participate in physical exercise.

Casual and unstructured exercise continues to grow in popularity as our lives become increasingly busy. It is important that Council is responsive to this trend by providing high quality, safe environments for incidental and unstructured exercise. The Leisure Strategy aims to increase active participation in sport and physical activity. This strong evidence forms that cornerstone of Darebin City Council's push to increase the activity levels of our community and reduce the declining trend of physical activity.

Our facilities

The built environment is an integral factor in facilitating or discouraging physical activity. As reported by VicHealth (2014) aspects of the built environment that have a significant impact on levels of physical activity include:

- Neighbourhood environment , such as provision of footpaths, street connectivity, mixed land use and urban density
- Road environment and safety - measures, such as provision of pedestrian crossings, traffic volume, speed limits and traffic calming have a significant impact
- Amenity of the neighbourhood - such as green spaces and less urban decay, and distance to destinations
- Proximity to sports centres and parks – research has shown that adults are more likely to walk if they have a variety of destinations within 400 metres of their home

Darebin City Council recognises the importance of sport and physical activity in the lives of its community, and the vital role Council has to play in increasing participation in exercise and physical activity through providing high quality public amenity and facilities. This recognition is evident within the municipality through Council's current support for:

- Over 120 sporting clubs
- Over 100 recreation clubs and organisations
- 803 hectares of open space, including 63 sporting reserves
- The state home of lawn bowls, cycling and soccer (FFV) at Darebin International Sports Centre
- Premier cricket, soccer and AFL football facilities
- 51 sports and community pavilions
- 2 community leisure centres
- 2 golf courses
- 98 play spaces
- 10 tennis facilities
- 1 athletic track
- 2 cycling velodromes
- 3 youth spaces and skate facilities
- 2 indoor community sports centres
- 24.8 km of shared off road bicycle paths
- an extensive network of walking paths
- the provision of grants and funding to support clubs and other activity providers
- a club development program
- the management of lease/ground use arrangements with 84 clubs and,
- initiatives to encourage the inclusion of people with a disability, people from culturally and linguistically diverse backgrounds, lower income earners, older adults, females and young people in sport and physical activity

Summary of main themes - our key Council directions

The City of Darebin Council Plan 2013 – 2017 sets out the strategic framework from which all Council activities should align and a framework for us to aspire to meet in six different domains. The Leisure Strategy Action Plan 2015 – 2020 has changed structure slightly from the 2010 – 2020 Leisure Strategy so that it aligns to the current six goals of the Council Plan:

- Goal one – Vibrant city and innovative economy
- Goal two – Healthy and connected community
- Goal three – Sustainable and resilient neighbourhoods
- Goal four – Thriving and creative culture
- Goal five – Excellent service
- Goal six – Open and accountable democracy

Our policies

As at 1 January 2014 the City of Darebin has a number of active policies that define the scope and boundaries of the work we carry out in the Leisure Services team. Application of these, and future, policies are essential to the achieving the desired outcomes of the Leisure Strategy:

- Commercial fitness operators on public open space policy – adopted 2014
- Unsolicited proposals policy – adopted 2013
- Fees, charges and occupancy agreement policy – adopted 2014
- Outdoor sports venues infrastructure policy – adopted 2012
- Seasonal application for sports ground sponsorship naming rights policy – adopted 2014

Throughout the implementation of this action plan we aim to build upon and refine our policy work to ensure we have a consistent and quality approach to our facilities, programs and environments for the benefit of the Darebin community.

Meeting our goals

Under the guidance of this action plan, by 2020 the Leisure Services team sets out to meet the following key success measures:

Measure	Target
Achieve greater equity for women and girls in sport	15 per cent increase in female membership in organised sport by 2020 At least 40 per cent of organised sport participants are women or girls by 2020
Increase junior's participation	25 per cent increase in junior membership in organised sport by 2020
Increase in the number of clubs demonstrating inclusive practices and attitudes	50 per cent of clubs will achieve 'gold' performance subsidy status by 2020
Increase the percentage of Darebin residents exercising at least three times per week	Increase participation rate to the state average by 2020
Continue to improve sporting and recreational infrastructure in the city	Leisure Services will achieve a minimum of two pavilion redevelopments, three sports field lighting and two sports field safety fencing projects per year until 2020
Increase the availability of free and low cost sport and physical activities	20 per cent increase in Council funded or supported sport or physical activity programs by 2020

Goal one – Vibrant city and innovative economy

What we will do	Responsibility	Priority	Resource Implications	
Direction 1- Develop, enhance and expand a range of methods to communicate with Darebin’s diverse community and actively promote the leisure opportunities within Darebin				
1.1	Develop and implement a Leisure Communication Plan, which covers the domains of: <ul style="list-style-type: none"> - Online communication platforms - Social media procedures and content plan - Leisure Services team identity - Leisure Services brand and / or sub-brand - Community / club engagement guidelines - Communication with sports clubs - Communication with other Leisure stakeholders - Explore opportunities for cross-promotion with other areas of Council - Explore opportunities for targeted direct messaging from Council staff to identified persons 	<ul style="list-style-type: none"> • Leisure • Communications • Across Council • Leisure Contracts • Reservoir Leisure Centre • Customer service 	High	Within existing resources
1.2	Implement the Online Sports Club Integrated Management System (IMS). This system will: <ul style="list-style-type: none"> - Manage seasonal booking applications and facility inspections integrated with maintenance software - Seamlessly integrate maintenance requests with Council’s CAMMS and customer service software - Investigate and facilitate online casual ground booking applications through IMS 	<ul style="list-style-type: none"> • Leisure • Information systems 	High	Within existing resources
1.3	Conduct sporting information and development forums for sport clubs	<ul style="list-style-type: none"> • Leisure 	Medium	Within existing resources
1.4	Review and annually update the ‘Club Kit – A Guide for Sports Clubs in Darebin’	<ul style="list-style-type: none"> • Leisure 	Ongoing	Within existing resources
1.5	Rebrand and grow the Free Exercise in the Park Program to encompass broader social, unstructured and ‘pop up’ physical activity initiatives. Broaden the range of activities offered to ensure we are capturing diverse communities	<ul style="list-style-type: none"> • Leisure 	High	Additional resourcing will be subject to new initiative bid in Councils annual budget process
1.6	Continue rollout of the Annual Sports Club Presidents breakfasts. Consider expanding the scale of the event and the sports club awards presented	<ul style="list-style-type: none"> • Leisure Services 	High	Within existing resources

Direction 2 - Develop partnerships with internal Council departments, community groups, organisations, other levels of government and the private sector to increase, promote and provide leisure opportunities

1.7	Raise the profile of the Leisure Services team internally by increasing presence on internal projects and groups	<ul style="list-style-type: none"> Leisure Across Council 	Ongoing	Within existing resources
1.8	Identification of partnership and funding opportunities for leisure projects and programs through agencies such as VicHealth, La Trobe University and Sport and Recreation Victoria	<ul style="list-style-type: none"> Leisure Leisure Contracts Reservoir Leisure Centre 	Ongoing	Investigation within available resources
1.9	Establish cross-council working groups as required to scope, implement and deliver projects and programs	<ul style="list-style-type: none"> Leisure Across Council 	Medium	Within existing resources
1.10	Formation of networks to address regional Leisure issues and opportunities across neighbouring councils	<ul style="list-style-type: none"> Leisure Public Realm 	Ongoing	Within existing resources
1.11	Consider future management options for major leisure facilities, including use of local government enterprises	<ul style="list-style-type: none"> Leisure Leisure Contracts Reservoir Leisure Centre 	Medium	Within existing resources

Direction 3 – Improve communications and partnerships with key stakeholders

1.12	Improve collaboration efforts with neighbouring Councils to develop a regional approach to sports facility provision	<ul style="list-style-type: none"> Leisure Services 	Medium	Within existing resources
1.13	Develop a strategic partnership with La Trobe University to leverage benefits to both students and Council	<ul style="list-style-type: none"> Leisure Services 	Medium	Within existing resources
1.14	Improve partnerships with Darebin schools, facilitating shared use of facilities and spaces	<ul style="list-style-type: none"> Leisure Services Community wellbeing 	Medium	Within existing resources

Goal two – Healthy and connected community

Action		Responsibility	Priority/ Year	Resource Implications
Direction 1- Ensure programs and services are consistent with the priorities and outcomes identified in Council's Health and Wellbeing Plan				
2.1	Continue to investigate opportunities to work in collaboration with Community Wellbeing team and align future programs to achieve outcomes identified.	<ul style="list-style-type: none"> • Leisure • Leisure Contracts • Reservoir Leisure Centre • Community Wellbeing 	Ongoing	Within available resources
Direction 2- Develop physical activity opportunities and increase participation in unstructured sport opportunities to enhance health, wellbeing and social inclusion outcomes				
2.2	Investigate opportunities to expand the Free Exercise in the Parks Program through grants, subsidies and sponsorship.	<ul style="list-style-type: none"> • Leisure 	High	Resourcing will be subject to a new initiatives bid in Councils annual operational budget program
2.3	Improve the casual access to sporting facilities through: <ul style="list-style-type: none"> - Resolution of Council public liability issues - Establish a simple booking procedure using the IMS portal - Improve access to Council sporting facilities through construction of high quality public toilets and supporting infrastructure - Investigate implementation of technology to allow facility access with PIN codes or swipe cards 	<ul style="list-style-type: none"> • Leisure 	Ongoing	Within available resources
2.4	Work in collaboration with other Council departments to improve environments conducive to improve structured and unstructured physical activity. <ul style="list-style-type: none"> - Create improved and increased environments for social and informal sport - Temporary activation of parks, playgrounds, places and spaces incorporating physical activity opportunities should be explored - Strengthen partnership with youth services team to offer targeted programs and services 	<ul style="list-style-type: none"> • Leisure Services • Leisure Contracts • Reservoir Leisure Centre • Public Realm • Transport • Youth services 	Ongoing	Within available resources
2.5	Work in conjunction with the community wellbeing team to improve opportunities for Darebin City Council staff to engage in physical activity	<ul style="list-style-type: none"> • Leisure Services • Community wellbeing • People and development • Corporate risk 	Ongoing	Within available resources

2.6	Promote and advocate for improvements to walking and biking trails across Darebin - Darebin & Merri Creek paths - St Georges Rd bike path	<ul style="list-style-type: none"> • Leisure Services • Transport 	Other units to lead	Within available resources
2.7	Improve the opportunities for residents to engage in social sport and recreation - Implement 'club fitness coaching' opportunities at local sporting clubs to encourage participation - Consider financial support to clubs providing coaching	<ul style="list-style-type: none"> • Leisure Services • Community wellbeing 	Medium	Within existing resources

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Direction 3- Increase participation in leisure activities for under-represented groups; which includes women, CALD communities, Aboriginal and Torres Strait Islanders, people with a disability, older people, children, young people, LBGTIQ and people from socio-economically disadvantaged backgrounds.

2.8	Increase the type and number of participation opportunities targeting groups under-represented in sport and active recreation. A particular emphasis will be placed on areas of particular socioeconomic disadvantage in East Preston and East Reservoir.	<ul style="list-style-type: none"> • Leisure • Leisure Contracts • Reservoir Leisure Centre • Youth Services • Community Wellbeing • Aged and Disability 	Medium	<p>Within available resources however external funding opportunities will be investigated</p> <p>Additional resourcing will be subject to new initiatives bids in Councils annual operational budget program</p>
2.9	Investigate opportunities to provide increased opportunities for leisure and recreation for people from culturally linguistically diverse backgrounds	<ul style="list-style-type: none"> • Leisure • Leisure Contracts • Reservoir Leisure Centre • Youth Services • Family and Children • Community wellbeing 	Ongoing	<p>Within available resources however external funding opportunities will be investigated</p>
2.10	Facilitate and broker relationships to encourage greater children and young people's participation in sport and physical activity. Strategies to include: <ul style="list-style-type: none"> - Improving infrastructure - Development of policies and programs 	<ul style="list-style-type: none"> • Leisure • Leisure Contracts • Reservoir Leisure Centre • Youth Services 	Ongoing	<p>Within available resources</p>
2.11	Offer a workshops and awareness programs to staff of leisure facilities and sports clubs within Darebin on topics that could include: <ul style="list-style-type: none"> - Aboriginal awareness - Mental health awareness - Alcohol and drugs awareness - Social inclusion - Improving the access to healthy and nutritious food choices at sports club and leisure centre canteens 	<ul style="list-style-type: none"> • Leisure • Aged & Disability • Youth Services • Family and Children • Community wellbeing 	Medium	<p>Additional resourcing will be subject to a new initiatives bid in Councils annual operational budget program</p>
2.12	Continue to partner and undertake consultation with: <ul style="list-style-type: none"> - Darebin Ethnic Communities Council (DECC) - Darebin Aboriginal and Torres Strait Islander Council (DATSIC) - Darebin Disability Advisory Committee - Sex, Sexuality and Gender Diversity Committee - Darebin Women's Advisory Committee - Darebin Community Health 	<ul style="list-style-type: none"> • Leisure • Leisure Contracts • Reservoir Leisure Centre • Aged & Disability • Youth Services • Family and Children • Equity and Diversity 	Ongoing	<p>Within available resources</p>
2.13	Undertake facility audits to analyse and make recommendations on improvements that will increase participation of: <ul style="list-style-type: none"> - Women - Children - CALD participants 	<ul style="list-style-type: none"> • Leisure • Public Realm • Youth Services 	High	<p>Within available resources</p>

2.14	Explore the 'club buddy' concept to improve club culture and improve community perception of inclusiveness	<ul style="list-style-type: none"> • Leisure • Community wellbeing 	Low	Within available resources
2.15	Investigate opportunities to create free or subsidised club memberships for people experiencing financial hardship	<ul style="list-style-type: none"> • Leisure • Community wellbeing 	Low	Investigation within available resources Rollout of subsidies will be subject to funding
Direction 4- Continue to support and advocate the role of women and girls in Sport and Leisure through development of policy, design and programs				
2.16	Investigate opportunities to host a series of workshops with industry providers to upskill local female administrators, coaches and officials	<ul style="list-style-type: none"> • Leisure Services 	Medium	Investigation within available resources
2.17	Support and grow the Darebin Women in Sport Network (DWISN) to inform council regarding female sport and leisure initiatives	<ul style="list-style-type: none"> • Leisure Services 	Ongoing	Within existing resources
2.18	Continue Council and Clubs involvement in primary prevention programs (such as the White Ribbon Campaign or 'Fair go Sport') and other training initiatives which promote respect and equality.	<ul style="list-style-type: none"> • Leisure Services • PVAW Officer • Community wellbeing 	Ongoing	Investigation within available resources
2.19	Undertake 'gender friendliness' audits to ensure that our sporting environments are conducive to female participation. Ensuring that the recommendations are integrated into the infrastructure priority plan	<ul style="list-style-type: none"> • Leisure • Public Realm 	High	Within existing resources
2.20	Provide suitable infrastructure support female participation through the annual Capital Works process, Leisure Services infrastructure priority plan and external funding opportunities	<ul style="list-style-type: none"> • Leisure Services 	Ongoing	Within existing resources
2.21	Continue to support local sporting clubs to implement female participation programs and initiatives	<ul style="list-style-type: none"> • Leisure Services 	Ongoing	Within existing resources
2.22	Continue to deliver an annual International Women's Day event, focused on promoting and celebrating female participation in sport and active recreation	<ul style="list-style-type: none"> • Leisure Services • Leisure Contracts • Reservoir Leisure Centre • DWISN 	Ongoing	Within existing resources

2.23	Investigate opportunities to develop partnerships in the health and education sectors to support participation in sport for girls	<ul style="list-style-type: none"> • Leisure Services • DWISN • Darebin Women Advisory Committee 	Ongoing	Within existing resources
2.24	Investigate funding opportunities to attract additional resources to Darebin City Council to help achieve increases in female participation	<ul style="list-style-type: none"> • Leisure Services 	Ongoing	Within existing resources
2.25	Investigate the co-location of netball courts alongside football ovals to encourage greater opportunities for women and girls	<ul style="list-style-type: none"> • Leisure Services 	Medium	Investigate

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Goal three – sustainable and resilient neighbourhoods

Action	Responsibility	Priority/ Year	Resource Implication
Direction 1- Identify ways to reduce the environmental footprint of the operations of leisure facilities and sporting clubs			
3.1	Assist to implement a best practice program for sporting clubs and leisure facility users to develop practises which reduce their environmental impact	<ul style="list-style-type: none"> • Leisure • Environment • Communications 	Other units to lead Investigation within available resources Capital project will be subject to a bid in Councils annual capital works program
Direction 2- Use environmentally sustainable design principles in any development or redevelopment of leisure facilities with particular emphasis on water and energy efficiency			
3.2	Ensure that all Council upgrades and new buildings meet Council Environmentally Sustainable Design requirements.	<ul style="list-style-type: none"> • Leisure • Major Projects • Environment 	Other units to lead Capital projects will be subject to a bid in Councils annual capital works program
Direction 3- Plan for facilities to be resilient to the ongoing impacts of climate change including reducing reliance on water and energy			
3.3	Support the implementation of Council's climate change Adaption Plan actions, the Sustainable Water Use plan and other programs to ensure environmental resilience	<ul style="list-style-type: none"> • Leisure • Public Realm • Environment • Transport • Darebin Parks 	Other units to lead Within available resources
3.4	Continue to support warm-season grass conversions on sports grounds	<ul style="list-style-type: none"> • Leisure • Darebin Parks 	Other units to lead Conversion is subject to a bid in Councils annual capital works program
Direction 4- Commit to the provision of facility infrastructure and behavioural change initiatives to enhance sustainable futures			
3.5	Develop and implement an out of season use of Council Facilities policy	<ul style="list-style-type: none"> • Leisure • Public Realm • Parks 	High Within existing resources
3.6	Enhance the walking and cycling environment, with a particular focus on increasing active transport and opportunities for incidental exercise	<ul style="list-style-type: none"> • Leisure • Environment • Transport • Environment 	Other units to lead Within existing resources

3.7	Install bike parking facilities at sporting pavilions	<ul style="list-style-type: none">• Leisure• Public realm• Transport	High	Investigation within available resources Capital projects will be subject to a bid in Councils annual capital works program
3.8	Roll out a program to improve the availability of healthy food choices at Darebin sports clubs and reduce junk foods, particularly at clubs where children play.	<ul style="list-style-type: none">• Leisure	Medium	Within existing resources

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Goal four – Thriving and creative culture

Action	Responsibility	Priority/ Year	Resource Implication
Direction 1- Support Darebin’s diverse culture and artistic services throughout the municipality			
4.1	Support a series of annual festivals and cultural recreational events	<ul style="list-style-type: none"> Leisure Creative Culture 	Ongoing Within available resources
4.2	Provide support and promotion for artistic and cultural activities that provide physical activity benefits. For example martial arts and dancing clubs.	<ul style="list-style-type: none"> Leisure Creative Culture 	Low Within available resources
Direction 2- Identify opportunities to support the casual use of recreational reserves through the provision of infrastructure and amenity			
4.3	Investigate installation of security systems at all Darebin sporting pavilions to decrease and deter crime	<ul style="list-style-type: none"> Leisure Darebin Parks Asset Management Public Realm 	Other units to lead Resourcing will be subject to a new initiatives bid
4.4	Continue to install a diverse range of active recreation infrastructure in reserves suitable for a variety of ages and abilities.	<ul style="list-style-type: none"> Leisure Darebin Parks Public Realm 	Medium Resourcing will be subject to a new initiatives bid
4.5	Investigate the separation of toilet facilities in pavilions to increase the provision of Council sporting facilities available for casual use	<ul style="list-style-type: none"> Leisure Darebin Parks Public Realm 	Medium Investigation within available resources Capital projects will be subject to a bid in Councils annual capital works program
Direction 3- Provide opportunities for pathways of participation at four levels- foundation, participation, performance and excellence. With the priority for future development at the foundation and participation levels			
4.6	Apply appropriate fee subsidies to clubs who implement Council’s priorities of access and equity as per the Sporting Fees, Charges and Occupancy Agreement Policy	<ul style="list-style-type: none"> Leisure 	Ongoing Within available resources
Direction 4- Support community organisations and volunteers through the provision of training and advice, rewarding clubs who are inclusive and align their activities with the Leisure Strategy vision and goals			
4.7	Develop and deliver a comprehensive club development program to support sporting clubs and community to be more inclusive and operate effectively. Also consider the feasibility of a cross LGA approach to club development activities	<ul style="list-style-type: none"> Leisure 	Medium Within available resources

Direction 5- Maximise the use of our existing assets and enhancing casual recreation opportunities				
4.8	Explore opportunities for multi-use options for existing leisure facilities	<ul style="list-style-type: none"> • Leisure • Public Realm 	Medium	Investigation within available resources Capital projects will be subject to a bid in Councils annual capital works program
4.9	Work in conjunction with the public realm team to create casual recreation opportunities in new places and spaces, including car parks and pop up parks	<ul style="list-style-type: none"> • Leisure • Public Realm • Community Wellbeing • Transport 	Medium	Investigation within available resources Capital projects will be subject to a bid in Councils annual capital works program

Goal five – Excellent service

Action	Responsibility	Priority/ Year	Resource Implications
Direction 1- Review recreation reserves to ensure they are aligned with service standards to increase access, utilisation and effectiveness of existing and future leisure infrastructure			
5.1	Conduct an annual review of the Infrastructure Priority Plan and DCP to ensure capital projects are prioritised appropriately and align with these strategic documents	<ul style="list-style-type: none"> • Leisure • Asset • Facilities 	Ongoing Within existing resources
5.2	Develop a ground maintenance use policy to support responsible and sustainable use of Darebin sporting grounds	<ul style="list-style-type: none"> • Leisure • Parks • Public realm 	Low Within existing resources
Direction 2 – Develop and implement a strong policy framework to support and strengthen the work of the Leisure Services team			
5.3	<p>Develop, implement and review policies to support the ongoing work of the Leisure Services.</p> <p>Policies to be reviewed include:</p> <ul style="list-style-type: none"> - Commercial fitness operators on public open space policy – adopted 2014 - Unsolicited proposals policy – adopted 2013 - Fees, charges and occupancy agreement policy – adopted 2014 - Outdoor sports venues infrastructure policy – adopted 2012 - Seasonal application for sports ground sponsorship naming rights policy – adopted 2014 - Open space policy – adopted 2007 <p>Policies to be developed include:</p> <ul style="list-style-type: none"> - Ground maintenance policy (low priority) - Out of season use of Council facilities policy (high priority) - Service of liquor from Council facilities policy (medium priority) - Outdoor sports facility capital works contributions policy (high priority) 	<ul style="list-style-type: none"> • Leisure • Other units across Council as required 	Ongoing Within existing resources

Direction 3 – Develop and implement works to ensure major leisure infrastructure is constructed, renewed, upgraded, maintained and / or operated to meet service standards to support participation in leisure activity				
5.4	Implement redevelopment and construction of sporting infrastructure as per the Sporting Infrastructure Priority Plan.	<ul style="list-style-type: none"> Leisure Major Projects 	Ongoing	Capital projects will be subject to annual bid s in Councils annual capital works program
5.5	Council commitment to Leisure Services undertaking a minimum of two pavilion redevelopments, three sports field lighting and two sports field safety fencing projects per year until 2020, which will improve the sporting experience for users in Darebin.	<ul style="list-style-type: none"> Leisure Major Projects 	Ongoing	Capital projects will be subject to annual bid s in Councils annual capital works program
5.7	Investigate concept options and funding models for the redevelopment of Northcote Aquatic and Recreation Centre to provide an integrated multi-purpose aquatic and sports courts facility	<ul style="list-style-type: none"> Aged & Disability Major Projects Leisure YMCA Leisure Contracts 	Medium	Investigation will be undertaken within existing resources. Implementation of the capital project will be subject to a bid in Councils annual capital works program and other funding as available
5.8	Investigate and manage the development of an Indoor / Outdoor multi-court high ball sports stadium in Darebin	<ul style="list-style-type: none"> Leisure Major Projects Assets and property Leisure Contracts 	High	Project management will be undertaken within existing resources. Implementation of the capital project will be subject to a bid in Councils annual capital works program and other funding as available
5.9	Implement online ground and facility inspection through the IMS Online Sports Club Management System and integrate maintenance requests through Councils Customer Asset Management System (CAMS).	<ul style="list-style-type: none"> Leisure 	Medium	Within existing resources
5.10	Implementation of actions identified in the RLC master plan and annual business plan	<ul style="list-style-type: none"> Leisure RLC 	Other units to lead	Within existing resources
5.11	Investigate identifying a home ground for Gridiron. Negotiate joint investment from Gridiron club into development of facilities	<ul style="list-style-type: none"> Leisure Major Projects Assets and property 	Medium	Within existing resources
5.12	Scope and identify opportunities to increase the provision of soccer grounds and facilities within the City of Darebin to meet the increasing need	<ul style="list-style-type: none"> Leisure 	Medium	Within existing resources

Direction 4- Develop a process that works towards linking facility provision, standards and quality of facilities, occupancy arrangements, maintenance levels and capital works, with fees and charges under a co-ordinated system				
5.13	Implement, monitor and revise the Sporting Fees, Charges and Occupancy Agreement Policy and monitor effectiveness of the Policy in diversifying and increasing participation.	<ul style="list-style-type: none"> • Leisure 	High	Within existing resources
5.14	Develop a Signage Plan for all leisure facilities	<ul style="list-style-type: none"> • Leisure • Public Realm • Venues 	Other units to lead	Investigation within available resources Capital projects will be subject to a bid in Councils annual capital works program
5.15	Investigate and improve club compliance to licence and regulation conditions: <ul style="list-style-type: none"> - Undertake a review of club compliance to liquor licences - Undertake a review of club compliance to food handling and service regulations 	<ul style="list-style-type: none"> • Leisure • Environmental Health • Statutory planning 	Medium	Within existing resources
Direction 5- Commit to a program of integrated Masterplans at strategic reserves across Darebin to ensure a planned approach to the future development of key resources				
5.16	Prepare a prioritised Masterplan program for leisure reserves to maximise opportunities for multi-use or co-location of leisure facilities. Possible sites for masterplan development include: <ul style="list-style-type: none"> - TW Blake Reserve - Northcote Golf Course - Bill Lawry Oval - Mayer Park, Thornbury 	<ul style="list-style-type: none"> • Leisure • Public Realm 	Low	Within existing resources
5.17	Develop partnerships and leverage funding to enhance the casual walking and cycling environment	<ul style="list-style-type: none"> • Leisure • Public Realm • Transport 	Low	Capital project will be subject to a bid in Councils annual capital works program
Direction 6- Monitor the pavilion hierarchy and development plan to guide the future redevelopment of pavilions with priority given to clubs who are meeting the Leisure Strategy vision and goals				
5.18	Implement the asset renewal program based on the recommendations of the Infrastructure Priority Plan and the DCP	<ul style="list-style-type: none"> • Leisure • Public Realm • Darebin Parks • Facilities Maintenance 	High	Capital projects will be subject to a bid in Councils annual capital works program

5.19	Undertake an asset audit on our pavilions and reserves to further inform the revisions to the IPP and DCP	<ul style="list-style-type: none"> • Leisure • Public Realm • Darebin Parks • Facilities Maintenance 	Medium	Investigation and capital project will be subject to a bid in Councils annual capital works program
Direction 6 - Undertake appropriate infrastructure planning and management models for Darebin's major leisure facilities in recognition of the current and future identified high participation rates				
5.20	Contribute to ongoing review of Service Levels for Major Leisure Facilities	<ul style="list-style-type: none"> • Leisure • Public Realm • Darebin Parks • Leisure Contracts • Reservoir Leisure Centre 	Ongoing	Within existing resources
5.21	Conduct a review of the John Gain Memorial Park Masterplan	<ul style="list-style-type: none"> • Leisure • Leisure Contracts • Public Realm 	Other units to lead	Investigation within existing resources Any capital projects will be subject to a bid in Councils annual capital works program
5.22	Encourage a sporting club model, where multi sport clubs are managed under one governance structure	<ul style="list-style-type: none"> • Leisure 	Low	Within existing resources
Direction 7- Investigate opportunities for establishment of synthetic sporting surfaces and ensure resources are available for ongoing maintenance and replacement				
5.23	Undertake a capital program to renew synthetic playing surfaces	<ul style="list-style-type: none"> • Leisure • Public Realm 	Low	Investigation within existing resources Any capital projects will be subject to a bid in Councils annual capital works program
5.24	Investigate opportunities to develop new or convert existing sporting fields into synthetic surface fields	<ul style="list-style-type: none"> • Leisure 	Low	Investigation within existing resources Any capital projects will be subject to a bid in Councils annual capital works program
Direction 8- Ensure the development or redevelopment of any leisure infrastructure will be in line with access requirements as determined by the Disability Discrimination Act.				
5.25	Ensure access building standards are incorporated into new Council leisure capital works projects and design processes as a minimum, and for all refurbishments of existing facilities when reasonable and practical	<ul style="list-style-type: none"> • Leisure • Public Realm • Aged & Disability • Major Projects 	Other units to lead	Investigation within existing resources Any capital projects will be subject to a bid in Councils annual capital works program

Direction 9- Encourage co-contributions from sports clubs and community groups to improve community facilities				
5.26	Continue rollout of the annual Leisure Minor Works funding program which promotes co-contributions by sporting clubs and community groups to facility improvements	<ul style="list-style-type: none"> • Leisure 	High	Capital project will be subject to bids in Councils annual capital works program
5.27	Refine the annual Leisure Works funding program to incorporate program and participation elements, in particular focusing on women and girls participation	<ul style="list-style-type: none"> • Leisure 	High	Capital project will be subject to bids in Councils annual capital works program
5.28	Develop a long term facility allocation policy for clubs who co-contribute to capital works and improvement of facilities through the development of policy directives	<ul style="list-style-type: none"> • Leisure 	Medium	Within existing resources
Direction 10- Recognise high levels of community participation in non-structured recreation by working with other Councils to continue the enhancement of the walking and cycling environment				
5.29	Work closely with Public Realm to implement Open Space improvements that promote physical activity i.e. walking and cycling paths, drinking fountains, street tree planting programs, public toilets, pedestrian refuges etc.	<ul style="list-style-type: none"> • Leisure • Public Realm • Transport 	Low	Capital project will be subject to a bid in Councils annual capital works program

Goal six – Open and accountable democracy

Direction 1 – Develop and strengthen relationships with a broad range of stakeholders that can assist the Leisure Services team				
6.1	Establish a relationship with VicPol to ensure Council is designing high quality environments that discourage crime and anti-social behaviour	<ul style="list-style-type: none"> • Community planning • Leisure 	Other units to lead	Within existing resources
Direction 2- Involve the community in the development of new and enhanced leisure programs, facilities and services				
6.2	Develop a working party to guide the full project management process for facility redevelopment at the Northcote Aquatic and Recreation Centre site.	<ul style="list-style-type: none"> • Leisure • Leisure Contracts • Across Council 	Medium	Within existing resources
6.3	Engage community stakeholder representatives for capital projects and future sporting strategy plans	<ul style="list-style-type: none"> • Leisure • Across Council 	Ongoing	Within existing resources
6.4	Improve consultation mechanisms with the community to ensure the facilities, programs and services we are providing are based on need	<ul style="list-style-type: none"> • Leisure • Across Council 	Ongoing	Within existing resources