



HUME CITY COUNCIL **LEISURE STRATEGY** **2013-2018**

Physically active, healthy, connected and happy



The Hume City Leisure Strategy 2013-2018 was adopted by Council on 08 July 2013 following a public exhibition period in March / April 2013.

The Hume City Leisure Strategy 2013-2018 has been prepared in partnership with the community, stakeholders, community groups and organisations including sports clubs, recreation, health and education providers, peak sporting and leisure bodies and Victorian Government departments and agencies.

The Strategy reflects leisure participation trends, issues and challenges facing leisure in Hume, the different leisure needs of our growing and changing community and best practice in local government leisure provision.

The Hume City Leisure Strategy 2013-2018 has been developed with the support of the Victorian Government.



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Acronym Organisation

BA	Baseball Victoria
BV	Bowls Victoria
BNV	Bicycle Network Victoria
CV	Cycling Victoria
DEECD	Department of Education and Early Childhood Development
DPCD	Department of Planning and Community Development (State Government)
EPI	Department of Environment and Primary Industries (State Government)
GAA	Growth Areas Authority
GV	Gymnastics Victoria
HCC	Hume City Council
HV	Hockey Victoria
HPAA	Hume Physical Activity Alliance
HVG	Hume Volunteer Gateway
MCMC	Merri Creek Management Committee
MPCCC	Moonee Ponds Creek Coordination Committee
MW	Melbourne Water
NDGP	Northern Division of General Practice
NHF	National Heart Foundation
NV	Netball Victoria
PA	Play Australia
PV	Parks Victoria
SRV	Sport and Recreation Victoria (State Government)
SSA	State Sporting Association
SV	Squash Vic
TA	Tennis Australia
TV	Tennis Victoria
TTV	Table Tennis Victoria
VU	Victoria University
VW	Victoria Walks



For the purpose of this strategy the definition of leisure is:

Physical activity for the broader health and wellbeing of Hume residents through sport and active and passive recreation pursuits.

1. INTRODUCTION

Introduction to Leisure

Kicking a ball in the park, going to the gym, walking to the local shops, exploring the natural environment, playing sport or going for a bike ride are all ways to maintain healthy, connected and happy lives through physical activity.

1.1 Purpose

The Hume City Leisure Strategy 2013-2018 sets the foundation and key priorities for Council and partners to provide a range of leisure participation opportunities over the next five years.

The Strategy provides an evidence-based framework to respond to the needs and aspirations of our community and establishes a supporting framework and principles to inform Council decision making, guide partnerships and prioritise the allocation of Council resources towards the greatest need.

Since 2005 participation in leisure has increased to 66% from 60% across Hume. Our community however remains much less physically active than the Victorian-wide population of 83.5%.

A further 25,000 people are expected to take up residence in Hume over the next five years and Council will continue to play a significant role in planning and providing inclusive leisure opportunities for our changing and expanding community.

The outcome of the Strategy's implementation will be increased opportunities with the hope that a more physically active, healthier, connected and happier community emerges where everyone has greater choice to pursue their leisure interests.

The life of this Leisure Strategy is five years and it is expected that many things will change over this time frame given the rapid growth of Hume's communities. A new Leisure Strategy will be prepared in 2018/2019 to set the priorities for the next period of time.

1.2 Council's role in leisure provision

Hume City Council has four key roles in its provision of leisure for the benefit of the community.

PLAN	Facilitate planning, development and renewal of leisure facilities, services and opportunities to address identified current and future community needs
PROVIDE	Support the provision of leisure facilities, services and programs to meet community needs including funding
PARTNER	Work with the health, education, community, private and government sectors to ensure that leisure facilities, programs and services meet the needs of our community and maximise investment opportunities
ADVOCATE	Advocate to other levels of government, community services and relevant stakeholders regarding issues and opportunities that are likely to impact on leisure.

Council's role and responsibility in providing for leisure focusses on:

- Delivering programs that build physical fitness and wellbeing and develop skills such as water survival
- Responding to the specific leisure needs of targeted populations including those experiencing barriers to participation
- Developing the capacity of leisure providers including community groups to better respond to their member's or local community's needs
- Ongoing support of local voluntary organisations including advice about funding
- Support of the private sector where services respond to local community leisure needs
- Providing a diverse and responsive mix of facilities including major aquatic and leisure centres, sports grounds, walking and cycling paths, parks and playgrounds and community facilities
- Advocating to others the Hume community's leisure needs
- Planning for the future to respond to our growing and changing community.

1.3 The role of leisure

Leisure adds to the culture, lifestyle and character of a community, contributing to liveability, social interaction and community cohesion by bringing people together. Leisure can contribute to an individual's and community's identity, connection to place, sense of belonging and pride.

Regular physical activity builds self-esteem and positive self-image, enhances life satisfaction and perceived quality of life, contributes to improved physical and mental health, improves injury prevention, reduces loss of age related mobility and develops skills transferable to other parts of life.

Leisure offers excellent opportunities for people with disabilities to engage within their community, improve health and wellbeing, learn new skills and have fun.

Participation in leisure can build understanding between diverse cultures, reduce isolation, loneliness and alienation, support community involvement and build resilience and capacity.

The leisure sector contributes to education, employment, tourism, volunteerism, economic sustainability and an enhanced natural environment.

While this strategy has a focus on leisure as physical activity, it is recognised that health and wellbeing benefits are also evident in passive activities. Examples might include the arts, quiet reflection and enjoyment of open space and indirect participation including volunteering and spectating in various forms of sport and leisure.

Local government plays an integral role in leading, delivering and facilitating the provision of a responsive mix of leisure facilities, programs and opportunities to meet the needs of its community. Delivering leisure outcomes is usually achieved by or with the support of other parties including community groups and organisations, government departments, agencies and providers in the education, health and private sectors.

2. BACKGROUND

2.1 Council Planning

Preparation of the Hume City Leisure Strategy 2013-2018 has been informed by key Council planning documents.

Diagram 1 Leisure Strategy planning framework



The long term community plan identifies the four themes of Council Leadership, Prosperity of the City, Community Wellbeing and Appearance of the City and Environment in achieving the Hume City Plan 2030 vision.

'Hume City Council will be recognised as a leader in achieving social, environment, economic outcomes with a common goal of connecting our proud community and celebrating the diversity of Hume'.

Implementing the Leisure Strategy will make a significant contribution towards achieving the vision for Hume City and Council's strategic objectives detailed in the Council Plan 2009-2013 as identified in Table 1.

Table 1 How leisure contributes to Council’s strategic objectives

Community Plan themes	Council Plan strategic objectives	Contribution from leisure
Council Leadership	Accountable Leadership	Facilitating the development of and advocating for liveable, workable and sustainable communities in urban growth and established areas.
Prosperity of the City	Economy	Contributing to a thriving and prosperous community through economic activity and tourism.
	Transport	Creating open space linkages that provide sustainable transport options such as walking and cycling.
	Learning	Delivering programs that support education, lifelong learning and encourage participation such as volunteerism.
Community Wellbeing	Social Inclusion	Contributing to a just and fair society where all people have good opportunities to participate in leisure interests.
	Arts, Leisure & Recreation	Developing strong and cohesive communities by delivering initiatives and programs that increase leisure participation.
	Health, Safety and Wellbeing	Lessening the impact of depression by building resilience and enhancing emotional wellbeing. Improving health outcomes by reducing the risk of lifestyle related chronic diseases.
Appearance of the City and Environment	Appearance of the City	Provision of Infrastructure that responds to and is delivered when the community needs it. Quality Infrastructure and environment helps increase community expectations and pride.
	Asset Management / Natural Environment	Planning for a sustainable future by protecting our natural assets, efficiently managing our resources and planning for and responding to the impact of climate change.
	Natural Environment	Connecting people with the natural environment and areas of conservation significance through the development of shared trails along waterways and enhancing areas of natural significance for the benefit of current and future generations.

“Council recognises that every citizen of Hume City is entitled to aspire to a quality of life that allows them to freely realise their potential.”

Extract from Mayor’s message in Social Justice Charter 2007

2.2 Our community

Hume City is located on the urban-rural fringe starting 20 kilometres north-west of the centre of Melbourne. It occupies an area of approximately 500 square kilometres.

The municipality has a rich natural and cultural heritage and history. Our natural environment provided an abundance of food and materials for shelter, implements and clothing for indigenous Australians. It was these fertile lands that attracted European settlers, the first of whom settled in Sunbury 175 years ago and in Broadmeadows (now Westmeadows) in 1850.

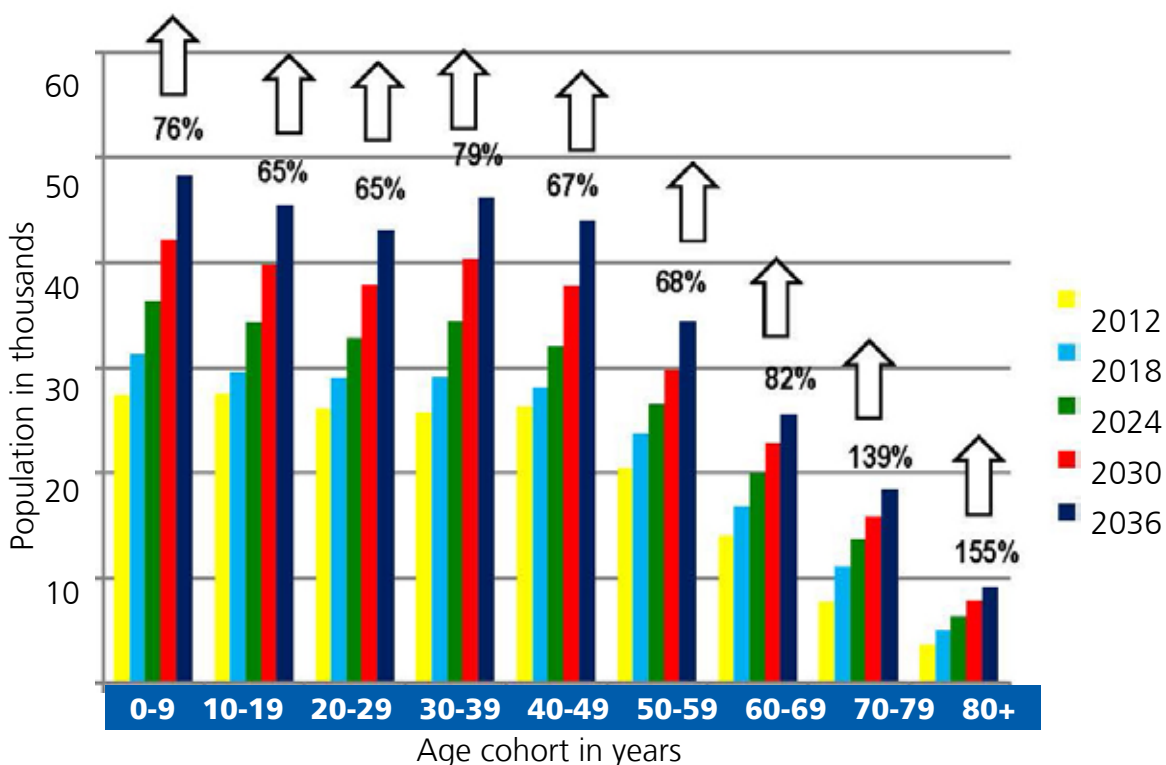
Today land uses are diverse and consist of established residential areas, industry, commercial, vast rural areas, transport and freight (including Melbourne Airport), manufacturing and areas intended for future urban growth. Our vast open spaces, creek corridors and significant State and regional parks provide important opportunities for people to experience and connect with nature.

2.2.1 Who we are

With a population of just over 174,000 in 2011 the growth of our community is expected to increase to 203,000 by 2018 with a long term growth rate of 2.4% per annum over 25 years to reach more than 314,000 residents by 2036. The main drivers for growth are a combination of greenfield development (with potential further expansion of the Urban Growth Boundary) and regeneration of established suburbs such as Broadmeadows.

Graph 1 indicates the projected population increase in Hume City to 2036 by 10-year age interval.

Graph 1 Hume City forecast population growth between 2012 and 2036 (by age cohort)



Significant challenges for leisure in relation to our current and forecast population include:

- The significant rate of growth means it will be difficult for leisure infrastructure to be funded and developed to keep pace with the needs of the growing population
- The rate of growth for those aged 70 and over is greater than for all other age cohorts. This will place significant pressure on the health system and place demands on Council and others to deliver responsive leisure opportunities that supports ageing in place
- Our residents are relatively younger in age and more people live in family households in comparison to other areas of metropolitan Melbourne. Low and no cost leisure opportunities attractive to families will encourage leisure participation
- The municipality's affordable housing market provides choice for people to settle in new or established areas within close proximity of the CBD. Those new to Hume need to be able to easily connect with their local community and interest groups in order to feel a sense of belonging and inclusion
- In 2011 nearly 30% of residents were born overseas. The diversity of leisure opportunities needs to respond to our community's rich diversity of heritage, experiences and culture
- In 2010 it was estimated that 4.1% of the population has a profound or severe disability. (2006 Census) Council will need to continue working with a range of providers to ensure leisure facilities and programs are welcoming, inclusive and accessible to people of all abilities
- Residents experience poorer health outcomes when compared to the Victorian average and our population is at a higher risk of lifestyle related chronic diseases including overweight and obesity, diabetes and cardiovascular disease. Physical activity participation can have significant positive impact on a person's health and wellbeing
- Hume City has five of the 20 most disadvantaged suburbs in metropolitan Melbourne for the Index of Disadvantage.

The implication of such growth and change for Hume City will be the need to provide a wide range of responsive leisure opportunities, facilities and programs that meet the needs of our community now and into the future.

¹ Australian Bureau of Statistics, 2011 Census of Population and Housing

2.2.2 Hume City Planning Areas

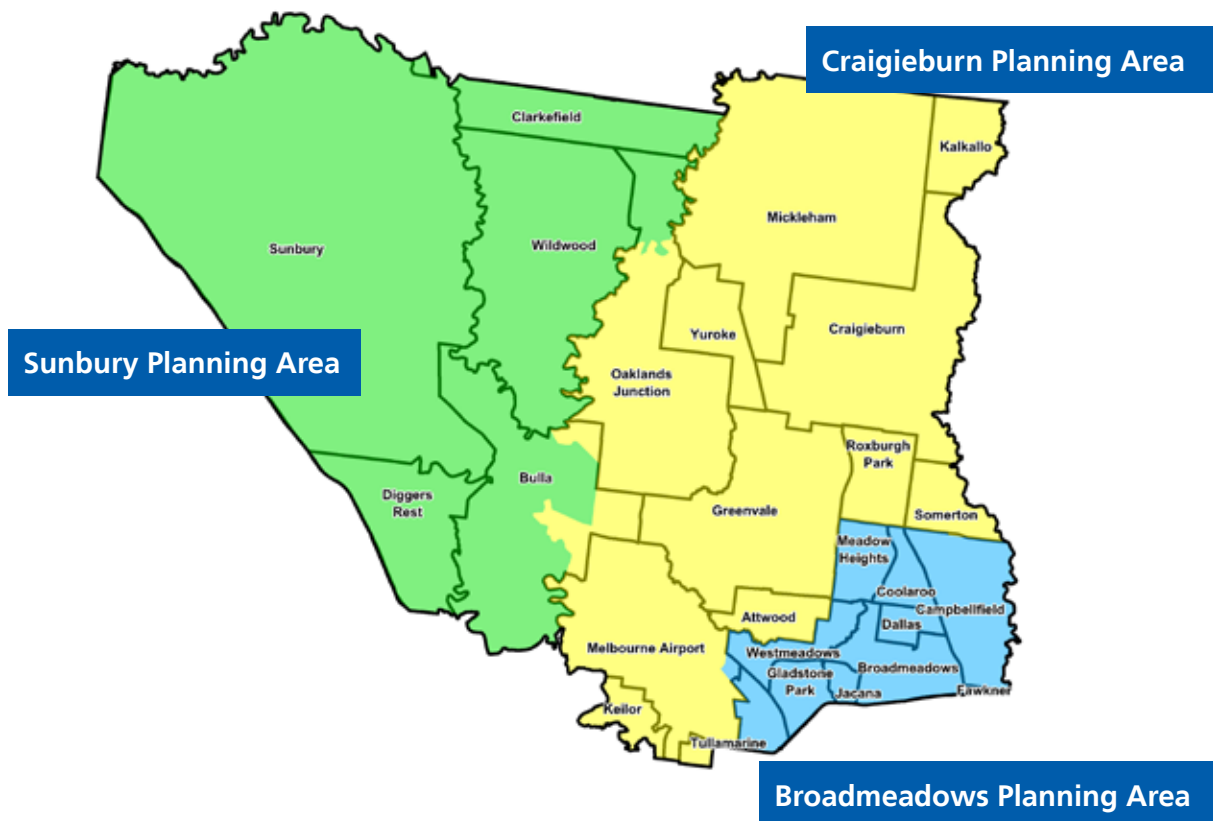
Hume's diversity means that different areas of our municipality are experiencing different issues that require a local response.

To understand and respond to these differences, more localised planning has been undertaken across the three defined Planning Areas of Broadmeadows, Craigieburn and Sunbury (not to be confused with the individual suburbs with the same name) as detailed in Map 1.

Section 7 details the specific issues and challenges across each of the three planning areas and identifies opportunities and local solutions for Council to further increase participation.



Map 1 Map of Hume suburbs and Council's Planning Areas



2.3 State planning context

State Government planning and policy directions influences Council's focus and role in leisure provision.

The expansion and ongoing review of the Urban Growth Boundary has a significant influence on our future population and who Council will need to provide for. Melbourne @ 5 Million and the North Growth Corridor Plan outlines where major new suburbs will be created.

This will enable the City to grow to 314,000 residents by 2036 and potentially over 400,000 when all the land identified for development is complete.

The State Government, through its agency the Growth Areas Authority, has released or is in the process of developing Precinct Structure Plans (PSPs) which are master plans guiding the development of new communities.

Population growth and urban expansion is not just limited to the urban fringes but is also being facilitated in established suburbs. Urban infill, land-use changes and subdivision development is increasing population density and placing additional pressure on existing facilities and our fragile natural environment.

Broadmeadows has been designated a Central Activities Area by the State Government to become a mini-Central Business District. This will see a concentration of future employment growth, public investment with high density and additional housing, services and infrastructure for the northern metropolitan Melbourne regional catchment of 777,000 by 2032².

Such population growth reinforces the importance of long term planning for local needs and the provision of an appropriate hierarchy of facilities to cater for broader catchments whilst having regard to Council's financial capacity and overall sustainability.

Council will continue to work in partnership with State Government and its agencies to plan, provide and facilitate leisure opportunities that are delivered when and where the community needs them.

2.4 Planning benchmarks

There are legislative requirements about the establishment of new communities and neighbourhoods requiring specific levels of community infrastructure. It is important that this provision is guided and tailored to fit specific community settings and responds to identified leisure needs.

Of equal importance is responding to the changing needs of our community in the more established residential areas. Significant and continued renewal investment is required to ensure facilities remain fit-for-purpose and respond to community needs that may be different from when many facilities were developed between thirty and fifty years ago.

Planning benchmarks are a guide to assist in identifying the typical facilities required to meet the needs of a community.

In the case of greenfield development, benchmarks guide community planning of the land to be set aside for community infrastructure including open spaces. In established urbanised areas benchmarks help to inform where there are potential gaps or over-supply in provision.

² Victorian Government Department of Planning and Community Development, 2012 Broadmeadows Structure Plan 2012

Attachment 1 outlines various active recreation facilities, planning benchmark sources and ratios (where they exist) and the current provision within Hume. Benchmarks exist for community facilities however these have not been included in the analysis of facility provision due to many facilities providing for a focus broader than leisure.

Gaps in current provision against benchmarks do not necessarily mean Council needs to provide more leisure facilities in all cases. The actual provision compared with the benchmark is best considered a guide for Council. Non-Council facilities including provision by the private sector are examples of additional provision that needs to be considered in establishing priorities for further development.

Benchmarks together with an understanding of community needs reflecting demographic profile and participation levels, guide the recommended delivery of leisure infrastructure to ensure that the facilities provided:

- reflect an understanding of the social needs of an area
- rely on a social-based strategic planning approach
- respond to a community's interests.

The Strategy highlights Council's continued planning role in understanding likely future participation demands to guide required facility provision and distribution.



3. VISION AND PRINCIPLES

3.1 Leisure Strategy vision

Delivering outcomes identified in the Leisure Strategy will seek to achieve the five-year vision of:

Hume City will be a more physically active, healthier, connected and happier community where more people participate more frequently in a greater range of leisure activities.

3.2 Leisure Strategy principles

Principles have been established to guide the development and implementation of the Strategy’s themes, priority areas and actions. Making decisions and implementing priorities that reflect these principles will support Council and its partners to achieve the 5-year vision.

Participation	Council will support increased levels of physical activity by providing spaces for people to connect, create a sense of belonging and inclusion and contribute to strengthening the community’s identity and improving the community’s health
Access, equity and inclusion	The Hume community, irrespective of difference, will have equitable access to a range of diverse leisure opportunities that respond to needs and help to realise our community’s potential
Diversity of opportunity	Council will support access to a diverse range of accessible and adaptable open space settings, leisure facilities and programs across Hume City
Sustainability	Environmental, social and financial sustainability will be considered and underpin all aspects of leisure planning, development, delivery, management and facility use
Partnerships, collaboration and engagement	Council will collaborate and actively engage the community and partners in the planning and delivery of leisure opportunities and places
Quality facilities	The delivery and maintenance of quality places and spaces will reflect the local character, catchment and diversity of uses, respond to changing community needs and help raise community expectations
Safety and wellbeing	Leisure facilities, neighbourhoods and activity centres will be planned, delivered and maintained to an agreed standard that maximises community safety and supports active local communities.

4. STRATEGIC PRIORITY AREAS

The priorities for the next five years to 2018 focus Council's efforts in seeking to:

- Further increase leisure participation rates through a more diverse range of participation opportunities for people of all levels of skill and ability
- Encourage and actively engage sectors of the community who currently do not participate in leisure
- Contribute to improving community health and wellbeing through leisure
- Continue to plan for and deliver leisure facilities and places that cater for a rapidly growing and changing community, supported by facility management models that optimise usage
- Give consideration to our natural environment and the impacts of/on climate change
- Further strengthen the capacity of partners and other providers of leisure opportunities.

Four distinct themes have emerged from the analysis of community leisure needs to guide the priority action areas.

These priorities and key performance indicators measuring outcomes form the basis for the action plan that follows in section 8.

CHOICE AND PARTICIPATION

LEISURE FOR HEALTH AND WELLBEING

QUALITY PLACES AND SPACES

WORKING TOGETHER



Theme: Choice and participation

Our community is seeking greater choice in leisure activities and more flexible and casual ways to participate.

Council seeks to respond to this by removing barriers that prevent participation.

These barriers include cost, physical ability, transport, proximity to home, child care availability, information, social/cultural values, customs and beliefs and the provision and availability of facilities.

It is important that Council and its partners not only provide facilities and infrastructure, but also provide support through community development and targeted initiatives that encourage and support participation.

Strategic direction	Equitable, inclusive and diverse leisure programs and opportunities will increase participation rates, enhance quality of life for Hume residents, work to overcome barriers that prevent people from participating and respond to changing community needs and aspirations.			
Priority areas	<p>CP1 Provide accessible and inclusive leisure opportunities that respond to changing community needs.</p> <p>CP2 Explore and encourage an expanded range of leisure opportunities.</p> <p>CP3 Plan for the community's future leisure participation needs.</p>			
Key performance indicators	Measure	Baseline	Target 2018	Actions
KPI 1 Increased levels of participation in physical activity*	Percentage	66.4	70%	<p>CP 1.1-1.5, 1.6, 1.8-1.12, 2.1-2.7, 3.1-3.8</p> <p>LHW 1.1-1.3, 2.1-2.4, 3.1- 3.3</p> <p>QPS 1.1-1.2, 2.1-2.4, 2.7-2.9, 3.1-3.4, 4.1-4.8</p> <p>WT 1.1, 1.3, 1.6, 2.2, 2.3, 3.1, 3.2, 3.4, 3.5</p>
KPI 2 Increased total attendances at Hume's leisure centres	Population : Attendance ratio	1,000:3,350	1,000:3,690	<p>CP 1.1, 1.6, 1.7, 1.8</p> <p>LHW 2.1</p> <p>WT 1.3</p>
KPI 3 Increased occupancy of sports grounds, sports halls and stadiums	Establish measure	Establish baseline	Establish target	<p>CP 1.7, 2.2, 3.2, 3.7</p> <p>LHW 2.1</p> <p>QPS 2.4</p> <p>WT 1.1</p>
KPI 4 Increased number of participants registered to outdoor sports ground-based sports clubs	Population : Membership ratio	1,000:46.2	1,000:49	<p>CP 1.1, 1.9, 1.12, 2.2, 2.4</p> <p>WT 2.2, 2.3, 3.5</p>

*Hume City Leisure participation Household Telephone Survey

Theme: Leisure for health and wellbeing

Leisure plays a significant role in preventative health and enhancing wellbeing.

Council's contribution towards improving health outcomes includes planning communities, developing and activating settings that support active living in everyday life and providing opportunities to be physically active that reduce the likelihood of depression and lifestyle-related chronic disease.

The Leisure Strategy provides an opportunity to embed some critical priorities and actions into Council's ongoing planning and service delivery to build sustainable health and wellbeing outcomes.

Strategic direction	Hume communities are more resilient, connected, vibrant, inclusive and healthy with a strong sense of belonging as a result of participation in leisure and healthy lifestyle choices.			
Priority areas	LHW1 Strengthen planning provisions and guidelines to achieve sustainable leisure participation, healthy spaces and active living outcomes. LHW2 Encourage residents to develop active living lifestyles. LHW3 Increase the activation of leisure places and spaces.			
Key performance indicators	Measure	Baseline	Target 2018	Actions
KPI 5 Portion of adults participating in at least 30 minutes of moderate physical activity on five or more days of the week*	Percentage of adult population	52.3%	69.3%	CP 1.3, 1.6, 1.8, 2.5, 2.6, 3.5 LHW 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3 QPS 2.1 WT 3.5
KPI 6 Proportion of children participating in at least 60 minutes of moderate physical activity everyday*	Percentage of child population	60.3%	70.9%	CP 1.3, 2.6, 3.5, 3.6, LHW 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3 QPS 2.1 WT 2.3, 3.5

* Healthy Together Hume Initiative physical activity performance indicators.

KPI 5 is measured through the Victorian Government Department of Health Victorian Population Health Survey

KPI 6 measured through the Victorian Government Department of Education and Early Childhood Development Victorian Child Health and Wellbeing Survey.

Theme: Quality places and spaces

The Leisure Strategy helps to identify and prioritise Council's investment in and contribution towards the delivery of integrated fit-for-purpose facilities and spaces that support participation, inclusion and health outcomes. Being a growth area Council, striking a balance between the timely delivery of new facilities with renewing and upgrading existing facilities to reflect changing user needs, will continue to be an ongoing challenge. Creating flexible spaces and establishing governance structures will help to ensure Council's investment is optimised for broader community benefit over time.

Ensuring that leisure facilities and infrastructure include best practice environment design and development (ESD) features (e.g. passive solar design, rain-water harvesting and re-use, energy efficient and responsive building control systems and solar hot water) will reduce the environmental impact of the facility, contribute to reduced running costs through energy and water savings and contribute to the pride, enjoyment and comfort of facility users.

The provision of facilities and spaces needs to be constantly reviewed in light of participation and population change so as to remain relevant, viable and valued by the community.



Strategic direction	The timely delivery of welcoming and inclusive quality leisure facilities, spaces and environments connects communities, provides a foundation for leisure participation and responds to changing and diverse leisure needs over time.			
Priority areas	<p>QPS1 Deliver sound asset management, financial planning, risk management and environmental sustainability outcomes through the development and maintenance of leisure facilities and spaces.</p> <p>QPS2 Renew and redevelop existing facilities and spaces in consideration of and response to changing community needs and preferences.</p> <p>QPS3 Plan and develop new facilities and spaces that respond to long term leisure participation trends.</p> <p>QPS4 Schedule major infrastructure projects to deliver high quality infrastructure that keeps pace with residential growth and change.</p>			
Key performance indicators	Measure	Baseline	Target 2018	Actions
KPI 7 Increased participation in walking*	Percentage of population	34.8%	36%	CP 1.3, 1.8, 2.5, 3.6 LHW 2.4, 3.3 QPS 2.1, 2.8, 3.3, 4.1 WT 3.2
KPI 8 Increased levels of customer satisfaction across Council's leisure centres	CERM Performance Indicator score out of 7	BLC 5.7 CLC 5.8 SALC 5.8**	6	CP 1.6, 1.7 QPS 4.2, 4.7, 4.8 WT 4.1
KPI 9 Council provides enough leisure centres and pools to meet your needs***	Means score out of 5	3.44	3.6	CP 1.4, 1.7, 1.8 LHW 1.2 QPS 3.1, 3.2, 4.7, 4.8 WT 3.2
KPI 10 Council provides enough sporting fields and courts to meet your needs***	Mean score out of 5	3.87	3.95	CP 1.9, 2.2, 2.4, 3.3 LHW 1.2 QPS 3.1, 3.2, 4.3, 4.4, 4.5, 4.6 WT 1.2, 1.6, 2.3, 3.2
KPI 11 Increasing levels of participation in cycling****	Percentage of population	0	Vic Average 52% in past year	CP 2.6, 3.5, 3.6 LHW 1.1 QPS 2.1

* Hume City Leisure Participation Household Telephone Survey, ** BLC: Broadmeadows Leisure Centre, CLC: Craigieburn Leisure Centre, SALC: Sunbury Aquatic and Leisure Centre

*** Hume City Council Community Survey, **** Australian Bicycle Council's Cycling Participation Survey

Theme: Working together

The planning, development and delivery of leisure services relies heavily on the partnerships that Council maintains with a range of sectors and stakeholders. Council acknowledges its key role in providing leisure programs and facilities, but partnership support and strong collaboration with others helps to provide for the community's broad leisure needs far beyond Council's scope and capacity.

Providing accessible and high quality information that not only informs residents about leisure opportunities, but also promotes the health and lifestyle benefits that result from participation, will aim to increase interest and enthusiasm in a range of leisure activities.

Establishing a strong policy framework will formalise Council's position in relation to important leisure issues for wider community benefit.

Planning in partnership with others helps to ensure the significant investment in leisure facilities and programs, advocacy and community capacity building responds to the greatest needs.

Strategic direction	A strong policy platform, effective collaborative partnerships to share responsibility and accessible information guiding the delivery and availability of leisure services help to maximise community benefit.			
Priority areas	<p>WT1 Establish a robust policy platform to guide the development and management of leisure facilities and services.</p> <p>WT2 Partner with the education, employment, volunteer and health sectors to deliver or contribute to leisure and physical activity outcomes in the community.</p> <p>WT3 Advocate for and provide information on leisure facilities and programs that respond to community needs.</p> <p>WT4 Support and seek feedback from community leisure organisations to monitor trends and guide provision.</p>			
Key performance indicators	Measure	Baseline	Target 2018	Actions
KP12 Overall level of collaboration with other leisure providers across the municipality*	Mean score out of 10	0	7	<p>CP 1.2, 1.3, 1.10, 1.12, 2.1, 2.2, 2.7</p> <p>WT 1.7, 2.1,2.2, 2.4,3.1, 3.3-3.5</p>
KP13 Overall sports club satisfaction in the level of support or assistance received from Council **	Mean score out of 10	3.2	3.4	<p>CP 1.1,1.3, 1.5, 1.9-1.12, 2.2, 2.3, 2.4, 3.1</p> <p>LHW 2.1</p> <p>QPS 1.2, 1.4, 1.5, 2.2-2.6, 3.1, 4.3-4.6</p> <p>WT 1.1-1.6,2.2,2.3,3.1,3.3-3.5,4.1-4.2</p>

* Annual Hume Physical Activity Alliance member survey
 ** Annual sports club survey



5. LEISURE PROVISION IN HUME

There are many providers of leisure across Hume City. Whilst Local Government is the main provider of infrastructure, Council in partnership with community groups, private operators and the education and health sectors are the main deliverers of leisure programs and services.

Council monitors the mix of opportunities available and draws on its partnerships with others and its role as an advocate to facilitate an outcome where an unmet need is identified.

5.1 Hume City Council

Council is either directly involved in delivering or facilitates the delivery of a range of leisure opportunities with others. There are three major leisure and aquatic centres in Broadmeadows, Sunbury and Craigieburn. The Broadmeadows Centre is undergoing improvements and Council is planning for the development of the new Craigieburn Town Centre Regional Aquatic and Leisure Centre.

Fitness and aquatic-based programs are delivered from Council's three leisure centres providing people of all ages and abilities opportunities to engage in affordable fitness and aquatic activities on a casual, membership and/or program basis. There are targeted physical activity programs and activities specifically providing for older adults, pre-school and school age children, young people and people with a disability.

Council is also funded by State and Federal Governments to build the capacity of the sport and recreation sector to provide increased participation opportunities for people of all abilities, and to facilitate a range of health promotion initiatives to increase levels of physical activity leading to improved health outcomes.

Council is the primary provider of leisure places and spaces. We manage and maintain more than 500 hectares of open space providing a range of informal, passive and active leisure opportunities ranging from sporting facilities and play spaces to shared paths along creek corridors. Some of these facilities are located on State Government (Crown) land.

Hume City has a recreational path network of approximately 175 kilometres providing walking and cycling opportunities. The network continues to expand.

Council manages a range of community facilities and sports stadiums which provide for a variety of activities such as karate, dance, taekwondo, indoor ball sports and tai chi. There are many other Council owned facilities with some capacity to cater for leisure such as neighbourhood houses and the Global Learning Centres.

Council will periodically assess the provision and effectiveness of leisure service provision and operations through a service review. In keeping with the principles of continuous improvement and best value in the delivery of Council operations, the review will provide an opportunity for Council to examine the effectiveness of leisure service delivery based on community needs now and into the future.

The review will involve detailed research on the services currently provided by both Council and others, consultation with partners and stakeholders, benchmarking of quality and cost standards and data analysis to identify strengths and opportunities.

The review will guide Council's future model of leisure service delivery and highlight opportunities for improved outcomes for the community and the efficient and effective use and distribution of Council resources.

5.2 Community and government providers

Community groups and organisations make a substantial contribution to delivering leisure opportunities. Sports and recreation clubs provide structures for people to develop skills and participate in competitive sport whilst supporting social inclusion and facilitating a sense of connection, belonging and community identity.

Community groups often provide opportunities for members to participate in leisure alongside other social, cultural or community interests/activities.

Not-for-profit organisations deliver a range of leisure programs from their facilities such as the Salvation Army's indoor rock-climbing wall in Craigieburn and the Police Citizens Youth Club's gym, fitness and boxing spaces in Sunbury.

State Government and its agencies such as Parks Victoria own and manage state significant sites including the Merri Creek Parklands (part), Mount Ridley Grasslands (part), Woodlands Historic Park, Greenvale Reservoir Park and Holden Flora Reserve. These important sites, catering for a wider metropolitan catchment, provide a range of recreation opportunities as well as natural, landscape and cultural values. Other agencies including Melbourne Water, VicTrack and VicRoads own land that provides important leisure functions in open space such as the Moonee Ponds Creek Trail, lakes at Jack Roper Reserve, Broadmeadows and Spavin Drive Reserve, Sunbury and recreation path connections.

Peak and state sporting bodies and local sporting leagues and associations largely administer competitions but also run introductory 'come-and-try clinics' and capacity building initiatives. Such bodies have a role in advocating to other levels of government for a response to issues facing their sport or the broader leisure industry.

5.3 Education, health and community sectors

Education providers make a very significant contribution to the physical activity of children and young people through physical education, out-of-school hours programs and school-based sporting competitions. A number of schools access Council facilities to deliver their programs. Some schools, both public and private, have facilities available for community use. This includes playgrounds, school halls and sports grounds. Use can be limited by site security and access to amenities.

Community based education programs such as U3A and neighbourhood houses provide opportunities for people to be engaged in their communities and enhance health and well-being through participation in education and leisure programs.

The health sector develops alliances with others to influence outcomes or deliver programs that make physical activity part of primary prevention. Community health providers run group programs such as gentle exercise and walking for targeted populations to improve health outcomes and, in many cases, support independent living for our ageing community.

Community service providers support our most vulnerable and hard to reach populations and provide assistance in delivering or connecting clients with leisure participation opportunities.

5.4 Private sector

The private sector makes a significant, market-driven contribution to the range of leisure options available to the community.

Providers include martial arts academies, dance companies, yoga and pilates studios, indoor sport centres and squash, boxing and learn to swim centres. Some providers access community, school or church halls to deliver their business. Personal health and fitness trainers operate from a range of community, education and private venues and public parks.

Commercial tennis coaches deliver their clinics and programs from public tennis courts and/or

community tennis clubs, the latter often through a financial agreement with the tenant community club.

There has been a significant increase in the number of private fitness centres since 2006 with some offering 24 hour access, albeit often unstaffed. The growing number of private facilities has put pressure on Council's three Leisure Centres to ensure the Council-run services remain relevant, accessible and affordable to patrons.

Online fee-based fitness programs provide guided physical activity programs that encourage individuals to be more physically active at times and in locations that suit.



6. LEISURE PRIORITIES—RESPONDING TO COMMUNITY NEEDS

Delivering a diverse range of leisure participation opportunities through Council's planning, provision, partnership and advocacy functions will support a more physically active, healthy, connected and happy community.

This section details the main issues and opportunities facing our community's ability to be physically active and provides direction for how Council will respond over the next five years.

Significant Council and stakeholder support will be required to respond to the challenges faced by our community and to implement actions that support the Strategy's key directions and priority areas in order to achieve increased leisure participation levels by 2018.

It is important that capital projects and development of new and upgraded facilities are supported by operational funding that delivers appropriate levels of maintenance and asset renewal. This strategy promotes a sustainable level of provision that is reflective of Council's capacity in asset maintenance and renewal.

6.1 Increasing leisure participation across our changing community

In 2011 66.4% of Hume residents aged 15 and above indicated that they participated in a physical activity for exercise, recreation or sport in the past 12 months ³ increasing from 60% in 2006.

63 per cent of females and 72 per cent of males reported being physically active.

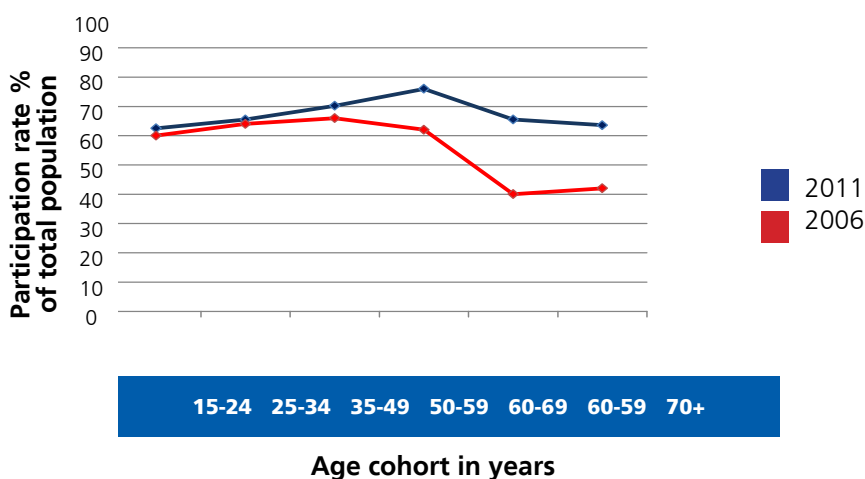
Graph 2 details Hume's physical activity participation rates by persons aged 15+ 2006 and 2011 (by age cohort).

Whilst it is encouraging that we are more physically active than we were six years ago our community is less active than the State-wide participation rate of 83.5 per cent ⁴ of the population.

There is an increasing preference for informal and casual leisure participation which accounts for 61 per cent of all physical activity.

Participation in swimming, soccer and basketball were the top three activities that residents don't currently but would like to undertake in the future.

Graph 2 Hume physical activity participation rates by persons aged 15+ 2006 and 2011 (by age cohort)



³ Hume City Council, 2011 Leisure Participation Household Telephone Survey

⁴ Victorian Government Department of Planning and Community Development, 2012 Exercise, Recreation And Sport Survey (unpublished data)

The Strategy prioritises actions that seek to engage more Hume residents in leisure. This will be achieved by:

- Providing a greater range of inclusive, local, low or no cost leisure opportunities at more flexible times (where appropriate)
- Delivering programs that target specific community groups such as providing women-only or cultural-specific activities
- Delivering opportunities that respond to our community's growing diversity and different needs by having a greater understanding of the barriers to leisure participation for target populations.

6.2 Contributing to improved health outcomes

Local Government plays a significant role in contributing to the health and leisure outcomes of a community through urban and transport planning, advocacy, provision of community infrastructure and delivery of programs that support physical activity, inclusion and social connections.

Nearly 80 per cent of residents highlighted fitness as being the main reason for participation⁵.

Implementing the Leisure Strategy will help to create environments that support everyday active living and healthy lifestyle choices through initiatives including:

- Strengthening provisions in the Hume Planning Scheme that support active living and safer environments
- Delivering initiatives in partnership with the health sector that support behaviour change and achieve health prevention outcomes
- Activating our parks and open spaces including connection with the natural environment
- Strengthening local connections and improving community safety that increase incidental physical activity and reduce private motor vehicle trips
- Providing settings for increased involvement as spectators and volunteers in leisure and sport activities which enhance health and wellbeing outcomes.



⁵ Hume City Council, 2011 Leisure Participation Household Telephone Survey

6.3 Providing for unstructured leisure participation

Almost two thirds of leisure participation occurred through informal or unstructured activities. For those who aren't physically active, fifty per cent of residents indicated a lack of time as being the main reason.

Walking is the most popular physical activity that residents in Hume participate in (35%) followed by swimming (19%). These two activities account for slightly more than half of our community's physical activity over the preceding 12 months. (Leisure Strategy Survey, 2011)

The Leisure Strategy reinforces Council's commitment to:

- Where possible, making leisure facilities for informal or casual participation available at times that suit
- Upgrading local parks to provide for a greater range of informal leisure opportunities
- Further expanding the recreational walking and cycling network.

6.4 Developing our community through leisure

At a time when more people are turning to 'user-pays' leisure participation there are fewer volunteers who are being relied upon to do more in providing leisure opportunities.

10% of Hume residents aged 15 years and over volunteer compared to 16% of metropolitan Melbourne.

Reduced time available for volunteering is placing pressure on the capacity of many community clubs and organisations to deliver an existing or expanded range of leisure activities and programs.

The Strategy focusses on Council's contribution towards community development and prioritises actions that:

- Support community providers to grow their capacity to deliver a greater and more inclusive range of leisure opportunities for people of all abilities and contribute to community participation, connectedness and inclusion
- Support the establishment of new community leisure providers
- Establish new and strengthen existing partnerships to build the capacity of leisure providers.



6.5 Being prepared for the future

Council is constantly planning for our changing community which is forecast to reach 314,000 residents by 2036—almost double that of our current population. Our community will largely remain young with 30% aged under 20. The population aged 60 and over will increase by 125%.

In addition to changing community demographics, Council is also planning for our changing climate. Climate change impacts are already affecting leisure facilities; on-going drought conditions have impacted on the safety and availability of sports grounds and have triggered upgrades to warm season turf and improved irrigation systems and recycled water use. Climate change impacts are projected to increase over time. New facilities and facility upgrades need to take into consideration effective operation in higher temperatures and heatwaves and be able to withstand extreme storm events. Increased provision of water fountains and shade may be required in outdoor areas.

In preparing for the future Council has identified the need to prioritise actions that, with the support of partners, deliver a greater diversity of participation opportunities and the establishment of new leisure providers.

To achieve these outcomes a strategic approach to planning for the future will ensure Council prioritises the allocation and distribution of resources towards the greatest need and advocates for decisions and outcomes that will have a positive impact on our community's leisure participation opportunities.

The sport and leisure retail sector is poorly represented across the municipality and this creates a significant barrier to participation. Greater advocacy for the retail and business sector in areas such as clothing and equipment required for sport and leisure activities would assist in the overall campaign to increase participation.

Action areas include:

- Undertaking feasibility studies to understand the need for new leisure opportunities or change the delivery of existing facilities and services to cater for an emerging need
- Preparing strategies and a prioritised action plan to guide the future provision of and improvements to leisure facilities
- Identifying opportunities to enhance and protect our open space settings including the natural environment which supports leisure and related tourism functions
- Upgrading existing facilities to meet community expectations and contemporary standards
- Increasing the range of community facilities that provide for a range of functions including leisure
- Undertake actions identified in Hume's Climate Change Adaptation Plan (currently under development) to plan, build and upgrade leisure facilities to extend their usable life and effectiveness in future climatic conditions and climate change impacts
- Upgrade existing facilities to meet community expectations and contemporary standards, environmentally sustainable design and development and adaptations to climate change.

6.6 Leisure across the open space network

Hume's significant open space network supports a significant range of formal and informal leisure participation opportunities whilst contributing to amenity, habitat and the protection and enhancement of our natural environment.

Hume has significant natural areas that conserve or have a range of heritage, cultural, flora and fauna values. Our creek corridors with narrow, often deep valleys and major state and regional parks and path systems provide important opportunities for the community to access and experience the natural environment.

The building blocks of a community's leisure needs are largely delivered through a network of local parks within a short walk from people's home. Here people are able to access a range of informal, passive and active recreation opportunities such as play, open areas for different recreation uses and activities and paths for walking and cycling. Improving the quality of parks was highlighted by residents as the most important leisure project over the next five years. Public toilets, playgrounds, picnic areas and places to sit were identified as the most important facilities in parks.

Pressure on the open space network will continue to increase from the demands of our growing population. Where new community facilities or buildings are required in open space the community's long term open space needs must be understood. In some cases facilities could be developed or expanded but such development could be in conflict with broader open space functions and potentially impact on future generations.

The Leisure Strategy will focus on delivering, in conjunction with the Open Space Strategy and Walking and Cycling Strategy:

- New and expanded recreation trails to take advantage of our natural heritage and enhance tourism opportunities and associated economic benefits, as well as making bike riding easier and providing transport benefits
- Pathways and linkages that emphasise connectivity, permeability and quality at appropriate levels
- Quality parks and creek corridors providing diverse opportunities such as walking trails, outdoor exercise equipment, places to gather, water activities, play spaces and skate facilities
- Open space master plans to guide the future use, development and management of major parks that take into consideration all open space needs including amenity improvements, conservation and enhancement of the natural environment.



6.7 Supporting organised sport

Membership of seasonal outdoor club-based sports of Australian football, soccer, cricket, rugby and softball grew by 22% to 8,245 members over seven years to 2012⁶, significantly greater than the 13.4% population growth over the same period.

Males dominate club membership, accounting for 90% of all participation, with few clubs providing dedicated opportunities for women and girls. Two in every three registered players are juniors.

Seasonal sports clubs across the Craigieburn Planning Area have had their memberships almost double in seven years. Membership of Broadmeadows Planning Area clubs has maintained at 2005/06 levels with rugby and soccer participation growing strongly but a significant decline in athletics, Australian football (three clubs have folded in the past 10 years) and junior cricket has occurred.

Hume’s four bowls clubs report a slight decline of 6% over 6 seasons to 2011-12.

Female bowlers have typically made up less than 30% of the 450 club members.

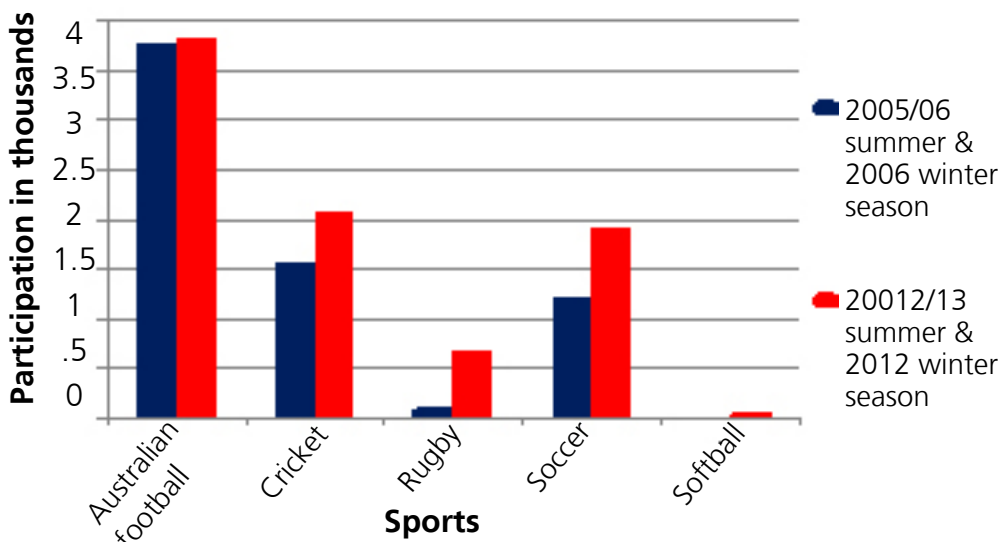
Tennis participation grew by 13% to just over 1,300 members affiliated to Tennis Victoria in the three years between 2008/09 and 2010/11.

This is different to the state and national participation rates which are in decline. Basketball reports a 30% growth between 2007 and 2011 to 6,100. Thirty-five per cent of members are female and again juniors make up two thirds of all registrations.

Netball Victoria reports a 14% decline in indoor netball between 2008 and 2011 to 1,600. Despite the decline, netball supports some of the highest levels of participation by women and girls and further demand for access to indoor court space can be expected.

It will be important to ensure clubs across the municipality have capacity to cater for different demographics e.g. women, girls, people with a disability, people from a range of cultural backgrounds and different types of participation such as veterans/masters competitions and casual/social participation. Council’s ability to grow the capacity of clubs and further develop sport in the community will be dependent on additional resourcing and strengthened collaborative partnerships with clubs, peak and state sporting bodies.

Graph 3 Seasonal club-based sports participation utilising councils sport grounds



⁶ Based on membership data reported by individual clubs through sports ground tenancy applications.

Clubs will also need to provide for a range of participation pathways. In many cases it is appropriate for participation growth to be accommodated by a new club or group rather than growing an existing organisation. This helps maintain diversity of opportunities at all levels and avoids the emergence of 'super clubs' which have narrow participation opportunities at higher levels of competition. Clubs that focus on success alone limit participation opportunities for the wider community benefit.

'Minor' sports that have lower participation rates than the more popular sports need to be supported to ensure they remain viable and contribute towards the whole range of leisure choices for the community. Solutions for sports such as gymnastics, squash, sailing and horse riding may require partnerships with community and private providers and exploring shared use of existing spaces.

More details about priorities in each of the Hume's Planning Areas are detailed in section 7.

Implementation of the Leisure Strategy will focus on:

- Implementing initiatives to increase clubs' ability to provide for women and girls
- Building clubs' capacity to be welcoming and inclusive of all people
- Supporting the establishment of new clubs where interest is evident
- Supporting clubs and others to respond to growing community pressure for access to sports that meets lifestyle demands such as limited overs 20:20 cricket and mid-week night tennis competitions
- Providing facilities and supporting the delivery of programs that respond to the demand for modified junior sport participation programs.





6.8 Investing in major infrastructure

Since the previous Strategy was developed (2006-2010), Council has made a significant investment in major leisure facilities. Council is committed to good environmental outcomes and this is evident in the reduced environmental impact of new facilities.

- Expansions to the three major indoor stadiums have been completed
- The development of John Ilhan Memorial Reserve regional soccer facility is well progressed
- Goonawarra Recreation Reserve, Sunbury and Highgate Recreation Reserve, Craigieburn were developed
- The regional golden sun moth playground along Malcolm Creek, Craigieburn is now open
- The regional shared path network has expanded
- Meadowlink is providing a shared path across Broadmeadows and this project is under detailed planning.

Patronage of Council's three leisure centres steadily increased to more than 584,000 attendances in 2011/12; an additional 28,000 visitations compared to 2008/09. Sixty-six per cent of this growth occurred amongst concession card holders.

The centres are significant facilities providing a range of leisure, recreation, sport, health and wellbeing opportunities and require ongoing Council investment.

The Strategy guides Council's investment in major infrastructure including:

- Planning for a major new regional leisure and aquatic facility in the Craigieburn Town Centre precinct. The estimated \$45 million project is due to commence construction in 2014. The precinct will also include a major new park providing for passive recreation, community event and gathering spaces, play and regional athletics at a further cost of \$8 million
- The Broadmeadows Leisure Centre redevelopment including a new 50m indoor pool will be completed in 2013.
- The Sunbury Aquatic and Leisure Centre redevelopment is scheduled between 2014/15 and 2016/17
- Regional facilities will continue to be provided where needs are identified. Council will deliver the Hume Regional Tennis and Community Centre in Craigieburn through a partnership involving Council, Stockland, the State Government and Tennis Australia. A hockey centre, also in Craigieburn, is to be delivered through a partnership involving Council, Stockland and Hockey Victoria
- Improvements to creek corridors and the expansion of the regional recreation trail network is proposed with the extension of the Merri Creek Trail north of Mahoneys Road, Campbellfield to Craigieburn Road, Craigieburn and continuation of the Jacksons Creek shared path south of Sunbury Road to the Sunbury Pop Festival site. Both projects are reliant on significant State Government funding
- Council will continue to seek funding from a range of partners to contribute to the development and/or enhancement of major leisure facilities.

6.9 Improving leisure facilities

Many of our leisure facilities were developed between the 1960's and early 1990's. Significant and continued renewal investment is required to ensure these facilities remain fit-for-purpose, are environmentally efficient and respond to community needs that are different from when many were built.

Contemporary Australian Standards, legislation, preferred or recommended facility guidelines and risk management practices are helping to inform the prioritised renewal and upgrade of facilities.

Contemporary facility design is more inclusive and multi-functional to respond to a variety of different community needs and interests and allows facilities to change use over time. The design of buildings needs to include spaces for social activity and community connectedness which can be used for a range of different functions. Governance structures and tenancy agreements need to reflect the potential and growing need for broad community uses.

Facility refurbishment works are increasingly considering energy and water efficiency, environmentally sustainable features and climate change impacts. Increasing the optimal usage of facilities maximises Council's return on investment.

The Strategy recommends:

- Creating of a range of prioritised facility renewal and upgrade plans guiding Council and external investment
- Establishing a more detailed understanding of Council assets, their condition and required future usage, to guide asset renewal investment in delivering fit-for-purpose facilities
- Prioritising the upgrade of facilities to be more inclusive of people of all abilities and welcome women, girls and other populations who are traditionally under-represented
- Seeking opportunities in existing facilities such as neighbourhood centres and community facilities to enhance provision of inclusive leisure activities for the community
- Establishing governance / facility management structures that facilitate optimal and equitable community usage
- Identifying opportunities to deliver climate change adaptation and reduced carbon emission outcomes
- Identifying and incorporating climate change adaptation features and environmentally sustainable design and development.



6.10 Establishing leisure policy platforms

Policy clearly states Council's position on a range of matters affecting the community and assists in decision making. Policy development takes into consideration the needs of all those affected by Council's policy both directly and indirectly. Formalising an approach to a specific issue also helps to advocate for positive community outcomes, some of which may be beyond Council's resource capacity.

Policies relating to leisure currently focus on the development and management of leisure facilities. Council's policy platform needs to expand to focus on increasing leisure participation opportunities by historically under-represented target groups including women and girls, those in need and/or who can't afford access and those whose interests are in unstructured or less organised leisure pursuits.

The Open Space Strategy 2010-2015 has established a hierarchy of sites to ensure open space provision is diverse and collectively meets the needs of all people, the natural environment and cultural heritage. Establishing a similar hierarchy for leisure facilities will guide the development of new or redevelopment of existing facilities appropriate to the function and catchment served. In some cases, leisure facilities in open space may have a different hierarchy classification from that of the open space in which it is located. Where this is the case a robust evidence-based justification for developing a facility serving a larger or smaller catchment must be established.

Priorities include:

- Establishing a hierarchy of leisure facility provision reflecting the five catchment levels of:
 - Neighbourhood
 - Sub-district
 - District
 - Regional
 - State.
- Establishing minimum standards of facility provision that reflects community needs and has regard to Council's capacity to maintain and renew over time
- Reviewing Council's policy position on recreation facility tenancy arrangements that provides equitable access and supports increased participation by under-represented populations, recognises and reflects facility investment by tenants, optimises usage and ensures responsible management of community facilities.

6.11 Collaborating with partners

Council values the partnerships it has now and will develop in the future. Joint responsibility for funding, planning, developing and managing leisure opportunities contributes to increasing and sustaining leisure participation outcomes.

Partners include State Government, government agencies such as Parks Victoria, the Growth Areas Authority and Melbourne Water, Federal Government, education and health providers, developers, non-government and not-for-profit community organisations, peak and state sporting associations, local leagues and associations, community groups and organisations, National Heart Foundation, VicHealth, vicsport and commercial providers.

Council is dependent on collaboration with many of these providers in order to deliver or facilitate leisure participation outcomes. Many priorities, some of which have already been identified in this section, are or will be reliant on Council working with key partners.

Just as Council maintains collaborative relationships for the benefit of good leisure outcomes, Council also encourages local clubs to work together where mutual benefit might be achieved. Such benefit might include reduced burden on volunteers, shared financial responsibilities and increased membership through cross-promotion.

Priorities include:

- Creating a physical activity alliance with leisure planners and providers to identify, understand and respond to the issues and trends affecting leisure participation
- Establishing new or strengthening existing partnerships to advocate for leisure outcomes.

6.12 Information and engagement

Critical to individuals' or community groups' choices in leisure participation is the availability of information across different mediums.

Our linguistically diverse community means we need to provide material in languages other than English and through information and communication channels that reflect different cultural backgrounds. Providing information to community leaders or champions to relay to their communities may be more effective in raising the awareness and benefits of leisure participation rather than traditional printed material.

Our community is seeking ways in which it can engage with Council services and planning processes at all times and often outside Council's typical hours of operation.

Other Councils are increasingly developing web-based information systems where visitors can access or perform a range of functions, including provide feedback on a particular issue, book a lane to go swimming, view a video of a facility for hire, join a Leisure Centre and pay membership fees, download maps and report facility maintenance issues.

The use of social media and smart phone applications can be used to further promote leisure participation and the options available.

The Leisure Strategy will focus on:

- Utilising innovative information and communication technologies to improve access to and accessibility of information
- Continuing to engage with the community, including traditionally hard-to-reach populations, to increase awareness of and seek input into the planning of leisure opportunities
- Collating data to provide evidence-based justifications.



7. LEISURE NEEDS ACROSS HUME'S PLANNING AREAS

Local leisure needs have been analysed for Hume's three Planning Areas of Broadmeadows, Craigieburn and Sunbury (see Map 1, page 13) to identify gaps, challenges and more localised priority actions specific to the different areas of Hume.

A map detailing the location of Council-managed leisure facilities, not including parks and open space, is provided for each of the three Planning Areas.

7.1 Broadmeadows Planning Area

The Broadmeadows Planning Area is located in the southeast of Hume. The area contains the suburbs of Campbellfield, Coolaroo, Meadow Heights, Dallas, Broadmeadows, Jacana, Westmeadows, Gladstone Park, Tullamarine (part of which is in the Craigieburn Planning Area) and part of Fawkner which extends into neighbouring Moreland City Council.

This Planning Area is comprised of residential properties, retail precincts, transport, industry, medical, educational and government services and facilities.

Broadmeadows Planning Area—notable population characteristics

Nearly 50% of residents were born outside Australia with 20% of those born overseas arriving in Australia since 2006. The most common countries of overseas birth were Turkey (6.5%), Iraq (5.8%), Lebanon (3.4%) and Italy (2.5%).

Broadmeadows, Meadow Heights, Dallas and Coolaroo were four of the most ethnically diverse suburbs in Hume.

Sixty-one per cent of residents speak a language other than English. Arabic (13.4%) and Turkish and (12.9%) were the most common.

Forty-four per cent of employed people were technicians and trades workers, labourers and machinery operators and drivers.

Many were involved in shift work.

Nearly 10% of the labour-force were unemployed and 27% were part-time.

Thirty-five per cent of couple families had both not working.

Thirty-one per cent of households had a weekly income of less than \$600.

The median weekly personal income for people aged 15 years and over was \$366 significantly less than \$591 median across metropolitan Melbourne.

Australian Bureau of Statistics, 2011 Census of Population and Housing 2011
Census of population and Housing (ABS,2011)

The Broadmeadows Planning Area is the most disadvantaged in Victoria according to the SEIFA index of disadvantage and contains three of the most disadvantaged suburbs in metropolitan Melbourne.

The 2011 population of 62,687⁷ is forecast to increase to nearly 73,000 by 2018 and over 84,000 by 2036⁸. Growth will result primarily from land-use changes mainly from industrial to residential and mixed use with the closure of manufacturing plants and a projected 6,500 additional residences across the Broadmeadows Activities Area.

There are some notable changes to Council's forecast population which is anticipated to increase 19% by 2036⁹. This includes:

- Adults aged 70 will increase by 65% resulting in almost 10,000 residents or 12% of the forecast
- 2036 population (Those aged over 80 will more than double)
- Adults aged 30-39 will increase by 26% to 11,234 residents making up more than 14% of the total 2036 population
- Residents aged between 50 and 69 will represent almost 20% of the total population.

The Planning Area will continue to see significant cultural and ethnic diversity with large numbers of new arrivals and refugees.

Map 2 details the location of active recreation facilities across the Planning Area. Table 2 details the facilities required against the leisure facility planning benchmarks.

Whilst the benchmarks recommend a significant growth in many of the traditional sport and recreation facilities over the next five years, it is important to consider the benchmarks as a guide only and part of the overall picture. An example of where further consideration is required is the netball court provision. While it might appear that 18 more outdoor netball courts are required across Broadmeadows, Netball Victoria is interested in working with Council to determine preferred co-locations for indoor and outdoor courts in areas of the city where demand is clearly demonstrated. The Broadmeadows Planning Area actual provision against the benchmarks are detailed in Table 2 on page 43.



⁷ Australian Bureau of Statistics, 2011 Census of Population and Housing

⁸ Hume City Council, 2011 Forecast community profile (based on 2006 census data)

⁹ Hume City Council, 2011 Forecast community profile (based on 2006 census data)

Broadmeadows Planning Area

Map 2 Council-managed leisure facilities across the Broadmeadows Planning Area

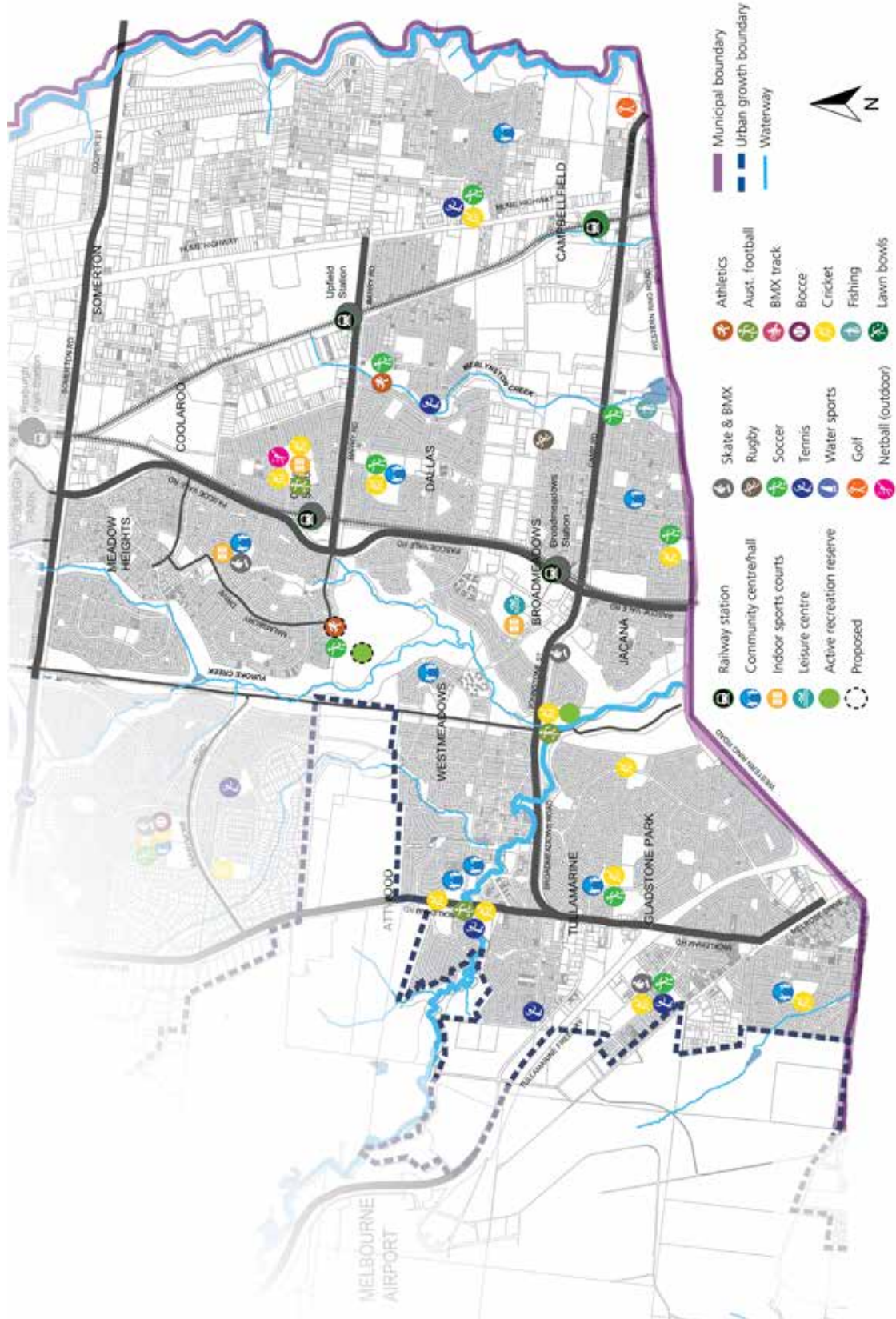


Table 2 Recreation facility benchmarks - Broadmeadows Planning Area

Broadmeadows Planning Area		Planning benchmark	2013**				2018**	
			Current # of facilities	Current # of facilities per person	Required # of facilities by ratio per person	Current compared to required # of facilities by ratio per person	Projected # of facilities required	Projected against actual # of facilities required
Facility (Council/Crown land)	Benchmark Source	Facility per persons ratio						
Australian football ground	HCC	5,000	7	10,007	14.01	-7.01	14.45	-7.45
Cricket ground	HCC	5,000	14	5,004	14.01	0.01	14.45	-0.45
Soccer pitch	HCC	5,000	18	3,892	14.01	3.99	14.45	3.55
Rugby (League/Union) field	None	N/A	1	70,049				
Touch football pitch	None	N/A	0	0				
Indoor sports court	HCC	7,500	8	8,756	9.34	-1.34	9.63	-1.63
Lawn bowls green	HCC	10,000	2	35,025	7	-5	7.23	-5.23
Petanque piste/bocce court	None	N/A	4	17,512				
Skate / BMX venue	None	N/A	7	10,007				
Tennis court	HCC	2,500	38	1,843	28.02	9.98	28.90	9.10
Synthetic hockey pitch	HCC	100,000	0	0	0.70	-0.70	0.72	-0.72
Athletics track-synthetic	HCC	75,000	0	0	0.93	-0.93	0.96	-0.96
Athletics track – grass	None	N/A	1	70,049				
Softball diamond	HCC	25,000	0	0	2.80	-2.80	2.89	-2.89
Baseball diamond	None	N/A	0	0				
Lacrosse pitch	HCC	100,000	0	0	0.70	-0.70	0.72	-0.72
Gymnastic centre (purpose built)	HCC	75,000	0	0	0.93	-0.93	0.96	-0.96
Aquatic/fitness centre	GAA	40,000	1	70,049	1.75	-0.75	1.81	0.81
Outdoor netball court*	GAA	3,500	2	35,025	20.01	-18.01	20.64	-18.64

Population Data Source:

Hume City Population Projections by Service Age Groups 2006-2036

Source: Id Hume City Population Forecasts (updated April 2013)

Population Projections—Broadmeadows Defined Area (Campbellfield, Coolaroo, Meadow Heights, Dallas, Broadmeadows, Jacana, Westmeadows, Gladstone Park, Tullamarine, Attwood)

HCC – Hume City Council Development principle, GAA- Growth Areas Authority Community Infrastructure.

*includes courts on Council and education land. ** Required provision based on population (2013 - 70,049) (2018 - 72,253).

= Number

Overall the Planning Area is well provided for with a range of community facilities serving different functions.

Broadmeadows Planning Area priorities

The Planning Area's rich cultural diversity, significant open space corridors, housing density and socio-economic status is driving the implementation of specific initiatives that respond to the area's urban and natural environment and population profile.

Council will prioritise actions that focus on:

- Continued upgrade of local parks to improve the quality, amenity and range of leisure opportunities
- Continued development of the significant open spaces along valleys through improved access, internal connections and increased range of infrastructure such as accessible playspaces, outdoor exercise stations and sports courts
- Further enhancing parks and open space to provide additional no-cost informal recreation opportunities where needs/opportunities are identified
- Providing welcoming spaces in parks for people to congregate, connect and experience the natural environment
- Identifying opportunities to expand and upgrade the network of neighbourhood parks to respond to increasing population density drawing on developer contributions where opportunities arise
- Creating a new park on part of the former Bolinda Road landfill site in Campbellfield
- Reviewing the demand for informal recreation facilities in Meadow Heights and Dallas
- Expanding the walking and cycling network including delivering shared path - Meadowlink providing an east-west connection through Broadmeadows and extending the Merri Creek Trail north of Mahoneys Road
- Engaging targeted populations to plan and deliver leisure participation programs that specifically address participation barriers
- Providing support and assistance to sporting clubs and organisations to be more inclusive of targeted populations focussing particularly on women and girls, children, people with a disability and people from culturally and linguistically diverse backgrounds
- Monitoring changing active recreation participation trends to identify opportunities to redevelop sports grounds for different recreation priorities and understand demand for additional indoor court space
- Providing information in languages and mediums that reflect the Planning Area's cultural diversity and how communities access information
- Supporting community groups to access leisure facilities
- Establishing facility management models that optimise the use of facilities for a range of leisure and other community activities

- Prioritising facility renewal works that reflect the population's greatest need and areas of disadvantage
- Ongoing upgrade of existing facilities to meet current standards and provide for all users
- Increasing the optimal capacity of sports grounds through sports ground lighting and surface conversion to drought-tolerant species or artificial surfaces
- Investigating community access to education facilities as required.



7.2 Craigieburn Planning Area

The Craigieburn Planning Area is located in the Hume corridor. The Area contains the suburbs of Attwood, Kalkallo, Mickleham, Craigieburn, Yuroke, Oaklands Junction, Greenvale, Roxburgh Park, Somerton, share of Airport-Rural, Tullamarine (part of which is in the Broadmeadows Planning Area) and parts of Keilor which straddles neighbouring Brimbank City Council.

The Planning Area is comprised of a mix of rural and urbanised areas with retail, transport, medical, parkland, educational and government services and facilities.

The 2011 population of 69,711¹⁰ is expected to increase to 89,000 by 2018 and 157,000 by 2036¹¹.

The focus of this significant growth will be in the areas of Craigieburn, Mickleham and Kalkallo/Lockerbie (from 2015), and further growth of Greenvale west of Mickleham Road and Craigieburn east of Mickleham Road.

Much of this potential future growth is subject to State Government's continued growth area planning and potential further expansion of the Urban Growth Boundary.

Notable changes within the anticipated 117% or 87,000 forecast population growth to 2036 includes:

- Projected 314% increase in older adults aged 70 and over from 2,663 to 11,037
- Just over a 100% increase for each of the 0-9, 10-19 and 20-29 year age groups, slightly less than the overall population average (117%).

Craigieburn Planning Area—notable population characteristics

Nearly 40% of residents were born outside Australia. The most common countries of overseas birth were Iraq (5.1%), India (3.7%) and Turkey (3.4%). Of the 50% of residents speaking a language other than English at home, Turkish (8%) and Arabic (6.5%) were the most common.

Nearly half of Roxburgh Park residents were born overseas; one third have arrived since 2001. Iraqi and Turkish born residents made up almost 20% of the suburb's population in 2011.

In the suburb of Craigieburn, Indian (1,848) and Sri Lankan (885) born residents were the most common overseas birthplace. Those born in New Zealand and the Pacific Islands grew to 1,334 in 2011.

Of the 33,817 labour force 87.5% were working full or part time.

Nearly 90% of dwellings house families significantly above the Victorian average of 71.2%. Seventy-five per cent of private dwellings were either rented (15%) or owned with a mortgage (60%). Twenty-three per cent of those households with a mortgage were paying more than 30% of weekly income in mortgage repayments which is significantly higher than the metropolitan Melbourne average of 11%.

Seventy per cent of households have two or more private motor vehicles registered.

Twenty-three per cent of couple families had both people employed.

Australian Bureau of Statistics, 2011 Census of Population and Housing 2011 Census of population and Housing (ABS,2011)

¹⁰ Australian Bureau of Statistics, 2011 Census of Population and Housing

¹¹ Hume City Council, 2011 Forecast community profile (based on 2006 census data)

Facility provision

Map 3 details the location of active recreation facilities across the Planning Area. Table 3 details the likely range of facilities required against the leisure facility planning benchmarks.

The benchmarks recommend a significant growth in many of the active recreation facilities over the next five years. Facility provision will need to increase to cater for anticipated future demand associated with expected population growth. Current facility gaps for soccer, rugby, lawn bowls, netball, athletics, hockey, Australian football and cricket grounds and community tennis facilities will need to be met in the short-medium term.

The existing aquatic and leisure facility in Craigieburn is inadequate to cater for current and anticipated future demands. Council is committed to the development of a new multi-use aquatic and leisure facility.

Consideration will need to be given to addressing community needs for meeting spaces and venues that support a variety of non-sporting leisure opportunities across the Planning Area.

Craigieburn Planning Area priorities

Priorities across the Craigieburn Planning Area will focus on developing new facilities where there are gaps in current provision and supporting the establishment of new or expansion of existing community groups and organisations primarily to provide for residents settling in new subdivisions.



Craigieburn Planning Area

Map 3 Council-managed leisure facilities across the Craigieburn Planning Area

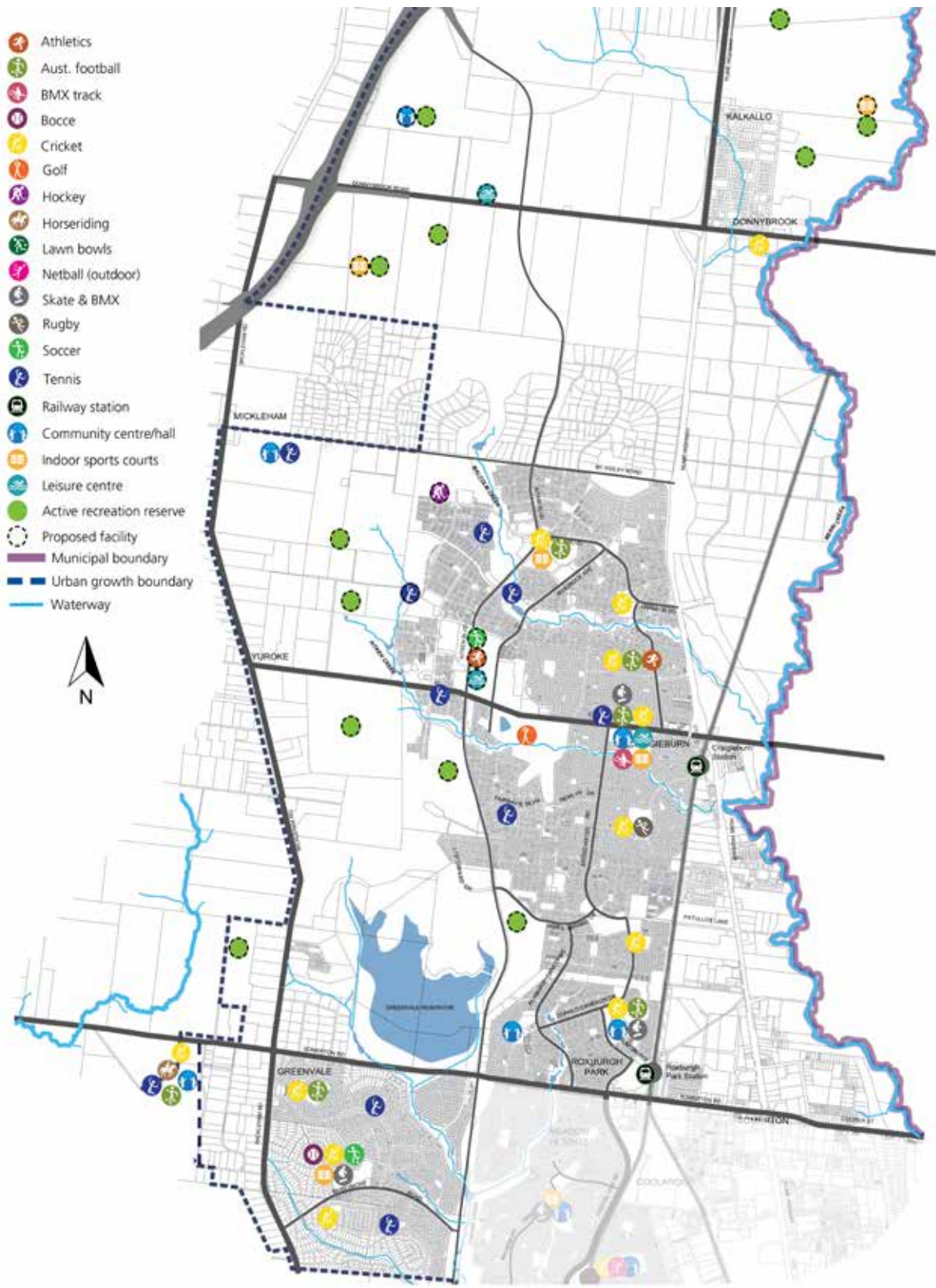


Table 3 Recreation facility benchmarks - Craigieburn Planning Area

Craigieburn Planning Area		Planning benchmark	2013**				2018**	
			Current # of facilities	Current # of facilities per person	Required # of facilities by ratio per person	Current compared to required # of facilities by ratio per person	Projected # of facilities required	Projected against actual # of facilities required
Facility (Council/Crown land)	Benchmark Source	Facility per persons ratio						
Australian football ground	HCC	5,000	14	5,299	14.84	-0.84	17.94	-3.94
Cricket ground	HCC	5,000	15	4,946	14.84	0.16	17.94	-2.94
Soccer pitch	HCC	5,000	2	37,093	14.84	-12.84	17.94	-15.94
Rugby (League/Union) field	None	N/A	1	74,185				
Touch football pitch	None	N/A	0	0				
Indoor sports court	HCC	7,500	6	12,364	9.89	-3.89	11.96	-5.96
Lawn bowls green	HCC	10,000	2	37,093	7.42	-5.42	8.97	-6.97
Petanque piste/bocce court	None	N/A	1	74,185				
Skate / BMX venue	None	N/A	4	18,546				
Tennis court	HCC	2,500	25	2,967	29.67	-4.67	35.89	-10.89
Synthetic hockey pitch	HCC	100,000	0	0	0.74	-0.74	0.90	-0.90
Athletics track-synthetic	HCC	75,000	0	0	0.99	-0.99	1.20	-1.20
Athletics track – grass	None	N/A	1	74,185				
Softball diamond	HCC	25,000	0	0	2.97	-2.97	3.59	-3.59
Baseball diamond	None	N/A	0	0				
Lacrosse pitch	HCC	100,000	0	0	0.74	-0.74	0.90	-0.90
Gymnastic centre (purpose built)	HCC	75,000	0	0	0.99	-0.99	1.20	-1.20
Aquatic/fitness centre	GAA	40,000	1	74,185	1.85	-0.85	2.24	-1.24
Outdoor netball court*	GAA	3,500	0	0	21.20	-21.20	25.64	-25.64

Population Data Source:

Hume City Population Projections by Service Age Groups 2006-2036

Source: Id Hume City Population Forecasts (updated April 2013)

Population Projections—Craigieburn Defined Area (Craigieburn, Roxburgh Park, Greenvale, Mickleham-Kalkallo and share of Airport-Rural)

HCC – Hume City Council Development principle, GAA- Growth Areas Authority Community Infrastructure.

*includes courts on Council and education land. ** Required provision based on population (2013 - 74,185) (2018 - 89,723).

= Number

Providing a planned response to the community's leisure participation needs and interests will provide a sound justification for continued investment in infrastructure and services. Identifying and negotiating funding partnerships will be essential in the timely delivery of infrastructure.

Opportunities to build on the area's natural environment by improving the quality and increasing access to significant open spaces will be important for current and future generations.

Priorities across the Craigieburn Planning Area include:

- Improving the range of informal and passive recreation facilities in existing parks
- Continuing the development of the significant open spaces along creek corridors
- Provide welcoming spaces in parks for people to congregate, connect and experience the natural environment
- Expanding the walking and cycling network, including exploring the continuation of the Merri Creek Regional Parklands north of Craigieburn Road with partners Parks Victoria, the Department of Environment and Primary Industries and Melbourne Water
- Expanding the network of dog-off leash areas and constructing a dog exercise-agility park
- Monitoring participation trends and continuing to upgrade existing/develop new facilities that respond to participation needs
- Supporting the establishment of new and expansion, where appropriate, of existing clubs to respond to the growing community
- Providing support and assistance to sporting clubs and organisations to be more inclusive of targeted populations focussing particularly on women and girls and people with a disability
- Investigating the need for additional community facilities that provide for leisure and a broader range of community uses such as meeting spaces and family events
- Investigating the need for dedicated gymnastics and dance facilities as part of the redevelopment of the Craigieburn Leisure Centre
- Exploring future demands for indoor and outdoor netball participation in partnership with Netball Victoria
- Establishing community and recreation facility management models that optimise the use of facilities for a range of leisure and other community activities
- Supporting community groups to access leisure facilities
- Delivering the following major leisure facilities:
 - Hume Regional Tennis and Community Centre, Craigieburn
 - Hume Regional Hockey Centre, Craigieburn
 - Craigieburn Town Centre Regional Aquatic and Fitness Facility, Craigieburn
 - Craigieburn Town Centre Regional Park including synthetic athletics track and event space, Craigieburn
 - Greenvale Recreation Reserve expansion with North Melbourne Cricket Club
- Continuing to investigate opportunities to develop a second district-level active recreation reserve in Roxburgh Park
- Exploring opportunities to create additional soccer facilities
- Investigating the need for additional club-based tennis facilities in Craigieburn and Roxburgh Park
- Working with the local club and Bowls Victoria to identify future participation and likely need for additional facilities.



- Planning the expansion of the Greenvale Recreation Centre stadium and community rooms
- Expanding active and passive recreation opportunities balanced with conservation and enhancement of the natural heritage at Greenvale Recreation Reserve, Greenvale.

7.3 Sunbury Planning Area

The Sunbury Planning Area is located in the west of Hume City. The area comprises Sunbury, Clarkefield, Wildwood, Bulla, Diggers Rest and a share of Airport-Rural land.

Sunbury township is the major population centre of the Planning Area and is comprised of a mix of residential areas, retail precincts, transport, medical, educational and government services and facilities. Surrounded by a 'green wedge', the Sunbury Planning Area has a different cultural and socio-economic profile when compared with the remainder of Hume City.

The 2011 population of 34,014¹² is expected to increase to 41,000 by 2018 and 74,000 by 2036¹³. State Government's changes to the Urban Growth Boundary in 2010 could see Sunbury township grow to an ultimate population of over 100,000 with significant growth already experienced since 2001. Council's planned response to this forecast growth was identified through the 2012 Sunbury Hume Integrated Growth Area Plan Spatial Strategy and Delivery and Infrastructure Strategy. Notable variations within the anticipated forecast population growth to 2036 are:

- 155% growth in residents aged 70 and over making up approximately 9% of the forecast 2036 population
- The largest cohort representing 30% of the population will be aged 30-49 with little change between 2012 and 2036 although those aged 30-39 will increase slightly.

Sunbury Planning Area - notable population characteristics

Children and young people aged under 20 make up nearly 30% of the population, slightly higher than the state average of 25%. Eighty per-cent of the population was born in Australia. Of those born overseas, the most common place of birth was England (4.1%) and New Zealand (1.5%).

Ninety per-cent of the 18,775 labour force were engaged in full (61%) or part (29%) time work.

In 2006, 11,000 Sunbury township residents were travelling to Melbourne Airport or the Hume corridor for work.

Median personal income for people aged 15 years and over was \$629, slightly higher than the Melbourne median of \$591.

Nearly 80% of dwellings house families, above the Victorian average of 71.2%. Thirty per cent of private dwellings were owned outright.

Twenty-three per cent of couple families had both people employed.

Australian Bureau of Statistics, 2011 Census of Population and Housing 2011
Census of population and Housing (ABS,2011)

¹² Australian Bureau of Statistics, 2011 Census of Population and Housing

¹³ Hume City Council, 2011 Forecast community profile (based on 2006 census data)

Facility provision

Map 4, on page 54, details the location of active recreation facilities across the Planning Area.

Table 4, on page 55, details the likely range of facilities required against the planning benchmarks.

Whilst the benchmarks recommend a significant growth in many of the traditional facilities over the next five years the Planning Area's actual needs and required facility provision reflecting population trends are detailed below.

Sunbury Planning Area participation priorities

Sunbury's growing population will drive the demand for additional leisure facilities.

The greatest change in the population over the next five years will be amongst those aged 60 and over increasing by 25 per cent.

Those aged under 30 will increase at a slower rate than the Planning Area's population.

Council actions over the next five years will need to prioritise the following:

- Continued upgrade of local parks to improve the quality, amenity and range of leisure opportunities
- Improving the range of informal and passive recreation facilities in existing parks, including installation of exercise stations and a dog-exercise park
- Providing welcoming spaces in parks for people to congregate, connect and experience the natural environment.

Sunbury Planning Area

Map 4 Council-managed leisure facilities across the Sunbury Planning Area

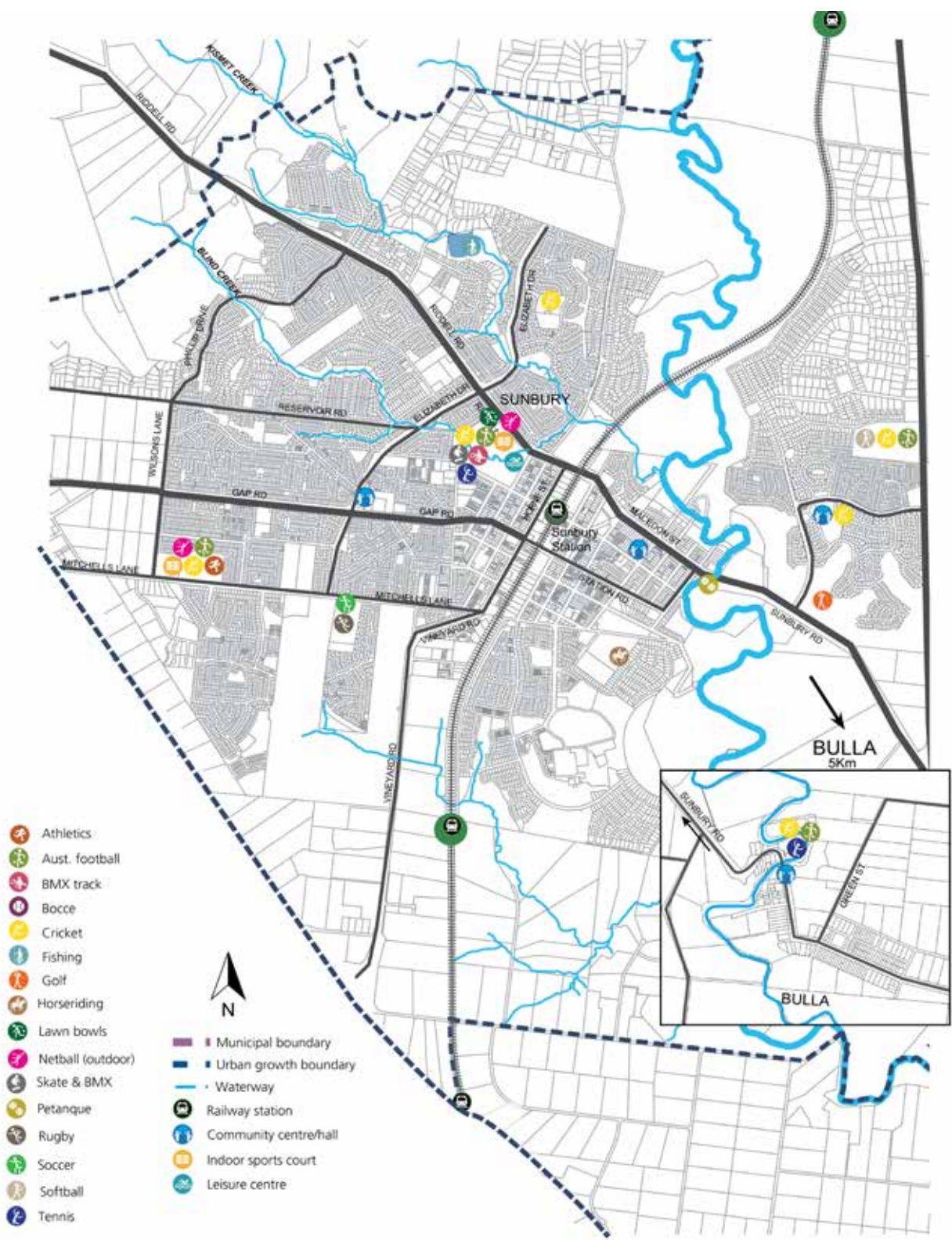


Table 4 Recreation facility benchmarks - Sunbury Planning Area

Sunbury Planning Area		Planning benchmark	2013**				2018**	
			Current # of facilities	Current # of facilities per person	Required # of facilities by ratio per person	Current compared to required # of facilities by ratio per person	Projected # of facilities required	Projected against actual # of facilities required
Facility (Council/Crown land)	Benchmark Source	Facility per persons ratio						
Australian football ground	HCC	5,000	8	4,696	7.51	0.49	8.21	-0.21
Cricket ground	HCC	5,000	9	4,174	7.51	1.49	8.21	0.79
Soccer pitch	HCC	5,000	4	9,393	7.51	-3.51	8.21	-4.21
Rugby (League/Union) field	None	N/A	2	18,785				
Touch football pitch	None	N/A	0	0				
Indoor sports court	HCC	7,500	7	5,367	5.01	1.99	5.47	-1.53
Lawn bowls green	HCC	10,000	3	12,523	3.76	-0.76	4.10	-1.10
Petanque piste/bocce court	None	N/A	1	37,570				
Skate / BMX venue	None	N/A	3	12,523				
Tennis court	HCC	2,500	26	1,445	15.03	10.97	16.41	9.59
Synthetic hockey pitch	HCC	100,000	0	0	0.38	-0.38	0.41	-0.41
Athletics track-synthetic	HCC	75,000	0	0	0.50	-0.50	0.55	-0.55
Athletics track – grass	None	N/A	1	37,570				
Softball diamond	HCC	25,000	2	18,785	1.50	0.50	1.64	-0.36
Baseball diamond	None	N/A	0	0				
Lacrosse pitch	HCC	100,000	0	0	0.38	-0.38	0.41	-0.41
Gymnastic centre (purpose built)	HCC	75,000	0	0	0.50	-1.50	0.55	-0.55
Aquatic/fitness centre	GAA	40,000	1	37,570	0.94	-0.06	1.03	-0.03
Outdoor netball court*	GAA	3,500	2	18,785	10.73	-8.73	11.72	-9.72

Population Data Source:

Hume City Population Projections by Service Age Groups 2006-2036

Source: Id Hume City Population Forecasts (updated April 2013)

Population Projections—Sunbury Defined Area (Sunbury and share of Airport-Rural)

HCC – Hume City Council Development principle, GAA- Growth Areas Authority Community Infrastructure.

*includes courts on Council and education land. ** Required provision based on population (2013 -37,570) (2018 - 41,033).

= Number

- Investigating the development of Jacksons Creek Regional Parkland along the creek corridor connecting Emu Bottom Wetlands with Sunbury Pop Festival site
- Commencing the development of Mount Holden Hilltop Park
- Ongoing expansion of the walking and cycling network including a shared path along Jacksons Creek from Apex Park to Sunbury Pop Festival site
- Investigate the potential for a shared path along Emu Creek and a shared path between Sunbury to Bulla as part of the Sunbury-Bulla Road upgrade
- Providing support and assistance to sporting clubs and organisations to be more inclusive of targeted populations, especially women and girls
- Supporting the establishment of new and expansion, where appropriate, of existing clubs and community groups to respond to the growing community
- Planning for new tennis, Australian football and cricket facilities in Sunbury South and South East
- Reviewing the need for baseball facilities
- Investigating the development of a regional soccer facility including one pitch with an artificial surface
- Reviewing the demand for active recreation facilities in Bulla
- Investigating the future additional needs for community meeting spaces
- Investigating the need for spaces that provide for dance and theatre
- Reviewing the demand for active recreation facilities south of Sunbury township and east of the railway line
- Monitoring participation trends and continuing to upgrade existing/develop new facilities that respond to ongoing growth in activities such as indoor and outdoor netball
- Continuing the staged redevelopment of the Sunbury Aquatic and Leisure Centre
- Developing an additional Australian football / cricket ground in Goonawarra
- Ongoing upgrade of existing facilities to meet current standards and provide for all users
- Identifying opportunities to optimise the use of existing sports grounds, community leisure facilities and indoor sports venues, particularly at off-peak times
- Investigating community access to education facilities as required.



8. ACTION PLAN

The Leisure Strategy action plan identifies Council's priorities in contributing a more physically active, healthy, connected and happy Hume community where people participate regularly in leisure.

The actions will guide Council's and its funding partners' budgets and programs. Actions are prioritised according to the following time frame.

Priority 1: (1)	2013/14 & 2014/15
Priority 2: (2)	2015/16 & 2016/17
Priority 3: (3)	2017/18>
Ongoing: (O)	Actions for ongoing attention

The action plan does not include existing programs and services that Council and/or partners will continue to deliver but rather identifies new/additional actions to expand leisure provision across the municipality. Council's ongoing commitment to the delivery of leisure services are detailed in the annual budget.

The action plan highlights who is responsible for implementing actions and identifies where additional Council funds are required for Council's consideration. It also details the outcomes measured through Key Performance Indicators (KPI) as detailed in section 4.

A glossary of identified partners and their acronym is detailed on page 4 of this strategy.

There are many actions in this Strategy that will require annual funding and ongoing support from Council and its partners. Each year, Council will review the action plan, noting what has been completed and what is still to be done. Actions will be re-prioritised where needed with programs and proposed changes reported to Council for consideration.

8.1 How do we fund these actions?

Council will provide a significant proportion of the required funding to implement the Leisure Strategy. In reviewing the current and indicative Council budgets, Council has already identified budget allocations in the order of \$114 million over five years to deliver priorities.

A further \$2.076 million is recommended for consideration in the preparation of Council budgets over the next five years to deliver all actions.

Council has secured \$7.7 million in external funding. Additional grants and contributions in the order of \$25 million will be or are being sought from State and Federal Governments and their agencies and the private sector, and or external funding sources including developers. Where grants are unsuccessful, Council will need to consider funding the shortfall or delaying delivery until additional funds are secured.





Contribution towards infrastructure in new areas is provided through developer contributions in accordance with state and local government planning legislation. Developers will often partner with Council in the provision of community infrastructure in the establishment of liveable and sustainable communities that attract potential residents.

Where further planning may lead to additional works being recommended, the Council of the day will consider the financial implications and adjust the budget accordingly with consideration given to all Council priorities.

In developing new or upgrading existing leisure facilities, the cost of operating, maintaining and renewing these facilities over time will need to be understood and reflected in Council's Long Term Financial Plan. In most cases the long-term costs of delivering fit-for-purpose facilities and infrastructure will be detailed in Council's asset management plans for buildings and parks and open space.



Choice and Participation

Strategic direction

Equitable, inclusive and diverse leisure programs and opportunities will increase participation rates, enhance quality of life for Hume residents, work to overcome barriers that prevent people from participating and respond to changing community needs and aspirations.

Delivering actions identified in Choice and Participation will cost Council in the order of \$9.69 million, a significant portion of which is already committed in current budgets or has been secured through external sources. An additional \$231,000 in Council funding is required to deliver planning and feasibility studies, a number of which will be eligible for State Government competitive funding grants.

Additional funding of \$1,040,000 needs to be referred to Council's recurrent budget for the appointment of two development officers totalling \$190,000 per annum from 2013/14, and a further \$30,000 per annum from 2015/16 for physical activity and club development initiatives targeting women and girls.

Theme: Choice and Participation							Ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, BOLD= lead partner ✓ currently funded		
Action	Priority	Output	KPI	Partners	Budget				
					Council	Other	Other		
Priority Area CP1: Provide accessible and inclusive leisure opportunities that respond to changing community needs.									
CP 1.1	O	Increased number of females, people with a disability and those from a CALD background participating in leisure	1, 2, 4, 13	HCC, disability providers, SRV, sports clubs, leisure providers	✓			✓	
CP 1.2	O	Provide support and assistance to community groups and providers to deliver a program of leisure-related events. · Includes ongoing Council support of the Annual White Ribbon Fun Run.	1, 12	HCC	✓				
CP 1.3	1	Increase Council resources to establish and implement capacity building initiatives and programs in partnership with a range of agencies to increase physical activity and reduce barriers to participation. · Includes creating a Community Development Officer – Physical Activity position	1, 5, 6, 7, 12, 13	HCC		Additional \$ required			
CP 1.4	1	Investigate subsidised casual swim access to all leisure centres.	1, 9	HCC	✓				
CP 1.5	1	Review the Sports Aid Grants Program.	1, 13	HCC	✓				

Theme: Choice and Participation **Ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18. BOLD = lead partner ✓ currently funded**

Action	Priority	Output	KPI	Partners	Budget	
					Council	Other
Priority Area CP1: Provide accessible and inclusive leisure opportunities that respond to changing community needs.						
CP 1.6	1/2	Review completed. Implementation of review commenced.	1, 2, 5, 8	HCC	✓	
CP 1.7	1	Optimise use of leisure facilities to respond to the community's diverse participation needs and different times. · Includes the investigation of extending leisure centres' hours of operations. · Review facility management models	2, 3, 8, 9	HCC	✓	
CP 1.8	1	Explore interventions to address physical activity by target populations such as culturally and linguistically diverse communities and young mothers. · Includes investigating demand for women-only swim sessions at the Craigieburn and Sunbury Leisure Centres	1, 2, 5, 7, 9	HCC , health providers, Neighbourhood Houses, multi-cultural groups, community leaders	✓	
CP 1.9	1	Work with sports providers to increase their capacity to deliver a greater range of sports participation opportunities. · Includes appointing a full-time Sports Club Development Officer.	1, 4, 10, 13	HCC	✓ Additional \$ required	
CP 1.10	1/2	Establish a sports/community club development program to expand the capacity of leisure providers to respond to community need.	1, 12, 13	HCC , SSAs	✓	✓
CP 1.11	2	Establish Girls- Move & Shake It pilot physical activity program targeting girls and young women aged 14-22.	1, 13	HCC , VicHealth, SSAs, schools, dance groups/providers	✓ Additional \$ required	✓
CP 1.12	2	Establish Women In Sport Hume (WISH) program to increase female participation in sports clubs.	1, 4, 12, 13	HCC , SSAs, vicsport, Local Associations	✓ Additional \$ required	✓
Priority Area CP2: Explore and encourage on expanded range of leisure opportunities.						
CP 2.1	0	Explore opportunities to further expand the range and diversity of physical activity opportunities across the municipality to respond to changing community preferences.	1, 12	HCC , leisure providers, health providers, vicsport, SSAs	✓	
CP 2.2	0	Work with local communities and State Sporting Associations to create new sports clubs in new communities	1, 3, 4, 10	HCC , SSAs, schools	✓	✓

Theme: Choice and Participation O-ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, **BOLD**= lead partner ✓ currently funded

Action	Priority	Output	KPI	Partners	Budget	
					Council	Other
CP 2.3	O	Increased funding for community groups to deliver leisure opportunities.	1, 13	HCC	✓	
CP 2.4	1	Develop Seasonal Sports Participation Plan to guide future need, provision and use of sports grounds and increase the diversity of sports ground-based sports in Hume.	1, 4, 10, 13	HCC , SSAs, vicsport, schools, SRV, clubs	✓	Grant submission pending
CP 2.5	1	Investigate walking initiatives in targeted areas to increase people walking for recreation.	1, 5, 7	HCC, health providers, Neighbourhood Houses, VW	✓	✓
CP 2.6	1	Implement a range of initiatives to increase physical activity in schools, early childhood services and workplaces.	1, 5, 6, 11	HCC, health providers	✓	✓
CP 2.7	1	Undertake a feasibility study at Craigieburn Leisure Centre for the alternative uses of areas relocated to the Craigieburn Town Centre Regional Aquatic and Leisure Centre.	1, 12	HCC , Leisure providers, health providers, vicsport, SSAs	✓	
Priority Area CP3: Plan for the community's future leisure participation needs						
CP3.1	0	Collate annual Leisure Centre and Sports club participation levels to monitor trends and guide sports development initiative and centre programming.	1, 13	HCC , SSAs, sports leagues and associations	✓	
CP3.2	2	Investigate the current and required future provision of facilities suitable for dance, callisthenics and theatre (e.g. circus arts)	1, 3	HCC , private dance providers	✓	
CP3.3	1	Prepare Open Space Master Plans for: Jacana Valley, Jacana / Gladstone Park (2013/14)	1, 10	HCC , VicRoads, MW, MPCCC	✓	
	1	Greenvale Recreation Reserve, Greenvale (2013/14)		HCC , DEPI	✓	
	1	Jackson Creek corridor between Emu Bottom Wetland and Sunbury Pop Festival site (2014/15)		HCC , Salesian College, MW, DEPI, PV	Additional \$ required for study	
	1	Boardman Reserve, Sunbury (review) (2014/15)		HCC		
	1	Lakeside Drive, Roxburgh Park (2014/15)		HCC		
	3	Sunbury Recreation Reserve, Sunbury (review) (2017/18)		HCC , DEPI		

Theme: Choice and Participation **O-ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, BOLD=lead partner ✓ currently funded**

Action	Priority	Output	KPI	Partners	Budget	
					Council	Other
Priority Area CP3: Plan for the community's future leisure participation needs						
CP3.4	1	Playspace development plan completed. Implementation of the plan commenced.	1	HCC, PA developers	✓ Actions arising from the plan are likely to require additional funding	Developers contributions for implementation
CP3.5	1	Skate, Scooter and BMX plan completed. Implement of plan commenced.	1,5, 6, 11	HCC, CV, BNV, developers	✓	Developers contributions for implementation
Undertake or review facility feasibility or planning studies to investigate the demand for new or additional leisure facilities. Studies include:						
CP3.6	1	• Cycling Criterium Course Feasibility Study.	1 6,7,11	HCC, SRV, CV	✓	✓
	1	• Indoor Skate and Bouldering Facility Feasibility Study.		HCC	✓	Potential grant towards study
	2	• Review need for a dedicated gymnastics facility.		HCC, GV, private providers	✓	
	2	• Review Walking and Cycling Strategy 2010-2015		HCC	✓	
	3	• Mountain Bike Course Feasibility Study.		HCC, SRV, CA	✓	Potential grant towards study
	3	• Investigate the development of active recreation facilities at Victoria University site in Sunbury.		HCC, VU	✓	✓
	3	• Review Municipal Indoor Stadium Review (2002) to guide future provision, programming and management of indoor sports facilities		HCC, NV, BV, SV, TTV, tenants	✓	Potential grant towards study
	1	Undertake a review of community facilities to review management models, programming opportunities and increase usage.		HCC	✓	
CP3.7	1	Review completed. Implementation of recommendations commenced	1,3	HCC	✓	
CP3.8	3	Review of golf facilities.	1	HCC	✓	

Leisure for Health and Wellbeing

Strategic direction Hume communities are more resilient, connected, vibrant, inclusive and healthy with a strong sense of belonging as a result of strong participation in leisure and healthy lifestyle choices.

Delivering actions identified in Leisure for Health and Wellbeing will cost in the order of \$6.88 million, which includes a pending \$1.8million State Government grant for walking/cycling infrastructure.

\$4.56 million is already committed in Council's budget. An additional \$440,000 in Council's recurrent expenditure is required consisting of \$85,000 per annum from 2013/14 and a further \$5,000 per annum from 2015/16. A further \$70,000 is required for one-off projects.

Theme: Leisure for Health and Wellbeing						
O-ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, BOLD= lead partner ✓ currently funded						
Action	Priority	Output	KPI	Partners	Budget	
					Council	Other
Priority Area LHW1: Strengthen planning provisions and guidelines to achieve sustainable leisure participation, healthy spaces and active living outcomes.						
LHW 1.1	1	Leisure-related plans and strategies referenced or reflected in Hume Planning Scheme. Planning application assessed.	1, 11	HCC	✓	
LHW 1.2	1	Review the Hume City Council Development Principles for Recreation and Community Facilities.	1, 9, 10	HCC	✓	
LHW 1.3	1	Investigate the development of an Active Living Guide to support the development and/or assessment of all urban design and development proposals and assessment of plans of subdivision to increase the activation and connectedness of local communities.	1	HCC, NHF	✓	✓
Priority Area LHW2: Encourage residents to develop 'active' living lifestyles.						
LHW 2.1	1,2,0	Establish an annual Physical Activity Action Plan identifying key initiatives and programs to increase physical activity amongst targeted populations. Consider Get Active month to raise awareness of and access to physical activity opportunities.	1,2,3, 5,6, 13	HCC, HPAA	✓	✓

Theme: Leisure for Health and Wellbeing **Ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, BOLD= lead partner ✓ currently funded**

Action	Priority	Output	KPI	Partners	Budget	
					Council	Other
Priority Area LHW2: Encourage residents to develop 'active' living lifestyles.						
LHW 2.2	1	Investigation completed. Implementation of findings commenced.	1, 5,6	HCC, health providers, NDGP	✓	
Explore use of information technology and social media to encourage and support access to physical activity information. Example include:						
LHW 2.3	1	Web page developed		HCC		
	1	App established and maintained	1,5,6	HCC	Additional \$ required	Potential developer
	1,2	Wifi established at 6 pilot venues		HCC, developers		
LHW 2.4	1,2,3	90% of actions delivered on Council-managed land.	1, 5,6, 7,11	HCC, VicRoads, MW,PV	✓	Additional \$ required
Priority Area LHW3: Increase the activation of leisure places and spaces						
LHW 3.1	1	Establish a Skate, scooter and BMX Youth worker Position (0.4 EFT + \$30,000 for programming and events).	Position established	HCC	✓	Additional \$ required
LHW 3.2	1	Implement the <i>Get Physical in Parks</i> program. Deliver 8-week program in 5 locations with 4 programs per year.	Program implemented	HCC, health providers	✓	Additional \$ required
LHW 3.3	1,2	Install and program accessible outdoor exercise equipment across municipality. Consider Sunbury Recreation Reserve, Sunbury (2013/14) Broadmeadows Valley Park, Broadmeadows (2014/15) and Highlands Park, Craigieburn (2015/16)	Fitness stations installed	HCC, developers	✓	

Quality Places and Spaces

Strategic direction The timely delivery of welcoming and inclusive quality leisure facilities, spaces and environments connects communities, provides a foundation for leisure participation and responds to changing and diverse leisure needs over time.

Council's has committed very significant funds of more than \$100 million towards more than \$132 million of works specifically detailed in the Quality Places and Spaces theme.

The Leisure Strategy recommends a further \$270,000 capital funding be referred for consideration in the Council budget to deliver specific infrastructure works.

Council has secured nearly \$8 million in external contributions and is seeking a further \$23 million in pending applications or negotiations with developers which includes \$18 million towards recreation facilities in the Craigieburn Town Centre precinct.

It must be noted additional Council funds are detailed in the long-term capital works program to deliver other infrastructure renewal and upgrade improvements referred to but not specifically detailed in this Strategy.

Subject to further planning and the development of prioritised infrastructure renewal programs identified in the action plan, additional Council funds may need to be allocated and will be considered by Council at that point in time.

Theme: Quality Places and Spaces						
O-ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18. BOLD= lead partner ✓ currently funded						
Action	Priority	Output	KPI	Partners	Council	Budget
Priority Area QPS1: Deliver sound asset management, financial planning, risk management and environmental sustainability outcomes through the development and maintenance of leisure facilities and spaces.						
QPS 1.1 Prepare or update Asset Management plans to reflect current and forecast community participation needs and climate change adaptation and best practice environmental sustainability. <ul style="list-style-type: none"> Buildings (under development) Parks and Open Space (review in 2015/16) Update the 10 year capital program detailing priorities 	1, 3, 0	Building Asset Management Plan developed Parks and Open Space Asset Management Plan reviewed. Ongoing implementation of AMPs. Long term infrastructure works program updated to reflect priorities.	1	HCC	✓	
QPS 1.2 Establish community and technical levels of service for all leisure and recreation facilities and spaces that reflect diversity of interests, use types, intensity of use and facility hierarchy.	1	Community and technical levels of services defined.	1, 13	HCC	✓	

Theme: Quality Places and Spaces							Ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18. BOLD= lead partner ✓ currently funded		
Action	Priority	Output	KPI	Partners	Budget				
					Council	Other			
QPS 1.3	0	Increased change adaption initiatives/ programs identified. Facilities designed to minimise carbon emissions.	N/A	HCC, developers	N/A	N/A			
QPS 1.4	1	Undertake a risk/safety audit (including risks associated with climate change impacts) of all outdoor leased and seasonal allocated sports facilities to inform future works priorities.	13	HCC, sports clubs	Additional \$ required	✓			
QPS 1.5	1	Establish preferred minimum standards (including environmentally sustainable design and development) for all active recreation facilities reflecting hierarchy and service levels.	13	HCC	✓				
Priority Area QPS2: Renew and redevelop existing facilities and spaces in consideration of and response to changing community needs and preferences.									
QPS 2.1	1, 2, 3	Continue to implement the program to upgrade the open space network to improve the quality and diversity of recreation opportunities in parks and open spaces and increase levels of physical activity.	1, 5, 6, 7, 11	HCC	✓				
QPS 2.2	1, 2	Complete John Ilhan Memorial Reserve Regional Soccer Facility development and complete Athletics Feasibility Study.	1, 13	HCC, soccer and athletics clubs	✓		✓		
QPS 2.3	1	Develop a sports ground improvement program to improve the quality of sports grounds and associated infrastructure to meet community needs. Program will be informed by the Seasonal Sports Participation Plan.	1, 13	HCC, sports clubs	✓		Potential external contributions for implementing		
QPS 2.4	1	Develop a Sports Ground Lighting Improvement Program to increase the optimal capacity of sports grounds.	1, 3, 12	HCC, sports clubs	✓		Potential external contributions for implementing		

Theme: Quality Places and Spaces							Ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, BOLD= lead partner ✓ currently funded		
Action	Priority	Output	KPI	Partners	Budget				
					Council	Other			
QPS 2.5	1	Service plan developed. Findings inform pavilion renewal priorities reflecting community need. <i>Actions arising from the program are likely to require additional Council funding.</i>	13	HCC , sports clubs	✓ Additional \$ required	Potential external contributors for study and implementing			
QPS 2.6	1	Undertake a condition audit of all leased outdoor facilities.	13	HCC	Additional \$ required	✓			
QPS 2.7	1, 2, 3,	Implement Open Space Master Plan for sites: Jack Roper, Craigieburn Gardens, Broadmeadows Valley Park, Highgate Recreation Reserve and Bolinda Road Open Space	1	HCC	✓				
QPS 2.8	2	Develop a prioritised lighting public open space program to light key public open spaces to support physical activity in parks outside daylight hours.	1,7	HCC , land owners, developers	✓	Potential external contributors			
QPS 2.9	3	Prepare a public toilet strategy.	1	HCC	✓	✓			
Priority Area QPS3: Plan and redevelop new facilities and spaces that respond to long-term leisure participation trends.									
QPS 3.1	1	Commence feasibility and/or concept planning of major (district/regional) active recreation facilities in the growth areas of Sunbury, Greenvale, Roxburgh Park, Craigieburn Merrifield and Lockerie.	1, 9, 10, 13	HCC , developers, SSAs, local associations	Additional \$ required	✓			
QPS 3.2	1	Commence planning the proposed state-level Merrifield Park.	1, 9, 10	HCC, developers, MW, State Government	✓	✓			
QPS 3.3	1, 2,	Deliver dog exercise and agility parks at Craigieburn Gardens, Craigieburn (2013/14), Sunbury Park, Sunbury (2013/14), Broadmeadows Valley Park, Westmeadows (2016/17)	1, 7	HCC	✓				

Theme: Quality Places and Spaces							Ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18. BOLD= lead partner ✓ currently funded		
Action	Priority	Output	KPI	Partners	Budget				
					Council	Other	Other		
QPS 3.4 Create dedicated intergenerational-youth space in parks across each of the principle population centres. Recommended sites for consideration are Craigieburn Town Centre Park, Broadmeadows Town Park, and The Nook - Jacksons Creek Regional Park or Sunbury Recreation Reserve Spaces to include small stage, skateable services, climbing elements and places for socialisation.	2, 3	Three spaces delivered	1	HCC , developers	✓		✓	Additional \$ required	
Priority Area QPS4: Schedule major infrastructure projects to deliver high quality infrastructure that keeps pace with the residential growth and change.									
QPS 4.1 Continue to implement the Merri creek/Marran Baba parklands Strategic Management Plan, subject to State Government funding.	1	Merri Creek trail extended north of Mahoneys Road.	1,7	HCC, DEPI, PV, MW , MCMC	✓			Additional \$ required	
QPS 4.2 Complete Broadmeadows Leisure Centre redevelopment	1	Redevelopment completed.	1,8	HCC , SSA's	✓			✓	
QPS 4.3 Deliver Hume Regional Tennis and Community Centre.	1	Facility delivered	1, 10, 13	HCC , TA, TV, developer, Federal Government, DPCD	✓			✓	
QPS 4.4 Develop a district active recreation reserve on Roxburgh Park (Stage 1).	1	Second active Recreation Reserve developed in Roxburgh Park.	1, 10, 13	HCC , developers	✓			Additional \$ required	
QPS 4.5 Deliver Craigieburn Regional Hockey Centre (Stage 1).	1,2	Facility developed	1, 10, 13	HCC , HV, developer	✓			✓	
QPS 4.6 Develop Craigieburn Town Centre Regional Recreational Reserve.	1,2	Facility developed	1, 10, 13	HCC , developer, State and Federal Governments	✓			Additional \$ required	
QPS 4.7 Develop Craigieburn Town Centre Regional Aquatic and Leisure Centre.	1,2	Facility developed	1,8,9	HCC , developer, State and Federal Governments, SSA's	✓			Additional \$ required	
QPS 4.8 Deliver Sunbury Aquatic and Leisure Centre redevelopment.	1,2	Facility redeveloped	1,8,9	HCC , SSA's	✓				

Working together

Strategic direction A strong policy platform, effective collaborative partnerships to share responsibility and accessible information guiding the delivery and availability of leisure services helps to maximise community benefit.



The cost of delivering Working Together actions is largely absorbed within normal Council operations. A further \$5,000 per annum effective from 2013/14 is recommended into the operating budget to support the establishment of a leisure volunteer development program.

Theme: Working Together		O-ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, BOLD= lead partner ✓ currently funded					
Action	Priority	Output	KPI	Partners	Budget		
					Council	Other	
Priority Area WT1: Establish a robust policy platform to guide the development and management of leisure facilities and services							
WT 1.1 Develop a Sports Ground Lighting Policy, including consideration of energy efficiency.	1	Policy developed.	1,3,13	HCC, sports clubs	✓		
WT 1.2 Establish a hierarchy of sporting facilities reflecting the population catchment and function/s and open space classification where relevant	1	Hierarchy established.	10,13	HCC	✓		
WT 1.3 Review fees and charges to respond to social justice principles to target participation by traditionally under-represented target groups.	1	Fees and charges structure reviewed and implemented. Increased participation by traditionally under-represented populations.	1,2,13	HCC	✓		

Theme: Working Together **Ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, BOLD= lead partner ✓ currently funded**

Action	Priority	Output	KPI	Partners	Budget	
					Council	Other
WT 1.4 Develop a Leasing Policy to provide guiding principles that will enable the establishment and management of Council's leased and licenced assets, maximise the commercial return to Council of its commercial assets, maximise the community benefit arising from facility use and ensure responsible management of community assets.	1	Clear definition of Leasing Policy established. Management roles and responsibilities including capital and maintenance obligations. Consider incentives to encourage commitment to improved health outcomes such as healthy eating, smoke free, responsible alcohol service.	13	HCC, lessees, DEPI	✓	
WT 1.5 Review the Club Contributions Policy.	1	Policy developed and implemented.	13	HCC, sports clubs	✓	
WT 1.6 Develop a Seasonal Sports Ground and Pavilion Policy guiding the allocation and management of facilities for seasonal sports used by clubs, schools, community groups and the wider community.	1	Policy developed and implemented.	1, 10, 13	HCC	✓	
WT 1.7 Develop a Commercial Leisure Providers Policy for operators using Council facilities	1, 2	Policy developed and implemented.	12	HCC, DEPI	✓	
Priority Area WT2: Partner with the education, employment, volunteer and health sectors to deliver or contribute to leisure and physical activity outcomes in the community.						
WT 2.1 Establish Young Persons' Leisure and Recreation Industry Placement Program to develop skills of young people in the sector.	2	Placement program established 1 student placement per year	12	HCC, SSAs, employment agencies, education providers		
WT 2.2 Develop and deliver volunteer development programs to strengthen the capacity of sports clubs and community leisure providers.	1, 2	Volunteer development program established and implemented. Increased skills of volunteers.	1, 4, 12, 13	HCC, HVG, volunteer support agencies, SSAs	Additional \$ required	✓
WT 2.3 Identify opportunities to establish shared usage agreements with schools to optimise community use of recreation facilities on education land.	1, 2	Shared usage agreements negotiated where need identified.	1, 4, 6, 10, 13	HCC, DEECD, schools	✓	✓
WT 2.4 Partner with tertiary institutions, employment agencies and Centrelink to facilitate the delivery of certified sports, fitness and recreation training courses targeting youth unemployed. E.g. Pool lifeguard.	3	10 young people trained per year in leisure-related courses	12	HCC, Centrelink employment, Kangan Institute	✓	✓

Theme: Working Together						
O-ongoing 1-2013/14, 2-2015/16-2016/17, 3-2017/18, BOLD= lead partner ✓ currently funded						
Action	Priority	Output	KPI	Partners	Budget	
					Council	Other
Priority Area WT3: Advocate for and provide information on leisure facilities and programs that respond to community needs.						
WT 3.1	0	On-line directory updated annually.	1, 11, 12	HCC, leisure providers	✓	✓
WT 3.2	0	Establish a platform from which to advise on and advocate for the community's leisure and physical activity needs in the preparation of Precinct Structure Plans, Developer Contributions Plans, Local Area Plans and Development Plans.	1, 7, 9, 10	HCC	✓	
WT 3.3	0	Engage with stakeholders and the community to ensure all needs are considered in the development of new or changes to existing leisure facilities services or programs.	12, 13	HCC	✓	
WT 3.4	1 0	Develop a physical activity and wellbeing branding and promotion strategy and campaign, including use of social media. Continue to produce the Sports Express publication.	1, 12, 13	HCC	✓	
WT 3.5	1	Establish a Hume Physical Activity Alliance to identify and understand the emerging issues and trends facing the community and identify opportunities to respond to barriers to physical activity participation.	1, 4, 5, 6, 12, 13	HCC, health providers, leisure providers, agencies, Neighbourhood Houses, social services	✓	✓
Priority Area WT4: Support and seek feedback from community leisure organisations to monitor trends and guide provision.						
WT 4.1	0	Administer annual satisfaction surveys. Includes <ul style="list-style-type: none"> • Sports clubs • Leisure centres 	8, 13	HCC	✓	
WT 4.2	1	Develop Sports Club Tenants Resource Kit	13	HCC	✓	



Attachment 1. Benchmark guide to current and optimal facility provision

Table 5 summarises the benchmarks that have been used by Council as a guide to determine the adequacy of provision of facilities. It is important to note that these benchmarks are an indication of existing provision only as there are many other factors that contribute to the analysis of provision for Hume communities.

These other factors include the level of provision by other providers (government, agency or private sector), population characteristics and barriers that may prevent access to facilities.

It is also noted that the benchmarks for provision will be revised and updated as a priority action emerging from the Leisure Strategy. (Please see action LHW1.2) It is expected that the development principles and the benchmarks that emerge from the principles will be applied to future planning and the review of this Leisure Strategy in 2018.



Table 5 Recreation facility benchmarks - Municipal Wide Planning Area

Municipal Wide Planning		Planning benchmark	2013**				2018**	
			Current # of facilities	Current # of facilities per person	Required # of facilities by ratio per person	Current compared to required # of facilities by ratio per person	Projected # of facilities required	Projected against actual # of facilities required
Facility (Council/Crown land)	Benchmark Source	Facility per persons ratio						
Australian football ground	HCC	5,000	29	6,270	36.36	-7.39	40.62	-11.62
Cricket ground	HCC	5,000	28	6,494	36.36	-8.36	40.62	-12.62
Soccer pitch	HCC	5,000	24	7,576	36.36	-12.36	40.62	-16.62
Rugby (League/Union) field	None	N/A	4	45,456				
Touch football pitch	None	N/A	0	0				
Indoor sports court	HCC	7,500	21	8,658	24.24	-3.24	27.08	-6.08
Lawn bowls green	HCC	10,000	7	25,975	18.18	-11.18	20.31	-13.31
Petanque piste/bocce court	None	N/A	6	30,304				
Skate / BMX venue	None	N/A	14	12,987				
Tennis court	HCC	2,500	87	2,090	72.73	14.27	81.23	5.77
Synthetic hockey pitch	HCC	100,000	0	0	1.82	-1.82	2.03	-2.03
Athletics track-synthetic	HCC	75,000	0	0	2.42	-2.42	2.71	-2.71
Athletics track – grass	None	N/A	3	60,607				
Softball diamond	HCC	25,000	2	90,911	7.27	-5.27	8.12	-6.12
Baseball diamond	None	N/A	0	0				
Lacrosse pitch	HCC	100,000	0	0	1.82	-1.82	2.03	-2.03
Gymnastic centre (purpose built)	HCC	75,000	0	0	2.42	-2.42	2.71	-2.71
Aquatic/fitness centre	GAA	40,000	3	60,607	4.55	-1.55	5.08	-2.08
Outdoor netball court*	GAA	3,500	30	6,061	151.95	-21.95	58.02	-28.02

Population Data Source:

Hume City Population Projections by Service Age Groups 2006-2036

Source: Id Hume City Population Forecasts (updated April 2013)

Population Projections— Hume City

HCC – Hume City Council Development principle, GAA- Growth Areas Authority Community Infrastructure.

*includes courts on Council and education land.

** Required provision based on population (2013 - 181,822) (2018 - 203,078). # = Number

Attachment 2. Participation rates in the top 10 activities

Table 6 below presents a comparison between the top 10 physical activities undertaken in Hume in both 2006 and 2011.

Table 6 Top 10 Physical activity participation in Hume

Physical activity participation in Hume						
2011 Rank	2011	Participation rate	2006 Rank	2006	Difference (2006-2011)	Comment
1	Walking	34.8%	1	34%	+0.8%	Walking participation has remained relatively stable.
2	Swimming	18.8%	3	13%	+5.8%	Participation in swimming has increased significantly.
3	Aerobics/fitness/gym	10.0%	2	17%	-7%	Participation in aerobics/fitness/gym has dropped significantly
4	Gymnastics	4.4%	Outside top ten in 2006	1%	+3.4%	Gymnastics participation appears to have increased considerably
5	Basketball	3.6%	9	2%	+1.6%	Basketball participation has increased.
6	Running/jogging	3.6%	7	3%	+0.6%	Running/jogging participation has increased marginally
7	Australian Football	3.2%	8	2%	+1.2%	Australian Football participation has increased.
8	Soccer	3.2%	6	3%	+0.2%	Soccer participation has shown modest increase.
9	Golf	2.8%	10	2%	+0.8%	Golf participation has shown a modest increase.
Equal 10	Cricket (Outdoors) Dance and Netball	2.4	Outside top 10 in 2006	1%, 2% and 1% respectively	+0.4-1.4%	None of these activities were found in the top 10 in 2006, therefore suggesting modest increases in participation 2011

- The table highlights that aside from aerobic/fitness/gym (-7%), participation in all of the nominated activities has increased from 2006-2011
- Significant participation increases have been recorded for swimming, gymnastics and basketball
- New entrants into the top ten list in 2011 include gymnastics, cricket, dance and netball
- Tennis and cycling did not make the top ten most popular physical activities in Hume in 2011, although they were both in the top-ten based on the 2006 survey results.

Attachment 3. Responding to our future needs - drivers for action

The following tables 7 to 10, provide a snapshot of the key directions guiding the Strategy's priority action areas. The key directions highlight where new or additional action from Council and/or partners is required to encourage increased leisure participation over the next five years and beyond. These directions have been incorporated into the action plan and listed as priorities over the next five years.

TAKING ACTION	
Table 7	Responding to our changing population
Table 8	Responding to what makes us different
Table 9	Responding to global trends
Table 10	Delivering facilities that respond to need

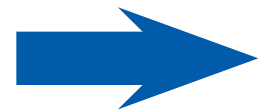


Table 7 Taking Action - Responding to our changing population

Change	Key Directions
<p>Population growth - Growth across all age cohorts</p>	<ul style="list-style-type: none"> - Continue the timely development of a diverse range of leisure facilities and open spaces to cater for the needs of residents - Maintain a particular focus on children, young people and their families and older adults which dominate our total population
<p>Young people - Growing number of young people (maintained % of total population to 2018) - Physically active teenagers are likely to have healthier lives</p>	<ul style="list-style-type: none"> - Development of junior and modified junior sports programs - Sports and physical activity development initiatives to reduce the drop-out rates for those aged 12 to 18 - Support young people to access programs through a range of transport options independent of busy parents/carers - Provide welcoming spaces that support and encourage young people to connect and socialise as well as be physically active - Ensure participation programs are affordable and flexible - Continue to actively engage young people in decision making - Encourage sports clubs to establish modified junior sport programs to introduce more young people to sport
<p>Young adults and parents - Leisure must fit into busy lives - Financially constrained</p>	<ul style="list-style-type: none"> - Low impact recreation pursuits such as walking, swimming, outdoor exercise and at-home physical activity programs - Lawn bowls, bocce and other low impact organised sports - Physical activity combined with opportunities for social engagement - Program recreation and community facilities at off-peak times - The projected growth in the elderly population will place pressure on health care initiatives to keep older people healthy and active so they can remain in their homes longer - Continue to provide community transport options and advocate for expanded public transport options - Exercise referral programs
<p>Older adults and ageing community - Cohort heavily involved in volunteerism - Joint and mobility issues - Greater susceptibility to injury and reduced ability/confidence to be physically active</p>	<ul style="list-style-type: none"> - Low impact recreation pursuits such as walking, swimming, outdoor exercise and at-home physical activity programs - Lawn bowls, bocce and other low impact organised sports - Physical activity combined with opportunities for social engagement - Program recreation and community facilities at off-peak times - The projected growth in the elderly population will place pressure on health care initiatives to keep older people healthy and active so they can remain in their homes longer - Continue to provide community transport options and advocate for expanded public transport options - Exercise referral programs
<p>Women and girls - Females are less physically active than males</p>	<ul style="list-style-type: none"> - Create welcoming and inclusive leisure facilities that support women and girls to get involved - Provide childcare options and suitable baby change facilities - Deliver programs that are culturally appropriate with support from community leaders - Use positive messages that focus on participation rather than ability - Consider female-only programs - Deliver club/sports development programs that actively focus on welcoming and increasing female participation - Identify new or expand existing leisure opportunities that supports increased female participation
<p>People with a disability - 4% of the population have a profound or severe disability</p>	<ul style="list-style-type: none"> - Continue to support providers to deliver accessible and inclusive leisure participation programs - Actively promote participation opportunities - Consider cost to participate and ensure carers are provided for at no additional cost - Continue to develop locally accessible facilities that are inclusive of people of all abilities

Table 8 Taking Action - Responding to what makes us different

Change	Key Directions
<p>Disadvantaged communities</p> <ul style="list-style-type: none"> - Hume is the 4th most disadvantaged local government area in Victoria 	<ul style="list-style-type: none"> - Strong policy direction of accessibility and inclusion - Engage children to participate from a young age - Support older people to remain active and healthy - Engage the socially isolated to build resilient communities that have capacity to support and nurture one another - Identify community leaders as potential conduits of advocacy and information - Ensure communities have access to low or no cost leisure participation opportunities - Consider subsidised access to facilities, programs and services for particular target groups
<p>Increasing cultural diversity</p> <ul style="list-style-type: none"> - Increasing cultural diversity - Leisure plays an important role in bridging cultural and linguistic differences - Nearly 30% of residents are born overseas - 40% speak a language other than English at home 	<ul style="list-style-type: none"> - Monitor trends in those sports where participation is dominated by English speaking countries such as netball, cricket (although participation from the Indian sub-continent is expected to grow) and Australian football - Participation in global sports such as soccer and baseball can be expected to increase - Support for cultural-based community groups and organisations to access Council facilities - Development of culturally appropriate programs such as the women-only swimming booking at the Broadmeadows Leisure Centre (operates outside the Centre’s normal operating times) - Support sports clubs to provide for cultural and linguistically diverse communities and/or become inclusive to people of all cultural backgrounds - Provide information in languages other than English - Work in partnership with multicultural agencies and leaders to identify, understand and respond to cultural barriers to leisure participation and identify opportunities to mitigate - Provide support and assistance to sports club to become more inclusive
<p>Workforce changes</p> <ul style="list-style-type: none"> - Decline in manufacturing / growth in logistics and transport; increasing distances to work - 50.6% of residents indicated lack of time as main reason for not being physically active 	<ul style="list-style-type: none"> - Provide a range of flexible participation programs delivered across various facilities at different times - Explore and advocate for different sports models that responds to community interests and participation barriers - Provide access to leisure participation programs at times that responds to workforce availability - Deliver physical activity programs in workplace settings
<p>Migration</p> <ul style="list-style-type: none"> - 17.3% of the population or 28,937 residents moved from outside Hume since 2006 	<ul style="list-style-type: none"> - Lead or partner community development initiatives for the establishment of new groups or support new arrivals to connect with existing groups - Provide information in a diverse range of mediums including languages other than English - Support new residents’ sense of belonging
<p>Health</p> <ul style="list-style-type: none"> - Mental health is responsible for 21% of the burden of disease - Residents are at a higher risk of lifestyle related chronic disease 	<ul style="list-style-type: none"> - Work in partnership with community health providers to establish new and expand existing physical activity participation programs to delivery improved health outcomes - Continue to implement leisure programs that lessens likelihood of reduced physical mobility from joint and strength related issues and support ageing in place - Deliver leisure programs that facilitates social interactions - Design communities that support incidental physical activity such as walking to the shop or riding a bike to school. Support physical activity to become part of daily routine

Table 9 Taking Action - Responding to global trends

Change	Key Directions
<p>Information and promotion</p> <ul style="list-style-type: none"> - Accessible information 24/7 - Half of Hume’s sports clubs are seeking Council support to market and promote their club 	<ul style="list-style-type: none"> - Provide information on leisure participation opportunities and facilities in a range of mediums - Increase use of online and social media to provide current information accessible at all times - Provide information in languages other than English - Develop and implement a marketing and promotion strategy to implement key messages about the benefits of and opportunities to lead physically active lives - Utilise innovative information communication technologies to increase the availability and distribution of and information that supports people to lead more physically active lives
<p>Ageing infrastructure</p> <ul style="list-style-type: none"> - Many sports facilities in established suburbs were constructed more than 30 years ago 	<ul style="list-style-type: none"> - Prioritise renewal and/or upgrade facilities to meet current needs, community expectations and facility standards - Understand participation changes and likely demands to guide facility redevelopments - Facility redevelopments to incorporate multi-purpose functions - Establish prioritised programs of infrastructure improvements ranging from sportsground upgrades, playspace renewal and park improvements
<p>Volunteerism</p> <ul style="list-style-type: none"> - Half of sports clubs seek Council support to recruit and retain volunteers - 10% of residents volunteer compared to 16% across metropolitan Melbourne 	<ul style="list-style-type: none"> - Develop and deliver volunteer development programs to strengthen the capacity of sports clubs and community leisure providers - Establish programs in partnership with the Hume Volunteer Gateway, volunteer support agencies and peak sporting bodies to grow our leisure volunteers
<p>Changing leisure participation</p> <ul style="list-style-type: none"> - 61% of leisure participation is informal 	<ul style="list-style-type: none"> - Invest in infrastructure that improves leisure participation opportunities in parks and open spaces such as fitness stations - Continue to expand the range of and increase the number of leisure participation programs that respond to needs - Deliver participation programs in local parks
<p>Community development through leisure</p> <ul style="list-style-type: none"> - Invest in and help to maintain the social fabric of our community 	<ul style="list-style-type: none"> - Increase Council’s role to develop our community through leisure in partnership with other providers - Provide support and assistance in establishing new sports clubs in our growth areas - Assist our new and changing community in accessing leisure facilities and programs - Support existing groups to provide for under-represented community members

Table 10 Taking Action - Delivering facilities that respond to need

Change	Key Directions
<p>Fit-for-purpose facilities</p> <ul style="list-style-type: none"> - Upgrade to meet current standards and community expectations - Peak body facility requirements/guidelines and potential implications for Council/clubs 	<ul style="list-style-type: none"> - Deliver prioritised facility improvement programs that respond to the community's growing diversity - Identify opportunities to increase utilisation of facilities to optimal capacity - Improve the quality of open spaces that supports leisure participation such as fitness stations equipment and other informal physical activities - Provide comfortable, welcoming, family friendly, safe places and spaces that facilitate social connections - Improve storage facilities and provide social rooms in seasonal sports pavilions - Provide facilities that are accessible and inclusive of the entire community - Where appropriate, encourage sports clubs to consider contributing to facility improvements to meet specific club need
<p>Facility management</p> <ul style="list-style-type: none"> - Manage facilities that responds to growing diversity of participation 	<ul style="list-style-type: none"> - Manage Council facilities to ensure diversity of opportunities across all leisure interests are balanced with high-participation-based sports - Work with local communities and other leisure providers to promote and activate new major leisure facilities in growth areas - Increase utilisation of recreation facilities in established areas, including non-leisure uses, where opportunities arise - Respond to growing demand for use of open space, parks and recreation facilities by private providers such as personal trainers - Review community group tenancy arrangements that better reflects their purpose, members' needs, business model and capital investments
<p>Deliver a hierarchy of leisure facilities</p> <ul style="list-style-type: none"> - Sports club participation trends and standard of competition played (including intensity of use) influences facility needs 	<ul style="list-style-type: none"> - Plan and deliver leisure facilities that respond to the population catchment - Ensure local venues are accessible independently of private transport where possible - Establish a quality of service (level of service) appropriate to the facility's intended function reflective of user needs - Review sportsground allocations to ensure equitable access to facilities - Allocate facilities to the greatest community need
<p>Quality spaces for leisure</p>	<ul style="list-style-type: none"> - Improve the quality of parks and open space - Expand the walking and cycling network - Provide a diverse range of informal leisure participation opportunities such as playspaces and fitness stations - Consider public safety in the design of communities that supports informal leisure participation and incidental physical activity
<p>Ageing facilities</p>	<ul style="list-style-type: none"> - Progressively upgrade facilities to meet current Australian Standards, manage risk and respond to community expectations - Deliver the ongoing planned investment in the upgrade or Sunbury Aquatic and Leisure Centre - Develop a new regional aquatic and fitness facility in Craigieburn - Prepare/review asset management plans that reflect changing community service needs
<p>New facilities in our growth areas</p>	<ul style="list-style-type: none"> - Timely delivery of recreation facilities including active recreation and shared paths - Consider greenfield sites to expand the diversity and range of recreation facilities

In our leisure we reveal what kind of people we are

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HumeLink

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