Active Indigo Plan

A recreation plan

2018 – 2026
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Prepared by

communityvibe

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Wendy Holland
Director
communityvibe
PO Box 421
Strathdale Vic 3550
Ph: 0438 433 555
E: wendy@communityvibe.com.au
W: www.communityvibe.com.au
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Executive summary

Indigo Shire Council recognises the important role sport, recreation and physical activity has in creating liveable communities and in contributing to the health and wellbeing of local residents. The Shire’s Council Plan clearly articulates health and wellbeing; quality open spaces; a connected network of tracks and trails; and sustainability as some of its key priorities. Each of these components features strongly within the Active Indigo Plan.

Indigo Shire understands that sport and active recreation is the social glue that can bind communities together and create strong connections between residents, creating new friendships, networks and reducing social isolation. It understands that participation in physical activity is important for people’s physical and mental health and reduces the burden of disease and its associated costs. It also understands that without strong clubs, organisations and strategic partnerships with other organisations, that it would not be possible to deliver the breadth, diversity and quality of sport and recreation opportunities currently available within the Shire.

Indigo Shire recognises that the sport and recreation landscape is constantly changing and in order to be successful and sustainable, Council, its partners, clubs and organisations need to be informed, skilled, proactive and innovative. This Active Indigo Plan provides the framework for change.

Supplementary to this plan there is a background report to accompany Active Indigo, providing greater detail about demographics, relevant literature, community engagement, planning tools and Shire-wide priorities. This plan also includes an extensive ten year action plan to guide Council’s work which reflects community needs, standards, trends, etc. However to achieve everything in the action plan, there will need to be an increase in Council resources.

Active people

While the development and ongoing upkeep of facilities should still remain a priority, Council should also take a service based approach adopting activities and programs for local residents, to better align with the needs of the greater community. Currently there are 20.5% of residents over the age of 15 who report that they do not undertake any physical activity and 49.9% of residents report that they are obese or pre-obese.

Potentially placing their health and wellbeing at risk and creating a negative impact on the health system. To enable a range of new activities, programs and events to be offered, Indigo Shire will identify physical activity ambassadors or champions in each community. The council will work in partnership with community planning groups to deliver low cost place-based activities, supported by suitable equipment, training and seed funding.

The philosophy behind this approach is that each community knows what its strengths, assets and needs are and can build a model that best meets local needs. The ultimate aim of this approach is to get more people more active, particularly those currently inactive.

An examination of trends in the sport and recreation sector over recent years indicates that the desire of local residents for more unstructured and individual activities is consistent with what is happening elsewhere around Australia. Walking, gym / exercise classes, swimming, cycling and running are some of the most popular physical activities in Indigo Shire and the nation at present,
participation in these activities is continuing to grow. Activities to be implemented at the local level may include walking groups, social cycling groups, Pilates, Tai chi, Yoga, strength training or activities that require minimal infrastructure and numbers, e.g. social dancing, Table Tennis, community cricket matches, Volleyball, Badminton, Golf etc. 45.1% of the population are currently over 50 years of age. It will be vitally important to ensure that there are activities available in every community suitable for older adults.

Indigo Shire will also encourage existing sport and recreation clubs, health services and other organisations to value add to what they already do by introducing more programs, new activities or modified versions of their activities. Come ‘n’ Try days will also be encouraged.

**Recommendation:** that Council allocates seed funding each year to physical activity initiatives and that the impact of this funding on increasing physical activity is measured and evaluated to determine future budgetary allocations.

**Active spaces**

It is imperative to ensure that sport and recreation facilities such as swimming pools, skate parks, playgrounds, tennis courts, ovals, bowling greens, etc. are well maintained to reach their potential in terms of lifespan and continue to be well utilised by the community. It is important to continue to upgrade existing infrastructure and develop some new facilities occasionally as funding becomes available (such as new cycling / walking paths).

**Recommendation:** Proposed new facility developments or major upgrades be subject to a feasibility study to ensure that facilities meet the existing and future needs of the community, are sustainable to build, easy to maintain and operate. All facilities should work towards being universally accessible with a focus on environmental sustainability. The preference is to better utilise what we already have before developing new facilities.

“The provision of facilities that enable incidental exercise as a community I believe should be the foundation of your fantastic 8 year activity initiative.” Survey respondent
**Active clubs and organisations**

The strategy also focuses on club / committee of management development to ensure that local clubs and organisations are strong, skilled, resilient, viable and adaptive to change. Council recognises the immensely important role these volunteer organisations play in the delivery of sport and recreation opportunities throughout the Shire. Council also recognises that increased compliance and statutory requirements, along with a decrease in volunteers willing to be involved in governance in recent years, has made it more difficult for clubs and organisations to deliver their activities effectively.

Other areas in which clubs / committees of management may require support include: attracting and retaining new volunteers; fundraising; attracting and retaining players; improving accessibility; and policy development.

Clubs have also spoken about their desire for improved communications with Council through annual forums, continued assistance with grant information and writing applications.

There is growing recognition, supported by a review of the Local Government Act, that Section 86 Special Committees may not be the most efficient and effective solution to managing recreation reserves.

**Recommendation:** Council explores the feasibility of the governance model of direct leases or licences with clubs and organisations.

**Policy and planning**

From a policy and planning perspective, the Recreation Strategy has recommended the development of several strategies including:

- A municipal cycling / walking strategy.
- A municipal play space strategy.
• A municipal strategy to increase access to waterways for recreational purposes.
• A study to determine the feasibility of a developing a multi-purpose synthetic sports ground in Beechworth.

It has also included a number of tools to help guide decision making:

• Towns Recreation Facilities Framework.
• Capital Works Assessment Tool.
• Funding of non-Council Assets Tool.
• Hierarchy and Service Standards for Recreation Reserves Framework.

Active Partners

Collaborations with other partners including health services, schools, community organisations and the private sector will continue to be important in order to deliver local opportunities. At a regional level, partnerships with neighbouring Local Government Authorities are becoming increasingly important.

Recommendation: It may be beneficial to undertake some regional sports strategies in the near future, e.g. football, netball, cricket and tennis.

Vision

A vision has been developed to guide Indigo Shire in terms of physical activity over the next eight years. It clearly reflects the Indigo Shire Council Plan’s focus on health and wellbeing; quality open spaces; a connected network of tracks and trails; and sustainability. The Active Indigo vision is as follows.

Indigo Shire is a healthy, connected and active community.

Planning principles

To help achieve the vision, a series of planning principles have been developed. These planning principles will guide Indigo Shire and the community when considering implementing new initiatives or facilities and upgrades to existing infrastructure. Any sport and active recreation initiatives instigated by Indigo Shire will ensure that the following planning principles are addressed:

We achieve our vision by:

1) Supporting committees, clubs, community initiatives and programs.
2) Developing partnerships across the community.
3) Investing in a fair and considered way in infrastructure.
4) Encouraging resource sharing and multi-use across sports and community.
5) Supporting inclusive participation; everyone has the opportunity to be active.
6) Raising awareness of opportunities to become active.
7) Being sustainable.
Key objectives

The 10 key municipal objectives included in this strategy, supported by specific actions, are:

1. To provide a **strategic approach** to the planning and development of sport and recreation facilities.
2. To **strengthen the capacity** of existing community organisations and clubs to increase participation in active sport and recreation activities and to effectively develop and manage assets.
3. To **increase participation** in unstructured physical activity in order to promote health and wellbeing benefits to the community.
4. To provide **fit-for-purpose sport and recreation facilities** to meet the needs of the community.
5. To provide **adequate resources** to increase physical activity opportunities, support clubs / organisations and to develop fit-for-purpose facilities.
6. To work in **partnership with or advocate** to other agencies to deliver recreation infrastructure and opportunities.
7. To improve sport and recreation **management and maintenance** practices.
8. To **reduce usage of water and energy** at recreation and open space reserves.
9. To **increase awareness** of recreation and open space facilities and opportunities and healthier lifestyles.
10. To **reduce the number of assets** that no longer effectively meets the needs of the community.

Infrastructure priorities

The key infrastructure projects identified for construction or further research include:

- **Continued improvements to public outdoor swimming pools, e.g. solar heating, extension of season, earlier opening hours and programs.**
- **Additional cycling / walking paths within towns and the extension of the Murray to Mountains Rail Trail from Beechworth to Huon via Yackandandah.**
- **Additional mountain bike trails and supporting infrastructure such as the proposed Beechworth to Yackandandah Mountain Bike Trail.**
- **Development of community based gyms in towns.**
- **Improved access to waterways for recreational activities.**
- **Upgrades of pavilions, i.e. change and social facilities.**
- **Netball and tennis court upgrades.**
- **Cricket practice wicket upgrades.**
- **Development of playgrounds at recreation reserves.**
- **Oval upgrades including improved playing surfaces and lights.**
- **Recreation reserve surround improvements, e.g. car parking, fencing, etc.**
- **Various town-based sport and recreation infrastructure projects (refer to action plan).**
1.0 Introduction
The aim of Active Indigo is to positively contribute to the health and wellbeing of the community. To promote livability through a diversity of fit-for-purpose, affordable, accessible formal and informal recreation opportunities (programs, services and facilities) that encourages local residents and visitors to become more physically active.

In order to gather the evidence base to determine priorities for community programs, services and facilities we:

- Reviewed various local, regional and state-wide strategies, policies, guidelines and processes, e.g. Council Plan, Municipal Health and Wellbeing Plan, capital works assessment criteria, etc.
- Undertook an assessment of sport, recreation and physical activity trends at a national level to help us understand potential changes to participation and facility requirements.
- Reviewed participation data for both formal and informal sport and recreation activities across Victoria to be able to make a comparison with Indigo statistics.
- Developed a community survey to identify the sport and active recreation needs of the community. We received 382 responses.
- Called for and received eighteen written submissions from the community.
- Developed a sports club / organisation survey to identify the health of clubs, any plans that they may have and information about any issues or opportunities relating to their activities, their governance practices or their facilities. We received 20 responses.
- Developed a State Sporting Association survey to identify any issues or opportunities at a state level that may impact on local clubs. We received eight responses.
- Developed a school survey to identify what type of facilities schools have, which Council or community facilities schools use and the willingness of schools to share their facilities with the community after hours. We received two responses.
- Held 16 key stakeholder meetings with clubs, committees of management, State Government, health agencies, state sporting associations, Councillors and Council staff to identify relevant issues to be considered as part of the strategy. 48 individuals attended these meetings.
- Held five listening posts in Beechworth, Chiltern, Rutherglen, Sandy Creek and Yackandandah which attracted 187 participants.
- Undertook benchmarking with two neighbouring Local Government Authorities to determine challenges, resources and opportunities for collaboration.
- Audited the majority of sport and recreation facilities across the Shire to view the general condition and location of facilities and to correlate this information with other information received from clubs and the community.
- Reviewed and incorporated the results of several other local planning studies, e.g. Ageing Well

An eight year strategy and action plan to guide Indigo Shire and its partners.
2.0 Context

To provide some context to Active Indigo and to ensure that the proposed directions align with State and Local Government priorities, a number of strategies were reviewed. A brief description of the key points from several of these documents follows. A more detailed summary of all literature reviewed is included in the Background Report.

### Indigo Shire Council Plan 2017-2021

Council’s vision is: Indigo: Heritage Shire – Bold Future. The five themes contained within the Plan (and the most relevant objectives) are:

1. **People and communities**
   a. Our community members are physically and mentally healthy and active.
   b. Our community members are connected and have equal access to services and to each other.
   c. Our youth are engaged.

2. **Places, townships and infrastructure**
   a. Our townships and land management are well planned and sustainable.
   b. We have an attractive and well-maintained built environment, streetscapes, open spaces and trees.
   c. Road and path network are maintained and expanded.

3. **Economy**
   a. Indigo Shire has a growing local economy.

4. **Environment and sustainability**
   a. We support the reduction of carbon emissions and climate change adaptation and mitigation actions.
   b. We support reduction in community consumption of non-renewable sources.

5. **Civic leadership and governance**
   a. We form effective partnerships and engage with the community to deliver outcomes.

### Indigo Shire Municipal Public Health and Wellbeing Plan 2017-2021 – Statistics, Trends and Priorities

Whilst Indigo Shire residents score well (or at least better than state average) against indicators such as general health status, psychological distress, mental health, social connections, diet, smoking, childhood immunisations, the areas in which some improvement is required in order to improve health and wellbeing are:

- **Work life balance** - only 43.1% of people report an adequate work life balance in Indigo Shire compared with 53.1% of Victorians.
- **Weight** – 27.7% of Indigo Shire residents report being obese, compared with only 18.8% of Victorians. For Indigo Shire, this represents 24.8% of women and 30.2% of men, compared with the Victorian measure of 17.2% for women and 20.4% for men. [Note that the data from which this information is sourced also notes that people reporting as pre-obese in Indigo Shire is significantly lower than for Victoria overall, i.e. 22.2% compared with 31.2%]
- **Alcohol use** – 58.3% of Indigo residents are at increased risk of alcohol related harm on a single occasion of drinking, compared with 42.5% of Victorians.
- **Breaches of orders** – compared with figures from 2015, there has been an increase of 220% for breaches of family violence orders, intervention orders and bail conditions.
• Gender equity – there is a disproportionate percentage of females in leadership positions in the Shire (31.8% compared with 68.2% for males), higher percentage of primary carers who are female; lower wages for females despite more females holding tertiary qualifications; higher levels of unpaid domestic work by females compared with males.

Some other points to note include a slightly higher percentage of people with a severe and profound disability living in the community (4.3% in the Shire compared with 4.0% in Victoria); only 2.3% of local residents who speak a language other than English at home compared with 24.2% of Victorians; and 51.2% of residents are aged 45 years or older compared with 39.2% of Victorians. The report also notes the need to enhance connections with indigenous groups and to continue to offer peer support via a LGBTQI Youth Support Group.

Potential Council priorities for consideration in the 2017 Municipal Public Health and Wellbeing Plan include:

• Promote healthy eating at sport and recreation venues and at swimming pool kiosks where food and beverages are sold.
• Upgrade sport and recreation facilities to meet the needs of the community.
• Build the capacity of sport and recreation clubs to improve participation in physical activities across the Shire.
• Create an environment that supports senior citizens to be healthy and active.
• Promote messages around reducing alcohol consumption and preventing violence against women and promoting gender equity through sport / recreation / community groups and organisations.

Active Victoria 2017-2021

The vision contained within this strategy is for sport and active recreation in Victoria to be:

• More active.
• More diverse and inclusive.
• Robust, flexible, sustainable and affordable.
• Broad-based and connected.
• Collaborative.

The focus will be on female participation and traditionally disadvantaged groups including Aboriginals, people with disabilities, people with poor health, recently-arrived migrants and those with little English, people with low incomes or living in areas of relative socio-economic disadvantage.

Partners will include: not-for-profit; commercial; schools; LGAs; State Government; and Federal Government.

Strategic directions:

• Meeting demand.
• Broader and more inclusive participation.
• Additional focus on active recreation.
• Build system resilience and capacity.
• Connect investments in events, high performance and infrastructure.
• Work together for shared outcomes.
3.0 Vision and planning principles
To help guide Council and the community, a vision and planning principles have been prepared, clearly outlining Council’s intention and role in relation to physical activity over the next eight years. It clearly reflects the Indigo Shire Council Plan’s focus on health and wellbeing; quality open spaces; a connected network of tracks and trails; and sustainability. The Active Indigo vision is as follows.

Vision

**Indigo Shire is a healthy, connected and active community.**

Planning principles

We achieve this by:

1) Supporting committees, clubs, community initiatives and programs.
2) Developing partnerships across the community.
3) Investing in a fair and considered way in infrastructure.
4) Encouraging resource sharing and multi-use across sports and community.
5) Supporting inclusive participation; everyone has the opportunity to be active.
6) Raising awareness of opportunities to become active.
7) Being sustainable.
4.0 Our community

Some key facts about our community:

- According to the Australian Bureau of Statistics 2016 Census, Indigo Shire has a population of 15,952 people, up from 15,178 at the time of the last Census in 2011.
- 50.7% of the population is made up of females and 49.3% is made up of males.
- The median age of residents is 46 years of age, compared with 37 for Victoria.
- Aboriginal and/or Torres Strait Islander people make up 1.3% of the population.
- The percentage of local residents in their 20’s and 30’s is much lower than the Victorian average and between the ages of 50 and 74 there is a significantly higher percentage of residents, compared with Victoria.
- Based on Victorian Government projections in 2011, by 2031, the population is expected to increase to 16,346 people, which is an additional 394 people over the next 14 years\(^1\). However, it may well be higher than this as the forecast population for 2016 was 15,465, when in fact it was 15,952 – 487 more than anticipated.
- 84.5% of Indigo residents were born in Australia compared with 64.9% of Victorians.
- The most common countries of birth are England 3.1%, New Zealand 0.9%, Germany 0.7%, Netherlands 0.5% and Scotland 0.3%.
- 90.8% of people only speak English at home. The most common languages at home other than English are German 0.3%, Italian 0.2%, French 0.1%, Swedish 0.1% and Dutch 0.1%.
- Household income of residents in Indigo Shire is a little less than the Victorian average, i.e. $1,265 for Indigo Shire compared with $1,419 for Victoria.
- 31.3% of Indigo residents have undertaken some form of voluntary work in the community in the last 12 months compared with 19.2% of Victorians.
- 80.8% of households in Indigo Shire, compared with 83.7% of Victorians have at least one person access the internet from their dwelling.
- The average number of vehicles per dwelling is 2.1.

The implications for Indigo Shire:

- A lower percentage of people in their 20’s and 30’s may provide challenges in attracting players for several sport and recreation activities.
- Given the very high percentage of the population aged between 50 and 74 years of age, it is imperative that sport and active recreational opportunities are available for this age group.
- Costs for recreational activities need to be kept affordable in order to continue to attract participants.
- Transport can be an issue in terms of accessing recreational activities, particularly for older adults.
- Although internet access is high, there are still almost 20% of households who do not have access to the internet, hence different communication tools must continue to be utilised.
- It is unlikely that information about programs or facilities will need to be translated into community languages in the near future.

\(^1\) Victorian Government. Victoria in Future 2016
## 5.0 Benefits of sport and recreation

The benefits of sport and recreation are well documented. Not only do individuals benefit from a health and wellbeing perspective, but the whole community benefits from a greater sense of community, economic opportunities, improvement to the environment, reduction in crime and a more livable community. Some of the benefits that can occur through participation in sport and recreation are:

<table>
<thead>
<tr>
<th>Social Benefits</th>
<th>Health Benefits</th>
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</thead>
<tbody>
<tr>
<td>• Greater sense of community</td>
<td>• “Protects against cardiovascular disease, hypertension, type 2 diabetes, osteoporosis, musculoskeletal impairments, obesity, some cancers and poor mental health.”&lt;sup&gt;2&lt;/sup&gt;</td>
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<tr>
<td>• Stronger, more self-reliant communities</td>
<td>• Improved balance and coordination, resulting in fewer falls</td>
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<tr>
<td>• Greater social and friendship networks</td>
<td>• Stronger muscles, joints and bones</td>
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<tr>
<td>• Enhances liveability of an area</td>
<td>• Improved confidence and self-esteem</td>
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<tr>
<td>• Reduces anti-social behavior and vandalism</td>
<td>• Improved body image</td>
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<tr>
<td>• Helps to develop shared attitudes, values and codes of behavior in the community</td>
<td>• Improved motor skills</td>
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<tr>
<td>• Breaks down barriers between different sectors of the community</td>
<td>• Less likely to suffer from depression and anxiety</td>
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<tr>
<td></td>
<td>• Greater sense of achievement</td>
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<td>• Reduced stress levels</td>
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<td></td>
<td>• Higher energy and concentration levels</td>
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<td></td>
<td>• Reduction in incidence and severity of illness and disability</td>
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<td></td>
<td>• Increased life expectancy.</td>
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<table>
<thead>
<tr>
<th>Environmental Benefits</th>
<th>Economic Benefits</th>
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<tbody>
<tr>
<td>• Protects areas of conservation or cultural heritage value</td>
<td>• Attracts visitors and generates tourism</td>
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<tr>
<td>• Contributes to storm water management</td>
<td>• Attracts businesses and creates employment</td>
</tr>
<tr>
<td>• Contributes to abatement of urban heat island effect</td>
<td>• Creates higher market value of properties near public open space</td>
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<tr>
<td>• Sequesters carbon</td>
<td>• Improvements to local business viability through sale of sport and recreation equipment, services, programs</td>
</tr>
<tr>
<td>• Reduces air pollution</td>
<td>• Reduction in health care costs—physical inactivity is estimated to cost Australia $13.8 billion annually; and the health sector alone $719 million&lt;sup&gt;3&lt;/sup&gt;. 16,178 premature deaths can be attributed to physical inactivity each year across Australia</td>
</tr>
<tr>
<td>• Reduces noise pollution</td>
<td>• Increases productivity of workers and reduces number of sick days (approximately 1.8 working days per employee per year are lost to physical inactivity or the equivalent of $458 per employee&lt;sup&gt;4&lt;/sup&gt;).</td>
</tr>
<tr>
<td>• Encourages a greater appreciation and awareness of the natural environment.</td>
<td></td>
</tr>
</tbody>
</table>

<sup>2</sup> VicHealth (2015) Promoting equity in physical activity: An evidence summary
<sup>3</sup> VicHealth (2010) Participation in Physical Activity: A Determinant of Mental and Physical Health
<sup>4</sup> VicHealth (2010) Participation in Physical Activity: A Determinant of Mental and Physical Health
### 6.0 Physical activity trends

Participation in sport and recreation activities by Indigo Shire residents has been influenced by broader social and economic trends. Some of the trends currently impacting on participation, facility developments and the way open space is used include:

<table>
<thead>
<tr>
<th>Trend</th>
<th>Details</th>
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</table>
| **New activities**           | - Movement away from many traditional organised sports such as football, cricket, Golf, netball and tennis to more individual or small group non-organised activities, e.g. walking, gym workouts, fitness classes, cycling, swimming, running, etc.  
- Greater use of facilities by personal fitness trainers and their clients.  
- Greater demand for lifestyle/non-traditional forms of sport, i.e. games that can be played in parks or indoors, e.g. petanque, street table tennis, spin classes in parks, etc.  
- Emergence of off leash dog parks in response to smaller back yards and the desire to connect with other dog walkers. |
<p>| <strong>Improved surfaces</strong>        | - Installation of sports surfaces that help to reduce injuries and increase player comfort, e.g. sprung wooden floors, plexipave tennis courts and more synthetic surfaces. |
| <strong>Spectator facilities</strong>     | - Installation of improved spectator facilities, e.g. verandas, retractable seating, shaded viewing areas.                                                                                           |
| <strong>Accessibility</strong>            | - Installation of facilities to encourage participation by people of all abilities, e.g. use of ramps, unisex toilets with change tables, single storey buildings to allow for wheelchair access, Braille signs, etc. |
| <strong>Improved infrastructure</strong>  | - Installation of lighting or higher standard of lighting to allow games and training to take place in the evening.                                                                                     |
| <strong>Environmentally Sustainable Design features</strong> | - Development of environmentally responsible practices such as solar hot water, recycled water systems, double glazed windows, wetlands, community gardens, synthetic surfaces, warm season grasses, etc. to reduce the impact of facilities / spaces and their users on the environment and to potentially reduce operating costs of facilities. |
| <strong>Safety</strong>                   | - Development or upgrading of facilities and equipment so that they meet the safety requirements of their designated sport, e.g. netball court run-offs and provision of adequate protection from the sun. |
| <strong>Improved planning</strong>        | - Master planning of recreation reserves and open spaces to ensure that needs of all existing and casual users are considered in the long term – including the linking of cycling / walking paths, development of play spaces, landscaping and BBQ / picnic facilities, formalised parking, etc. |
| <strong>Multi-purpose facilities and spaces</strong> | - Development of multi-use facilities and spaces which can cater for a variety of traditional activities as well as non-traditional or emerging activities, e.g. Pilates, Yoga, meetings, conferences, expos, markets, children’s programs, master’s games, etc. |
| <strong>Social aspects</strong>           | - Greater emphasis on social competitions mid-week during the evenings as opposed to structured competition on a Saturday afternoon. Also a greater focus on developing social areas for BBQs and picnics. |</p>
<table>
<thead>
<tr>
<th>Trend</th>
<th>Details</th>
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| School access         | • Greater demands on some facilities by school groups due to the declining standard of school sporting infrastructure in some areas or the lack of facilities at some schools.  
                          • Difficulties for the community to access some school facilities due to school council policies around school use only.                                                                                           |
| Events                | • Greater demand on sporting facilities and public open spaces such as parks for special events and tournaments.                                                                                                                                                               |
| Sporting hubs         | • Co-location of several sporting facilities to form recreation precincts to maximise limited resources and to cross-market activities.                                                                                                                                                |
| Value of physical activity | • Understanding of the relationship between physical activity participation and improved health, wellbeing and social connectedness.                                                                                                                                       |
| Healthy eating        | • Removing sugary drinks from sale at many sports facilities, e.g. swimming pools and / or providing healthy food options.                                                                                                                                                            |
| Improved facility standards | • Expectation by the community that facilities, programs, services and management will be of a reasonably high standard. Also documented levels of expected facility provision provided by State Sporting Associations such as AFL Victoria and Netball Victoria. |
| Greater availability of facilities | • Expectation that facilities will be available during a range of time slots throughout the week, including weeknights, early morning and weekends.                                                                                                                      |
| Electronic communication | • Expectation by user groups that draws, ladder, information, etc. about local sports competitions are available via the internet.                                                                                                                                                     |
| Active transport      | • Greater focus on ensuring that recreation and open space areas are connected to existing walking / cycling networks and public transport options where possible.                                                                                                               |
| Connection with nature | • Greater focus on providing quality landscaping and more natural play spaces that utilise loose materials, rocks, logs, etc. There may also be some interpretive activities associated with the natural features.                                                          |
| Intergenerational opportunities | • Developing opportunities in open space such as playgrounds for people of all ages to interact with one another, e.g. grandparents and their grandchildren.                                                                                                              |
| Female and cultural participation | • Constructing female change facilities for sports participants and umpires  
                                                • Providing greater opportunities for female participation in sport, e.g. developing teams for female AFL players, soccer players, cricket players, etc.   
                                                • Providing greater profile of female sports at a state and national level, e.g. AFL women’s league, professional basketball teams, netball teams, Matilda’s soccer team, etc. |
| Cultural participation | • Providing single sex classes or sessions for women, particularly in areas where religious beliefs make it unacceptable for males and females to mix while undertaking an activity such as swimming.                                           |
| Cost of electricity   | • Clubs in Indigo Shire have reported that the cost of electricity has risen significantly in recent years and impacts upon operating costs.                                                                                                                                   |

“I did barefoot bowls over summer which was great, non-competitive, social and family friendly. I’d love more activities that I can do WITH my children. Not just for them or just for me but all of us to do together.” Survey respondent
7.0 Existing physical activity opportunities

There are numerous sport and recreation facilities and activities available in Indigo Shire. A detailed list of facilities is provided within the Appendix. The following table provides an overview of the facilities that are currently available:

<table>
<thead>
<tr>
<th>Town</th>
<th>Bowling green</th>
<th>Cricket nets</th>
<th>Croquet green</th>
<th>Golf course</th>
<th>Gun club</th>
<th>Gym</th>
<th>Hocky</th>
<th>Horse riding facilities</th>
<th>Moto r sports</th>
<th>Netball courts</th>
<th>Indoo r court</th>
<th>Ova l</th>
<th>Pat h / trail</th>
<th>Play Grou n d</th>
<th>Rowin g</th>
<th>Skat e park</th>
<th>Squas h</th>
<th>Swim ming pool</th>
<th>Tenni s courts</th>
<th>Wate r sports</th>
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<td>Allan's Flat</td>
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</table>

In addition to facilities, there are a variety of recreational programs and activities undertaken in the Shire by community organisations, health organisations and the private sector including gym, yoga, strength classes, swimming lessons, personal training, etc. Also there are other areas such as off leash dog parks. There is an opportunity for Indigo Shire to further support these organisations to value add to their existing offerings to help achieve positive health and wellbeing outcomes within the community.

Some local residents visit facilities in other municipalities, e.g. indoor aquatic centres, soccer fields, hockey fields and basketball stadiums in other locations such as Wodonga and Wangaratta. In some instances, people who live in other municipalities utilise facilities within the Shire, e.g. the rail trail and mountain bike facilities.
8.0 Issues and opportunities

8.1 Health and wellbeing

Council’s role in health and wellbeing

Although Local Government alone is not fully responsible for the health and wellbeing of the community, it is able to have a considerable influence in its role as a provider of environments that support physical activity and social connections, e.g. walking / cycling tracks, parks and sports grounds; through programs it offers, e.g. Walk to School program; and through its role in promoting information about sport and active recreation opportunities available in the community. It can also influence healthy eating choices by limiting the amount of sugary drinks and junk food sold at Council venues such as swimming pools.

The Coronary Heart Disease (CHD) mortality rate in Indigo Shire is the second worst of all Local Government Authorities in Victoria and the 67th worst rating in Australia out of 393 Local Government Authority areas. Further, 27.7% of residents report being obese, compared with only 18.1% of Victorians and an additional 22.2% report being pre-obese, compared with 31.2% of Victorians. A lack of physical activity, poor diet, stress, anxiety and depression are some of the contributing factors to obesity, pre-obesity and other health conditions.

If the current levels of obesity, pre-obesity, cardio-vascular disease, etc, continue to rise, there will be greater demand for health care services such as meals on wheels, home help, etc. at a local level, but there is unlikely to be sufficient resources to fund such services. Further, if people are unwell, they may be unable to work, participate in community activities or volunteer at local clubs, thereby

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limiting opportunities for community connectedness, increasing social isolation and potentially placing people in a situation of financial instability.

Indigo Shire therefore needs to do what it can, within its capacity and capabilities, to encourage a healthy and active lifestyle as the benefits to individual residents and their families, the overall community and Council’s budget will be significant. Facilities such as walking and cycling paths / trails and a series of low-impact low-intensity programs offered in a supportive environment should be considered in the mix to encourage greater participation, and ultimately improvements to health and wellbeing, particularly by the 20% of local residents who are currently inactive.

8.2 Participation
Trends and statistics

In recent years, there has been a shift away from organised sport to more informal recreational activities that can be undertaken in small groups, alone, or at varying times of the day. However, almost half of the population of Indigo Shire (47.7%) does not meet current physical activity guidelines. Of those who do not meet physical activity guidelines, 45.9% are female and 49.2% are male. On a slightly positive note, the percentage of people who meet physical activity guidelines in Indigo Shire is still higher than the Victorian average who do not, i.e. 54.0% of all Victorians, 56.1% of Victorian women and 52.0% of Victorian men.

The most popular physical activities in Victoria in 2015-2016 are:

<table>
<thead>
<tr>
<th>People over 15 years of age (organised and non-organised)</th>
<th>Participation rate (%)</th>
<th>Children under 15 (organised activities)</th>
<th>Participation rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking (recreational)</td>
<td>45</td>
<td>Swimming</td>
<td>33</td>
</tr>
<tr>
<td>Fitness / gym</td>
<td>32</td>
<td>Australian Rules Football</td>
<td>14</td>
</tr>
<tr>
<td>Athletics track and field (includes jogging and running)</td>
<td>16</td>
<td>Basketball</td>
<td>12</td>
</tr>
<tr>
<td>Swimming</td>
<td>13</td>
<td>Netball</td>
<td>10</td>
</tr>
<tr>
<td>Cycling</td>
<td>13</td>
<td>Tennis</td>
<td>9</td>
</tr>
<tr>
<td>Football (soccer)</td>
<td>5</td>
<td>Football (soccer)</td>
<td>8</td>
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<tr>
<td>Golf</td>
<td>5</td>
<td>Cricket (outdoor)</td>
<td>8</td>
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<tr>
<td>Tennis</td>
<td>5</td>
<td>Dancing (recreational)</td>
<td>8</td>
</tr>
<tr>
<td>Bushwalking</td>
<td>5</td>
<td>Gymnastics</td>
<td>7</td>
</tr>
<tr>
<td>Basketball</td>
<td>5</td>
<td>Athletics – track and field</td>
<td>4</td>
</tr>
</tbody>
</table>

In terms of facility provision for adults, there continues to be a place for upgrading sport and recreation facilities. Assuming that children continue to participate in organised sports in the future and assuming that children in Indigo Shire participate at similar rates to that of other young Australians, there will be a need to:

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6 Department of Health and Human Services (2015) Indigo Shire Profile
- Provide access to swimming pools and possibly swimming programs.
- Provide access to fields suitable for soccer.
- Provide access to halls and programs for gymnastics and dancing (most likely to be met through the private sector).
- Continue to provide access to football / cricket grounds for junior football and cricket clubs; as well as courts and programs for netball, basketball and tennis.
- Provide facilities for athletics, possibly at existing recreation reserves, in partnership with schools or at a regional level.

Junior sports development programs such as Auskick, Net Set Go, Hot Shots, Milo Cricket, etc. have contributed to the continued popularity of traditional sports of football, netball, tennis and cricket. These sports programs will continue to be in demand in the foreseeable future and act as a pathway to develop skills for each of these sports.

Increasing participation

Development and ongoing upkeep of facilities should still remain a priority. Council should also take the initiative and adopt a service based approach, adopting activities and programs for local residents to increase participation. Feedback from consultation suggests that these activities need to be:

- Low cost.
- Place based.
- Provide inter-generational opportunities where possible.

In order to assist Indigo Shire to develop an environment that fully supports physical activity, the following principles have been adapted from the Toronto Charter for Physical Activity: A Global Call to Action (2010)\(^9\)

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\(^9\) Toronto Charter for Physical Activity: A Global Call to Action (2010)
1. **Implement evidence-based strategies** – implement strategies and interventions that are based on research and evidence and which have been proven to be or are likely to be successful either in the local community or elsewhere.

2. **Implement cost-effective strategies** – implement strategies and interventions that are cost effective wherever possible.

3. **Target whole of population and specific target groups** – implement strategies and interventions that target the whole population in addition to specific target groups who traditionally are not as active as other members of the community, such as older adults, CALD communities, Indigenous people, people with disabilities, people from low-socio economic backgrounds and women.

4. **Address the determinants of physical inactivity** – ensure that environmental, social, and individual determinants of physical inactivity are addressed when implementing strategies or interventions.

5. **Adopt an equitable approach to physical activity** – recognise and address the determinants that impact on participation in physical activity by specific groups in the community so that a more equitable approach to physical activity opportunities and resources can be implemented.

6. **Develop partnerships** – identify, promote and implement relevant local, municipal, regional, state and national partners including health based organisations, schools, workplaces and sports clubs, to help deliver effective, coordinated and sustainable physical activity interventions and strategies.

7. **Build organisational capacity** – provide information and support to people who either work in or influence physical activity opportunities in the community by supporting training in research, practice, policy, evaluation and surveillance.

8. **Utilise a whole of life approach** – ensure that physical activity strategies and interventions adopted take into consideration the needs of people of all ages and abilities including children, families, adults, older adults and people with disabilities.

9. **Utilise appropriate settings** – ensure that physical activity strategies and interventions take place in a range of appropriate and specific settings including, schools, workplaces, neighbourhoods to ensure maximum participation and the best outcomes.

10. **Ensure appropriate local and cultural responses** – tailor physical activity interventions and strategies to accommodate cultural sensitivities and varying local realities, cultures, contexts, and resources.

11. **Make physical activity options easy** – provide an environment where participation in physical activity within community and daily life is easy and in which people have the freedom to make healthy and informed personal choices about being physically active.

12. **Advocate for additional resources and commitments** – advocate to the general community, decision makers and various government agencies for more resources and an increase in political commitment to physical activity.

These factors need to be considered when developing or facilitating physical activity opportunities.
Additional international research states that the best investments for physical activity, as determined by the British Journal of Sports Medicine (2012)\textsuperscript{10} and Heath et al (2012)\textsuperscript{11} are:

1. Whole of school programs (e.g. provision of game equipment and painted markings in playgrounds to encourage physical activity).

2. Transport policies and systems that prioritise walking, cycling and public transport (e.g. active transport programs such as walking school bus and tools to encourage active transport to work).

3. Urban design regulations and infrastructure that provides for equitable and safe access for recreational physical activity and recreational and transport-related walking and cycling across the life course.

4. Physical activity and non-communicable disease prevention integrated into primary health care systems.

5. Public education, including mass media to raise awareness and change social norms of physical activity (e.g. encouraging stair use over escalator use through signage and stairwell upgrades).

6. Community-wide programs involving multiple settings and sectors that mobilise and integrate community engagement and resources.

7. Sports systems and programs that promote ‘sport for all’ and encourage participation across the lifespan.

An examination of trends in the sport and recreation sector over recent years indicates that the desire of local residents for more unstructured and individual activities is consistent with what is happening elsewhere around Australia. Walking, gym / exercise classes, swimming, cycling and running are some of the most popular physical activities in Indigo Shire and the nation at present. Participation in these activities is continuing to grow. Activities to be implemented at the local level should include walking groups, social cycling groups, tai chi, Pilates, Yoga, strength training or activities that require minimal infrastructure and numbers, e.g. Social dancing, table tennis, Golf, community cricket matches, Volleyball, Badminton, etc.

“I find if there’s a certain level of excitement about an activity then I am much more inclined to look into it and want to be a part of it. Introducing an element of fun e.g. a bushwalk led by someone who's knowledgeable about birds or plants, so as well as getting some exercise you also learn a bit about the environment and go to different areas of the shire.” Survey respondent.


\textsuperscript{11} Heath, Gregory W; Parra, Diana C; Sarmiento, Olga L; Andersen, Lars Bo; Owen, Neville; Goenka, Shitalika; Montes, Felipe; and Brownson, Ross C. (2012) Evidence-based Physical Activity Intervention: Lessons from Around the Globe. The Lancet, Volume 380, Issue 9838, pages 272-281.
To enable a range of new activities, programs and events to be offered, Indigo Shire will identify physical activity ambassadors or champions in each community. Council will work in partnership with community planning groups to deliver low cost place-based activities, supported by suitable equipment, training and seed funding. E.g. seeding funds for a tennis club to advertise and pilot an over 65’s social session, or supporting grant applications from a netball club to develop multi use programs on the courts.

The philosophy behind this approach is that each community knows what its strengths, assets and needs are and can build a model that best meets local needs, reflecting participation trends and demographics. The ultimate aim of this approach is to get more people more active, particularly those who are currently inactive.

Indigo Shire will also encourage existing sport and recreation clubs, health services and other organisations to value add to what they already do by introducing more programs, new activities or modified versions of their activities. Come ‘n’ Try days will also be encouraged.

It is recommended that $30,000 be allocated to innovative physical activity initiatives in 2018-19 and that the impact of this funding on increasing physical activity is measured and evaluated to determine future budgetary allocations. It is anticipated that if the results of the first year’s investment are positive, that an annual allocation of $50,000 of seed funding will be made available each year for innovative physical activity initiatives.

8.3 Special populations

Older adults

People over 50 years of age make up 45.1% of the population of Indigo Shire (compared with 33.4% in Victoria) and in accordance with state-wide trends, the proportion of older adults in the community is expected to grow. Hand in hand with the ageing community are a significantly lower proportion of younger people in the 20-39 year age cohort (16.7% in Indigo Shire compared with 28.8% for Victoria).

Golf, lawn bowls, tennis, and croquet traditionally cater more for older adults, although many younger people also play these sports. Informal sport and recreation activities such as walking, cycling, swimming, table tennis, fishing, strength programs, Tai Chi and Yoga are becoming increasingly popular across all age groups, including older adults. To ensure that older adults have access to sport and recreation facilities that are most likely to appeal to, and provide the social and health benefits of physical activity participation, consideration should be given to investing in:

- Walking and cycling paths / trails.
- Spaces in halls / buildings / pavilions (potentially at recreation reserves) where programs such as table tennis, yoga, tai chi and strength training can occur.
- Parks with social spaces and seating where they can meet with other people or take their grandchildren on outings / to play.
- Hydrotherapy / learn to swim pool in partnership with the community health sector.
- Increased temperature of swimming pools.
- Transportation to indoor aquatic centres in Wodonga or Wangaratta.
- Fishing platforms.
• Improvements to lawn bowls, croquet, golf, and other such facilities where ongoing viability can be demonstrated.
• Encouraging older adults to participate in a voluntary role with sports clubs such as football netball clubs, Golf or Cricket clubs.
• Encouraging football netball clubs to provide low cost memberships for older adults to promote social interactions and connection with the community.
• Encouraging football netball clubs to promote their Thursday night meals to older adults to promote social interactions and connection with the community.

**People with disabilities or long-term health issues**

By designing facilities according to Universal Design Principles and ensuring that facilities are compliant with (or preferably exceed) Disability Discrimination Act (DDA) regulations, facilities are likely to be accessible for people of all abilities. Physical access is only one side of the story, however. People with disabilities (e.g. physical, sight, hearing, speech, psychological and intellectual) or long term health issues (e.g. asthma, arthritis, heart disease and dementia) also need to feel welcome at venues where physical activities occur (e.g. sports clubs, gyms, parks, swimming pools, etc), be provided with a diversity of opportunities and have access to physical activity at a level that suits them.

Although somewhat dated, a report by the Australian Bureau of Statistics\(^\text{12}\) identified the most popular forms of physical activities for people with disabilities include: walking (24.0%), swimming (8.8%), aerobics / fitness (7.4%), golf (6.1%), cycling (4.1%), fishing (4.0%) and tennis (3.9%). Riding for the Disabled and Disabled WinterSport Australia are two organisations that provide excellent recreational opportunities for people with disabilities. Ultimately the location in which a person lives / is able to access, their own individual aspirations, preferences, resources and abilities will influence the type of activities that they choose to partake in.

The report also stated that for those who were not active, lack of transport or transport issues, along with a self-rated health status of fair or poor were the main barriers. Cost may also be an issue for many people with a physical disability or long-term health issues, particularly those on government benefits or pensions.

**Young women**

The participation by young women in sport and active recreation is influenced by many factors, including peer group pressure, confidence/ self-esteem, skill levels, types and standard of opportunities available, access to transport, cost, part time jobs, study, etc. From an organised sport perspective, young people have the opportunity to play sports such as football, netball, cricket, tennis, Golf etc. and from an informal perspective, depending on where they live, can utilise walking / cycling tracks, swim at Council pools, go to skate parks, ride horses and enjoy public open space areas. However, as with many communities, retaining involvement of young women in sport and recreation can also be a challenge.

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\(^\text{12}\) Australian Bureau of Statistics, National Centre for Culture and Recreation Studies (2006) Sport and Physical Recreation Participation Among Persons with a Disability
A study by Craike et al (2009)\textsuperscript{13} states that there is up to a 50% drop out rate for young women aged 10-14 years of age from sport and physical activity. Some potential strategies suggested by Craike et al to help increase the participation of young women in sport and recreation are:

- “Enhancing intrinsic motivation for sport and physical activity.
- Appealing to young women’s need for socialising through opportunities for informal physical activity.
- Educating parents about the benefits of sport and physical activity.
- Overcoming gender stereotypes about what is acceptable behaviour for young women.
- Improving physical education teachers’ understanding of gender issues and motivating less physically active students.
- The provision of accessible sport and physical activity facilities, programs, and services in schools.
- Prioritisation of sport and physical activity in the school curriculum.”

The current high profile of women’s sport, partly attributable to the popularity of the AFL Women’s League, may encourage more young women to continue to play sport or take up sport. In Rutherford there is already a Youth Girl’s Football Team and a girl’s cricket team. Statewide initiatives such as the VicHealth This Girl Can campaign\textsuperscript{14} and the various programs that it supports around women’s participation, also aims to encourage women to remain or become more active.


\textsuperscript{14} VicHealth website: https://www.vichealth.vic.gov.au/programs-and-projects/this-girl-can-vic
8.4 Club and organisational support

Governance of Committees of Management

Council recognises the immensely important role clubs / committee of management play in the delivery of sport and recreation opportunities. These volunteer-based organisations make a significant contribution to the health and wellbeing of the community via the activities that they provide. Council recognises that increased compliance and statutory requirements, along with a decrease in volunteers willingness to be involved in governance in recent years, has made it more difficult for clubs and organisations to deliver their activities effectively and for both Council and committees to meet their statutory requirements.

The majority of recreation reserves in Indigo Shire (with the exception of Coulston Park in Tangambalanga and Yackandandah Sports Park) are located on Crown Land. The management of these sites is undertaken by a local committee of management that has either been appointed by the Department of Environment, Land, Water and Planning (DELWP) directly (which Council has very little influence over), or has been appointed by Council (who has been appointed by DELWP to manage the facility on its behalf). Management of this Crown Land is in accordance with the Crown Land (Reserves) Act 1978.

Coulston Park and Yackandandah Sports Park are managed as Section 86 Special Committees. Special committees are committees to which the council has delegated a power or a particular responsibility. A special committee effectively becomes the Council when exercising delegated powers or responsibilities. Hence these Special Committees must abide by the Local Government Act (1989). Both DEWLP and Section 86 committees play an important part in the general day to day operations of our recreation reserves. Without these committees a greater burden would be placed on council resources to manage these assets. These committees also provide a conduit for community involvement with council in competition, event planning and operation within the shire, providing a focal point for community connectedness through recreation activations.

Regardless of whether Indigo Shire or DELWP own the land, committees of management have core responsibilities that they must meet, i.e.

- Manage the site in accordance with the Instrument of Delegation with Council / DELWP and put into place policies, procedures, rules, conditions of use and conflict resolution processes.
- Maintain and improve the site (sports playing surfaces, facilities and associated infrastructure) in accordance with the Instrument of Delegation with Council / DELWP.
- Ensure that the facility is used in a reasonable and lawful manner and do not permit unlawful acts on site.
- Regularly communicate with Council / DELWP.
- Promote the facility to encourage broad community use.
- Maintain records, administer its affairs and report on its finances.
- Conduct an annual general meeting and regular committee meetings.
- Ensure compliance with all Acts, regulations and other legal requirements relating to the facility and its usage.
A review of the Local Government Act\textsuperscript{15} states that “the special committee model often does not work well for community committees. These committees generally have limited scope and authority and may not warrant the level of accountability required of committees with more substantial powers. A number of councils have moved away from using special committees for managing community facilities for this reason.”

Indigo Shire also recognises that it does not currently have the resources to effectively support special committees to ensure that they are maintaining records correctly, that they are meeting the requirements of their constitution, that their membership is representative of all user groups, that they are charging user groups appropriately, etc. Hence consideration needs to be given to how best to support and resource committees of management. Some potential options include:

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| Retain status quo – Section 86 Committees of Management and DELWP appointed Committees of Management | This model promotes a ‘can do attitude’ as Committees need to be relatively self-reliant to prosper.  
This model does not generally require a significant amount of staff time to administer, therefore costs are generally low.  
This scenario means that Council staff will not be required to undertake a review of committees; rather, it is business as usual. | Under this model clubs are struggling to meet their administrative functions and run their sport / recreation activities as well.  
Committees tend to have limited scope and authority, but high levels of accountability. |
| The employment of an additional staff member who has some responsibility for resourcing committees, e.g. taking sports ground / court / function room bookings, responding to queries and potentially assisting with grant writing (e.g. Macedon Ranges Shire) | This scenario is likely to provide the highest level of support to committees of management, thereby reducing (but not eliminating) its administration burden.  
This scenario is also potentially able to attract the highest level of funding by using a skilled officer to write funding applications and to seek out various funding programs. | This model may create more of a dependency on Council and less of a ‘can do attitude’ in communities.  
This model will require additional financial resources to implement. |
| Indigo Shire taking full responsibility for sports ground bookings in house (e.g. City of Greater Geelong) | Sports clubs are able to get on with the business of delivering their sport. | This model requires Council to maintain all facilities and to be responsible for bookings of grounds and facilities. It takes considerable resources. |

\textsuperscript{15} Victorian Local Government Act Review – Council Committees. Background Paper No. 3 (November 2015)
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<td>Establishment of a lease with an incorporated Committee of Management (e.g. Hepburn Shire)</td>
<td>In this scenario, the Committee of Management has a lease with Council and then establishes licence agreements with sports clubs. It is able to allocate the grounds for casual use as required. The Committee of Management is responsible for maintaining any buildings and the area immediately surrounding the building as specified in the agreement and charges user groups a fee to cover this cost. Council would be responsible for all other aspects of the reserve, as per the lease agreement. The lease specifies each party’s responsibilities. As an incorporated body, the Committee of Management would have powers not afforded to it as a Section 86 Committee, i.e. it could borrow money, enter into contracts, declare user fees, etc.</td>
<td>Under this model committees of management are not covered by Council’s insurance policy, hence need to become incorporated. The process of incorporation can be somewhat onerous for clubs.</td>
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<td>Abolish Section 86 Committees of Management and establish incorporated Committees of Management or a direct licence, lease, seasonal tenancy agreement or sole use agreement with individual incorporated clubs (e.g. City of Greater Bendigo and Shire of Campaspe)</td>
<td>Under this model Section 86 Committees are replaced with incorporated committees of management where there is more than one user group per season, thereby potentially reducing the reporting / administrative functions somewhat of committees of management. Where there is only one club using the facility in winter and one in summer, or only one club using the site year round,</td>
<td>This model may not take community use into consideration (most Section 86 Committees of Management have at least one position for a community representative). Council may incur greater costs to maintain facilities (depending on the conditions of the hiring agreement). This model may be more time consuming for Council, at least initially as committees and</td>
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<td>these groups will have a direct licence / lease / agreement with Council. Therefore there will be no need to be part of a committee of management, so clubs can get on with the business of delivering their sport. This model enables Council to have more control over fees and charges (and incentives) as it directly interacts with each incorporated committee of management or club to grant a licence, lease, seasonal tenancy agreement or sole agreement with clubs / organisations. Council can ensure greater equity of fees across the entire municipality and can prioritise activities to help it achieve its objectives, e.g. ensuring that facilities are made available for female participation.</td>
<td>clubs transition to the new arrangement. This model may not encourage as much communication between clubs especially where Council has a direct lease / licence / agreement with clubs, unless Council officers schedule one or two user group meetings each year (at the season change over for example). There will need to be greater staff time (and therefore cost) allocated to this model.</td>
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<td>Reduce responsibilities of Committees of Management (e.g. Pyrenees Shire)</td>
<td>Council could reduce the responsibilities of committees of management (located on Council owned land) so that they are only responsible for managing change / social facilities, not the grounds. This frees up time for committee members to focus more on delivery of their activities.</td>
<td>This scenario creates additional work and additional costs for Council, but reduces the burden on volunteers.</td>
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<td>Abolish Section 86 Committees and establish Advisory Committees</td>
<td>Advisory committees are committees that provide advice to Council, a special committee or to an officer in the exercise of a delegated power. There are limited specific requirements in the Local Government Act about how advisory committees operate, which means that most matters regarding the operation of an advisory</td>
<td>There is likely to be a greater level of interaction between an advisory committee and Council, compared with a Section 86 Committee, hence additional staff resources may be required.</td>
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<td>committee are up to Council to determine. Members of a Council committee, which would include advisory committees, are indemnified. This model reduces the governance responsibility of volunteers somewhat, but still allows for them to be involved in planning and decision making around sport and recreation facilities.</td>
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**Recommendation:** Council explore the feasibility of the governance model of direct leases or licences with clubs and organisations.

Note that a lease “is a right granted by the owner of land for an occupant to have the exclusive use of that land for a specified period of time in exchange for an agreed rental payment”\(^\text{16}\) and under a licence “the licensee is granted permission to access property for a specified purpose(s), such as conduct of a sporting activity, at specified times, and under specified conditions. Licences rather than lease agreements are usually used in cases where the facility or premises are shared by a number of user groups.”

In addition, a person would be employed to support the initial transition and then provide ongoing support by:

- Facilitating training for committee of management / sports club members around issues such as grant writing, meeting procedures, fundraising, etc. (potentially in partnership with Sport North East and State Sporting Associations).
- Assisting with queries.
- Providing information about grants that are available.
- Assisting with grant writing (for major grants only).
- Facilitating meetings between user groups.
- Working in close partnership with Sport North East and State Sporting Associations to share resources and ideas.

If this is not possible within the constraints of Indigo Shire’s budget, this position could be part-time or shared with another Local Government Authority. If that is not possible, discussions with Sport North East and State Sporting Associations should occur to see how these organisations could assist to further develop local committees of management and sports clubs.

Sports club support

Sport and recreation clubs and organisations are key providers of physical activity opportunities in the Shire. They are primarily run by volunteers with a passion for their particular sport or recreation activity. In recognition of the valuable role such clubs play in the provision of liveability, community connections and health and wellbeing, it is important for Council to continue to support clubs into the future. The key challenges that clubs are facing, according to those who completed a club survey are:

- Volunteers - attracting and retaining volunteers for Committee of Management, working bees and game day activities. (71%)
- Facilities - ageing facilities, facilities not meeting needs, regulations, standards or expectations. (71%)
- Facilities - being able to provide new facilities for our members. (57%)
- Income generation - hard to access enough money through grants, sponsorship, fundraising, player fees. (52%)
- Finances - cost of utilities, maintenance, insurance, affiliation, transport. (48%)
- Players - accessing enough players to make up a team or to make the club viable. (38%)
- Compliance - lots of paperwork, regulations and processes to deal with. (33%)

The areas in which clubs in Indigo Shire most want support are:

- Information about grants that are available. (82%)
- Assistance in preparing grants. (73%)
- Small grants for equipment or events. (68%)
- Assistance with promotions through Shire publications and website. (41%)
- Annual forum with other sports clubs to discuss issues and opportunities. (organised by Council) (32%).
- Information about what has worked well with similar clubs in other locations, e.g. new technology, a new competition, an event, a fundraiser, etc. (32%)
- Easy to read documents / manuals that clearly outline the roles and responsibilities of Council and clubs in relation to facilities, financial contributions, use of facilities, etc. (32%).

Ground maintenance and facility upgrades

Council provides an annual grant to sport and recreation committees of management for maintenance purposes. Of the total funding pool of $180,000 contributions to committees of management varies from around $650 to almost $9,000 (depending on the size and number of user groups at the site. Some clubs and committees of management have stated that they would like more assistance from Council in terms of maintaining their facilities and upgrading facilities. Unfortunately Council does not have the resources to do this. There is a role for Council play, in an advisory capacity on best practice for sports ground management and maintenance and to provide clubs with information about any grants that may be available to help fund facility upgrades.

To encourage clubs and committees of management to focus on increasing participation levels, the annual grants could be reviewed, with incentives (i.e. increased funding) for those who can
demonstrate that they have increased participation, e.g. started a Hot Shots program, developed a girls AFL football team, introduced social table tennis, etc.

Clubs have also reported that the cost of delivering sport each year, e.g. electricity bills, water bills and state wide registration fees continues to increase, making it difficult for clubs to keep their fees at an affordable level. Where possible, clubs should investigate the cost-benefit of replacing their lighting with LED lights or installing solar panels to help reduce operating costs.

**Communication and information**

Clubs and committees of management appreciate the information and support provided by Council officers to assist them to obtain grants.

The majority of clubs consulted with, felt that it would be advantageous to hold an annual meeting with Council officers to discuss any issues or opportunities. There was a suggestion that an annual forum or conference for local sports clubs is held where clubs can share information, present on what has been successful locally or elsewhere (e.g. in terms of attracting new members, events, programs, volunteer recruitment, etc), network with one another and be informed of any specific issues / initiatives by Council and Sport North East.

A number of clubs stated that they would like more assistance from Council to promote their club / activities, primarily through information about clubs and their activities listed on the Council website and in its publications. The Council website could be better utilised to promote more sport and recreation activities throughout the Shire.

**Volunteers**

A number of clubs identified volunteer recruitment, training and retention as key issues. According to demographics, 31.3% of local residents have helped out as a volunteer, compared with only 19.2% of Victorians. So whilst the percentage of volunteers is higher than for many other municipalities in Victoria, the statistics do not identify the type of roles undertaken by volunteers or the frequency of assistance provided.

Indigo Shire and other organisations such as Sport North East and relevant State Sporting Associations could work in partnership with clubs to:

- Understand how volunteering is changing.
- Understand why people choose to volunteer and respond to this.
- Explore new avenues to attract volunteers, e.g. schools, older adults, online.
- Identify the specific volunteer requirements / tasks of clubs.
- Assist with training and education of volunteers.
- Help guide the preparation of job descriptions for volunteers.
- Provide advice on volunteer recognition processes, e.g. awards nights.
- Help create a culture of accepting new ideas and new people to help out.

**8.5 Partnerships and resources**

Indigo Shire’s Council Plan recognises the challenges in securing State and Federal Government grants. As a result of the Federal Government freeze on indexation of Assistance Grants for the past three years and the Victorian Government’s policy to cap rates, which is set at 2% for the 2017/18
Councils and communities need to be more innovative in the ways they attract and utilise limited resources to achieve their desired outcomes.

Partnerships with various community based groups, schools, neighbouring Local Government Authorities, Sport North East, Sport and Recreation Victoria and the private sector will be crucial in the future and particularly important in order to be competitive when seeking external funding. Some examples of shared initiatives that could be considered and promoted on Council’s website include:

- Health agencies – work in partnership to facilitate health and wellbeing programs, e.g. promotional programs, gentle exercise classes, strength training classes and community walks.
- Sport North East – club development seminars.
- Schools – develop shared school-community facilities, e.g. playgrounds, hard courts, etc; facilitate health and wellbeing programs such as Walk to School; and encourage greater use of school facilities such as indoor sports courts through the establishment of new program after hours (and a memorandum of understanding to support this).
- Clubs – work in partnership with clubs to encourage the development of new modified sport and recreation activities with a strong social focus to encourage people who are currently inactive to become active, CardioFit Tennis, Rock Up Netball, Golf etc.
- Fitness providers / personal trainers / yoga instructors – work in partnership with local fitness based organisations / individuals to develop community based fitness initiatives, e.g. tai chi in the park, community walks, spin classes in parks, etc.
- VicHealth – better promote physical activity initiatives that are being implemented by VicHealth throughout regional and rural Victoria, e.g. Walk to School.
- Heart Foundation – better promote the free Heart Foundation walks that operate in Beechworth and Chiltern.

In terms of additional funding, consideration should be given to exploring State and Federal Government grants; philanthropic grants (may be necessary to partner with the health sector, schools or scout / guide groups); the private sector, e.g. community banks, larger businesses in the region; Australian Sports Foundation registration; or crowd funding.

8.6 Facility provision
Rationale for provision of facilities

Indigo Shire has a responsibility to provide an equitable distribution of suitable recreation facilities that are not generally provided by the private sector, e.g. public swimming pools, public playgrounds, skate parks, walking and cycling paths, etc across the Shire. It often contributes financially to the construction or upgrade of facilities at recreation reserves owned by Council or the Crown (with the remainder of construction funds sourced from user groups and / or State or Federal Government) too. Through the provision of recreational facilities, Council provides opportunities for local residents to take part in a range of formal and informal recreational opportunities.

“Need to keep costs down and view the provision of facilities as an investment in the wellbeing of the community.” Survey respondent
These opportunities aim to improve their health and wellbeing and at the same time make townships more attractive, functional and liveable.

**Asset management**

By providing community recreation assets, there is a requirement to maintain assets, as per Council documents including Pathway Asset Management Plan (2011) and Building Asset Management Plan (2011) and to set aside funding for asset renewal. The maintenance of existing assets comes at considerable cost to Council, and is keen to limit the number of assets it has financial responsibility for.

As a result of the challenging fiscal times ahead for Indigo Shire Council, due to greater competition for funding from State and Federal Government, combined with State Government rate capping, Council needs to assess how it invests available resources to ensure the best outcomes for the community are achieved.
Rationalisation

Indigo Shire provides a diverse range of sport and recreation facilities for the benefit of the community including walking / cycling trails, sports grounds, sports courts, skate parks, swimming pools and playgrounds. These facilities are of vital importance and help to create places where people can be physically active. At the same time, Council is mindful that its investment in such facilities is justified, and can continue to be justified, based on factors such as:

- Lifespan and condition of facility.
- Use of facility.
- Proximity to similar facilities.
- Occupational Health and Safety legislation adherence.
- Disability Discrimination Act (DDA) compliance.
- Universal Design compliance.
- Financial viability.
- Local, state and national trends for similar facilities.
- Value of the facility to the community.

In order to assist Council with its decision making regarding whether or not specific facilities should be repaired, upgraded, retained in its current state until the end of its lifespan or rationalised, it needs to ask the following questions:

- What is the current lifespan of the facility?
- How often is the facility used?
- How many people use the facility each time it is used?
- What is the condition of the facility?
- Are there any Heritage Listings (or similar) associated with this facility?
- Are there any Occupational Health and Safety issues associated with this facility?
If there any Occupational Health and Safety issues associated with this facility, are these issues able to be addressed?

Does the facility require upgrading to ensure its functionality / adherence to relevant regulations such as the Disability Discrimination Act (DDA) and Universal Design principles?

How much does this facility cost Council or user groups to maintain on average each year?

How much (if any) income does the facility generate for Council per annum?

Who are the main users groups of the facility?

How important is this facility to the community, i.e. what benefits does it provide?

How important / necessary is it for Council to provide such a facility for the community?

What are the trends for similar facilities in the Shire or in neighbouring municipalities?

Are there other facilities in the community or that are provided by the private sector that could take the place of this facility if it was to be closed / no longer used?

What type of community reaction would you expect if this facility was to be closed / no longer used?

If there are any facilities in the Shire that are no longer used on a regular basis by a club / organisation, wherever possible, these facilities should be re-purposed. Where they cannot, and there is no demand by the community to retain the site, consideration should be given to selling the site and using the funds to create other sport and recreation opportunities locally or nearby.

Tools

Indigo Shire has a large number of recreation facilities spread across the municipality. There was little demand expressed by the community for additional facilities; instead most residents and clubs identified the need to improve or better utilise what already exists. Four tools developed as part of Active Indigo, (i.e. the Towns Recreation Facility Framework; the Capital Works Assessment Tool; the Funding of non-Council Assets Tool; and the Hierarchy and Service Standards for Recreation Reserves Framework) will help Council to assess and prioritise what is required in each community from a facility perspective and to ensure greater equity across the Shire (refer to the Background Report).

Waterways

Allan’s Flat Waterhole, Lake Moodemere, Andersons Lake and Lake Sambell are important recreational facilities within the Shire. However, other waterways such as the Kiewa River and the Murray River are underutilised for recreational activities due to poor access and lack of infrastructure. By improving and signing access roads, designating car parking areas, providing picnic areas (and where appropriate, BBQs and public toilets), providing walking / cycling trails and establishing accessible boat ramps and pontoons, opportunities for canoeing, kayaking, boating, fishing, water skiing, family picnics, walking, cycling and possible horse riding will be greatly improved. It is understood that Council intends to undertake a waterways strategy in 2018, subject to grant funding.

Playgrounds

Each of the major towns within the Shire has a municipal sized playground, i.e. Beechworth, Chiltern, Rutherglen and Yackandandah. Playgrounds are also located at schools in each of these towns and
in some of the smaller towns, e.g. Stanley Recreation Reserve. The majority of neighbouring Local Government Authorities have developed a regional level playground to complement their local and municipal level playgrounds and act as a tourist attraction for families in neighbouring municipalities or from further afield, e.g. Alpine Shire’s Howitt Park Adventure Playground in Bright, Adventure Park in Benalla Rural City, and Belvoir Park Playground in City of Wodonga.

Consideration should be given to developing a regional level playground in Chiltern with inter-generational play opportunities as Chiltern is easily accessible from the Hume Freeway. The development of such a facility also helps to distribute recreational assets around the Shire from an equity perspective. Consideration should also be given to developing play spaces at each of the major recreation reserves, to help create a more family-friendly environment at these facilities. A municipal play strategy will help to guide the provision of play opportunities throughout the Shire.

**Indoor facilities**

Due to climatic conditions over winter, the provision of indoor recreational facilities, such as the indoor court at Yackandandah Sports Park and the Henderson Pavilion at the Showgrounds in Rutherglen is welcome by local residents. Feedback from community consultation indicates that these facilities could be better utilised if they were better promoted and / or if funds are provided to undertake some minor works. Beechworth Secondary College is used for indoor soccer, but there has been some level of demand expressed in the town for a basketball competition. Similarly, feedback was received about the need for the community to gain better access to the community indoor court that was constructed at Rutherglen Secondary College. Once again, there was some level of demand for basketball expressed at this venue.

Fitness instructors / personal trainers are often looking for spaces to run their programs too. Yackandandah Sports Park is utilised for a variety of fitness related classes by a personal trainer, but demand for these programs is outgrowing the space available. Demand has been expressed in both Yackandandah and Chiltern for a gym with equipment (there is already a private operator in Beechworth). There are gyms operating in a number of small towns in Victoria under a community management model where participants are provided with a general introduction to the equipment and possibly the development of a gym program initially, and then undertake their workouts unsupervised. It may be possible to develop a partnership with local health agencies to develop a community gym in Yackandandah and Chiltern.

**Recreation Reserves**

A number of recreation reserves in Indigo Shire require some form of upgrade to enable them to provide better quality playing surfaces and better quality pavilions. E.g. upgraded irrigation systems, lights, upgraded change room facilities, etc. Before investing funds into this infrastructure, Indigo Shire needs to be aware of participation numbers of user groups, level of usage of the facility, location of similar facilities, financial situation or user groups (and their ability to contribute to funding applications), any proposed amalgamations of clubs, potential duplications, etc. To prioritise works, Council should first run its proposed projects through its Towns Recreation Facilities Framework and then through its Capital Works Assessment Tool. Alternatively, regional level football / netball, tennis and cricket strategies could be beneficial. This type of regional planning has been undertaken in other parts of Victoria over the last few years.
Sports facilities in Yackandandah

A major trend in Australia is to develop sports hubs where a variety of sports are co-located at the one location in a town or suburb. The benefits of the sport and recreation precinct model is that:

- It enables the sharing of resources and greater year round use of infrastructure such as clubhouses, sports grounds, courts, lighting, car parks, public toilet blocks, playgrounds, BBQs, storage sheds, etc, instead of having facilities dispersed throughout a town, each requiring their own individual infrastructure to be funded and constructed such as clubhouses.
- Less funds are required to be sourced within a community, from Council rates and from State or Federal Government grants programs to develop, operate and maintain facilities as there are less facilities required due to better sharing of existing facilities.
- It allows cross-marketing and greater awareness of sports, thereby potentially increasing membership or increasing the number of people who take part in shared social functions.
- There may only need to be one committee of management, so instead of finding two presidents, two treasurers and two secretaries, only one of each needs to be found, which frees up time for people to undertake other functions at the site.
- From a volunteer perspective, there is likely to be a decrease in the amount of time required to maintain facilities and to fundraise for infrastructure upgrades.
- It may help to create a more cohesive community feel due to the fact that all major sporting facilities (other than lawn bowls, the swimming pool and trail facilities) are located at the one site.
- Critically, State Government, as a major contributor to facility developments and upgrades, is only likely to fund a single purpose facility if it is of regional significance, hence stand-alone facilities may struggle in the future to access funds unless they can demonstrate multi-use by a variety of different sports or activities.

As part of the development of the Active Indigo Recreation Plan, consideration was given to rationalising facilities within Yackandandah to develop one major sport and recreation hub at Yackandandah Sports Park. However this action was dismissed for a variety of reasons including:

- The cost required to construct another oval at Yackandandah Sports Park to cater for football / additional cricket.
- The cost required to develop additional infrastructure at Yackandandah Sports Park to enable football and netball to be played, i.e. upgraded courts, netball shelters, upgraded lights for netball training, light towers on the oval, perimeter fencing around the oval, additional car parking and change rooms suitable for netball and football.
- Continued pressure from football clubs to start pre-season training earlier in the year which could result in overuse of the sports ground at Yackandandah Sports Park as well as damage to the ground and wickets, limited time to undertake maintenance work between summer and winter sporting seasons and reduced access for cricket.
- Lack of support by committees of management of Butson Park and Yackandandah Sports Park to reduce the sport and recreation facilities available as they feel such a move could potentially reduce the level of access for sporting clubs and have an impact on participation numbers and income generation.
Instead, it is recommended that Council, user groups and the broader community view Butson Park and Yackandandah Sports Park as one major sports hub within Yackandandah comprising of two sports campuses, in the same manner that some schools or universities have multiple campuses. The intent then is to develop the green space linking the two sporting campuses (as well as the golf course) so that Yackandandah essentially has one large sport and recreation hub linked via a walking / cycling path along Yackandandah Creek.

It was also agreed that facilities at each of the reserves should become as multi-purpose as possible to cater for growth in a wide range of sports. This will also allow significant growth in women’s sport which could be played concurrently at both venues in the future, e.g. women’s netball and women’s football on the same day at the same time.

In addition, car parking capability could be improved by encouraging people to park at one venue and access the other venue via foot (a distance of less than 1km along the creek). Other benefits include creating a better link from the proposed Beechworth to Osborne Flat Rail Trail extension into the centre of Yackandandah via new paths that are built to link the two sites. People who walk or jog will also greatly benefit from the linking of two key areas of open space.

In terms of governance there is an opportunity to explore a new model to enable better strategic oversight and visioning between the two ‘campuses’. One such model could be a unified governance arrangement whereby the two existing committees of management are abolished and one new committee of management is established with responsibility for governing both campuses. Under this model, there would be one president, one vice president, one treasurer, one secretary and a set number of ordinary committee members to oversee both sites. Another model could be the establishment of an advisory model whereby both existing committees of management are retained and meet several times per year to discuss issues, share information and undertake joint planning, but with no delegated authority.

It is recommended that discussions occur with both committees of management in the near future to discuss the two-campus concept in more detail and to explore governance options. Ongoing support will be required from Council for a period of time to enable the transition of any new governance arrangements to occur as smoothly as possible.

There may be funds available from organisations such as Sport North East to help develop a new governance structure. It is envisaged that Indigo Shire, as owner or manager of the land, will enter into a lease arrangement with Butson Park (owned by the Crown) and Yackandandah Sports Park (owned by Indigo Shire) separately under an advisory model, or together if a unified governance model is established. The governing body will then establish licence agreements with each of the regular user groups. The following diagram shows how leases and licences could be established if both committees are retained. If one unified committee is established, the green Butson Park and blue Yackandandah Sports Park rectangles below would become one combined rectangle.
The lease of the land will enable the governing body / bodies to have exclusive use of the site for a period of no more than 50 years (the maximum amount of time permissible under the Local Government Act 1989). The governing body will be responsible for insuring the facility, abiding by local laws / regulations / acts, for keeping the site in the condition and order in which it was presented at the time the lease was signed, seeking permission from Council to undertake any upgrades and for having an effective risk management strategy in place. Specific maintenance responsibilities need to be determined and incorporated into lease agreements but are likely to include:

- Maintenance of the interior of any buildings on site, e.g. social areas, kitchens / kiosks, bars, change facilities, public toilets, offices (i.e. clean floor surfaces, windows, curtains, blinds, doors, walls, interior light globe replacement, etc).
- Cleaning of sports grounds, sports courts, storage sheds, car parks, spectator facilities, etc.
- Remove rubbish from the site.
- Watering of the grounds and any landscaped areas.
- Refill fire extinguishers when discharged.

Council will be responsible for:

- External maintenance of any buildings.
- Tree maintenance.
- Repair of roadways and paths.
- Playground inspections and maintenance.
- Repair of vandalism (not caused by user groups).

The governing body, through its licence arrangement with user groups, will delegate some of these tasks accordingly. The licence grants permission to user groups to access the property for “a specified purpose(s), such as conduct of a sporting activity, at specified times and under specified conditions.” Casual usage agreements will also be required for organisations and individuals who wish to use the facility on a one-off or occasional basis.

The process to develop two campuses of a sports hub in Yackandandah and to alter governance arrangements (if such an agreement is made) is as follows:

1. Commence discussions with Butson Park and Yackandandah Sports Park about linking the two sites, sharing of facilities, suitable governance processes, leases, licences, etc. A working party consisting of representatives from Indigo Shire, Butson Park and Yackandandah Sports Park will need to be established (2017/18).
2. Undertake a master plan of Butson Park, Yackandandah Sports Park and the connection between the two sites to determine the best physical layout of the sites, the key components required, the cost of each component and possible funding sources (2018/19).
3. As part of the master plan, prepare a business case to identify key requirements of the site linkage, including governance structure, tenancy arrangements, sub-committee structures, budgetary arrangements, etc. (2018/19).
4. Establish a new governance committee if agreed (2018/19).
5. Develop a lease between Indigo Shire Council and assist the governing body / bodies to establish licences with user groups (2018/19).

**Hard courts**

Government funding for stand-alone facilities such as netball courts or tennis courts is becoming increasingly difficult to access, unless the facility is of regional significance. Hard court projects that have been funded recently in the local area or Hume region of Victoria have had to demonstrate that they are multi-purpose and are used by a number of different groups within the community, e.g. netball, tennis, half-court basketball participants, children learning to ride, etc. Therefore to be most attractive to funding opportunities and to ensure that facilities are not left idle for six months of the year, it is recommended that wherever possible, netball and tennis co-locate facilities and associated infrastructure.
Some municipalities have established a hard courts funding program where they progressively upgrade tennis and netball courts, as well as cricket practice nets. Many Local Government Authorities are redeveloping cricket practice nets into a multi-purpose hard court area with removable ‘curtains’ which could be used for a variety of different activities, e.g. cricket training, netball training, casual basketball, personal training activities, outdoor yoga on mats, etc. The trend, according to Tennis Victoria, is for people to play at regional tennis centres where there are more opportunities for modified versions of the game, e.g. Hot Shots and where onsite coaching may be available. A regional level tennis strategy, along with a regional level football/netball strategy, would greatly assist in further developing priorities for hard courts.

A summary of existing hard courts in Indigo Shire and their condition is as follows:

<table>
<thead>
<tr>
<th>Town</th>
<th>Netball courts</th>
<th>Tennis courts</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allan’s Flat</td>
<td>Nil</td>
<td>2 asphalt tennis courts with no lights</td>
<td>Tennis courts in poor condition.</td>
</tr>
<tr>
<td>Barnawartha</td>
<td>2 asphalt netball courts shared with tennis (makes 4 tennis courts)</td>
<td>4 asphalt tennis courts shared with netball (makes 2 netball courts)</td>
<td>Shared courts in average condition.</td>
</tr>
<tr>
<td>Beechworth</td>
<td>2 blue plexipave netball courts with lights.</td>
<td>4 natural clay/gravel courts with lights in poor condition and 7 grass courts without lights and not currently used.</td>
<td>Netball courts are in good condition. Land at Townsend street has been sold and facilities only available on short term lease arrangement with the purchaser that is unlikely to extend beyond 2018. Anticipated that</td>
</tr>
<tr>
<td>Town</td>
<td>Netball courts</td>
<td>Tennis courts</td>
<td>Comments</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------</td>
<td>---------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Chiltern</strong></td>
<td>1 plexipave tennis court at the recreation reserve with lights.</td>
<td>2 asphalt tennis courts located at the recreation reserve with no lights and not shared with netball.</td>
<td>New courts will be available for use between Feb 2019 and Feb 2020 pending time required to obtain planning permission.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 asphalt tennis courts in town with lights. Not shared with netball.</td>
<td>Funding has just been received to remove the current single netball court and redevelop the area to include two new compliant netball courts with lighting to 200 lux for competition.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Asphalt tennis courts at the recreation reserve are in poor condition.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tennis courts in town are in average condition. Cracks have been patched. Need for tennis upgrade expressed through community consultation.</td>
</tr>
<tr>
<td>Chiltern Valley</td>
<td>2 synthetic grass tennis courts with no lights and 2 asphalt tennis courts with no lights.</td>
<td></td>
<td>Synthetic grass courts are in good condition.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Hard courts are in poor condition.</td>
</tr>
<tr>
<td>Kiewa</td>
<td>Nil</td>
<td>2 asphalt tennis courts with lights.</td>
<td>Tennis courts are in average condition. The need for an upgrade was identified through community consultation. Note that there are 6 tennis courts in Tangambalanga 6km away.</td>
</tr>
<tr>
<td>Rutherglen</td>
<td>1 blue plexipave netball court with lights</td>
<td>4 synthetic grass tennis courts with lights and 2 asphalt tennis courts with lights. 2 disused overgrown grass tennis courts with no lights.</td>
<td>Netball court is in reasonable condition. It has cracks in the middle of the court (which have been repaired) and in the run-off section. Demand expressed for an additional netball court through community consultation, however there is no space where existing court is. This</td>
</tr>
<tr>
<td>Town</td>
<td>Netball courts</td>
<td>Tennis courts</td>
<td>Comments</td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------</td>
<td>---------------</td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Town</td>
<td>the reserve – doesn’t meet required run off</td>
<td>initiative has not been identified by the Committee of Management as a priority.</td>
<td></td>
</tr>
<tr>
<td>Sandy Creek</td>
<td>1 blue plexipave netball court with lights</td>
<td>Nil</td>
<td>Netball court has some root damage. This court is used for all netball finals matches.</td>
</tr>
<tr>
<td>Stanley</td>
<td>Nil</td>
<td>1 asphalt tennis court with lights</td>
<td>Tennis court is in poor condition. Basketball / netball court located at nearby primary school.</td>
</tr>
<tr>
<td>Tangambalanga</td>
<td>1 netball court with lights. 2 practice nets over gravel. Not shared with tennis.</td>
<td>2 synthetic grass sand filled tennis courts with lights. 2 plexipave courts with lights.</td>
<td>Netball court is in good condition. There is demand for an additional netball court. An additional shared court could be constructed over the existing hard tennis courts at the site. Synthetic grass courts are in good condition. Hard tennis courts have some cracks and plexipave wearing off in sections. Not currently shared with netball. Need to be upgraded, subject to demand (possibly shared with netball). Note that there are 2 tennis courts in Kiewa 6km away.</td>
</tr>
<tr>
<td>Upper Sandy Creek</td>
<td>1 blue plexipave netball court with lights and 1 asphalt netball court with no lights.</td>
<td>2 asphalt tennis courts with no lights.</td>
<td>Tennis courts are in poor condition. There is also a hard court at the nearby primary school.</td>
</tr>
<tr>
<td>Wahgunyah</td>
<td>1 blue plexipave netball court with lights and 1 asphalt netball court with no lights.</td>
<td>4 hard tennis courts with no lights</td>
<td>Plexipave netball court is in good condition. Asphalt netball court is in very poor condition. No feedback received from</td>
</tr>
<tr>
<td>Town</td>
<td>Netball courts</td>
<td>Tennis courts</td>
<td>Comments</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 hard tennis courts with lights</td>
<td>Tennis courts are in average condition. A funding application has been submitted to upgrade the courts.</td>
</tr>
<tr>
<td>Wooragee</td>
<td>Nil</td>
<td>4 artificial grass tennis courts with lights and 2 asphalt tennis courts with lights at Yackandandah Sports Park. The asphalt courts are line marked for one netball court.</td>
<td>Some cracks appearing on the netball court at Butson Park. Information from the club indicates that the netball court is non-compliant in terms of run-off. Work has commenced by the club to upgrade the netball court to a compliant standard.</td>
</tr>
<tr>
<td></td>
<td>1 blue plexipave netball court with lights and a half size warm up court at Butson Park.</td>
<td></td>
<td>Tennis courts at Yackandandah Sports Park all in good condition.</td>
</tr>
</tbody>
</table>

To ascertain the priority order of upgrades for hard courts in the Shire, each project should be run through the Capital Works Assessment Tool. As part of this assessment consideration will be given to:

- Condition of existing courts or demonstrated need for new / additional courts.
- Existing and projected usage of courts.
- Ability of courts to meet regulation size.
- Space availability for new courts.
- Remaining lifespan of courts.
- Relationship to Town Recreation Facilities Framework.

Based on this assessment of courts, the hard court priorities for Indigo Shire are:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Develop two new compliant netball courts with lighting to 200 lux for competition at Chiltern Park Recreation Reserve (funding confirmed).</td>
</tr>
<tr>
<td></td>
<td>Develop tennis courts at Baarmutha Park in Beechworth (tennis club responsibility).</td>
</tr>
<tr>
<td></td>
<td>Upgrade tennis courts at Wooragee (funding application has been submitted).</td>
</tr>
<tr>
<td>Level</td>
<td>Upgrade</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td></td>
<td>Upgrade netball court at Butson Park.</td>
</tr>
<tr>
<td></td>
<td>Upgrade the tennis courts in Kiewa.</td>
</tr>
<tr>
<td></td>
<td>Upgrade the netball court at Sandy Creek.</td>
</tr>
<tr>
<td>Medium</td>
<td>Upgrade the tennis hard courts at Coulston Park in Tangambalanga and incorporate line marking for netball.</td>
</tr>
<tr>
<td></td>
<td>Upgrade tennis court at Stanley.</td>
</tr>
<tr>
<td></td>
<td>Upgrade tennis courts in Chiltern.</td>
</tr>
<tr>
<td></td>
<td>Upgrade Allan’s Flat tennis club courts and club rooms.</td>
</tr>
<tr>
<td></td>
<td>Upgrade tennis courts at Wahgunyah to incorporate another Netball court, becoming multi-use surface year round.</td>
</tr>
<tr>
<td></td>
<td>Upgrade shared netball tennis courts at Barnawartha.</td>
</tr>
<tr>
<td>Low</td>
<td>Upgrade netball court in Rutherglen.</td>
</tr>
</tbody>
</table>

To enable these upgrades to occur, it is recommended that Council establishes a hard court fund comprised of $80,000 per annum to leverage against State Government or Federal Government funding programs. It is expected that local netball and tennis clubs will also contribute funds.

**Artificial surfaces**

The use of artificial or synthetic surfaces is most common in sports such as hockey, lawn bowls and tennis. Clubs have moved away from lawn surfaces for a variety of reasons including cost of water to irrigate surface, maintenance time required by volunteers and the fact that an artificial grass or synthetic surface may now be the preferred playing surface of the sport.

Careful consideration needs to be given to whether or not clubs can afford to purchase an artificial surface in the first place (or likely to receive some external funding to assist); maintain the surface (there is still a level of maintenance required for all sports surfaces); and importantly, can they afford to replace the surface within 10-15 years’ time when grants are less likely to be available.

The preference for hockey as a sport is to play on a synthetic surface wherever possible. Certainly at regional, state and national levels hockey is nearly always played on a synthetic surface. It is understood that Council is planning on undertaking a study to determine the feasibility of a developing a synthetic sports ground in Beechworth that can be used for hockey, as well as other sports such as soccer and general sports training for sports such as AFL football. Consideration should be given to constructing this facility on Education Department land if feasible to maximise day time use and to potentially draw in an additional funding source.
Portable facilities

Where upgraded or new facilities may be required in a small town with a low level of use / infrequent amount of use and an unclear long-term future, consideration should be given to developing cost effective solutions. Some Local Government Authorities have utilised renovated shipping containers as netball change facilities, others have used re-locatable buildings for club houses. There may be potential for Council and community groups to purchase portable facilities which can be relocated to another site in the Shire or sold if the club no longer requires the facilities (i.e. they have ceased to operate).

Aquatic facilities

There are currently five public swimming pools in Indigo Shire. Most of these pools were constructed some time ago and are beginning to show their age. One of the highest priorities registered through community consultation activities is the need to improve existing swimming pools. This demonstrates how highly valued swimming pools are to the community, not only as a place to exercise or cool down, but also as a great community meeting place.

Specifically members of the community suggested that there is a need to increase the temperature of existing swimming pools through solar heating and swimming pool blankets; that the pools should be opened earlier in the mornings to cater for lap swimmers before work; that the swimming pool season be extended – open a month earlier and close a month later; and that various programs should take place at the pool to activate the facility, e.g. water aerobics classes.

A number of people suggested through community consultation activities that the Shire should build an indoor aquatic centre. A study undertaken in Surf Coast Shire in 2014 indicates that a 25m indoor 8 lane swimming pool with gym, consulting suites, crèche, cafe, change rooms and office is likely to cost in the vicinity of $25m (excluding depreciation and based on 2018 costs) and cost Council approximately $130K to $250K annually to operate (excluding any borrowing costs). An indoor heated swimming pool of this nature is unlikely to be feasible in a municipality the size of Indigo Shire, particularly given its population spread. Funds are likely to be better spent on

17 Surf Coast Shire (2014) Proposed Surf Coast Shire Aquatic and Leisure Centre – Financial Models
increasing the temperature of existing pools across the Shire, extending the season, increasing operating hours and providing more activities at pools.

There was also some demand expressed through community consultation for a smaller indoor heated hydrotherapy pool. Facilities such as this will become increasingly important as the community ages as it enables older adults to exercise without providing stress on their weight bearing joints and to undertake rehabilitation after an operation, e.g. a hip or knee replacement. A smaller pool, similar to those developed by private swim schools and aged care facilities for learn to swim and hydrotherapy would be less expensive to construct and operate. A 15m x 8m hydrotherapy pool and gym constructed in Ballan recently, for example, cost $3-3.3 million (excluding consulting suites, change facilities, administration desk, etc)\(^\text{18}\).

Some of the funding towards the expansion of the Ballan GP Super Clinic was received from the Federal Government’s Health and Hospitals Fund. This facility is open to the public for several hours most mornings and several hours in the afternoon and evening most days. It may be possible for Council, the community or the private sector to develop a small hydrotherapy pool within the Shire, also used as a learn-to-swim pool, in partnership with organisations such as health centres, physiotherapists, retirement centres or schools. Indigo Shire will update its existing pool development plan in the 2018/19 financial year and is currently in the process of undertaking a structural assessment of the Beechworth Swimming Pool. The results of this assessment will determine the remaining lifespan of this pool, i.e. whether it will continue to function in its current state in the medium term or whether consideration needs to be given to developing a new facility in the near future.

**Cycling / walking paths**

Walking and cycling are two of the most popular physical activities undertaken by local residents. Cycling / walking paths can be utilised by people of all ages and abilities to provide a low impact and low-cost opportunity to improve their health and wellbeing; these activities help reduce greenhouse gases by providing an alternative to travelling by car in some situations; and can contribute to the economics of a municipality. Therefore the construction and development of cycling / walking tracks or paths should be supported where feasible.

\(^{18}\) Telephone conversation with Ballan District Health & Care
The rail trail from Everton to Beechworth (part of the Murray to Mountains Rail Trail) is highly regarded by the community and visitors to the area. There was strong demand expressed through community consultation for the completion of the proposed Beechworth to Osborne’s Flat trail (via Yackandandah) and then Osborne’s Flat to Huon trail, as well as improvements to mountain bike trails and parks in Beechworth and Yackandandah. The proposed 46km cross country and gravity trail between Beechworth and Yackandandah also offers a new recreational opportunity for local residents, and is expected to attract approximately 12,500 visitors to the trail, generating $3.7m in direct expenditure.

In addition, the need to develop footpaths in areas where there are none, or to improve the surface of existing facilities so that they are accessible for all has been highlighted as a need. Council is guided by its Pathway Asset Management Plan (2011) and estimates that an amount of $3.2m is required to fund footpath developments and upgrades in the Shire.

8.7 Council’s role
Indigo Shire has an important role in creating an active community and achieving the objectives of this plan. With the limited resources available it will ideally focus on the following:

- **Strategic planning** – Council will have a key role in planning for sport and recreation programs, spaces, services and facilities to ensure that suitable opportunities are provided or developed to meet the needs of the community both in the short and long term. Planning may include place-based (e.g. a master plan for a recreation reserve), Shire-wide (e.g. a play strategy) or regional (e.g. a regional tennis strategy) initiatives. Part of this planning will involve assessing whether or not additional land is required for future facility developments.
- **Sports facilities** – Council will support sport and recreation clubs to develop fit-for-purpose facilities in accordance with the small town’s framework.
- **Informal recreation facilities** – Council will provide facilities and infrastructure (which is generally not provided by the private sector) to support informal participation in active recreation, e.g. walking / cycling paths, swimming pools, playgrounds, where demand for such facilities is demonstrated.
- **Clubs and committees of management** – Council will help to build capacity of sport and recreation clubs and committees of management to ensure that they are suitably skilled to govern and operate their clubs / committees effectively and sustainably, whilst taking into consideration issues such as inclusion, access, creating a positive club culture, etc. Council will hold a forum with clubs and committees of management at least once per year to discuss a range of issues and opportunities and to provide information and networking opportunities.
- **Community grants** – Council will provide small grants to support community initiatives, including those with a focus on sport and recreation.
- **Promotion** – Council will actively promote sport and active recreation opportunities available in the Shire to the broader community, using tools such as its community directory, Council website and Council publications. It will also provide links on its website to town

“Don’t get me started on the lack of footpaths that actually go anywhere or are flat. It was a NIGHTMARE trying to push the pram around when my daughter was very little. Gaps, bushes over the path, sudden DEAD ENDS.
Facebook pages as these sites generally contain up to date information about community sport and recreation initiatives.

- **Partnerships** – Council will actively develop partnerships with organisations such as Sport North East, State Sporting Associations, VicHealth, health agencies, clubs, schools, private sector fitness instructors, etc. to facilitate a broad range of physical activity opportunities to meet the needs of the community, using the limited resources that are available.

The role of other stakeholders varies according to their purpose. For example, the role of Committees of Management of recreation reserves is to govern the site, to set policies and fees and ensure that all maintenance tasks are carried out. The role of sports clubs is to provide governance of their club, set policies and fees relevant to their sport and operate sport and recreation programs / competitions.

### 8.8 Monitoring of the Active Indigo Plan

It is recommended that a committee comprising of relevant Council staff (i.e. recreation, parks, community development and engineering) be established to monitor the implementation of the Active Indigo plan. This committee should meet quarterly to discuss progress against objectives and modify actions as appropriate. The information within Active Indigo should be used to support funding applications and capital works budgets.
9.0 Action Plan

The following table provides a set of objectives and actions to guide Indigo Shire Council in terms of the planning, development and management of sport and active recreation facilities and opportunities from 2017-2026. Priorities have been developed from:

- An assessment against the vision and planning principles
- An assessment of existing strategies and reports
- Demographic review
- Examination of trends and participation rates
- Interviews with key stakeholders
- Community surveys
- Visual assessment of facilities
- Assessment of best practice
- Review of resources available or potentially accessible.

Each of the actions is prioritised and identifies key partners, the resources required in order to achieve the action and the potential sources of funds.

- High priority projects are those that could potentially be achieved within 3 years, noting that this will be influenced by external factors including available funding sources.

- Medium priority projects have potential between 4-7 years.

- Low priority projects in eight years’ time or more.

Some projects are ongoing throughout the eight years. Resources or costs are indicative only and are based on 2017 costs. Quotes from suppliers will need to be sourced in order to gain more accurate costings.

Note: The ability of some of these projects to be funded, will be dependent upon the funding environment (including Council’s ability to provide matching funds for relevant projects where required), the availability of external funding sources (i.e. Government, private sector, clubs, organisations and the philanthropic sector) and the types of Government funding priorities or programs available at any given time (e.g. the Victorian Government’s current Female Friendly Sport Infrastructure Funding Program).
### 9.1 Municipal-wide recommendations

<table>
<thead>
<tr>
<th>No.</th>
<th>Objective</th>
<th>Strategic Actions</th>
<th>Partners</th>
<th>Funding source</th>
<th>Resources</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To provide a <strong>strategic approach</strong> to the planning and development of sport and recreation facilities.</td>
<td>Adopt the Towns Recreation Facilities Framework and work towards ensuring that all towns provide the basic level of recreation and open space infrastructure detailed.</td>
<td>Community planning groups</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Adopt the Capital Works Assessment Tool; the Funding of non-Council Assets Tool; and the Hierarchy and Service Standards for Recreation Reserves Framework to help make informed decisions about management, investment and prioritisation.</td>
<td>Sport and recreation clubs, Committees of Management for sport and recreation facilities</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Amend the Planning Scheme to state that if land is to be supplied by developers undertaking a subdivision that the land provided is unencumbered open space. Ensure that all aspects of the Planning Scheme as it relates to open space, walking and cycling and sporting facilities is implemented. Consider preparing a developer contributions policy.</td>
<td>None</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Undertake a study to determine the feasibility of developing a multi-purpose synthetic sports ground in Beechworth that can be used for hockey, as well as other sports such as soccer and general sports</td>
<td>Sport and Recreation Victoria, Department of Education</td>
<td>Sport and Recreation Victoria, Council budget</td>
<td>$30,000</td>
<td>High</td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
<td>Resources</td>
<td>Priority</td>
</tr>
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</tr>
<tr>
<td></td>
<td><strong>Municipal Recommendations</strong></td>
<td>training for sports such as AFL football, potentially on Education Department land.</td>
<td>Potential user groups</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Develop a municipal cycling / walking strategy which identifies works required to develop a safe, connected walking, cycling (road, recreational and mountain biking) and horse riding network, including opportunities for tourism development.</td>
<td>Bicycle Network Victoria&lt;br&gt;International Mountain Biking Association (IMBA)&lt;br&gt;Rail Trails Australia&lt;br&gt;Bushwalking Victoria&lt;br&gt;Victoria Walks&lt;br&gt;Australian Trail Horse Riders Association (ATHRA)&lt;br&gt;VicRoads&lt;br&gt;DELWP&lt;br&gt;Parks Victoria&lt;br&gt;Potential trail users</td>
<td>Sport and Recreation Victoria&lt;br&gt;Council budget</td>
<td>$30,000</td>
<td>High</td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
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<tr>
<td><strong>Municipal Recommendations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Develop a municipal play space strategy which incorporates inter-generational play opportunities, the provision of new playgrounds at recreation reserves and identifies components to be incorporated into new regional playground in Chiltern.</td>
<td>Play Australia</td>
<td>Sport and Recreation Victoria Council budget</td>
<td>$30,000</td>
<td>High</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Undertake a study to identify opportunities to increase access to waterways such as lakes and rivers in the Shire for recreational purposes (e.g. Kiewa River, Murray River, Lake Moodemere, etc.).</td>
<td>Local committees of management Water authorities</td>
<td>Sport and Recreation Victoria Council budget</td>
<td>$30,000</td>
<td>High</td>
</tr>
</tbody>
</table>
| 8   | | Continue to implement Council’s Pool Development Plan and ensure that it incorporates:  
- Solar heating of all public outdoor swimming pools  
- Extending the season (i.e. opening several weeks earlier and closing several weeks later)  
- Different hours of operation to better cater for the needs of residents, e.g. early morning swimming  
- Additional activities / events (e.g. water aerobics, dive-in movies, canoeing, stand up paddle boarding and community BBQs). | Beechworth Swimming Club Chilterns Swimming Club Rutherglen Swimming Club Yackandandah Swimming Club | Existing staff budget | Staff time | High |
<p>| 9   | To strengthen the capacity of existing community | Introduce an annual forum where local clubs and organisations can share information, present on what has been successful locally or elsewhere (e.g. in terms of attracting new members, events, | Sport and Recreation Victoria Council budget | Existing staff wages | Staff time | High |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Objective</th>
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<th>Funding source</th>
<th>Resources</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Municipal Recommendations</td>
<td>organisations and clubs to increase participation in active sport and recreation activities and to effectively develop and manage assets.</td>
<td>programmes, volunteer recruitment, etc), network with one another and be informed of any specific issues / initiatives by Indigo Shire, Sport North East, Sport and Recreation Victoria and State Sporting Associations.</td>
<td>Sport North East</td>
<td>Staff time</td>
<td>Ongoing</td>
</tr>
<tr>
<td>11</td>
<td>Municipal Recommendations</td>
<td>Provide advice on best practice around sports ground management and maintenance as well as IT to clubs and committees of management.</td>
<td>Sport and recreation clubs Committees of Management for sport and recreation facilities</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
</tr>
<tr>
<td>12</td>
<td>Municipal Recommendations</td>
<td>Continue to provide clubs and committees of management with information about any grants that may be available to help fund facility upgrades or to develop new programs.</td>
<td>Sport and recreation clubs Committees of Management for sport and recreation facilities</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>12</td>
<td>Municipal Recommendations</td>
<td>Explore the feasibility of introducing a new system of governance to better support and resource clubs and organisations, e.g. Leases with committees of management and sole use sports clubs and licences</td>
<td>Sport and recreation clubs Committees of Management of</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
<td>Resources</td>
<td>Priority</td>
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<tr>
<td>13</td>
<td>Support Sport North East to provide clubs and committees of management with support to attract, train and retain volunteers.</td>
<td>Sport North East</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td><strong>To increase participation</strong> in unstructured physical activity in order to promote health and wellbeing benefits to the community.</td>
<td>Community organisations such as BEAT, senior citizens centres, health services, schools, etc to continue to provide activities for residents of all ages and abilities such as yoga, strength training, walking groups, etc.</td>
<td>Community organisations</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
</tr>
<tr>
<td>15</td>
<td>Work with community planning groups to identify physical activity ambassadors / champions in each small town to promote and facilitate physical activity opportunities for the local community.</td>
<td>Community planning groups</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
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<td>Resources</td>
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<tr>
<td>16</td>
<td>Work with physical activity ambassadors / champions in each small town to identify basic resource requirements to encourage the community to be more active, e.g. equipment, training of instructors, free rent of facilities for new programs, advertising materials, etc.</td>
<td>Community planning groups, Physical activity ambassadors / champions</td>
<td>Existing staff wages, Some funds through Community Planning Grants or new physical activity seed funds</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Through some seed funding, support sport and recreation clubs to offer a ‘Come ‘n’ Try’ event each year and to provide modified versions of sports to local residents of all ages and abilities.</td>
<td>Sport and recreation clubs, Sport North East, Regional sporting associations / leagues, State Sporting Associations</td>
<td>Existing staff wages, Some funds through Community Program Grants or new physical activity seed funds</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Develop MOUs with schools to allow community access to indoor sports courts, playground equipment and other sporting infrastructure after hours.</td>
<td>Local schools</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Ensure that the social needs of park users (e.g. seats, paths, gathering spaces, etc.) are provided for in all future park upgrades or developments.</td>
<td>Park users</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
<td>Resources</td>
<td>Priority</td>
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<tr>
<td>20</td>
<td>Undertake an access audit of sport and recreation facilities and clubs to identify areas that need to be upgraded or improved to provide better access for people of all abilities.</td>
<td>Sport North East</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>To provide fit-for-purpose sport and recreation facilities to meet the needs of the community</td>
<td>Meet with local sport and recreation clubs / organisations club, associations, leagues, neighbouring LGAs (where relevant) and funding bodies prior to providing support to any facility developments or funding applications (e.g. installation of lighting, installation of irrigation systems, club house upgrades, oval upgrades, etc) to identify the ‘health’ of the organisation and to gain some perspective of its future viability. Run proposals through the Capital Works Assessment Tool to identify its priority.</td>
<td>Sport and recreation clubs</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
</tr>
<tr>
<td>22</td>
<td>Regularly communicate and undertake planning with neighbouring Local Government Authorities regarding the shared usage of recreation reserves and other facilities and overall planning of particular sports such as football, netball, cricket and tennis.</td>
<td>Neighbouring Local Government Authorities</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Continue to work towards the completion of the Beechworth to Huon Rail Trail via Yackandandah and Osborne’s Flat.</td>
<td>Murray to Mountains</td>
<td>Regional Development Victoria</td>
<td>$4m</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
<td>Resources</td>
<td>Priority</td>
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<tr>
<td>24</td>
<td><strong>Municipal Recommendations</strong></td>
<td>Progress works to develop the Beechworth to Yackandandah 46km return loop mountain bike trail featuring cross country and gravity trails.</td>
<td>Rail Trails Australia</td>
<td>Sport and Recreation Victoria Federal Government funds, e.g. Building Better Regions Fund Council funds</td>
<td>Chain Gang Mountain Bike Club</td>
<td>Federal Government funds, e.g. Building Better Regions Fund Council funds Local contributions</td>
</tr>
<tr>
<td>25</td>
<td>Undertake discussions / research or a formal study to determine the feasibility of developing a hydrotherapy pool in partnership with Beechworth Health Service, Yackandandah Health or other suitable partners.</td>
<td>Beechworth Health Service Yackandandah Health</td>
<td>Council funds State Government Grant</td>
<td>Staff time or $15,000 for a feasibility study</td>
<td>Chain Gang Mountain Bike Club</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
<td>Resources</td>
<td>Priority</td>
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<tr>
<td>26</td>
<td>To provide <strong>adequate resources</strong> to increase physical activity opportunities, support clubs / organisations and to develop fit-for-purpose facilities</td>
<td>Review the role of the existing recreation staff to ensure that the roles and responsibilities of these positions clearly align with the vision of the recreation strategy and so that priority areas are adequately supported.</td>
<td>None</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>27</td>
<td>Review Council’s Community Grants Program to resource the community or clubs to provide physical activity programs for local residents.</td>
<td>None</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>To work in <strong>partnership with or advocate to</strong> other agencies to deliver recreation infrastructure and opportunities.</td>
<td>Advocate to Parks Victoria and Department of Environment, Land, Water and Planning (DELWP) to develop quality, well signed walking / cycling / horse riding trails throughout bushland in the Shire, accompanied by suitable supporting infrastructure such as seats, picnic tables, BBQs, shelters, toilets, etc. as appropriate.</td>
<td>Parks Victoria Department of Environment, Land, Water and Planning</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
<td>Resources</td>
<td>Priority</td>
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<tr>
<td>29</td>
<td>Municipal Recommendations</td>
<td>Advocate to local health agencies to expand the range of health related programs that they run in the Shire utilising local facilities, e.g. strength training, walking groups, etc.</td>
<td>Beechworth Health Service, Yackandandah Health</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
</tr>
<tr>
<td>30</td>
<td>To improve sport and recreation management and maintenance practices</td>
<td>Clearly document and provide all clubs / organisations that hire or lease Council owned facilities with an outline of their responsibilities and Council’s expectations in relation to asset management.</td>
<td>Recreation Reserve Committees of Management, Sport and recreation clubs</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>31</td>
<td>To reduce usage of water and energy at sport and recreation facilities.</td>
<td>Undertake an audit of all major recreation reserves to identify opportunities to reduce water and energy costs, e.g. conversion of playing surfaces to drought-tolerant warm season grasses, solar panels, efficient irrigation systems, synthetic surfaces, etc.</td>
<td>Recreation Reserve Committees of Management, Sport and recreation clubs</td>
<td>Environmental sustainability grants, Council budget</td>
<td>Not costed.</td>
<td>High</td>
</tr>
<tr>
<td>32</td>
<td>To increase awareness of recreation opportunities and healthier lifestyles.</td>
<td>Upgrade Council’s website and publications to provide information about walking and cycling paths, playgrounds, sport and recreation clubs, events, etc. and incorporate direct links to town Facebook pages so that people can see what other physical activity opportunities are available in each town (e.g. yoga classes, walking groups, etc.).</td>
<td>Community Facebook page managers</td>
<td>$5,000 from new physical activity fund</td>
<td>Staff time</td>
<td>High</td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
<td>Resources</td>
<td>Priority</td>
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<tr>
<td>33</td>
<td>Develop a communications strategy outlining the various tools to be used to engage with different sectors of the community to promote sport and active recreation opportunities.</td>
<td>None</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>Apply the Victorian Healthy Choices guidelines to ensure healthy food and drinks are offered at all Indigo Shire Council managed pools by 2018/19.</td>
<td>Sport North East Beechworth Health Service Yackandandah Health State Sporting Associations Recreation Reserve Committees of Management Sport and recreation clubs</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Provide education about key community issues such as alcohol consumption, violence against women and inequities around gender via sports clubs.</td>
<td>Sport North East Beechworth Health Service Yackandandah Health</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Partners</td>
<td>Funding source</td>
<td>Resources</td>
<td>Priority</td>
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<tr>
<td>36</td>
<td>To reduce the number of assets that no longer effectively meet the needs of the community.</td>
<td>Assess recreation facilities against the guidelines for rationalisation to determine if there are any facilities that are no longer required.</td>
<td>None</td>
<td>Existing staff wages</td>
<td>Staff time</td>
<td>Low</td>
</tr>
</tbody>
</table>

9.2 Town by town recommendations

The Background Report contains an overview of the facilities available in each town. The following table identifies the key actions of relevance for each town as identified through various sources listed below:

- The community (through surveys, listening posts and written submissions).
- Clubs (through surveys and workshops / meetings).
- Key stakeholders (through meetings and written submissions).
- Various strategies (e.g. the Council Plan).

The table below also identifies the approximate timeframe that works aim to be achieved, pending external funding and contributions from local clubs / organisations, and in some cases, further work to explore the feasibility of specific actions. Further commentary on each of these actions can be viewed in the Background Report.

Each action identified has undergone an initial assessment based on its relationship to Council’s vision for an Active Indigo in relationship to planning principles, feasibility / viability, potential duplication, trends, growth and has created a priority listing of High/Medium/Low for each action.

Note: Each action should also be assessed against the Capital Works Assessment Tool.
<table>
<thead>
<tr>
<th>No.</th>
<th>Objective</th>
<th>Strategic Actions</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Allan’s Flat</td>
<td>Upgrade Allan’s Flat Waterhole as per the Allan’s Flat Waterhole Master Plan, in partnership with local user groups.</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Upgrade Allan’s Flat tennis club courts and club rooms in partnership with the club.</td>
<td>Medium</td>
</tr>
<tr>
<td>3</td>
<td>Barnawartha</td>
<td>Determine the feasibility of establishing a horse riding facility at the no-longer used Barnawartha Golf Club.</td>
<td>High</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Support the Barnawartha Recreation Reserve Committee of Management to develop a playground at the reserve.</td>
<td>High</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Support the Barnawartha Recreation Reserve Committee to develop new Recreation master plan for the reserve and local community.</td>
<td>High</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Seal carpark and upgrade internal roads within the reserve.</td>
<td>High</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Support the Barnawartha Recreation Reserve Committee of Management to upgrade the cricket nets at the reserve.</td>
<td>High</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Support further development of disc golf course and facilities on sections of the golf course and public land in Barnawartha.</td>
<td>High</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Support the Barnawartha Recreation Reserve to upgrade the shared netball tennis courts at Barnawartha.</td>
<td>Medium</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Replace/upgrade oval boundary fence.</td>
<td>Medium</td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>Explore the potential to develop an off road recreational trail between Barnawartha and Chiltern or to widen shoulders on the existing Barnawartha to Chiltern Road.</td>
<td>Medium</td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>Explore the feasibility of developing a BMX / pump park / skate facility in Barnawartha.</td>
<td>Medium</td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Explore opportunities to develop a community gym with the Barnawartha Football Netball Club.</td>
<td>Medium</td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Priority</td>
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<tr>
<td>14</td>
<td></td>
<td>Support the Barnawartha Recreation Reserve Committee of Management to upgrade the oval surface and install lights at the reserve, pending the outcomes of a regional football / netball strategy.</td>
<td>Medium</td>
</tr>
<tr>
<td>15</td>
<td></td>
<td>Support the Barnawartha Recreation Reserve Committee of Management to upgrade the car park, internal roads and fencing at the reserve.</td>
<td>Low</td>
</tr>
<tr>
<td>16</td>
<td>Beechworth</td>
<td>Explore whether or not it is appropriate for Council to partner with a health organisation, hotel or an aged care facility to jointly develop an indoor heated pool in the future, or to seek an agreement around community use of such a facility.</td>
<td>High</td>
</tr>
<tr>
<td>17</td>
<td></td>
<td>Upgrade existing synthetic surface of Beechworth Lawn Bowls club, has exceeded lifespan, is at point of failure.</td>
<td>High</td>
</tr>
<tr>
<td>18</td>
<td></td>
<td>Develop new trails at Beechworth Mountain Bike Park periodically and construct public toilets at the trail head / car park area.</td>
<td>High</td>
</tr>
<tr>
<td>19</td>
<td></td>
<td>Explore opportunities for greater community use of the indoor sports court at Beechworth Secondary College, in addition to identifying other facilities within the town that could be used for sport and active recreation activities.</td>
<td>High</td>
</tr>
<tr>
<td>20</td>
<td></td>
<td>Support Baarmutha Park to develop a playground at the reserve.</td>
<td>High</td>
</tr>
<tr>
<td>21</td>
<td></td>
<td>Support Beechworth Tennis Club to develop courts at Baarmutha Park (at their own cost – from sale of land of previous courts)</td>
<td>High</td>
</tr>
<tr>
<td>22</td>
<td></td>
<td>Upgrade walking track around Lake Sambell and install additional signs.</td>
<td>High</td>
</tr>
<tr>
<td>23</td>
<td></td>
<td>Consider installing an outdoor gym as a trial in the Lake Sambell Precinct in Beechworth, and if well utilised, roll out into smaller towns.</td>
<td>High</td>
</tr>
<tr>
<td>24</td>
<td></td>
<td>Expand the youth centre by constructing a basketball / netball half court and a pump track near the skate park.</td>
<td>High</td>
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<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Priority</td>
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<tr>
<td>25</td>
<td></td>
<td>Improve the grass hockey field at Mayday Hills.</td>
<td>High</td>
</tr>
<tr>
<td>26</td>
<td></td>
<td>Support the Beechworth Bowls Club to upgrade its club rooms.</td>
<td>Medium</td>
</tr>
<tr>
<td>27</td>
<td><strong>Chiltern</strong></td>
<td>Develop two new compliant netball courts with lighting to 200 lux for competition at Chiltern Park Recreation Reserve.</td>
<td>High</td>
</tr>
<tr>
<td>28</td>
<td></td>
<td>Support the Chiltern Park Recreation Reserve to construct a playground at the reserve.</td>
<td>High</td>
</tr>
<tr>
<td>29</td>
<td></td>
<td>Develop a regional level playground in Chiltern next to Lake Anderson which includes inter-generational activities.</td>
<td>High</td>
</tr>
<tr>
<td>30</td>
<td></td>
<td>Support the Chiltern Park Recreation Reserve to upgrade car parking at the reserve.</td>
<td>Medium</td>
</tr>
<tr>
<td>31</td>
<td></td>
<td>Upgrade the tennis courts in Chiltern.</td>
<td>Medium</td>
</tr>
<tr>
<td>32</td>
<td></td>
<td>Seek further information on equine needs at Chiltern Racecourse and Recreation Reserve.</td>
<td>Medium</td>
</tr>
<tr>
<td>33</td>
<td></td>
<td>Upgrade the Chiltern Bowls Clubhouse.</td>
<td>Medium</td>
</tr>
<tr>
<td>34</td>
<td></td>
<td>Explore the feasibility of constructing an additional bowling green at Chiltern Bowling Club.</td>
<td>Low</td>
</tr>
<tr>
<td>35</td>
<td><strong>Kergunyah</strong></td>
<td>Consider developing one informal recreation facility near the pony club in Kergunyah that can be used by the community, e.g. down ball area, rebound wall, basketball / netball half court, outdoor table tennis, etc.</td>
<td>High</td>
</tr>
<tr>
<td>36</td>
<td><strong>Kiewa</strong></td>
<td>Plant an Avenue of Honour along the cycling / walking path between Kiewa and Tangambalanga to help preserve local history and at the same time improve the amenity of the path.</td>
<td>High</td>
</tr>
<tr>
<td>37</td>
<td></td>
<td>Develop a shared cricket / tennis pavilion in Kiewa, providing that both clubs can demonstrate ongoing viability and can contribute to the development.</td>
<td>High</td>
</tr>
<tr>
<td>38</td>
<td></td>
<td>Upgrade the Kiewa tennis courts, subject to the outcome of the regional tennis plan.</td>
<td>High</td>
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<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Priority</td>
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<tr>
<td>39</td>
<td></td>
<td>Create better public access to the Kiewa River for recreational purposes.</td>
<td>High</td>
</tr>
<tr>
<td>40</td>
<td></td>
<td>Further research what types of mountain bike riding / BMX riding opportunities are desired by the community in the local area.</td>
<td>Medium</td>
</tr>
<tr>
<td>41</td>
<td>Rutherglen</td>
<td>Support the construction of a playground at Barkly Park Recreation Reserve.</td>
<td>High</td>
</tr>
<tr>
<td>42</td>
<td></td>
<td>Work in partnership with young people to upgrade the Rutherglen skate park.</td>
<td>High</td>
</tr>
<tr>
<td>43</td>
<td></td>
<td>Explore opportunities to increase community usage of the community centre at Rutherglen Secondary College and to develop a Memorandum of Understanding to support the partnership and its processes.</td>
<td>High</td>
</tr>
<tr>
<td>44</td>
<td></td>
<td>Support Lake Moodemere Rowing Club to upgrade its change rooms.</td>
<td>High</td>
</tr>
<tr>
<td>45</td>
<td></td>
<td>Connected cycling and walking tracks and trails linking Rutherglen, Wahgunyah and Murray River trails.</td>
<td>High</td>
</tr>
<tr>
<td>46</td>
<td></td>
<td>Instigate programs at Rutherglen Swimming Pool to encourage greater participation in physical activity.</td>
<td>High</td>
</tr>
<tr>
<td>47</td>
<td></td>
<td>Upgrade lighting at Barkly Park Recreation Reserve to enable training and / or night matches on the oval and other community events.</td>
<td>Medium</td>
</tr>
<tr>
<td>48</td>
<td></td>
<td>Further investigate any upgrade requirements at Henderson Pavilion.</td>
<td>Medium</td>
</tr>
<tr>
<td>49</td>
<td></td>
<td>Upgrade the clubrooms at Barkly Park Recreation Reserve.</td>
<td>Medium</td>
</tr>
<tr>
<td>50</td>
<td></td>
<td>Upgrade the netball court in Rutherglen</td>
<td>Low</td>
</tr>
<tr>
<td>51</td>
<td>Sandy Creek</td>
<td>Explore opportunities to acquire a portable facility suitable to be used as netball change facilities for finals at Sandy Creek and upgrade the netball court.</td>
<td>High</td>
</tr>
<tr>
<td>52</td>
<td></td>
<td>Support Sandy Creek Recreation Reserve to construct a shelter for the pony club at the Reserve.</td>
<td>High</td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Priority</td>
</tr>
<tr>
<td>-----</td>
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<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>53</td>
<td>Stanley</td>
<td>Develop new trails at Beechworth Mountain Bike Park near Stanley periodically and construct public toilets at the trail head / car park area.</td>
<td>Medium</td>
</tr>
<tr>
<td>54</td>
<td></td>
<td>Explore the feasibility of developing an off road trail between Beechworth and Stanley.</td>
<td>Medium</td>
</tr>
<tr>
<td>55</td>
<td></td>
<td>Upgrade the tennis court at Stanley.</td>
<td>Medium</td>
</tr>
<tr>
<td>56</td>
<td>Tangambalanga</td>
<td>Identify the likelihood of night football matches and other night time community events at Coulston Park and if feasible, seek funding to install suitable lighting on the oval.</td>
<td>Medium</td>
</tr>
<tr>
<td>57</td>
<td></td>
<td>Upgrade the tennis hard courts at Coulston Park when required and incorporate line marking for netball.</td>
<td>Medium</td>
</tr>
<tr>
<td>58</td>
<td>Wahgunyah</td>
<td>Complete the walking/cycling track from Wahgunyah to Lake Moodemere.</td>
<td>High</td>
</tr>
<tr>
<td>59</td>
<td></td>
<td>Support a Masterplan at the Railway Land Precinct to identify recreation opportunities.</td>
<td>High</td>
</tr>
<tr>
<td>60</td>
<td></td>
<td>Upgrades to Wahgunyah Speedway Association including track lighting, toilet upgrade and canteen upgrade.</td>
<td>High</td>
</tr>
<tr>
<td>61</td>
<td></td>
<td>Explore the feasibility of developing a second netball court at Wahgunyah Recreation Reserve.</td>
<td>Medium</td>
</tr>
<tr>
<td>62</td>
<td></td>
<td>Replace existing machinery that is used for track preparation and maintenance at the Wahgunyah Speedway.</td>
<td>Medium</td>
</tr>
<tr>
<td>63</td>
<td></td>
<td>Upgrade tennis courts at Wahgunyah.</td>
<td>Medium</td>
</tr>
<tr>
<td>64</td>
<td></td>
<td>Exploration of bore water use at Wahgunyah Speedway.</td>
<td>Medium</td>
</tr>
<tr>
<td>65</td>
<td>Wooragee</td>
<td>Construct an additional tennis court at Wooragee Tennis Club.</td>
<td>High</td>
</tr>
<tr>
<td>66</td>
<td>Yackandandah</td>
<td>Commence discussions to link Butson Park and Yackandandah Sports Park to create one major sports hub with two campuses. Develop a master plan and business plan to support the development of the hub.</td>
<td>High</td>
</tr>
<tr>
<td>No.</td>
<td>Objective</td>
<td>Strategic Actions</td>
<td>Priority</td>
</tr>
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<tr>
<td>67</td>
<td>Commence discussions to establish a unified governance model or an advisory committee incorporating the existing committees of management from Butson Park and Yackandandah Sports Park to share information, undertake joint initiatives and best utilise limited resources.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>68</td>
<td>Upgrade netball courts at Butson Park.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>69</td>
<td>Upgrade change facilities at Butson Park.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>70</td>
<td>Upgrade cricket nets at Yackandandah Sports Park to become a multi-purpose training area.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>71</td>
<td>Develop accessible toilet facilities for the Riding Club at Yackandandah Sports Park.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>72</td>
<td>Upgrade Football oval lighting infrastructure.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>73</td>
<td>Upgrade the skate park in Yackandandah to better meet the needs of young people.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>74</td>
<td>Explore the potential to offer a gym program in Yackandandah, either as a community gym model or in partnership with Yackandandah Health.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>75</td>
<td>Support Yackandandah Sports Club to develop marketing materials to create better usage of the pavilion.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>76</td>
<td>Explore opportunities to add inter-generational activities / elements when next upgrading Sir Isaac Isaacs Park.</td>
<td></td>
<td>Medium</td>
</tr>
</tbody>
</table>