

## Darebin Leisure Strategy 2015 - 2020 Action Plan

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City of Darebin 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 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 we will maintain a specific focus on increasing women and girls participation in 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 five 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. We 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, we 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 improve 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 states that adults should participate in 30 minutes of moderate intensity physical activity on most, and preferably all, days (DoHA 1999).

City of Darebin 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 focus a specific effort on increasing women and girls participation in sport and physical activity. It is important for Council to ensure that we focus on supporting women throughout all life stages from children to youth, working age and older women; and that the needs of people who meet several indicators of disadvantage should be prioritised in the implementation this plan.

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.

Stephen Tsitas  
Mayor of Darebin

### **Our community**

The Darebin community continues to become increasingly diverse. Gentrification of the municipality, particularly in the south of the Local Government Area (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 to 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 per cent) or having low levels of exercise (36.9 per cent). 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 per cent. 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 on... (sentence needs finishing)
- 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 are we have a consistent and quality approach to our facilities, programs and environments for the benefit of the Darebin community.

Under the Charter of Human Rights and Responsibilities (2006) and the Equal Opportunity Act (2010), Council has a duty to be proactive in preventing and responding appropriately to discrimination. Council must ensure compliance to these Acts, and the actions outlined below must all be in compliance of any requirements sets out in these Acts.

## 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:

<b>Measure</b>	<b>Target</b>
Achieve greater equity for women and girls in sport	15 per cent increase in female membership in organised sport by 2020
	At least 30 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 the functionality, flexibility and accessibility of sporting and recreational infrastructure in Darebin	Leisure Services will achieve a minimum of two pavilion redevelopments, two 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	
<b>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</b>				
1.1	Develop and implement a Leisure Communication Plan, which covers the domains of: <ul style="list-style-type: none"> <li>- Online communication platforms</li> <li>- Social media procedures and content plan</li> <li>- Leisure Services team identity</li> <li>- Leisure Services brand and/or sub-brand</li> <li>- Community/club engagement guidelines</li> <li>- Communication with sports clubs</li> <li>- Communication with other Leisure stakeholders</li> <li>- Explore opportunities for cross-promotion with other areas of Council</li> <li>- Explore opportunities for targeted direct messaging from Council staff to identified persons</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Marketing and Communications</li> <li>• Leisure Contracts</li> <li>• Reservoir Leisure Centre</li> <li>• Customer Service</li> <li>• Across Council</li> </ul>	High	Within existing resources
1.2	Implement the Online Sports Club Integrated Management System (IMS). This system will: <ul style="list-style-type: none"> <li>- Manage seasonal booking applications and facility inspections integrated with maintenance software</li> <li>- Seamlessly integrate maintenance requests with Council’s CAMS and customer service software</li> <li>- Investigate and facilitate online casual ground booking applications through IMS</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Information Systems</li> </ul>	High	Within existing resources
1.3	Conduct sporting information and development forums for sport clubs	<ul style="list-style-type: none"> <li>• Leisure Services</li> </ul>	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"> <li>• Leisure Services</li> </ul>	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	<ul style="list-style-type: none"> <li>• Leisure Services</li> </ul>	High	Additional resourcing will be subject to new initiative bid in Councils annual budget process

	activities offered to ensure we are capturing diverse communities			
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"> <li>Leisure Services</li> </ul>	High	Within existing resources
<b>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</b>				
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"> <li>Leisure</li> <li>Across Council</li> </ul>	Ongoing	Within existing resources
1.8	Identification of partnerships, strategic and funding opportunities for leisure projects and programs through partnerships with agencies such as VicHealth, La Trobe University, neighbouring Council's and Sport and Recreation Victoria	<ul style="list-style-type: none"> <li>Leisure</li> <li>Leisure Contracts</li> <li>Reservoir Leisure Centre</li> </ul>	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"> <li>Leisure</li> <li>Across Council</li> </ul>	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"> <li>Leisure</li> <li>Public Realm</li> </ul>	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"> <li>Leisure</li> <li>Leisure Contracts</li> <li>Reservoir Leisure Centre</li> </ul>	Medium	Within existing resources
<b>Direction 3 – Improve communications and partnerships with key stakeholders</b>				
1.12	Improve collaboration efforts with neighbouring Councils to develop a regional approach to sports facility provision	<ul style="list-style-type: none"> <li>Leisure Services</li> </ul>	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"> <li>Leisure Services</li> </ul>	Medium	Within existing resources
1.14	Improve partnerships with Darebin schools, facilitating shared use of facilities and spaces	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Community Wellbeing</li> </ul>	Medium	Within existing resources

## Goal two – Healthy and connected community

Action	Responsibility	Priority	Resource Implications
<b>Direction 1- Ensure programs and services are consistent with the priorities and outcomes identified in Council's Health and Wellbeing Plan</b>			
2.1	Continue to investigate opportunities to work in collaboration with the Community Wellbeing team and align future programs to strengthen social connections through physical activity initiatives and programs. Advocate for better access and use by people who experience disadvantage (refer to priority groups identified in directions 3 and 4 below).	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Leisure Contracts</li> <li>Reservoir Leisure Centre</li> <li>Community Wellbeing</li> <li>Equity and Diversity</li> </ul>	Ongoing  Within available resources
<b>Direction 2- Develop physical activity opportunities and increase participation in unstructured sport opportunities to enhance health, wellbeing and social inclusion outcomes</b>			
2.2	Investigate opportunities to expand the Free Exercise in the Parks Program through grants, subsidies and sponsorship.	<ul style="list-style-type: none"> <li>Leisure Services</li> </ul>	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"> <li>- Confirmation of Council public liability responsibility</li> <li>- Establishment of a simple booking procedure using the IMS portal</li> <li>- Improve access to Council sporting facilities through construction of high quality public toilets and supporting infrastructure</li> <li>- Investigate implementation of technology to allow facility access with PIN codes or swipe cards</li> </ul>	<ul style="list-style-type: none"> <li>Leisure Services</li> </ul>	Ongoing  Within available resources
2.4	Work in collaboration with other Council departments to develop environments conducive to improving levels of structured and unstructured physical activity. <ul style="list-style-type: none"> <li>- Create improved and increased environments for social and informal sport</li> <li>- Temporary activation of parks, playgrounds, places and spaces incorporating physical activity opportunities should be explored</li> </ul>	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Leisure Contracts</li> <li>Reservoir Leisure Centre</li> <li>Public Realm</li> <li>Transport</li> <li>Youth Services</li> <li>Community Wellbeing</li> </ul>	Ongoing  Within available resources

	<ul style="list-style-type: none"> <li>- Strengthen partnership with the Youth Services team to offer targeted programs and services</li> <li>- Work in conjunction with the Community Wellbeing team to improve perceptions of safety and improved activation of our spaces</li> </ul>			
2.5	Work in conjunction with the Community Wellbeing team to improve opportunities for Council staff to engage in physical activity	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Community Wellbeing</li> <li>• People and Development</li> <li>• Corporate Risk</li> </ul>	Ongoing	Within available resources
2.6	<p>Promote and actively encourage walking and cycling in Darebin</p> <ul style="list-style-type: none"> <li>- Advocate for improvements to walking and biking trails across the city including the Darebin &amp; Merri Creek paths and the St Georges Rd bike path</li> <li>- Support and increase the number of community walking groups operating in Darebin, with particular emphasis on walking groups for older adults</li> <li>- Support community initiatives that encourage people to walk or cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Transport</li> <li>• Community Wellbeing</li> </ul>	<p>Medium</p> <p>Other units to lead</p>	Within available resources
2.7	<p>Improve the opportunities for residents to engage in social sport and recreation</p> <ul style="list-style-type: none"> <li>- Implement 'club fitness coaching' opportunities at local sporting clubs to encourage participation</li> <li>- Consider financial support to clubs providing coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Community Wellbeing</li> </ul>	Medium	Within existing resources

**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, LGBTIQ and people from socio-economically disadvantaged backgrounds. Ensuring that we cater for these target groups through all stages of life (i.e. children youth, working age and seniors)**

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 included in the 2014-2018 Neighbourhood Action Plans, including East Preston and East Reservoir.	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Leisure Contracts</li> <li>• Reservoir Leisure Centre</li> <li>• Youth Services</li> <li>• Community Wellbeing</li> <li>• Equity and Diversity</li> <li>• Aged and Disability</li> </ul>	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 and linguistically diverse backgrounds. Important factors to consider in developing these opportunities are cost, accessibility and family appeal.	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Leisure Contracts</li> <li>• Reservoir Leisure Centre</li> <li>• Youth Services</li> <li>• Family and Children</li> <li>• Community Wellbeing</li> <li>• Equity and Diversity</li> </ul>	Ongoing	<p>Within available resources however external funding opportunities will be investigated</p>
2.10	Facilitate and broker relationships to increase children and young people's participation in sport and physical activity. Strategies to include: <ul style="list-style-type: none"> <li>- Improving infrastructure</li> <li>- Development of policies and programs</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Leisure Contracts</li> <li>• Reservoir Leisure Centre</li> <li>• Youth Services</li> </ul>	Ongoing	<p>Within available resources</p>
2.11	Offer 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"> <li>- Aboriginal awareness</li> <li>- Mental health awareness</li> <li>- Alcohol and drugs awareness</li> <li>- Social inclusion</li> <li>- Improving the access to healthy and nutritious food choices at sports club and leisure centre canteens</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Aged and Disability</li> <li>• Youth Services</li> <li>• Family and Children</li> <li>• Community Wellbeing</li> <li>• Equity and Diversity</li> </ul>	Medium	<p>Additional resourcing will be subject to a new initiatives bid in Councils annual operational budget program</p>

	<ul style="list-style-type: none"> <li>- Preventing Violence against Women</li> <li>- Gender equity</li> </ul>			
2.12	<p>Continue to partner and undertake consultation with:</p> <ul style="list-style-type: none"> <li>- Darebin Ethnic Communities Council (DECC)</li> <li>- Darebin Aboriginal and Torres Strait Islander Council (DATSIC)</li> <li>- Darebin Disability Advisory Committee</li> <li>- Sex, Sexuality and Gender Diversity Committee</li> <li>- Darebin Women’s Advisory Committee</li> <li>- Darebin Community Health</li> <li>- Healthy and Active Ageing Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Leisure Contracts</li> <li>• Reservoir Leisure Centre</li> <li>• Aged and Disability</li> <li>• Youth Services</li> <li>• Family and Children</li> <li>• Equity and Diversity</li> </ul>	Ongoing	Within available resources
2.13	<p>Undertake facility audits to analyse and make recommendations on improvements that will increase participation of:</p> <ul style="list-style-type: none"> <li>- Women</li> <li>- Children</li> <li>- CALD participants</li> <li>- People with a disability</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Youth Services</li> <li>• Equity and Diversity</li> </ul>	High	Within available resources
2.14	<p>Explore the ‘club buddy’ concept to improve club culture and improve community perception of inclusiveness</p>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Community Wellbeing</li> </ul>	Low	Within available resources
2.15	<p>Investigate opportunities to create free or subsidised club memberships or recreation opportunities for people experiencing financial hardship</p>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Community wellbeing</li> </ul>	Low	<p>Investigation within available resources</p> <p>Rollout of subsidies will be subject to funding</p>
2.16	<p>In conjunction with partners, implement programs and services specifically aimed at increased older persons (60+) participation in sport and physical activity</p>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Community Wellbeing</li> <li>• Aged and Disability</li> </ul>	High	Within available resources
<p><b>Direction 4- Continue to support and advocate the role of women and girls in sport and leisure through development of policy, design and programs. Ensuring that we cater for women’s participation through all stages of life (i.e. children youth, working age and seniors)</b></p>				

2.16	Investigate opportunities to host a series of workshops with industry providers to promote female leaderships through upskilling local female administrators, coaches and officials	<ul style="list-style-type: none"> <li>Leisure Services</li> </ul>	Medium	Investigation within available resources
2.18	Support and grow the Darebin Women in Sport Network (DWISN) to inform Council about female sport and leisure initiatives	<ul style="list-style-type: none"> <li>Leisure Services</li> </ul>	Ongoing	Within existing resources
2.19	Continue Council and Clubs involvement in primary prevention programs (such as the Preventing Violence against Women (White Ribbon) Campaign or 'Fair go Sport') and other training initiatives which promote respect and equality.	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Preventing Violence Against Women Officer</li> <li>Community Wellbeing</li> </ul>	Ongoing	Investigation within available resources
2.20	Undertake 'gender audits' to ensure that our sporting environments encourage female participation. Ensuring that the recommendations are integrated into the infrastructure priority plan	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Public Realm</li> </ul>	High	Within existing resources
2.21	Provide more suitable infrastructure to support female participation through the annual Capital Works process, Leisure Services infrastructure priority plan and external funding opportunities	<ul style="list-style-type: none"> <li>Leisure Services</li> </ul>	Ongoing	Within existing resources
2.22	Continue to support local sporting clubs to implement female participation programs and initiatives	<ul style="list-style-type: none"> <li>Leisure Services</li> </ul>	Ongoing	Within existing resources
2.23	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"> <li>Leisure Services</li> <li>Leisure Contracts</li> <li>Reservoir Leisure Centre</li> <li>Darebin Women in Sport Network</li> <li>Darebin Women's Advisory Committee</li> <li>Equity and</li> </ul>	Ongoing	Within existing resources

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

## Goal three – sustainable and resilient neighbourhoods

Action	Responsibility	Priority	Resource Implication
<b>Direction 1- Identify ways to reduce the environmental footprint of the operations of leisure facilities and sporting clubs</b>			
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"> <li>• Leisure Services</li> <li>• Environment</li> <li>• Communications</li> </ul>	Low - Other units to lead Investigation within available resources Capital project will be subject to a bid in Councils annual capital works program
<b>Direction 2- Use environmentally sustainable design principles in any development or redevelopment of leisure facilities with particular emphasis on water and energy efficiency</b>			
3.2	Ensure that all Council upgrades and new buildings meet Council Environmentally Sustainable Design requirements.	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Major Projects</li> <li>• Environment</li> </ul>	Low – Other units to lead Capital projects will be subject to a bid in Councils annual capital works program
<b>Direction 3- Plan for facilities to be resilient to the ongoing impacts of climate change including reducing reliance on water and energy</b>			
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"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Environment</li> <li>• Transport</li> <li>• Darebin Parks</li> </ul>	Medium – 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"> <li>• Leisure Services</li> <li>• Darebin Parks</li> </ul>	High – Other units to lead Conversion is subject to a bid in Councils annual capital works program
<b>Direction 4- Commit to the provision of facility infrastructure and behavioural change initiatives to enhance sustainable futures</b>			
3.5	Develop and implement an out of season use of Council Facilities policy	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Parks</li> </ul>	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"> <li>• Leisure Services</li> <li>• Environment</li> <li>• Transport</li> <li>• Environment</li> </ul>	Medium – Other units to lead Within existing resources
3.7	Install bike parking facilities at sporting pavilions	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public realm</li> <li>• Transport</li> </ul>	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 facilities and reduce junk foods, particularly at clubs where children play.	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Leisure contracts</li> <li>• Community Wellbeing</li> </ul>	Medium	Within existing resources
3.9	Ensure that Darebin community sporting facilities are designed to be multi-purpose, where possible, to allow casual user hire access.	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Equity and Diversity</li> <li>• Community Wellbeing</li> </ul>	Medium	Within existing resources

## Goal four – Thriving and creative culture

Action		Responsibility	Priority	Resource Implication
<b>Direction 1- Support Darebin’s diverse culture and artistic services throughout the municipality</b>				
4.1	Support a series of annual festivals and cultural recreational events	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Creative Culture</li> </ul>	Ongoing	Within available resources
4.2	Provide support and promotion for artistic and cultural activities that provide physical activity benefits. For example martial arts, dancing clubs or art walks.	<ul style="list-style-type: none"> <li>Leisure</li> <li>Creative Culture</li> </ul>	Low	Within available resources
<b>Direction 2- Identify opportunities to support the casual use of recreational reserves through the provision of infrastructure and amenity</b>				
4.3	Implement measures to decrease and deter crime at Darebin sporting pavilions. Possible measures include: <ul style="list-style-type: none"> <li>Undertaking of safety audits in conjunction with the Community Safety Officer, implementing recommended works as part of maintenance or capital works program</li> <li>Installation of security systems at Darebin sporting pavilions</li> <li>Increase Victoria Police patrol presence at identified areas as required</li> </ul>	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Darebin Parks</li> <li>Asset Management</li> <li>Public Realm</li> <li>Community Wellbeing</li> </ul>	Medium – 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"> <li>Leisure Services</li> <li>Darebin Parks</li> <li>Public Realm</li> </ul>	Medium	Resourcing will be subject to a new initiatives bid
4.5	Investigate the separation of toilet facilities in pavilion design to increase the provision of Council sporting facilities available for causal use	<ul style="list-style-type: none"> <li>Leisure</li> <li>Darebin Parks</li> <li>Public Realm</li> </ul>	Medium	Investigation within available resources Capital projects will be subject to a bid in Councils annual capital works program
<b>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</b>				
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"> <li>Leisure Services</li> </ul>	Ongoing	Within available resources
<b>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</b>				

4.7	<p>Develop and deliver a comprehensive club development program to support sporting clubs and community to be more inclusive and operate effectively.</p> <p>Also consider the feasibility of a cross Local Government Area approach to club development activities.</p>	<ul style="list-style-type: none"> <li>Leisure Services</li> </ul>	Medium	Within available resources
<b>Direction 5- Maximise the use of our existing assets and enhancing casual recreation opportunities</b>				
4.8	Explore opportunities for multi-use options for existing leisure facilities, including non-traditional active leisure options.	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Public Realm</li> </ul>	Medium	Investigation within available resources. Capital projects will be subject to a bid in Council's annual capital works program.
4.9	Work in conjunction with the Public Realm team to create increased casual recreation opportunities in places and spaces, including car parks and pop up parks. Improving community perceptions of safety in these environments is integral.	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Public Realm</li> <li>Community Wellbeing</li> <li>Transport</li> </ul>	Medium	Investigation within available resources. Capital projects will be subject to a bid in Council's annual capital works program.

## Goal five – Excellent service

Action	Responsibility	Priority	Resource Implications	
<b>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</b>				
5.1	Conduct an annual review of the Infrastructure Priority Plan and Developer Contribution Plan to ensure capital projects are prioritised appropriately and align with these strategic documents	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Asset Management</li> <li>Facilities Maintenance</li> </ul>	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"> <li>Leisure Services</li> <li>Darebin Parks</li> <li>Public realm</li> </ul>	Low	Within existing resources
<b>Direction 2 – Develop and implement a strong policy framework to support and strengthen the work of the Leisure Services team</b>				
5.3	<p>Develop, implement and review policies to support the ongoing work of the Leisure Services.</p> <p>Policies to be reviewed and updated include:</p> <ul style="list-style-type: none"> <li>Commercial fitness operators on public open space policy – adopted 2014</li> <li>Unsolicited proposals policy – adopted 2013</li> <li>Fees, charges and occupancy agreement policy – adopted 2014</li> <li>Outdoor sports venues infrastructure policy – adopted 2012</li> <li>Seasonal application for sports ground sponsorship naming rights policy – adopted 2014</li> <li>Open space policy – adopted 2007</li> </ul> <p>Policies to be developed include:</p> <ul style="list-style-type: none"> <li>Ground maintenance policy (low priority)</li> <li>Out of season use of Council facilities position statement (high priority)</li> <li>Service of liquor from Council facilities policy</li> </ul>	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Across Council</li> </ul>	Ongoing	Within existing resources

	(medium priority) - Outdoor sports facility capital works contributions policy (high priority)			
<b>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</b>				
5.4	Implement development and construction of sporting infrastructure as per the Sporting Infrastructure Priority Plan and the Developer Contribution Plan.	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Major Projects</li> </ul>	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"> <li>Leisure Services</li> <li>Major Projects</li> </ul>	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"> <li>Aged &amp; Disability</li> <li>Major Projects</li> <li>Leisure Services</li> <li>YMCA</li> <li>Leisure Contracts</li> </ul>	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"> <li>Leisure Services</li> <li>Major Projects</li> <li>Assets and Property</li> <li>Leisure Contracts</li> </ul>	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"> <li>Leisure Services</li> </ul>	Medium	Within existing resources
5.10	Implementation of actions identified in the Reservoir Leisure Centre Masterplan and Annual Business Plan	<ul style="list-style-type: none"> <li>Leisure Services</li> <li>Reservoir Leisure</li> </ul>	Medium – Other units to lead	Within existing resources

		Centre		
5.11	Investigate identifying home grounds for non-traditional sports in Darebin, such as Gridiron. Negotiate joint investment from new clubs into development of facilities	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Major Projects</li> <li>• Assets and Property</li> </ul>	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 demand.	<ul style="list-style-type: none"> <li>• Leisure Services</li> </ul>	Medium	Within existing resources
<b>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</b>				
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"> <li>• Leisure Services</li> </ul>	High	Within existing resources
5.14	Improve signage at leisure facilities, in line with the Darebin City Council signage strategy	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Venues</li> </ul>	Low – 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 regulatory conditions including: <ul style="list-style-type: none"> <li>- Club compliance to liquor licencing</li> <li>- Club compliance to food handling and service regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Environmental Health</li> <li>• Statutory planning</li> </ul>	Medium	Within existing resources
<b>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</b>				
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"> <li>- TW Blake Reserve</li> <li>- Northcote Golf Course</li> <li>- Bill Lawry Oval</li> <li>- Mayer Par</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> </ul>	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"> <li>• Leisure Services</li> <li>• Public Realm</li> </ul>	Low	Capital project will be subject to a bid in Councils annual capital works program

		<ul style="list-style-type: none"> <li>• Transport</li> </ul>		
<b>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</b>				
5.18	Implement the asset renewal program based on the recommendations of the Infrastructure Priority Plan and the Developer Contribution Plan.	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Darebin Parks</li> <li>• Facilities Maintenance</li> </ul>	High	Capital projects will be subject to a bid in Councils annual capital works program
5.19	Undertake regular asset audits on Darebin pavilions and reserves to further inform the revisions to the Infrastructure Priority Plan and Developer Contributions Plan	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Darebin Parks</li> <li>• Facilities Maintenance</li> </ul>	Medium	Investigation and capital project will be subject to a bid in Councils annual capital works program
<b>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</b>				
5.20	Contribute to ongoing review of Service Levels for Major Leisure Facilities	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Darebin Parks</li> <li>• Leisure Contracts</li> <li>• Reservoir Leisure Centre</li> </ul>	Ongoing	Within existing resources
5.21	Conduct a review of the John Cain Memorial Park Masterplan	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Leisure Contracts</li> <li>• Public Realm</li> </ul>	High – 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"> <li>• Leisure Services</li> </ul>	Low	Within existing resources
<b>Direction 7- Investigate opportunities for establishment of synthetic sporting surfaces and ensure resources are available for ongoing maintenance and replacement</b>				

5.23	Undertake a capital program to renew synthetic playing surfaces	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> </ul>	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"> <li>• Leisure Services</li> </ul>	Low	Investigation within existing resources Any capital projects will be subject to a bid in Councils annual capital works program
5.25	Investigate investment in synthetic surfaces that allow the creation of more flexible, multi-use opportunities	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Darebin Parks</li> </ul>	Medium	Investigation within existing resources Any capital projects will be subject to a bid in Councils annual capital works program
<b>Direction 8- Use Universal Design Principals in all facility development or redevelopment projects, considering building standards as a minimum requirement, promoting innovation and best practice design outcomes .</b>				
5.26	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. Promotion of best practice and innovation in capital works design should be considered.	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Aged &amp; Disability</li> <li>• Major Projects</li> </ul>	Medium – Other units to lead	Investigation within existing resources Any capital projects will be subject to a bid in Councils annual capital works program
<b>Direction 9- Encourage co-contributions from sports clubs and community groups to improve community facilities</b>				
5.27	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"> <li>• Leisure Services</li> </ul>	High	Capital project will be subject to bids in Councils annual capital works program
5.28	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"> <li>• Leisure Services</li> </ul>	High	Capital project will be subject to bids in Councils annual capital works program
5.29	Develop a facility allocation policy to provide security of tenure for clubs who co-contribute to capital works and improvement of facilities through the development of policy directives	<ul style="list-style-type: none"> <li>• Leisure Services</li> </ul>	Medium	Within existing resources
<b>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</b>				

5.30	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"> <li>• Leisure Services</li> <li>• Public Realm</li> <li>• Transport</li> </ul>	Low	Capital project will be subject to a bid in Councils annual capital works program
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## Goal six – Open and accountable democracy

Action	Responsibility	Priority	Resource Implications
<b>Direction 1 – Develop and strengthen relationships with a broad range of stakeholders that can assist the Leisure Services team</b>			
6.1	Build relationship with Victorian Police to ensure Council is designing high quality environments that discourage crime and anti-social behaviour. Ensure that CPTED design principals are considered in the upgrade and maintenance of Darebin sports facilities and parks.	<ul style="list-style-type: none"> <li>• Community Wellbeing</li> <li>• Leisure Services</li> </ul>	Medium – Other units to lead  Within existing resources
<b>Direction 2- Involve the community in the development of new and enhanced leisure programs, facilities and services</b>			
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"> <li>• Leisure Services</li> <li>• Leisure Contracts</li> <li>• Across Council</li> </ul>	Medium  Within existing resources
6.3	Engage community stakeholder representatives for capital projects and future sporting strategy plans	<ul style="list-style-type: none"> <li>• Leisure Services</li> <li>• Across Council</li> </ul>	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"> <li>• Leisure Services</li> <li>• Across Council</li> </ul>	Ongoing  Within existing resources