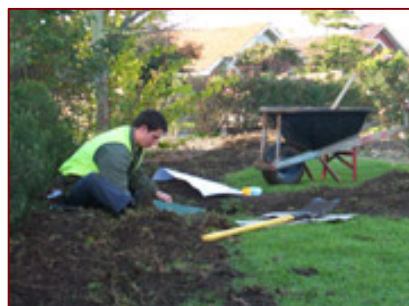




# RECREATION STRATEGY

## VOLUME 2 - THE BASIS OF THE STRATEGY

SUPPORTED BY



## RECREATION STRATEGY

### VOLUME 2 - THE BASIS OF THE STRATEGY

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#### Glossary of Terms

TERM	DEFINITION	TERM	DEFINITION
Unstructured recreation	Recreation that is undertaken at a time and place that suits the individual and is not governed by rules e.g. walking, jogging.	Structured Recreation	Recreation such as sport that have rules/regulations governing how people participate.
Active Recreation	Recreation activities that require participants to be physically active.	Social Recreation	Recreation activities that are primarily about social engagement e.g. picnicking.
LGA	Local Government Authority		

## 1.0 Introduction

### 1.1 Purpose of the Recreation Strategy

The purpose of the Recreation Strategy is to provide a framework to guide Council's decision making in relation to recreation services, programs and infrastructure for the next 10 years. In particular this strategy provides;

- Guiding Principles and Key Direction Statements' that provide the rationale for recreation management and provision strategy;
- An understanding of current participation trends in the community and of future community aspirations in relation to recreation;
- An overview of policy and operational requirements to ensure recreation is managed effectively and sustainably;
- An understanding of gaps in provision and strategies to address these;
- An understanding of infrastructure priorities, both maintenance and development, and
- An 'Action Plan' that makes recommendations relating to strategic as well as local issues.

Providing for the recreation needs of the Loddon community will be challenging given the number of townships and districts in the Shire, the distance between townships; issues associated with population decline; the level of economic hardship, ageing infrastructure; an 'at capacity' level of volunteering in the community, and a harsh climatic environment.

### 1.2 The Shire of Loddon

The Shire of Loddon is located approximately 175 kilometres north-west of Melbourne with the Council seat located in Wedderburn approximately 50 kilometres north-west of Bendigo. The Shire covers an area of 6,700 making it the 8<sup>th</sup> largest Shire in the state.

The Shire's population is in decline but currently stands at approximately 8,200. There are 61 recognised townships or districts of which 11 of these have a population over 100. These townships are Boort, Bridgewater, Dingee, Inglewood, Korong Vale, Mitiamo, Newbridge, Pyramid Hill, Serpentine, Tarnagulla, and Wedderburn.

#### 1.2.1 Recreation Management

There are a number of Departments across Council that play a role in providing for the recreation and sporting needs of the Loddon community. The following outlines the Department and its key responsibilities relating to recreation.

#### Recreation and Community Development

- Liaison with clubs, Committees of Management for sporting reserves, halls and pavilions.
- Liaison with arts and cultural groups.
- Management of grants programs.
- Advice to community groups re capital works and facility upgrades.
- Management of recreation/sport capital works and minor improvement projects.
- Facilitation of community planning projects relating to recreation reserves, community/sporting infrastructure, playgrounds, caravan parks, Recreation Plan etc.
- Contract management (swimming pools).
- Writing of funding submissions.
- Facilitation of training and information sessions.
- Supporting community sport and recreation initiatives e.g. holiday programs, 'Active After Schools Program', establishment of new groups and activities.
- Liaison with peak sporting and recreation associations.

#### Works

- Maintenance of open space areas.
- Maintenance of public toilets.
- Advice to community groups.

#### Building

- Advice and support to community groups managing community recreation infrastructure.



### **Economic Development and Tourism**

- Support and advice to communities planning and running special events.
- Planning for recreation and environmental tourism.
- Management of caravan parks.

### **Organisational Development**

- Risk Management protocols and procedures.

### **Community Planning**

- Advice and support to community planning processes including those relating to open space and community infrastructure.

### **Infrastructure**

- Management of infrastructure database.
- Support to staff managing capital works projects.

### **Landcare**

- Support to community groups undertaking environmental enhancement and protection projects.

Indirect budget allocations relating to recreation and sport include:

- Open space maintenance and capital works e.g. parks and trails development and maintenance;
- Building maintenance and upgrades;
- Recreation based tourism infrastructure and programs; and
- Special event support and liaison.

## **1.2.2 Recreation Provision**

Providing for the recreation needs of a Shire that is home to approximately 61 communities that are spread over an area of approximately 6,700 kilometres is challenging and is only achieved through extensive community and Council partnerships provided by the:

- 169 Sport and Recreation clubs;
- 29 Council Committees of Management; and
- 23 Township Committees and Service organisations
- 9 Schools;
- Numerous volunteer groups that provide for a range of community engagement opportunities including churches and youth clubs;
- Private providers, and
- Government agencies that support a range of health and wellbeing and experiential opportunities including District Health Services, the Department of Sustainability and Environment and Parks Victoria.

The following provides an overview of the type and number of recreation facilities that are available in the Shire of Loddon:

- 36 Public Halls;
- 21 Tennis Facilities;
- 19 Local Parks;
- 6 State or National Parks or environmental sites of significance;
- 13 Playgrounds;
- 9 Netball Facilities;
- 11 Golf Courses;
- 11 Sporting Reserves;
- 10 Lawn Bowls, Facilities;
- 5 Swimming Pools;
- 8 Caravan parks/camping grounds;
- 5 Community Houses; and
- 4 School / Community Sports Stadiums.







Strategic Plans should establish the planning and service delivery framework including the criteria by which priorities will be determined. These strategies must be flexible enough to accommodate new and emerging opportunities. However, given that they are based on a rigorous consultation and research process, their general direction should not be overridden by less well substantiated projects and reactive decision making.

### 1.2.4 Socio-Economic Implications for the Recreation Strategy

There are a number of demographic and socio-economic indicators that have the potential to significantly impact on the level and type of recreation and sport opportunities available in Loddon into the future and the capacity of the community to support these opportunities.

These include:

- Age related indicators which show that by 2031:
  - 37.5% of the population will be aged over 65, up from 19% of the population in 2001;
  - Only 20% of the population will be aged 20-65, down from 54.5% of the population in 2001; and
  - those aged under 20 years of age will decrease from 26% to 20%.
- Socio-economic indicators that show:
  - a high level of 'disadvantage';
  - a lack of economic diversity which results in decreased work opportunities and a smaller range of skills in the community;
  - a high percentage of people travelling outside the Shire for work and education;
  - between 30-40% of children are living in a low income household (1 of only 8 LGAs);
  - the Shire has the 5<sup>th</sup> highest concentration of people with and the 3<sup>rd</sup> highest concentration of people on Disability Support Pensions of all Victorian LGAs;
  - a level of volunteering that is already higher than in regional Victoria as a whole; and
  - a significant number of people who live outside the Shire but who travel back on a weekly basis to play sport for former 'home town' clubs.

Population projections for Loddon show a 10% decrease in the population over the next 25 years from 8,604 (2001) to 7,742 in 2031. This decrease is consistent with projections for other western district LGAs that do not have a 'regional city', and will largely be due to natural decline (deaths) and outward migration.

The implications of these indicators and trends for community recreation and sport include:

- there being progressively fewer people readily available within the community to support recreation clubs and programs (e.g. midweek meetings, training programs for juniors, working bees) because of travel, education and work commitments outside the Shire;
- strained economic and 'personal/social' environments that impact on the individuals ability and capacity to contribute to community building initiatives;
- no/minimal disposable income so that accessing recreation opportunities is limited/not an option;
- limited capacity for increasing levels of volunteer involvement because of the declining population and the already high level of engagement in volunteer roles;
- fewer people to maintain and/or develop community infrastructure; and
- a narrow range of skills and abilities to draw on because of the lack of 'skill diversity'.
- the ageing of volunteers which has implications in terms of the skills base, and capacity to sustain recreation programs, clubs etc. into the future.
- the need to provide for a range of participation options that can be undertaken at minimal/no cost; and as a result
- the decreasing viability and sustainability of community clubs and organisations;

Further implications for the Recreation Strategy relate to:

- the limited flexibility within the budget to support recreation and sport because Council's rate income is comparatively small to that of other LGAs, and income derived from other government sources is largely tied to specific grant outcome requirements.
- the size of the municipality and the cost of providing basic services to townships and surrounding districts; and
- ageing community infrastructure.



### 1.2.5 The Benefits of Recreation

The broader health and wellbeing benefits associated with sport and recreation are well documented and include:

Health benefits such as:

- Increased life expectancy e.g. men who exercise are 44% less likely to die prematurely;
- Decreased risk of heart disease and stroke e.g. sedentary people are up to twice as susceptible to heart disease or stroke;
- A reduced risk of a range of cancers including bowel cancer;
- A decreased likelihood of anxiety and depression; and
- Improved chances of combating conditions such as asthma and arthritis.

Recent estimates from the Department of Human Services indicate that physical inactivity/sedentary lifestyles are responsible for about 8% of the burden of premature deaths in Victoria.

Personal Development benefits such as:

- Increased self-esteem associated with mastering skills, and/or improving personal and team performance;
- Reduction in anti-social behavioural tendencies;
- Reduced likelihood of social isolation;
- Increased opportunities for young people to develop support networks with responsible adults;
- Observation and development of positive social skills; and
- Improvement of/maintenance of mental health.

Community Benefits such as:

- The strengthening of community support networks;
- Settings through which people can:
  - engage with family and friends,
  - participate in competition,
  - experience the benefits of volunteering.
- Built infrastructure that provides opportunities for a range of sport, recreation and social activities;
- The celebration of community pride and achievement through special events and developing local infrastructure and environments.

Economic Benefits such as those associated with:

- Employment - The number of people whose primary work was in the sport and recreation sector increased by 21.6% between 1996 and 2001;
- Volunteering - 8.2% of the adult population were engaged in volunteer work in 2000 and volunteers contributed approx. 433.9 million hours of voluntary work in 1995 across Australia.
- Infrastructure Development - Federal, state and local governments contributed in excess of \$2,124 million in 2000-01 to sport and recreation (mostly capital works).

Environmental Benefits such as:

- Improved environmental health and wellbeing associated with revegetation and 'greening' projects;
- Improved wildlife environments;
- Improved visual and aesthetic values associated with improved landscape amenity.

The benefits of recreation to the Shire of Loddon and its communities is unquestionable and in particular relate to:

- The social and support networks that are created and maintained through sport;
- The economic benefits that are derived from the high level of volunteer involvement across a range of recreation and sport projects;
- The level of infrastructure development that is generated from within the local community; and
- The range and level of health and wellbeing initiatives 'innovated' by local groups and individuals



In addition, the community recognises the potential social, built environment, economic, and natural environment benefits that can be achieved through recreation initiatives into the future. This is reflected in the community's response to the household survey and at community forums through which priorities relating to environmental enhancement, recreation based tourism initiatives and the provision of quality infrastructure were given a high priority.

The perceived benefits of recreation is further reflected in the Action Plan which demonstrates the potential for recreation outcomes to support other Council objectives relating to tourism, economic development and community planning.

### 1.3 Previous Recreation Plan

The previous Recreation Plan was undertaken in 1998 and had a focus on local and site specific actions rather than providing a strategic framework to guide future decision making.

The Plan included a number of 'actions' that were in fact statements of principle or intent describing how the service should be delivered, rather than strategies that would result in a tangible outcome such as a policy, program, or facility development.

The key outcomes of the 1998 Recreation Plan relate to:

- the implementation of the Halls and Allocations policy that provided financial support to Committees managing community facilities;
- the preparation of master plans for sporting reserves;
- playground inspection regimes; and
- the minor works grants program for various facilities.

The following provides an overview of the status of the 1998 Recreation Plan:

- 35 (60%) of the recommendations have been implemented. Note that recommendations making the same reference to a number of different sites (e.g. audit of various playgrounds), were 'grouped' as one recommendation.
- Approximately 11 (19%) recommendations were not implemented and these have been summarised in Table 1. Some of these recommendations are relevant to the current strategy and this has been noted in the table.
- Approximately 12 (21%) of recommendations recommended changes in operational protocols. Some of these were supported 'in principle' by some service areas. Because they were not formalised or adopted as operating practices across the organisation there has not been any consistent or longer term benefits derived from the recommendation. A number of these recommendations are relevant to the current Strategy.

The table below provides an overview of the recommendations from the 1999 Recreation Plan that were not implemented and a statement of their relevance to the current Strategy.

TABLE 1 – Summary of Recommendations from the 1999 Recreation Plan that were not Implemented and their Relevance to the Current Recreation Strategy

No.	Strategy Overview	Comment
1/2	Strategies relating to programs directly targeted at young people.	<ul style="list-style-type: none"> <li>• The tasks identified to support these strategies are resource intensive and would suggest a programming role by Council. There has not been the capacity within Council to play this role and given Council's resourcing levels it is not a direction that would be encouraged.</li> <li>• Council has however played an appropriate support role to sporting organisations that in turn encourage the involvement of young people.</li> <li>• Application was made to the state government for funding of a youth worker position.</li> </ul> <p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>• Consider additional support to a broader range of community organisations to expand the range of recreation (including arts/cultural activities and non-sport based activities) opportunities for young people.</li> </ul>



No.	Strategy Overview	Comment
3	Guidelines for Clubs regarding minimum standards in relation to recreation programs – EO, DDA	<p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>Requirements should be provided to clubs as part an information manual. Refer point 4.</li> </ul>
4	Facilitation of workshops to support club administrators	<p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>This remains relevant for the current Strategy.</li> <li>Research undertaken for this study indicate that workshops that produced practical and tangible outcomes for organisations would be well-received. These however must be well designed and not of a theoretical nature.</li> <li>There is an opportunity to engage peak associations more with local clubs in terms of training and support. Council' role should relate to advocacy for a greater involvement by these associations in relation to issue resolution and skill and knowledge development.</li> <li>Future directions for Council should relate to a community development/ facilitation role.</li> </ul>
5	Development of a Manual for Club Officials	<ul style="list-style-type: none"> <li>The intent of this manual was to provide club officials with 'How To' guidelines relating to meeting procedures etc.</li> </ul> <p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>This remains relevant for the current Strategy.</li> <li>There is merit in considering a modified version of the manual that clearly articulates Council policies, procedures, contacts, funding proformas etc. relating to recreation and sport. This would provide an initial reference for clubs before contact with Council Officers and may alleviate some the enquiry workload.</li> </ul>
6	Develop minimum standards regarding Council support	<p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>This remains relevant for the current Strategy.</li> <li>There is a need for a consistent approach across Council when dealing with community groups. The level and type of service can differ from one community group to another and between communities.</li> <li>Note that this does not mean that all groups are funded to the same level but that there are consistent criteria used to determine differing service levels.</li> </ul>
7	Better promote the range of sporting and recreational activities available in each community	<ul style="list-style-type: none"> <li>The tasks identified to achieve this recommendation were not necessarily the most resource efficient. hard copy information dates quickly.</li> </ul> <p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>This remains relevant for the current Strategy.</li> <li>Initiatives that improve the availability of information to the community on sport and recreation opportunities. These initiatives need to be cost effective and sustainable over time.</li> </ul>
8	Boort Ski Club – Future of the building	<p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>Opportunities to more appropriately locate and improve the general amenity of the area should be considered with any upgrade of the facility as per amenity and provision guidelines recommended in the Recreation Strategy.</li> </ul>
9	Boort Community Centre – Investigation of decline in use and minor works.	<p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>This remains relevant for the current Strategy.</li> <li>This should be undertaken in conjunction with the investigation of opportunities to increase access to all school indoor sporting infrastructure. Issues that restrict use should also be addressed as part of the review.</li> </ul>
11	Durham Ox Cricket and Tennis Reserve – toilet removal/shade sail provision/funding advice	<p>Relevance to the 2007 Recreation Strategy</p> <ul style="list-style-type: none"> <li>Amenity and levels and type of provision should be in accordance with directions outlined in the strategy e.g. consistent with a hierarchy and amenity of provision for similar facilities.</li> </ul>

## 2.0 Participation in Recreation (State and Regional)

There have been some significant changes in the level of participation for a number of recreation and sporting activities between the years 2001 and 2005.

	Activity	Type of Participation		Total Participation	
		Unstructured	Structured	Participation rate % in 2005	% change 2001-05
1	Walking	36.7	1.2	37.3%	37.2%
2	Aerobics/fitness	10.1	9.4	18.5%	50.9%
3	Swimming	12.9	2.2	14.4%	-4.3%
4	Cycling	9.9	0.9	10.3%	14.5%
5	Tennis	5.0	3.4	7.8%	-9.3%
6	Running	7.1	0.9	7.7%	13.6%
7	Golf	4.1	3.7	7.1%	-8.1%
8	Bushwalking	5.2	0.6	5.7%	14.5%
9	Football (outdoor)	1.4	2.7	3.8%	11.4%
10	Netball	0.7	3.2	3.6%	-5.0%

The activities that have experienced the largest increase in participation in this time are walking (37.2% increase) and aerobics/fitness activities (50% increase). Other activities experiencing an increase are cycling (+14.5%), running (+13.6%), bushwalking (+14.5%), and football (+11.5%).

Activities experiencing a decline between 2001 and 2005 include swimming (-4.3%), tennis (-9.3%), golf (-8.1%), and netball (-5%).

TABLE 2 - 'Structured' and 'Unstructured' Participation in the 10 Most Popular Sport and Recreation Activities.

Table 2 shows the participation trends for 'structured' activities. Again there are some significant

changes in participation with yoga (+111.3%) and aerobics/fitness (52.9%) achieving the most significant increase of all 'structured' activities. Other activities experiencing an increase in participation include AFL (42%), lawn bowls (21.6%), soccer (12.9%), swimming (3.5%), and basketball (3.3%).

Only 42% of Australians are likely to engage in physical activity to a level that will result in any health benefit. Nearly 1/3<sup>rd</sup> of the population is likely to engage in physical activity only once a week or never at all. These participation rates indicate that nearly 46% of the population is not getting the level of physical activity to maintain or improve their health and wellbeing.

Participation in exercise, recreation and sport three times per week or more has increased from 37.1% of the population in 2001 to 44.2% of the population in 2005.

	Activity	Number Of Participants ('000)	% Change 2001-05
1	Aerobics / fitness	1,502.8	52.9%
2	Golf	590.8	-9.8%
3	Tennis	547.5	-0.2%
4	Netball	510.3	-4.3%
5	Football (outdoor)	431.1	12.9%
6	Australian football	387.0	42.0%
7	Basketball	376.3	3.3%
8	Swimming	345.8	3.5%
9	Lawn Bowls	340.9	21.6%
10	Yoga	323.5	111.3%

TABLE 3 – Changes in Participation For the 10 most Popular 'Structured' Activities 2001-2005

The publication, "Victorian's Participation in Exercise, Recreation and Sport" (2001-02) provides an analysis of sport and physical recreation trends across 14 Victorian regions (9 Melbourne Metro, 5 Rural). The following provides some comparative participation rates for the 'Loddon/Mallee Region' which includes the Shire of Loddon:

- The region has the 4<sup>th</sup> lowest level of participation (33.1%) in unstructured activities (e.g. walking) across all regions (36.6%) but a higher level of participation than rural regions combined (32.7%).
- The region has the 5<sup>th</sup> highest level of participation (25.3%) in structured activities (e.g. sport) across all regions (23.8%) and a higher level of participation than rural regions combined (22.7%)
- The region has the 4<sup>th</sup> highest level of participation (17.2%) across all types of recreation and sport, however participation is lower than rural regions combined (18.2%).
- The region has the highest percentage of participation in organised activity that occurs through sporting clubs (not including health clubs and gyms).
- The 5 most popular activities in Victoria were walking (30.5% of the population), aerobics (15.9%), swimming (13.5%), cycling (10.5%), and tennis (8.8%). The Loddon/Mallee Region recorded higher participation rates for walking (33.5%) and tennis (10.4%) compared to the State average.

Participation rates for aerobics (10.6%), swimming (9.4%) and cycling (8.3%) however were lower than the State average.

Overall, rural Victorians are likely to be less active than their City counterparts.

The most popular active recreation past-times for children include bike-riding (64%), art and craft activities (44%) and skateboarding/inline skating (31%). These activities fall a long way behind watching TV or videos (97%) and playing electronic or computer games (69%) which consume the greatest part of children's recreation time.

Approximately 59% of children are likely to engage in organised sporting activities and approximately half this number (29%), are likely to participate in organised arts and cultural activities. There are likely to be 4 significantly more boys (66%) than girls (52%) engaged in sport but twice girls (40%) as boys (20%) involved in arts and cultural activities.

Activity	Loddon/Mallee Region Participation (% of population)	Victorian Participation (% of population)	Ranking (14 regions)
Walking	35.1	30.5	2
Aerobics	10.6	15.9	13
Swimming	9.4	13.5	11
Cycling	8.3	10.5	12
Tennis	10.4	8.8	3

TABLE 4 – Comparison of Loddon/Mallee Participation with Victorian Participation in the 5 Most Popular Recreation Activities

The most popular recreation and sport activities for boys are soccer (20%), swimming (13%), football (13%) and for girls netball (18%), swimming (16%), and tennis (8%).

*References:*

*Exercise, Recreation and Sport Survey (ERASS), 2005 Australian Sports Commission's (ASC)*  
*Children's Participation in Cultural and Leisure Activities, Australia, 2003, Australian Bureau of Statistics*  
*Victorian's Participation in Exercise, Recreation and Sport, 2001-02 Sport and Recreation Victoria /Victorian Health Promotion Foundation*



### 3.0 Future Direction Framework for Recreation

#### 3.1 Council Vision

The directions, policy statements and strategies proposed in the Recreation Strategy are designed to support Council's initiatives to achieve its long-term Vision and Mission.

#### SHIRE OF LODDON VISION

**Loddon will be a proud community leading rural Australia as a great place to live, work and visit.**

#### SHIRE OF LODDON MISSION

**To continue to lead and maximise community growth and development.  
Building viable small communities with strong links to regional centres.**

*(Council Plan. 2006)*

#### 3.2 Defining Recreation for Loddon

In preparing the Recreation Strategy Council acknowledges the need to recognise the ever expanding range of recreation activities that residents are choosing to engage in during their leisure time.

This strategy identifies that choices are being influenced by a range of social, economic and lifestyle factors and that there are more people electing to engage in recreation activities that do not involve club or organisation membership.

Sport has been and will continue to be an important part of the Loddon community providing not only opportunities for competition and goal setting, but also opportunities for communities and individuals to come together to socialise, celebrate and support each other.

There is however a need to support opportunities that provide for the alternative recreation and health and wellbeing interests of the community. The findings of this Strategy clearly indicate that Loddon residents consider recreation to include activities that:

- can be undertaken on a casual basis like walking and bike riding, and in the case of young people, skate board riding and 'just hanging about in the park';
- may be physically active like playing sport or jogging, or relaxed and meditative like yoga and birdwatching;
- may be undertaken inside like basketball and drama or theatre, or in the out-of-doors like swimming and camping;
- may be undertaken on your own such as a gym session, or as part of a group like singing or playing a team sport;
- may be undertaken at home or at a community facility;
- can be undertaken with a range of different organisations including sport and recreation clubs, service clubs (e.g. rotary), emergency service organisations (e.g. CFA) and specific population groups (e.g. youth clubs); or that
- may require travelling to get to a venue e.g. canoeing or may be undertaken close to home.

Recognising the broad scope of recreation does not mean that Council is responsible for providing for this diverse range of needs. It does however provide the philosophical basis that will guide Council's support of recreation in the community.



### 3.3 Key Directions for Recreation in Loddon

The following table articulates Council's focus for Recreation for the next 10 years. These key directions have been framed in terms of the four 'environments for health and wellbeing' (the social, natural, built and economic environments) and are based on the findings of the findings of the Recreation Strategy

(Reference: Municipal Public Health Planning Framework, Victorian Department of Human Services)

This will ensure that all recreation benefits to the community are identified and addressed in terms of the Loddon's social, natural, built and economic environments.

Key Directions for Recreation Relating to THE SOCIAL ENVIRONMENT	
<p><b>Council will work with local communities to provide for a range of recreation opportunities that:</b></p> <ul style="list-style-type: none"> <li>- encourage healthy lifestyles,</li> <li>- increase active and social participation, and</li> <li>- strengthen community networks.</li> </ul>	
AREA OF FOCUS	WHAT KEY ACTIONS WILL RELATE TO
<b>Redefining Recreation</b>	<ul style="list-style-type: none"> <li>• Recognising the importance and value of all types of recreation including those that are focused on health and wellbeing (e.g. walking), competition (e.g. sport), social engagement (e.g. discussion groups/ picnicking), relaxation and reflection (e.g. meditation), creative expression (e.g. theatre), celebrations (e.g. special events), and engaging with the out of doors (e.g. birdwatching).</li> <li>• Acknowledging that the benefits of recreation are multiple and transfer into all aspects of community life.</li> </ul>
<b>Recreation Participation</b>	<p>Active Participation (Sport and Recreation)</p> <ul style="list-style-type: none"> <li>• Implementing sustainable sport development and consolidation initiatives.</li> <li>• Supporting emerging and alternative sports.</li> <li>• Expanding environments and opportunities for recreation e.g. walking and 'unstructured' sport participation e.g. social soccer.</li> <li>• Expanding indoor participation opportunities.</li> <li>• Increasing the involvement of peak bodies and state associations in local sport and recreation.</li> <li>• Program development.</li> </ul> <p>Arts and Culture</p> <ul style="list-style-type: none"> <li>• Increasing the profile of the arts and associated opportunities.</li> <li>• Expanding arts engagement opportunities.</li> <li>• Planning for longer term opportunities.</li> </ul>
<b>Clubs and Volunteers</b>	<ul style="list-style-type: none"> <li>• Supporting volunteers who manage community facilities and who manage community events and programs.</li> <li>• Encouraging volunteering particularly by young people.</li> <li>• Training and information.</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>• Maximising partnership opportunities that address community recreation needs.</li> <li>• Strengthening community partnerships and identifying partnership roles particularly in relation to government, schools, neighbourhood houses, state and regional sporting associations.</li> </ul>
<b>Special Population Groups</b>	<ul style="list-style-type: none"> <li>• Planning for the recreation needs of priority sectors in the community             <ul style="list-style-type: none"> <li>• Young People,</li> <li>• Ageing,</li> <li>• 'Isolated' groups, and</li> <li>• General Community.</li> </ul> </li> </ul>
<b>Information</b>	<ul style="list-style-type: none"> <li>• Improving the availability of information about recreation opportunities and organisations.</li> <li>• Enhancing advice available to community organisations that provide recreation and sport opportunities or manage facilities.</li> <li>• Investigating opportunities for effective sharing of information through different mediums e.g. internet.</li> </ul>



<b>Key Directions for Recreation Relating to THE BUILT ENVIRONMENT</b> <b>Council will work with local communities to plan responsibly for the long-term infrastructure needs of recreation.</b>	
<b>AREA OF FOCUS</b>	<b>WHAT KEY ACTIONS WILL RELATE TO</b>
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>• Internal protocols, procedures and policy.</li> <li>• Developing condition and usage database.</li> <li>• Integration and co-location of community facilities e.g. Community Hubs.</li> <li>• Future sustainability.</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>• Internal and external procedures and protocols.</li> <li>• Implementing strategies to ensure that recreation infrastructure complies with relevant guidelines and legislation.</li> <li>• Advocacy for assistance in addressing compliance issues.</li> </ul>
<b>Standards</b>	<ul style="list-style-type: none"> <li>• Developing and implementing standards for the provision of recreation infrastructure and environments.</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>• Establishing strategies and priorities for different types of recreation assets.</li> <li>• Medium and long-term strategies for the provision of facilities</li> </ul>
<b>Signage</b>	<ul style="list-style-type: none"> <li>• Improving directional, promotional and interpretive signage relating to recreation (including recreation based-tourism opportunities.)</li> </ul>

<b>Key Directions for Recreation Relating to THE NATURAL ENVIRONMENT</b> <b>Council will work with local communities to enhance and effectively manage recreation access to natural resources and environments.</b>	
<b>AREA OF FOCUS</b>	<b>WHAT KEY ACTIONS WILL RELATE TO</b>
<b>Trails</b>	<ul style="list-style-type: none"> <li>• Integrating trail and footpath networks.</li> <li>• Developing local and regional trail networks.</li> </ul>
<b>Play spaces</b>	<ul style="list-style-type: none"> <li>• Provision and development criteria.</li> <li>• Enhancing playground environments.</li> <li>• Providing for a range of age related play needs.</li> </ul>
<b>Open Space Areas</b>	<ul style="list-style-type: none"> <li>• Prioritising development and enhancement of parklands and landscaped environments.</li> <li>• Standards and developing priority criteria.</li> <li>• Maximising the use of vegetation and plantings to enhance recreation environments and associated township environments.</li> <li>• Sustainable natural environments and landscapes.</li> </ul>
<b>Waterways</b>	<ul style="list-style-type: none"> <li>• Providing for a range of opportunities to access waterways.</li> <li>• Enhancing tourist / visitor access to waterways.</li> <li>• Infrastructure management and enhancement.</li> </ul>
<b>Water resources</b>	<ul style="list-style-type: none"> <li>• Developing strategies to secure long-term access to water for recreation and open space purposes.</li> <li>• Identifying and prioritising initiatives that minimise the use of water at recreation facilities.</li> <li>• Innovative water-use strategies.</li> </ul>

<b>Key Directions for Recreation Relating to THE ECONOMIC ENVIRONMENT</b>  <b>Council will work with local communities to maximise the benefits and sustainability of recreation services, programs, infrastructure and support networks into the future.</b>	
<b>AREA OF FOCUS</b>	<b>WHAT KEY ACTIONS WILL RELATE TO</b>
<b>Integrated Planning</b>	<ul style="list-style-type: none"> <li>• A better integrated planning and decision-making process for recreation across the organisation.</li> <li>• Planning and providing for recreation services, programs and facilities based on sustainable social, economic and environmental principles.</li> <li>• Planning and provision strategies that respond to population trends and population growth strategies.</li> </ul>
<b>Recreation Resourcing</b>	<ul style="list-style-type: none"> <li>• Maximising resourcing of recreation to support wider community benefits and objectives.</li> <li>• Continuing to support groups that manage recreation facilities and provide opportunities for participation.</li> <li>• Reviewing the type and level of Council funding to recreation.</li> <li>• Maximising external sources of funding to recreation facilities and programs.</li> <li>• Increasing advocacy for recreation projects and programs.</li> <li>• Private providers.</li> </ul>
<b>Support to Community Groups</b>	<ul style="list-style-type: none"> <li>• Council funding and support policies.</li> <li>• Recognition of groups on both Council and non-Council owned land</li> </ul>
<b>Recreation and Tourism</b>	<ul style="list-style-type: none"> <li>• Maximising inter-related tourism and recreation benefits to the community.</li> <li>• Special events.</li> <li>• Camping and Caravan parks and amenities.</li> </ul>

### 3.4 Policy Statements

The following Policy Statements provide the general principles that will guide Council's decision-making for recreation service provision for the next 10 years. A broad outline of the Policy Statement is also provided.

<b>No.</b>	<b>POLICY STATEMENT</b>	<b>BASIS OF THE STATEMENT</b>
<b>1.</b>	<b>Benefits of Recreation</b> Support is provided to recreation in recognition of the personal, social, environmental and economic benefits that it returns to the community.	<ul style="list-style-type: none"> <li>▪ In Loddon recreation provides a foundation for:               <ul style="list-style-type: none"> <li>- friendship, community engagement and support,</li> <li>- reflecting and celebrating community spirit,</li> <li>- recognising achievement,</li> <li>- breaking down and preventing isolation.</li> </ul> </li> <li>▪ Participation in recreation activities minimises the incidence of poor physical, emotional and mental health and lessens associated impacts on the community.</li> </ul>
<b>2.</b>	<b>Proven Need and Maximising Outcomes</b> Provision for recreation will be based on substantiated need and opportunities to maximise wider community benefits.	<ul style="list-style-type: none"> <li>▪ Limited resources require that priorities be based on clearly established needs.</li> <li>▪ Facilities and services that have a proven need are more likely to be patronised and viable.</li> <li>▪ Strategies that can address recreation as well as broader community needs will result in greater benefits to the community and will minimise duplication.</li> </ul>
<b>3.</b>	<b>Infrastructure Development</b> Priority will be given to recreation development proposals that: <ul style="list-style-type: none"> <li>- are designed to cater for a range of uses or additional community activities,</li> <li>- minimise management and asset maintenance imposts on the community,</li> </ul>	<ul style="list-style-type: none"> <li>▪ A well-designed facility that can accommodate a range of uses will require less resourcing (funding, ongoing maintenance, volunteer time) than a number of stand alone facilities.</li> <li>▪ Activities, services and facilities that are co-located will:               <ul style="list-style-type: none"> <li>- maximise opportunity for shared management, community interaction, and cross promotion,</li> <li>- minimise building and ongoing maintenance costs,</li> <li>- provide opportunity for extension as community need</li> </ul> </li> </ul>

No.	POLICY STATEMENT	BASIS OF THE STATEMENT
	<ul style="list-style-type: none"> <li>- form part of a community hub or are part of a strategy to establish a community hub,</li> <li>- consolidate existing functions and buildings</li> <li>- have 'spin-off' benefits e.g. tourism benefits, and</li> <li>- reflect community pride.</li> </ul>	<p>grows or changes,</p> <ul style="list-style-type: none"> <li>▪ Attention to building design, construction standards and associated amenity provision (e.g. landscaping) will ensure that infrastructure development reflects community pride, creates a 'sense of place' and/or local theme, and is attractive to visitors.</li> </ul>
4.	<p><b>Infrastructure Maintenance</b> Maintenance of existing buildings will generally be a priority over the development of new buildings.</p>	<ul style="list-style-type: none"> <li>▪ Maintenance and upgrade strategies are required for facilities that are well used by the community to ensure that they remain safe and relevant to current day needs.</li> <li>▪ Consideration will be given to new facilities where there is an opportunity to incorporate and expand existing activities, consolidate community infrastructure and provide a more sustainable asset into the future.</li> <li>▪ Development of new facilities without consideration to these issues will provide an unmanageable impost on Council and the community in terms of asset maintenance.</li> </ul>
5.	<p><b>Sustainability</b> Planning and provision for recreation must be sustainable into the future.</p>	<ul style="list-style-type: none"> <li>▪ Declining community resources require that careful planning is required if clubs, activities and facilities are to survive into the short term.</li> <li>▪ Planning must recognise the changing community context of Loddon and consider alternative operational and facility provision options that respond to this context.</li> </ul>
6.	<p><b>Council's Role and Partnerships</b> Council is one of a number of providers of recreation opportunities in the community and its role will be clearly defined</p>	<ul style="list-style-type: none"> <li>▪ Council does not have the capacity to provide for the diverse and expanding range of recreation needs in the community on its own.</li> <li>▪ Council recognises the valuable role played by the clubs and organisations of Loddon. This will have to continue if the range of recreation opportunities is to remain.</li> <li>▪ Council will define the role that it will play in relation to addressing future recreation needs and actions in this Plan.</li> </ul>
7.	<p><b>Equity of Provision</b> Groups providing recreation opportunities will be treated equitably and according to clear criteria.</p>	<ul style="list-style-type: none"> <li>▪ Support to community groups managing community infrastructure and programs should be consistent across all asset and program types. This is in recognition of the valuable contribution all groups make to community life regardless of whether they operate from Council or non-Council owned/managed land.</li> <li>▪ 'Equity of provision' does not mean that all townships/regions will have the same level of provision for all service and asset types.</li> </ul>
8.	<p><b>Access to Opportunities</b> Recreation planning will seek to minimise social, physical, economic, and geographic barriers to participation.</p>	<ul style="list-style-type: none"> <li>▪ There are a number of factors that may limit or exclude the ability to access recreation opportunities. These may include barriers relating to physical, financial, geographic and ability. The focus should be on opportunities to minimise the impacts of these barriers.</li> <li>▪ Opportunities to maximise access to sustainable services and programs is a key objective.</li> </ul>



### 3.5 Council's Role

Council does not have the capacity to address all the recreation needs in the community without significant assistance from a range of key partners. A major partner is the local community and its many clubs and organisations that provide solid and continuing support to the provision of recreation opportunities in the Shire. Other major partners include the state and federal governments, the private and business sectors and the health and wellbeing sectors.

Council has determined that it will play one of a number of the following roles to address the key issues that have emerged through the Recreation Strategy:

- Service Planning;
- Service Provision and Management;
- Advocacy
- Leadership and Innovation; and
- Facilitation and Communication.

Council's role will vary considerably in relation to each of the issues identified in the Recreation Strategy. In determining the KEY role it will play in relation to any one issue, Council has considered:

- the sustainability of its role over the life of the Strategy;
- the way in which Council can maximise the impact of its resources;
- priorities identified in the plan;
- opportunities for a proactive response to recreation development and management needs in the community; and
- the role played by other recreation provision partners.

The role that Council will play in relation to the actions emerging from this strategy is flagged in the Action Plan. A brief explanation of these roles is provided in the following table.

COUNCIL ROLE	AN OVERVIEW OF THE ROLE
<b>Service Policy and Planning</b>	<ul style="list-style-type: none"> <li>• Ensuring that strategic service and policy planning across the organisation address recreation needs, issues and opportunities.</li> <li>• Research that considers local, state and national trends and their impact/potential impacts in/opportunities for the Shire</li> <li>• Ensuring that recreation services and programs respond the real and substantiated recreation needs and priorities of the community.</li> </ul>
<b>Service Provision and Management</b>	<ul style="list-style-type: none"> <li>• Maximising recreation program opportunities in the Shire.</li> <li>• Maximising opportunities for access to recreation programs and services.</li> <li>• Maintaining community infrastructure and environments so that they are safe and encourage increased use.</li> <li>• Identifying and engaging local and regional partners.</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Advocating with and on behalf of the community, agencies and organisations for priority recreation service, infrastructure and program needs.</li> <li>• Identifying and co-ordinating advocacy partnerships to increase access of local people to recreation services and programs.</li> <li>• Representation on committees and reference groups.</li> <li>• Advocating on a range of issues and needs to government, agencies, allied sectors e.g. health and wellbeing, private sector.</li> </ul>
<b>Leadership and Innovation</b>	<ul style="list-style-type: none"> <li>• Taking the lead in research of potential community development initiatives that address issues impacting on recreation and associated health and wellbeing outcomes.</li> <li>• In conjunction with community networks:               <ul style="list-style-type: none"> <li>- research and promotion of the benefits of recreation e.g. those associated with physical activity, economic development, town planning.</li> <li>- research, identification, profiling and implementing innovative programs and services that are specific to the various Loddon communities.</li> </ul> </li> </ul>
<b>Facilitation and Communication</b>	<ul style="list-style-type: none"> <li>• Bringing together of key service partners to address issues and identify opportunities.</li> <li>• Maximising input by the community to the planning and review of recreation planning initiatives and other Council planning projects that may impact on recreation outcomes or, that have the potential to provide recreation benefits to the community.</li> </ul>

COUNCIL ROLE	AN OVERVIEW OF THE ROLE
	<ul style="list-style-type: none"> <li>• Liaising with community and community groups to maximise access to information and opportunities, and to create effective communication 'linkages' and pathways.</li> <li>• Identifying and developing community networking opportunities.</li> <li>• Facilitating project and operational al partnerships that preserve or enhance recreation opportunities in the community.</li> <li>• Facilitating the growth of new or expanded community initiatives that improve local community recreation outcomes.</li> </ul>





## 4.0 Current Situation Analysis

### 4.1 Social Environment

#### Redefining Recreation

Recreation in Loddon has primarily focused on sport and in particular the traditional sports of football, cricket, tennis and netball, lawn bowls and golf. This focus is understandable given the limited resources of Council and the community, and the desire to ensure the ongoing sustainability of long established clubs and organisations.

This report recognises the importance that sport plays in the Loddon community but it also recognises the broader recreation needs of those people for whom sport is less relevant or accessible. This includes older people, those with limited time to engage in traditional sport because of travel for work and education, and those that have a preference for creative or unstructured recreation.

Research undertaken for this project confirms that Loddon residents are looking for access to a broader range of quality recreation and healthy lifestyle opportunities than has previously been available to them.

Population studies show that the range and quality of 'lifestyle infrastructure' together with access to quality health, education and community services is a key attractor for residents considering relocation to a region. Given that Loddon is looking to develop strategies that will encourage population growth in the future, it is essential that planning for a greater diversity of sustainable recreation opportunities occur.

In some cases this may require changed uses of some facilities, co-location of organisations, rationalisation and/or rebuilding of infrastructure, and a refocus on program and service support to community organisations.

Demand for unstructured recreation activities is likely to increase given time constraints faced by many Loddon residents, changing work patterns and irregular work hours, a declining population in the traditional sporting age groups, and an ageing of the community.

68% of survey respondents stated that priority should be given to expanding fitness opportunities such as gymnasiums and exercise classes and 63% stated that a priority should be developing recreation opportunities other than sport (e.g. theatre, music, walking, bike-riding).

There is also likely to be an increased demand from women for access to activities such as exercise classes, and indoor activities such as badminton, and from men in relation to gym/fitness facilities, fishing and bike-riding.

Feedback from the household survey also shows that there is likely to be a significant level of dissatisfaction in relation to the poor provision for alternative recreation opportunities.

In summary the residents of Loddon are now defining recreation in terms of a broad range of activities that:

- can be undertaken on a casual basis like walking and bike riding;
- are associated with the indoors like basketball, badminton and gymnasium activities;
- are associated with the arts and special events;
- are new to the Loddon recreation scene such as soccer;
- are associated with play spaces such as playgrounds, 'kick-about' areas and skate parks;
- have a social basis such as picnicking;
- can provide opportunities for tourism;
- provide opportunities for engagement with the natural environment such as camping and bushwalking; and
- provide for the community's sporting needs.

Priority	% of Respondents
Encourage new sports.	69
Expand fitness opportunities e.g. gyms.	68
Develop activities other than sport.	63
More support for arts & culture activities.	63
Playgrounds that cater for a wider range of age groups.	63

TABLE 5 - What Survey Respondents Said About Recreation Priorities.

There is a sector of the community that has concerns about the viability of the traditional recreation base if recreation opportunities are expanded. This is a legitimate concern, however long-term planning must consider broader society expectations and demands. This is particularly important given the Shire is

looking to address the shortfall in provision for the non-sporting sector of the community and to attract new/retain existing residents.

While it is relevant to redefine recreation it is important to ensure that expectations are in line with the community's capacity to support new initiatives. The challenge for Loddon will be the balancing the resourcing of new opportunities, that maintaining of existing opportunities and decisions around viability and sustainability.

## Recreation Participation

### Active Participation

The level of participation in non-sport based activities in Loddon is reflected in Table 2 which shows that of the half of the top 10 most popular recreation activities are non-sport based. These activities include walking (ranked 1), bushwalking (ranked 5), swimming outdoors (ranked 6), bike-riding (ranked 7) and fishing (ranked 10).

The most popular sporting activities in Loddon are golf (ranked 2), lawn bowls (ranked 3), tennis (ranked 4), Australian Rules Football (ranked 8), and netball (ranked 9). Netball and football are likely to have approximately half the participation rate of golf and tennis (on a monthly or greater basis).

Netball, exercise classes, badminton and horse riding are activities that rank in the top 12 female activities but not in the top 12 male activities, while fishing, gym/fitness activities, and Australian Rules Football are in the top 12 most popular activity list for males but not for females.

The extent of participation in Australian Rules Football is very high per head of population. This is evidenced by the fact that it rates in the top 10 activities for the whole community despite being an activity that is predominantly undertaken by males.

This high level of participation is verified through local football association statistics that show one of the highest levels of participation in football on an LGA basis. However, caution is needed in interpreting these participation statistics for football given that a significant number of football players come from outside the Shire to make up team numbers. It has to be questioned whether this high level of participation by players from outside the region is sustainable into the future.

Loddon residents are engaging in walking far more frequently than any other physical activity (29% walk on a monthly or greater basis) and are expressing a desire for expanded and safer opportunities for walking. The popularity of walking is consistent with statewide and national trends. Opportunities for walking should be maximised by ensuring a well-integrated network of trails and footpaths that provide circuits, and that link to community facilities in and around townships.

Given the ageing of the community planning should consider staged development of trails and footpaths so that they are suitable for use by people who are less mobile and who use mobility aids.

It is worth noting the level of participation in gymnasium / fitness activities given the minimal opportunities available in the Shire. It may be that residents are attending these classes while at, or travelling to and from, work.

The demand for these activities is a continuing trend having been noted in the previous Recreation Strategy. The need to provide gentle exercise activity options for older adults is likely to strengthen the demand into the future. Survey results also indicate a strong desire by young people (65%) to engage in fitness/gymnasium

	Activity	Total Respondents
1	Walking	29% (91)
2	Golf	13% (40)
3	Bowls	12% (38)
4	Tennis	10% (31)
5	Bushwalking	10% (31)
6	Swimming (outdoor)	9% (27)
7	Bikeriding (BMX/Mtn)	7% (22)
8	Australian Rules Football	6% (19)
9	Netball	5% (15)
10	Fishing	5% (16)
11	Exercise classes	4% (14)
12	Darts	4% (13)

TABLE 6 – Activities most frequently undertaken on a monthly or greater basis by Loddon residents. (Household Survey, Oct 2006)



type activities into the future.

It is necessary to note that the population of townships in Loddon are not large enough to attract or sustain private gymnasium or fitness centre providers. If communities in Loddon are to have access to these types of facilities then they will need to be 'community based and will depend on strong partnerships between local organisations and agencies. The amenity and location of these facilities are important if they are to attract key target groups such as older adults or young people.

The Youth Survey indicates that young people are also engaging in unstructured recreation activities more frequently than structured sporting activities. However when they are asked what they would like to do more of in the future both structured sport (76%) and unstructured sporting opportunities (74%) top the list. Creating a diversity of sustainable sporting opportunities and social-recreation opportunities for young people will be a priority for the future, including those in both indoor and outdoor spaces.

46% of young people are saying that they currently hang about in town/on the streets or in parks with their friends. 60% of young people are saying that they would like to do more of this suggesting that creating open space environments where young people are embraced and feel safe, will be an important consideration in providing for young people into the future.

There is likely to be some 40% of the community engaging in outdoor activities that are not related to sporting activities. Not only do these activities include walking, bushwalking, but also camping and social activities such as picnics and BBQs. Picnicking and BBQs alone are likely to attract some 7% of the population on a monthly or greater basis.

There is no doubt that sport is very popular in Loddon and an important part of community life, however declining numbers may necessitate support of sporting activities that do not required as large participation numbers e.g. badminton, tennis, table tennis. This is important in communities that are struggling to maintain team numbers in the traditional sports.

### Arts and Culture

The fear that the sustainability of traditional sports would be undermined if a greater diversity of activities was available should not restrict opportunity, particularly when activities provide for the interests of those that are not engaged in sport or active recreation. It is important however, that sustainable and viable options are explored.

There is a groundswell of interest for developing opportunities associated with the arts. Approximately 63% of respondents from the household survey stated that arts and cultural opportunities like theatre and art should be encouraged and supported more, and 63% support the expansion of activities other than sport.

The Youth Survey indicates that young females are significantly more likely to want to engage in arts based activities than males, including going to a music event (females 73%, males 54%), and engaging in arts/drama/'creative' type activities (females 53%, males 24%). Planning for future arts provision and participation for young people should be a priority given that over half the young girls responding to the survey stated that they would consider getting involved in arts-based activities and the lack of alternative recreation activities available for girls



The challenge is how to provide for the smaller participation numbers that are involved in the arts and in addition that are dispersed across the Shire. Opportunities to build on activities, groups (e.g. Loddon Arts Network, Warts 'n All) and facilities (drama/ performance rooms at Boort Secondary College) that already exist in the community should be considered.

Future facility planning and development should also consider opportunities to make provision for arts activities in existing facilities or when considering facility consolidation or updating. Inclusion of arts 'spaces' should be based on 'need', satisfying a strategic direction and with a clear understanding of the cost-benefit of adding the space.

Special events such as the Bacchanalia Festival, the Rheola Charity Festival, the Wedderburn Gold Festival, and the Boort Show are seen as important or very important by 74% of the community with 64%

of the community stating that they were satisfied with the standard of these events. As with most community groups, organising committees report a lack of volunteers and in particular a lack of involvement by young people.

In some cases there is a need to work with local communities to establish a structure and future direction plan that will ensure the sustainability of these events and a strategy that will encourage young people.

Again, targeted strategies to involve young people should be considered given that 36% of respondents to the youth survey stated that they would contemplate getting involved in organising a community event, and 46% if the event was for young people or young adults.

48% of young people responding to the survey also stated that they would consider getting involved in a project with adults so that they could learn how to run events and 'organise things'.

### Clubs and Volunteers

The impact of changing lifestyle patterns (e.g. travel for work) is reflected in club memberships. Sporting clubs are generally reporting that they are holding their numbers in the junior sporting ranks, but that senior membership is in decline. This is exacerbated by the increasing number of players that come from outside the region to play sport for local clubs. These

Sport and recreation clubs and organisations are reporting an increasing difficulty to attract new people into playing and volunteer roles, and in particular to attract volunteers with the type and level of skills now required to administer clubs and organisations. There is a decreasing pool from which to attract members due to a number of factors including:

- the declining population of the Shire;
- the increasing number of people who play sport in Loddon but who live outside the Shire. These people are not readily available in the community to assist with club related activities and meetings;
- the ageing of the community;
- the economic environment (e.g. the need for dual incomes and for families to seek work of farms);
- an increasing number of people with less time due to work and education travel commitments outside the Shire;
- the lack of interest shown by young people in volunteering; and
- the already high level of volunteering in the community (refer Regional Atlas of Victoria).

As a result, the capacity to increase the level of volunteering in the community is limited and the situation is unlikely to improve in the medium term given population forecasts for the Shire.

People involved in volunteering in Loddon are passionate about their organisations and communities and have achieved commendable outcomes with minimal resources. There is however a sense that their capacity to continue as in the past is rapidly diminishing, particularly in terms of maintaining the viability of clubs and organisations, maintaining facilities and upgrading community assets.

	Priority	% of Clubs
1	Creating quality facilities that the whole community wants to use.	74%
2	Maintaining and upgrading buildings.	63%
3	Seeking securing funding for new programs.	58%
4	Increasing player numbers.	55%
5	Watering systems that reduce watering costs.	53%
3	Financial viability of the club.	50%
4	Upgrading and maintaining playing surfaces.	50%
5	Attracting and retaining volunteers with the right skills.	50%

TABLE 7 - Club Priorities for the Next 3 Years

The club and organisation survey undertaken as part of the study indicates that the most pressing issues for clubs relate to maintenance of buildings, maintenance of playing surfaces, cost effective watering systems and increasing player and volunteer numbers.

20% of clubs indicate that they are not in a position to deal with these issues alone and will require assistance and only 9% stated that they are 'well placed' to deal with the issues.

Of particular note are the sports/organisations that are likely to incur specific issues over the next 3 years. These include:

- football, netball and Committees of Management in relation to financial sustainability;
- netball, lawn bowls and Committees of Management in relation to building maintenance;

- football, netball, lawn bowls and Committees of Management in relation to alternative uses for their facilities; and
- football, lawn bowls and Committees of Management in relation to understanding roles and responsibilities better.

Because of a lack of resources, clubs in Loddon are not likely to have undertaken any significant degree of forward planning or have in place policies relating to their operational s. If planning or policy development has taken place it is likely to be in relation to risk and safety management (45% of clubs), fund-raising (37% of clubs), alcohol management (34% of clubs), and facility master planning (32% of clubs).

The community is indicating a priority for volunteers to be better supported and for strategies to encourage young people into volunteer roles. Most groups are reporting an ageing of volunteers and an inability to attract new, and in particular young people into volunteering roles.

Young people are not generally attracted to traditional volunteer roles. Strategies to attract young people need to consider a whole-of-community approach, partnerships (e.g. with schools, youth based organisations), a rethink of organisational operational s, structures and approach to engaging and retaining young people.

Volunteers in Loddon display amazing independence and initiative in seeking out funding opportunities and resourcing projects from within the community. However volunteers are looking for greater assistance in relation to information (funding sources), club development, developing effective partnerships, advocacy and promotion, technical advice (facility / open space maintenance and upgrade), and practical support (e.g. building, engineering assistance).

	Assistance Desired by Clubs	% of Clubs
1	Identifying grant opportunities and assistance with grant submissions.	76%
2	Identify and develop new opportunities.	61%
3	Assisting clubs to work together more effectively.	53%
4	Assisting clubs with advocacy.	50%
5	Promotion.	42%

TABLE 8 - Assistance that Club Volunteers are Looking for as a Priority.

### Partnerships

Partnerships have been central to achieving sport and recreation outcomes in the Loddon communities and will continue to be a key for future recreation and sport provision. Effective partnerships will come out of clear direction and should be based on identified need and priority.

This project has identified a number of partnership opportunities that should be further explored and supported to achieve the outcomes of this strategy.

Council enjoys positive partnerships with the many sport and recreation club. This is reflected in the positive anecdotal feedback received through the study and the household survey in which 63% of respondents indicated that 'given its resources Council does a good job in supporting sport and recreation in the Shire'. The lowest level of satisfaction is likely to come from Terrick Ward (55%) and the highest level of satisfaction is likely to come from Wedderburn Ward (73%).

78% of respondents to the household survey perceive that better use should be made of school facilities for community sport and recreation. The Pyramid Hill P-10 College has a new indoor hall that is being well utilised by the community and the school is considering expansion of the facility.

Wedderburn Secondary College has an indoor hall that will require upgrading in the short to medium term if it is to provide for the community's indoor recreation needs in a quality environment. The Boort Secondary College has a large hall that is requiring an upgrade to the floor for safety and risk management reasons and if the facility is to appeal to wider recreation interests.

While there is an opportunity to explore facility and program provision and expansion opportunities with schools. There is a cost associated with expanding the use of school facilities. This cost relates to day-to-day maintenance, asset renewal and subsidies that may relate to groups/individuals experiencing economic hardship. These issues would need to be worked through prior to expanded use of school facilities being undertaken.





Indoor sport and recreation opportunities are rated as important or very important by 66% of survey respondents while only 44% are satisfied by the current level of access. This indicates that there is likely to be increased pressure for access to a range of indoor sport and recreation opportunities into the future.

Partnerships with health service providers should also be explored particularly in relation to programs and facilities that can address a range of current needs together, with additional needs relating to the ageing of the community.

'Primary Care Partnerships' and associated programs such as the Bendigo-Loddon Physical Activity Consortium are examples of co-operative ventures that are successfully addressing local health and wellbeing needs and issues.

The gymnasium that has been established at the Boort Resource and Information Centre is proving a successful model and provides a basic level of provision that would not otherwise be available in the local community.

Opportunities to replicate this model in other communities should be actively supported. Planning to accommodate expanded versions of these facilities in redeveloped community spaces should be a priority given the likely community pressure for increased access (range and quality of provision) to these type of opportunities.

Sport and recreation clubs are also looking to strengthen their community networks and relationships. Developing stronger relationships with peak associations (57% of clubs responding to the club survey), developing a closer relationship with Council (79% of clubs responding to the club survey), and closer networking with other clubs to share resources (73% of clubs responding to the club survey) was a medium or high priority for clubs over the next 3 years.

### Special Population Groups

Young People continue to be seen as a priority group with 80% of household survey respondents stating that young people aged 12-18 were a high priority.

There is a perception that there is very little for young people to do if they do not want to play sport. Strengthening existing services and programs that cater for young people and providing information through channels that are relevant to young people should be an initial strategy to ensure that access to existing opportunities is maximised. This should then be complemented by strategies to build on existing opportunities.

Earlier discussion highlighted that young people are looking for a range of recreation engagement opportunities. These include opportunities associated with competitive sport and those that allow for 'informal' engagement.

This Strategy reinforces the findings of the (Youth) Skate and Recreation Strategy undertaken in 2003 which found that young people are looking for opportunities associated with parks, trails and 'activity/social' spaces such as skate areas.

There is a need to work with young people in local communities and the township Community Planning Committees to review and implement the strategies in the 2003 report, and to ensure that the strategies are integrated into Community Plans.

The same study also found that young people have equally important priorities relating to information and support networks which need to be considered in the overall planning to address the needs of young people. Council has commenced the preparation of a Youth Strategy to look at broader youth needs and opportunities to address them.

Other groups identified for priority attention are:

	Population Group	% of Respondents
1	Teenagers 12-18 years of age.	80
2	People who have limited social and / or family contacts	75
3	People with low or limited income.	75
4	People who live on their own	74
5	Young adults	74
6	Families	74
7	People with disabilities.	74
8	Children 0-12 years of age.	70
9	Older adults	70
10	Adults	69

TABLE 9 - % of Survey Respondents Identifying as a High or Medium Priority.

- those perceived as vulnerable or isolated. These groups consist of people who have limited social and/or family contacts (75% of household survey respondents), people with low or limited income (75% of household survey respondents), and people who live on their own (75% of household survey respondents); and
- Young adults (74% of household survey respondents), families (74% of household survey respondents), and people with disabilities (74% of household survey respondents).

Again this study reinforces the need to build on the opportunities that already exist to better cater for specific population groups rather than create unnecessary resourcing duplication. This can be achieved for example by ensuring that wheelchair access from carparks to picnic tables (disability access), co-location of play, picnic and toilet amenities (families), appropriate placement of seating and surfacing of trails (older adults).

This approach will mean that opportunities for specific population groups are considered and maximised through normal statutory planning and provision processes.

### Information

How to best provide for the information needs of the community will always be a challenge. This is particularly so given the different preferences across the community for obtaining information, the different communities with which to communicate and the lower level of take-up of the internet in the region.

67% of respondents to the household survey state that access to 'information about available sport and recreation opportunities' is 'important' or 'very important'. However, only 43% are satisfied with the level/type of information available.

In the youth survey 76% of young people indicated that if they knew more about what was going on that they might be more encouraged to get involved in their community.

The community currently prefers to source its information about sport and recreation opportunities from the local newspaper (78% of household survey respondents), Council newsletters (54% of household survey respondents), local radio or TV (37% of household survey respondents), at a local recreation/community facility (30% of household survey respondents) or by word-of-mouth (20% of household survey respondents).

This does not mean that other sources of information shouldn't be considered, particularly when the community is identifying a need for different types of information that is best provided through other channels. There is also a need to inform the community about the various avenues of information particularly when new information streams come online or existing ones are enhanced.

Council is finding it difficult to maintain accurate records relating to club/organisation contacts and program information. This makes contact with groups difficult and unreliable and often results in clubs falling out of the direct communication loop. It also means that Council is not able to provide a referral service for people wanting to join clubs or organisations.

In addition, Council does not have any accurate records or access to information regarding facility usage. This information is vital if funding is to be directed to facilities and programs that are most in demand. A process whereby Council can obtain or is provided with this information is necessary e.g. annual audits, reports.

Feedback indicates that Loddon residents are looking for more information about sport and recreation groups and recreation opportunities (70% of household survey respondents) and clubs are wanting to better promote their activities and organisations (71% of club survey respondents).

There are organisations across the community such as Sports Focus that potentially have a significant database of information relating to recreation opportunities. Every effort should be made to integrate all the information 'banks' and make them more accessible to the broader community.



Developing effective information channels is an issue across the local government sector and one that should be approached on an industry level. There is an opportunity to develop an internet based model that addresses a range of sport and recreation information and communication needs for LGAs.

Clubs and organisations are also looking for information that can better assist them to run their organisations and manage facilities. The type of information being sought by clubs and organisations relates to funding opportunities; examples of successful funding submissions and successful programs being run by other clubs; examples of planning documents prepared by other clubs; opportunities to promote activities and events; and opportunities to share resources, and volunteer opportunities.



#### 4.1.1 Actions to Address Findings Relating to the Social Environment

The following provides a summary of the Actions that address the findings relating to the *Social Environment*. Details relating to each Action are provided in the Action Plan contained Volume 1 of the Recreation Strategy.

Issue	Action
Redefining Recreation Participation	1. Acknowledge, support and promote the importance and benefits of both 'structured' (e.g. sport) and 'unstructured' (e.g. walking) recreation.
	2. Maximise the sustainability of existing sports across the Shire.
	3. Support the development of alternative (indoor and outdoor) sporting opportunities e.g. soccer, badminton.
	4. Support the establishment and promotion of 'healthy lifestyle' activity groups e.g. 'mums and prams' walking groups, 'walk and coffee' groups.
	5. Work with local communities to investigate opportunities to establish sustainable gymnasium facilities at appropriate locations.
	6. Actively encourage the establishment and promotion of exercise programs/classes for a range of age groups e.g. gentle exercise for older adults, youth fitness programs.
	7. Identify the feasibility of establishing an 'arts hub' in Wedderburn.
	8. Identify and encourage opportunities to increase the profile of community and professional arts and expand participation opportunities.
Clubs and Volunteers	9. Facilitate the development of a Volunteer Support Program for recreation clubs and organisations as part of an overall (cross service areas/regional) program.
	10. Develop a Volunteer Support Manual that can be progressively added to/developed over time (roles, responsibilities, contacts, relevant Council policies etc.)
	11. Develop models/examples of good practice that can assist clubs/organisations develop their sport/activity e.g. funding submissions, program initiatives.
	12. Encourage initiatives that engage young people in volunteering.
	13. Investigate community interest and opportunities to establish a program that encourages people from outside the shire to volunteer with local community based projects. (Consider establishing as an industry model)
Partnerships	14. Actively work with clubs/organisations to identify opportunities for clubs to develop integrated and co-operative management structures.
	15. Work with schools and local clubs/organisations to identify opportunities for increasing the number of schools involved in the 'Active After Schools' program.
	16. Work with Committees to maximise provision and promotion of recreation opportunities provide through Community Houses.
Special Population Groups	17. Implement the recommendations of the 2003 (Youth) Recreation/Skate Strategy.
	18. Increase community awareness of young people's recreation choices.
	19. Recognise and support initiatives that encourage participation by people that are 'isolated in the community' (e.g. financially, physically).
	20. Facilitate discussions between local and regional agencies/organisations to expand the range of Holiday Program opportunities and promote activities.
Information	21. Examine opportunities for Council's website to: <ul style="list-style-type: none"> <li>- more effectively promote recreation opportunities and provide information to clubs and organisations</li> <li>- expand and upgrade information relating to visitor opportunities, and develop brochures that can be downloaded.</li> </ul>
	22. Seek funding to investigate the cost and requirements for hosting an interactive component of Council's website that allows clubs/organisations to update contact information and opportunity details.
	23. Investigate community interest in establishing a 'Loddon Young Peoples' website.

## 4.2 Built Environment

### Asset Management

Loddon is facing a number of significant issues in relation to the management of its recreation and sporting infrastructure. These issues include:

- a) Ageing infrastructure, particularly in the case of swimming pools and community halls which will require significant or total revamp in the short to medium term and which will compete for funds with other major asset works
- b) Minimal information relating to the condition of assets and their compliance with relevant legislation (e.g. DDA, health), guidelines (e.g. sporting facility standards) and classification (e.g. heritage). This is part of the picture required to determine facility upgrade priorities.
- c) Minimal / no information relating to the frequency of use of facilities and the numbers using facilities. This is part of the picture required to determine facility upgrade priorities.
- d) No formal process for referring new or upgraded assets to the asset inventory.
- e) A dependence on Committees of Management and community groups to maintain and upgrade facilities, when the capacity of these groups has and continues to decline. As a result the quality of presentation of facilities falls in line with the community's decreasing capacity to contribute and decreasing expertise base.
- f) No asset renewal plan relating to key recreation infrastructure such as pools and halls.

Council is about to commence an audit of sporting and recreation infrastructure as part of an overall asset audit. It is essential that this process include an audit of usage so that decisions relating to future upgrade or integration are well and accurately informed. Consideration needs to be given to the resourcing of the process, particularly given that there are not the recreation resources available to undertake any usage audit.

It is critical that all assets from which community groups operate are included in the audit. Despite whether groups operate from Council or non-Council owned land they provide an invaluable service to the community and should not be penalised due to the nature of the land ownership or management relationships (e.g. DES Committee of Management).

Data relating to building condition and usage for all facilities will mean that decision-making in relation community infrastructure is based on the full picture. It will also mean that information is available for the purpose of funding applications and advocacy strategies and will provide the basis for informed decision making.

The Recreation and Community Development Department does not discriminate between groups that operate from Council and non-Council owned land. Other Departments within Council currently do make this distinction in terms of level and type of service provided.

Currently communities are able to determine their own asset development priorities with little reference to any strategic plan/vision for a specific asset type or any consideration of the future asset maintenance and renewal implications.

This has allowed communities to proceed with initiatives unencumbered by restrictions that may be perceived as 'red tape'. The implications however may relate to a lack of asset integration, an unsustainable asset inventory and the potential for a duplication of facilities.

A hierarchy of provision should be established for each asset type. This is particularly for sporting ovals that will continue to be subjected to extreme climatic conditions that impact on the quality of playing surfaces and associated safety standards.

A clear 'hierarchy' will articulate the level and type of provision that will supported by Council (e.g. capital funding, maintenance funding, support of grant applications to government) and would be based on considerations such as level of competition played at the site, compliance with relevant state sporting standards; the range of age groups and social activities catered for, and the range of sports/activities accommodated.





The hierarchy should be established across defined districts (e.g. wards) that extend beyond townships and for all recreation and sport asset types (e.g. halls, senior citizens centres, recreation centres, pavilions, playing grounds/courts).

### **Regulations and Guidelines**

There is a need to ensure that community groups are aware of their responsibilities to comply with relevant standards and guidelines and to maximise opportunities for people with disabilities or limited mobility. The latter is particularly important given the ageing nature of the community and the need to make all new and upgraded facilities as accessible as possible.

The ability of community groups to bring buildings up to a standard where they comply with relevant standards has to be questioned. The asset audit that is to be undertaken by Council should include an audit of non-compliance (to both legislation and guidelines) issues

### **Standards**

Many communities have developed and maintained facilities in accordance with the funding and resources that have been available. This has enabled communities to have use of facilities that would otherwise not be available to them and is to be commended. However, in some cases this has resulted in facilities that are of a lesser standard than desired; are inconsistent with the amenity of the site, environment or townscape; or remain unfinished.

In addition, the lack of standards can result in facilities and associated amenities that do not support Council's population growth (attraction) strategies that include provision of quality facilities. The lack of standards relates to buildings as well as associated infrastructure e.g. netball shelters, reserve seating.

Guidelines should be developed that are not too prescriptive but that outline facility and amenity requirements. This may delay some projects but will achieve a quality of provision and improve the longevity of facilities and maximise opportunities to build on local themes (e.g. heritage) or integrate with the local neighbourhood amenity.

In addition there are no standards to guide the placement or design of facilities. This can result in a loss of opportunity to more appropriately locate/integrate facilities, minimise/avoid duplication, create community hubs based on like activities, and increase cross engagement of activities and age groups.

The development of provision standards must be accompanied by an effective process for referral of building applications that are submitted by community sport and recreation groups to relevant departments. Currently building permits for sport and recreation infrastructure can be granted without any referral to the Recreation Department.

### **Facilities**

A clear priority for the community is the preservation of existing assets over the development of new ones (73% of survey respondents). The challenge for Council will be balancing the changing expectations relating to access to opportunities and maximising the effectiveness of existing community facilities, which may warrant the modification of some facilities.

Approximately half (53%) of survey respondents supported the direction of rationalising under-utilised assets and putting the money into other recreation assets. While only 24% are likely not to support this approach there is an additional 16% of the community that is unsure. This would indicate that any action relating to consolidation of facilities would need a sound rationale and clearly defined outcomes. Future sentiment relating to this issue will also be influenced by the community's capacity to continue to maintain facilities in a safe manner.

It is recognised that Council is not bearing the brunt of the responsibility relating to facility maintenance, however this will change in the future with the deterioration of assets, the declining capacity of the community to commit to current responsibilities.

### **Community Hubs**

Co-location and integration of infrastructure should be investigated as a long-term strategy. This would address issues in relation ageing and less relevant buildings, provide a plan for modernising assets into the future, reduce the number of under-



utilised buildings and provide opportunities for co-location and integration of community activities.

Community hubs focus community activity at defined places. This maximises opportunity for informal interaction, increases the number of users and therefore passive surveillance of environments. It also maximises opportunities for cross promotion of activities and services and the opportunity for sharing of resources including personnel. Community hubs should not just relate to recreation facilities and services and can include private and community based opportunities.

Opportunities to create or consolidate community hubs should apply equally to indoor facilities and outdoor facilities and environments. Current planning for the Pyramid Hill swimming pool, park, tennis facility and caravan park precinct for example is examining opportunities to integrate facilities, consolidate buildings, maximise sharing of facilities to attract a greater number of users and establish the precinct as a significant community meeting place.

### **Senior Citizens Centres**

Senior Citizens Centres should be considered as part of the overall facility package in townships and districts that can cater for a variety of social and recreation needs. The changing aspirations and expectations of older adults is changing with the result that these centres are no longer attracting the numbers they did in the past.

No facility type should be seen as the sole domain of any one user or demographic group, resources do not allow for this luxury and it does not encourage community integration. Some municipalities have gone down the path of renaming these centres so that they better promote and encourage use across a number of age groups. Opportunities to integrate activities associated with these centres with other community facilities should not be overlooked.

### **Swimming Pools**

Council has recently committed to a 10 year program of maintenance and upgrade works at all of its five swimming pools that aims to ensure that all equipment and infrastructure is replaced within its lifecycle. It is estimated that this program of works will cost \$213,260 pa or \$1,323, 600 over the 10 years of the program requiring an additional \$132,360 of funding pa than is currently allocated.

This approach is consistent with feedback from the household survey which indicates that 48% of the community is not likely to support an approach that involves reducing the number of pools even if it means improving the quality of remaining pools. The community is somewhat divided on this matter with 40% of the community is likely to support this approach.

It is recognised that swimming pools are a valued and important community asset, particularly for young people and families and in communities that have few other recreation options. For this reason their future viability needs to be addressed and planned for.

### **Tennis Courts**

There is likely to be a contrast in thinking in relation to tennis courts across the Shire. The majority of courts in the Shire are grass requiring significant watering over the summer months to keep them up to a playing standard.

Those supporting the retention of grass courts do so primarily on the basis that they provide far more pleasant playing conditions in the hotter months. There is however likely to be a significant sector of the community that supports an increase in the provision of hard court tennis courts (51%, 23% not likely to support this direction) so that they can be used all year round. The highest level of support for hard courts is likely to come from those areas that already have hard surface courts installed (e.g. Bridgewater, Inglewood).

Staff report a significant increase in the number of people using tennis courts on a casual basis since the installation of hard surfaces and lighting. This again indicates that people are looking for recreation opportunities that fall outside the traditional participation parameters of sports and that can be accessed at times convenient to changing lifestyles.

Another issue that is likely to impact on grass court tennis courts is access to a reliable source of water into the future and the expectation by the community that the responsible use of water on sporting surfaces should be a priority (89% of survey respondents).

Tennis is an activity that has the potential to cater for the significant sector of the Loddon community that travels outside the Shire for work and education. The lighting of courts extends playing time and in

summer months allows for play in the cooler times of the day. It is not suggested that lighting be considered for all facilities but rather at a number of strategically determine facilities across the Shire.

The sites determined for lighting installation need to be based on clear criteria that considers catchment, level/potential level of play, interclub partnerships, wider benefits (e.g. tourism) etc.

It is important that use of facilities is maximised. This can be achieved by line marking for a range of activities, ensuring that the size of the surface can cater for varied activities, and by ensuring that casual community used is actively encouraged.

### **Golf Courses**

All of the 13 golf courses in Loddon are on DSE land and are managed by Committees of Management. Council has no direct management responsibilities for golf courses. Similar to other clubs in Loddon, golf clubs are experiencing declining player and volunteer numbers, ageing infrastructure and the associated impacts.

Council will need to determine the role that it will play in relation to golf clubs given that that golf is one of the most popular recreation past times in the Shire. Council should not ignore the issues and dilemmas that will soon confront golf clubs in terms of viability. In fact Council is in a good position to help clubs work through options that may include co-location with other clubs or activities, amalgamation and or rationalisation of facilities based on a strategic direction that looks to make golf sustainable into the longer term.

Co-locations such as that being considered by the Bridgewater Golf Club and the Bridgewater Lawn Bowls Club should be encouraged. This has the potential to rationalise facilities and minimise demands on volunteers.

Anecdotal feedback received during the project indicated that opportunities to discuss potential co-location may be positively received.

### **Toilets**

Toilets scored the highest 'importance' rating of any other asset with 87% of survey respondents stating that attractive and well maintained toilet amenities are important or very important. Toilets are also likely to score the highest level of dissatisfaction. Consultation also revealed a possible inequity in relation to Council maintenance of toilets with some facilities being cleaned by Council and others being the responsibility of Committees of Management.

Both stand alone toilets and toilet facilities associated with halls are seen by the community as in poor condition with a need to plan for modern and quality toilets that provide not only for local needs but that of visitors.



A strategy should be developed in relation to toilet infrastructure provision that considers requirements for new or upgraded facilities, rationalisation of toilets, and opportunities to integrate with existing facilities. Priorities should be based on a simple cost-benefit analysis that considers recreation, tourism and local township benefits.

### **Netball Courts**

Netball Victoria has undertaken an audit of Loddon netball courts which identifies a number of issues that have the potential to significantly impact on the viability of clubs.

These issues include courts that do not comply with sporting provision safety standards particularly in relation to the size of the courts, the type of surface, the adequacy of 'run-off' areas and the proximity of structures (e.g. lighting towers, shelters) to the playing area. The poor condition of change and catering/social facilities are also noted as sub-standard at some venues.

Clubs have been notified that these issues will likely impact on the ability of the clubs to host finals and regional competitions and as a result the economic viability of the clubs concerned.

Recent discussions with Netball Victoria has resulted in an extension of time to address the issues identified in the audit. However there are significant financial implications to bring facilities to a standard that addresses audit requirements.

Any strategic plan to upgrade netball facilities should be integrated with the strategic plan to accommodate football across the various regions and linked to the hierarchy of facilities established. This review should also consider opportunities to rationalise courts, the need for separate netball change facilities, and establish a financial plan (in conjunction with clubs) to address non-compliance issues.



### **Football/Cricket Fields**

Feedback received through the study indicates that there is generally a high level of satisfaction at both the local level and the peak association level regarding the standard of football/cricket playing fields. The condition of playing surfaces has deteriorated significantly given the drought conditions and there may be significant resourcing implications for ground restitution once climatic conditions change.

Consideration should be given to restitution works that may be required prior to the next playing season and to reducing the number of turf wickets.

While most of these facilities have had sprinkler systems installed there are still a number that flood irrigate. A position in relation to responsible use of water on playing fields needs to be established. This may however have significant financial implications in terms of ground watering infrastructure.

The report notes that change rooms at some facilities are in a poor condition. This issue should be addressed as part of the strategic review and 'rating' of facilities to ensure that basic standards are met and that the level of provision is in accordance with the rating criteria (refer 'Asset Management', page 28).

The ability of community groups to be able to continue to maintain sporting infrastructure into the future has to be questioned. It is recognised that football and cricket often provide the only opportunities for communities to come together. However there is a need to plan for a future scenario that may not see as many players returning to the area on a weekly basis to play the sport which in turn will impact on the viability of some teams and clubs.



Feedback from the study indicates that many teams are made up of former residents returning at weekends to play, with their partners making up the numbers in the netball competition. It has to be challenged as to whether the next generation will have the same 'emotional' connection to prompt them to return, or indeed whether the community will have the capacity to pay players at the current level.

Commencing discussions now as to the most practical and sustainable way in which to maintain a viable presence for these sports into the future should be encouraged. This would include consideration of funding scenarios for 'away teams', ground maintenance standards for competition and non-competition grounds, and sport management structures.

There are currently no formal requirements on clubs or Committees of Management in relation to risk management and risk assessment/reporting of grounds and facilities.

Clubs, Council and other land management agencies are increasingly exposed to risk given the impact of current climatic conditions on playing surfaces and have a 'Duty of Care' in relation to participants.

There is a need to work with clubs, peak associations and insurers to ensure that an assessment and reporting process that satisfies risk management requirements is established and implemented.

### **Signage**

Directional signage to sites of significance particularly in and around townships is lacking. Opportunities to link signage to promotional brochures should also be investigated. Standardised signage again

provides an opportunity to reflect the community pride that has proven very important to residents throughout the study.

Trail and route signage will also be an important consideration as part of strategies to increase active participation through activities such as walking and bike riding. This will have relevance for both local participation programs and recreation based tourism strategies.

#### 4.2.1 Actions to Address Findings Relating to the Built Environment

The following provides a summary of the Actions that address the findings relating to the *Built Environment*. Details relating to each Action are provided in the Action Plan contained Volume 1 of the Recreation Strategy.

Issue	Action
Asset Management	24. Prepare an integrated data base for recreation and social infrastructure that includes: <ul style="list-style-type: none"> <li>- a full listing of all assets from which groups operate including those that are on land that is owned and or managed by other agencies (e.g. DSE reserves);</li> <li>- condition status and expected lifespan;</li> <li>- costs associated with compliance e.g. legislation, standards, policy);</li> <li>- usage numbers and frequency of use.</li> </ul>
Recreation Participation	25. Prepare an Infrastructure Development and Funding Policy that provides the basis for future infrastructure funding. Policy should: <ul style="list-style-type: none"> <li>- consider different asset types e.g. sport, tourism;</li> <li>- have a high priority for developments that deliver a range of benefits e.g. economic, social;</li> <li>- determine the level to which different infrastructure may be funded e.g. 20% for projects that achieve integration/rationalisation of buildings.</li> </ul> 26. Identify an annual budget allocation for the upgrade/renewal/replacement of recreation infrastructure that addressed the priorities established in the asset and usage audit.
	27. Review the Program of Works for Recreation and Sport Infrastructure based on the Infrastructure Development and Funding Policy criteria.
	28. Develop and formalise a process to ensure that all new and upgraded assets are referred to the asset database.
	29. Develop and formalise a process to ensure that sport and recreation building applications: <ul style="list-style-type: none"> <li>- are referred to relevant departments for comment; and</li> <li>- comply with Council policy relating to standards, compliance, amenity provision, consolidation etc.</li> </ul>
	30. Work with clubs and organisations (operating on both Council and non-Council owned land) to ensure that appropriate risk management protocols are in place.
Standards	31. Prepare a Shire wide policy for park and township furniture (including seating; lighting, security and boundary fencing; shelters etc.) that: <ul style="list-style-type: none"> <li>- establishes a theme across the Shire or within townships;</li> <li>- is durable;</li> <li>- reflects community standards, aspirations and pride.</li> </ul> 32. Prepare a policy for sport and recreation infrastructure that: <ul style="list-style-type: none"> <li>- specifies building design standards;</li> <li>- specifies standards relating to 'finish';</li> <li>- considers impacts (streetscape, environmental, site);</li> <li>- requires integration with open space and neighbourhood amenity or theme (or opportunity to establish these);</li> <li>- requires compliance with relevant legislation and guidelines.</li> </ul>
Compliance	33. Develop a process for maximising compliance of all recreation

Issue	Action
Facilities	<p>infrastructure to relevant legislation and guidelines.</p> <ol style="list-style-type: none"> <li>34. Identify opportunities to increase use of school facilities for indoor recreation / sporting activities. Consideration should be given to:             <ul style="list-style-type: none"> <li>- demand for existing activities;</li> <li>- short-term and longer term strategies e.g. short-term = floor upgrade, longer term = expansion and upgrade of amenities;</li> <li>- opportunities to introduce new sports, including those that do not rely on large team / club numbers e.g. badminton;</li> <li>- opportunities for improving amenity (presentation, access to 'social' / tea rooms);</li> <li>- opportunities to support participation e.g. childcare at Neighbourhood Houses / Family Day Care;</li> <li>- daytime activities e.g. women's programs; and</li> <li>- combining a number of recreation and health and wellbeing opportunities at the site.</li> </ul> </li> <li>35. Actively support the co-location of the Bridgewater Lawn Bowls Club and Golf Club and maximise opportunities for the redevelopment to address other community recreation/social infrastructure needs</li> <li>36. Identify and support opportunities for Tennis Clubs to develop integrated facilities that consider provision of infrastructure across 'districts' (hard courts, lighting) that increases participation and reduces operational al costs (e.g. water, court maintenance).</li> <li>37. Implement the 10 year program of works to maximise the lifecycle and use of community pools.</li> <li>38. Complete an audit of toilet facilities and develop a plan for upgrading, rationalising, co-locating with other facilities and/or relocating toilets facilities.</li> <li>39. Review cleaning and maintenance regimes to ensure consistency across the Shire.</li> <li>40. Maximise access to Senior Citizens Centres and Public Halls for the whole community.</li> <li>41. Prepare and implement a Shire wide signage policy/strategy that:             <ul style="list-style-type: none"> <li>- integrates township signage;</li> <li>- improves directional signage to points of interest in the Shire; and</li> <li>- includes facility and trail signage (directional, distance etc.).</li> </ul> </li> </ol>





### 4.3 Natural Environment

#### Trails

The demand for safe off-road trails is linked to the increasing level of participation in walking. Anecdotal feedback received during the study together, with the actual number of people participating in walking, indicates a high level of demand for trail based opportunities. All trails (e.g. roadside, bushland, riverside and township) should be considered in conjunction with footpaths as together they will form an integrated pedestrian network that can address a variety of recreation and related social (e.g. linkages to community facilities) and tourism needs.

An integrated approach will also ensure that there is no unnecessary duplication, and resources are targeted at opportunities that achieve a maximum range of outcomes.

60% of survey respondents identify safe 'off-road' trails that link to facilities within the local community as important or very important. A smaller number of respondents (49%) identify major trails that link different parts of the Shire as important or very important.

Anecdotal feedback received through the study reflects community concerns about the lack of off-road access for pedestrians, motorised mobility aids, and carers with prams particularly given the speeds associated with major roads throughout the Shire.

When asked if there are enough walking and bike trails in Loddon 34% of household survey respondents indicated a dissatisfaction with the level and type of provision for walking and bike trails. The highest level of dissatisfaction came from Kooyoora Ward residents and in particular Inglewood township residents with 44% and 56% respectively stating that there not enough trails in Loddon.

Trails are likely to be particularly important to residents of towns who are less mobile and are looking to access safe off-road walking opportunities directly from home or close to home. Footpaths and trails will need to be appropriately designed (e.g. width, surface) to accommodate a range of uses such as 'goffers', prams, skaters.

A number of township walking trail plans have been developed and these have been very much driven by local communities. There is a need to ensure that these plans identify opportunities to extend into the greater trail network and identify opportunities to link with places of interest such as Melville Caves in the case of Wedderburn and Majors Hillside Park ('The Hill') in the case of Pyramid Hill.

Opportunities to link into the regional and Victorian trail network should be capitalised on particularly given the community's desire to maximise recreation opportunities associated with tourism and economic development.

A Skate and Recreation Study (Youth) undertaken by the Shire in 2003 identified trails a recreation priority for young people, particularly those trails that provided a range of opportunities e.g. skate and cycling, and linked to destinations around townships.

#### Play Spaces

In conjunction with community groups Council has developed play facilities at a number of sporting venues throughout the Shire. These play facilities have added to the amenity and (family) environment at reserves and have been well received by the community.

Anecdotal and survey feedback does however indicate a growing level of expectation in relation to play facilities particularly around shade, water, location of the play space, and the range of age groups that should be catered for. This is particularly important in public spaces that cater for visitors who may have a higher level of expectation based on experience from elsewhere. Nearby access to toilets is also an important consideration at these facilities.

75% of respondents to the household survey state that well maintained playgrounds that are regularly upgraded are important or very important with 57% of respondents are likely to be satisfied/very satisfied with the level of provision. Playground development has focused on the younger age groups and many have been placed so that there is little opportunity





for expansion when additional funds become available. This is an important consideration when 63% of survey respondents believe that playgrounds in Loddon need to 'cater for a wider range of age groups'.

In conjunction with reserve Committees of Management, Council has been implementing a program of playground installation at Recreation Reserves over the past 5 years. After installation these playgrounds are handed over to Committees of Management for ongoing maintenance and management.

An outcome of the previous Recreation Plan was the implementation of a playground audit regime. However there is no audit of playgrounds on non-Council owned or managed land. There needs to be a consistent level of support to all groups/committees providing for community recreation that recognises and values their contribution.

Planning and provision for playgrounds needs to be an integral part of Council's recreation portfolio. Future planning needs to consider:

- the siting of playgrounds so as to accommodate future expansion, maximise integration with other activities / amenities, and minimise risk;
- the location of playgrounds in relation to town centres, and recreation / social amenities;
- the quality of the play experience;
- the associated environment e.g. safety fencing, shelter / shade, toilet access, water;
- creative play environments that are not necessarily based on play equipment but rather natural and landscaped environments;
- expanding the age groups that are accommodated in any play experience / environment; and
- accessibility e.g. for people with disabilities, for mothers with prams (surface).

Consideration should also be given to different levels and types of provision across the Shire. This would result in different play experiences and potentially a higher level of provision at identified locations. The latter would be of a standard that will attract 'visitors' in its own right because of the time that it/they can hold the attention of children. This level of playground provision also supports broader Council and community initiatives relating to tourism and economic development as they are a significant 'attractor'.

Consideration of play space needs must not be confined to playgrounds. Skate facilities, kick-about areas, and ball play spaces (e.g. half-court basketball courts) that provide opportunities for older age groups and social engagement are also important play spaces. The Youth Skate and Recreation Study undertaken in 2003 also identified the importance of these spaces for young people.

### **Parks, Vegetation and Landscaped Areas**

Parks are an important priority for Loddon communities and are seen as a way of reflecting community pride and difference. 'Local parks that are well maintained' received the second highest 'importance' ranking after public toilets with 82% of survey respondents identifying park maintenance as 'important' or 'very important'. Park maintenance had one of the highest gaps between 'importance' rating and 'satisfaction' rating (28 percentage points) indicating a significant level of dissatisfaction.

It is not practical or achievable to maintain a high level of amenity at all parks, particularly given the climate in the region and the lack of water. Consideration should however be given to establishing a hierarchy of parks with associated amenity and development standards. This can then guide upgrades, funding submissions and will provide a distribution of different types and levels of parks across the Shire.

This in turn will support other objectives relating to tourism or economic development across the municipality.

Criteria that should inform the 'hierarchy' include level and type of uses (e.g. young people, tourist visitations), location (e.g. profile, accessibility), amenity, size, and capacity to cater for a range of uses.

The majority of Community Plans include priorities relating to township beautification through tree and landscape plantings, reinforcing the importance that the community places on landscaped and natural features and amenity.

Opportunity to support these initiatives should be considered and may relate to advice about tree species, and accessing funding programs.

## Waterways

One of the most important tourist and recreation assets in the Shire is the Loddon River. Opportunities to access the river (physical, observation/views) are minimal.

The river is host to a number of motorised boating activities and associated caravan parks for which a number of towns are well frequented on a seasonal basis. There is much potential associated with the river that should be explored particularly in relation to non-motorised boating activity (e.g. canoeing), swimming ('waterholes'), fishing, walking/backpacking (trails, camping), and nature observation and reflection.

This study recognises that there are important access management and risk management considerations associated with increasing access to a significant waterbody, however opportunities to address these as part of an overall strategy to raise the prominence of the river and lake environments and associated recreation opportunities should be explored.

The Boort Lake system is another waterbody that has significant recreation and economic value to the community. Opportunities to enhance these environments and provide quality infrastructure into the future should be maximised.

Council should ensure that the current state and federal government discussions relating to the Loddon River and river catchment management do not undermine Council's economic (tourism) development strategies that relate to river access.



## Water Resources

Consultation for this project reinforces the extent of the issue of water for the Loddon community, and in particular the sport and recreation sector.

Of 20 issues tested in the household survey issues relating to water ranked 1 and 6 and were on a par with community concerns relating to declining volunteerism and the preservation of infrastructure.

89% of survey respondents identified 'the responsible use of water on sporting surfaces' as a high priority. Residents from Boort ward (93%, and in particular from Boort township, 95%) and Kooyoora ward (91%, and in particular residents from Inglewood, 94%) are likely to rate this issue as more important than residents from Wedderburn ward (88%) and Terrick ward (86%).

70% of survey respondents also identified the need to 'secure access to water for sport and recreation' as a high priority'. Again it is likely to be a higher priority for Kooyoora ward residents (73%, and in particular Inglewood township residents, 78%) and Boort ward residents (74%, in particular Boort township residents, 80%) than by residents from Terrick ward (66%) and from Wedderburn ward (63%).

This possibly relates to the fragility and cost of the water supply to recreation and open space facilities in Inglewood and the key role that water (Boort Lakes) plays in relation to tourism in Boort.

70% of survey respondents also rated the need to encourage recreation based tourism as 'high important'. Given that a significant portion of the Shire's tourism relies on access to water, again reinforces the importance of water to the local economy and the need to maximise access to water sources.

Council has recently been successful in attracting funding for a number of water resourcing initiatives including the Inglewood Reservoir to township pipeline. Opportunities to minimise the impacts of drought on recreation and open space areas through water saving and diversion initiatives should be constantly explored.

Survey findings relating to water were also strongly reinforced at community forums.



### 4.3.1 Actions to Address Findings Relating to the Natural Environment

The following provides a summary of the Actions that address the findings relating to the *Natural Environment*. Details relating to each Action are provided in the Action Plan contained Volume 1 of the Recreation Strategy.

Issue	Action
<b>Trails</b>	<p>42. Facilitate the preparation of township based plans for the development and implementation of integrated trail and footpath networks.</p> <p>Plans should;</p> <ul style="list-style-type: none"> <li>- be based on proformas that are consistent between townships;</li> <li>- identify a hierarchy of trails (h, m, l);</li> <li>- include recommendations for infrastructure e.g. seating, signage;</li> <li>- be consistent between townships; and</li> <li>- identify opportunities for linkages to regional and inter township trails.</li> </ul>
<b>Play spaces</b>	43. Prepare a plan for the provision of quality play spaces for ages 4-13.
<b>Open Space</b>	<p>44. Review park provision and maintenance protocols and standards to ensure consistency, and opportunities to increase standards of provision.</p> <p>45. Identify opportunities to support township groups undertaking amenity improvement works through landscaping and tree planting.</p>
<b>Waterways</b>	<p>46. Prepare a strategy that identifies recreation and related tourism opportunities associated with the Loddon River and other water bodies.</p> <p>47. Ensure that economic development opportunities associated with recreation access to the Loddon River are not jeopardised by current state and federal government negotiations relating to the River system.</p>
<b>Water resources</b>	<p>48. Identify opportunities for innovative water access, storage and usage strategies to maximise access to water for recreation and open space purposes.</p> <p>49. Advocate to water management agencies to ensure that water systems are well maintained.</p> <p>50. Work with clubs and organisations to identify priorities in relation to responsible water management practices and systems and opportunities to address these.</p>



## 4.4 Economic Environment

### Integrated Planning

#### Community Planning

Council has put in place an innovative community planning framework that has guided the development of Community Plans for townships across the Shire. A significant number of priorities identified in Community Plans relate to recreation and sport.

It is important that the directions and priorities identified in the Recreation Strategy are reflected in Community Plans. To achieve this community planning groups must be made aware of the principles that underpin the Recreation Strategy, and Council's sport and recreation funding should target projects that address priorities and principles adopted as part of the Recreation Strategy.

The need for integrated planning across districts and between townships is key to the sustainable provision for recreation and sport into the future. This will be a hard call given the passion and pride that each community has for its community assets, and the sense of loss that is incurred when decisions around integration and or rationalisation of assets are made.

A document framework should be provided for future Community Plans so that they address the issues and priorities identified in Council's strategic planning documents including the Recreation Strategy, and the Municipal Public Health Plan.

It is important that Community Plans are not seen as the opportunity to change the intent of the Recreation Strategy (and other strategic plans) as this will undermine the integrity of the Recreation Strategy and the research and broad consultation that underpins it.

Opportunities to address issues at the strategic level rather than at the local level only should be capitalised on. This will ensure that resources are appropriately targeted in response to greatest benefit e.g. caravan parks and camping grounds, public toilet provision.

There is also an opportunity to more effectively link Service Plans and capitalise on an integrated approach to addressing needs and opportunities. This will also add weight to funding submissions and advocacy strategies.

#### Reserve Master Plans

Master Plans for sporting reserves have been developed and implemented over the last 5 years. Many master plans are due for review. Future master plans should be required to consider wider township and district opportunities before funding support is given to new infrastructure initiatives.

If for example the social rooms at a sporting reserve are to be expanded to cater for the broader social needs of the community then the community planning process needs to consider the implications (e.g. income generation) for other local facilities.

Support for future master plan priorities should be based on evidence:

- of increasing local participation trends;
- of partnerships that extend beyond the site e.g. across the township or district;
- of consideration of the wider community context (e.g. sustainability of other facilities, rationalisation of buildings) and opportunities to minimise the overall community burden relating to assets;
- that the principles in the Recreation Strategy have been addressed.

#### Recreation Resourcing

Consideration needs to be given to the level and type of resourcing for sport and in particular recreation given the importance of the sector as verified through a range of Council planning processes.

Effective recreation planning and resourcing will provide the framework for addressing a range of specific population (e.g. young people, families, maintaining and active ageing population) needs. It will also allow Council to address a range of health and wellbeing and community engagement objectives as identified through a number of Council's community health and age specific planning documents.

Currently management resources for recreation are focused on attending to remedial works (sporting facilities), minor grant submissions and liaising with groups and contractors in relation to asset management issues and carrying out basic administrative tasks.

There is a need to provide additional resources to the planning and management of existing facilities to ensure long term viability, advocacy (e.g. state and federal government, peak associations), the planning and resourcing of alternative recreation opportunities that the community is looking to access, and the development of partnerships (e.g. schools, private enterprise, agencies) to expand access to alternative and innovate provision opportunities particularly as they relate to recreation (rather than sport).



This will not necessarily require the provision of additional facilities for sport for which there limited capacity to provide and sustain, but rather the identification and supporting of innovative partnerships and access opportunities that stand to return to the community far in excess of the investment made.

The current level of resourcing of recreation and in particular the community development component of recreation is not sufficient to address the current and future demands related to recreation. In addition there is the expectation that the Manager has the capacity to absorb additional major tasks such as the recreation facility component of the asset audit and youth development initiatives. These expectations are unrealistic and not sustainable.

It is acknowledged that there is considerable pressure on Council expand it role in relation to young people. The community definitely sees young people as a group requiring priority attention, however care must be taken not to develop programs/services that are dependant on sources of funding that are unreliable.

The provision of resources that can support community initiatives rather than be the mainstay of these initiatives should be a priority consideration. This Strategy therefore recommends the appointment of a Recreation Development Officer who has strong community development skills so as to enable them to work across a number of community sectors and to support a range of age specific needs.

This resourcing strategy also recognises program and service needs relating to the ageing community for which 'active ageing' initiatives will need to be developed in conjunction with community groups and agencies. The Recreation Development Officer would also support community development initiatives relating to alternative recreation opportunities, and the development of arts opportunities and networks.

It is worth noting that a very significant 63% of household survey respondents state that 'given the resources Council does a good job in supporting sport and recreation in the Shire'. The highest level of agreement with this statement comes from Wedderburn residents (73%) and the lowest level from Terrick residents (55%). Council is to be commended for this level of positive feedback in the current funding climate.

### **Support to Community Groups**

#### **Halls and Reserves Annual Allocation Policy**

Annual maintenance grants made to halls and recreation reserve Committees of Management are proving inadequate for the significant maintenance costs now facing many committees. Committees are struggling to keep up with the demands associated with ageing infrastructure that are over and above routine maintenance requirements. In some cases the total grant allocation is absorbed by water costs.

In addition, the timing of payments to committees has not been consistent resulting in groups experiencing budgeting difficulties.

Council's capital works grant scheme is well regarded by the community, however requests for funding exceed the available budget. It is necessary to again reinforce the need for a strategic approach to management/provision of recreation and sporting infrastructure.

### **Groups on Council and Non-Council Owned Land**

There is an inconsistency across the organisation in terms of the assistance afforded groups on Council owned land and non-Council owned land. The Recreation and Community Development Department provides the same level of service, advice and support to all groups regardless of the land ownership status. This is not necessarily the case with other Council operational s e.g. park maintenance, tree management.

Groups that are providing valuable sport, recreation and related tourism opportunities should not be disadvantaged because of the ownership status of the land from which they operate, all groups should be treated equitably.

This may have funding implications for other groups and/or for Council depending on how resources are redistributed.

### Recreation and Tourism

The household survey strongly indicates that the community is in support of initiatives that increase recreation based tourism with 72% of respondents stating that this is important or very important. Only 47% of respondents however are likely to say that they are satisfied with the current level of recreation-based visitation with Kooyoora and Terrick ward residents likely to be the least satisfied.

There is limited scope for sport based tourism opportunities because of the lack of infrastructure and local services.

### Special Events

Special events such as the Bacchanalia and Gold Festivals and the Boort Show are also considered important (74% of survey respondents). A significant 64% of respondents stated that they are satisfied with the level and type of provision for these events. Residents from Boort and Wedderburn wards are likely to rate these events of greater importance than other residents and are also likely to be the most critical of provision.



The fragility of organising committees may be an issue of concern into the future because of the diminishing number of volunteers. Strategies to encourage young people, possibly with a refocusing of events may be a consideration. Consideration should also be given to those special event committees wanting to undertake a strategic review of their event to identify opportunities to improve the sustainability of these events.

Mention has already been made of the potential of the Shire's waterways and the need to capitalise on these.

### Camping and Caravan Parks

There are a number of caravan and camping grounds/parks throughout the Shire operating under a range of different management models. Camping and caravan grounds are generally sited on waterways and waterbodies.

Anecdotal feedback received as part of the Pyramid Hill caravan park precinct master plan indicates that there is the potential to capture an expanded recreation-based tourism market. Achieving this potential however relies on an appropriate level and type of infrastructure and amenity provision.

There is evidence that a significant number of visitors to Pyramid Hill are making a clear choice not to stay at the caravan park because of the poor amenities, the shabby condition of tenanted vans (semi-permanent tenants) and as a result the perception that the park is not suitable for the family holiday or recreation markets. The precinct has a great deal to offer given the pool, tennis courts and playground are located on the site.

Council and community managed camping and caravan facilities have to date provided only a basic level of provision with some camping environments suited to a narrow market segment.

There should be a strategic approach to the planning for these assets in order to identify the market niche that each has the potential to attract and the requisite level of infrastructure that should be considered.

The role of caravan parks for low cost housing should be carefully worked through particularly where there is no on-site





caretaker and where it stands to undermine the Shire's tourism objectives.

### Private Providers

Anecdotal feedback indicates that a number of small business initiatives have been established to cater for local needs in the recreation and fitness sector (e.g. mobile children's gym, fitness/dance groups).

These initiatives should be encouraged through economic development or small business development programs that are offered through state government departments. Opportunities to provide promotional assistance should also be explored to maximise the sustainability of these small enterprises that increase the range of recreation opportunities available in the community.

#### 4.4.1 Actions to Address Findings Relating to the Economic Environment

The following provides a summary of the Actions that address the findings relating to the *Economic Environment*. Details relating to each Action are provided in the Action Plan contained Volume 1 of the Recreation Strategy.

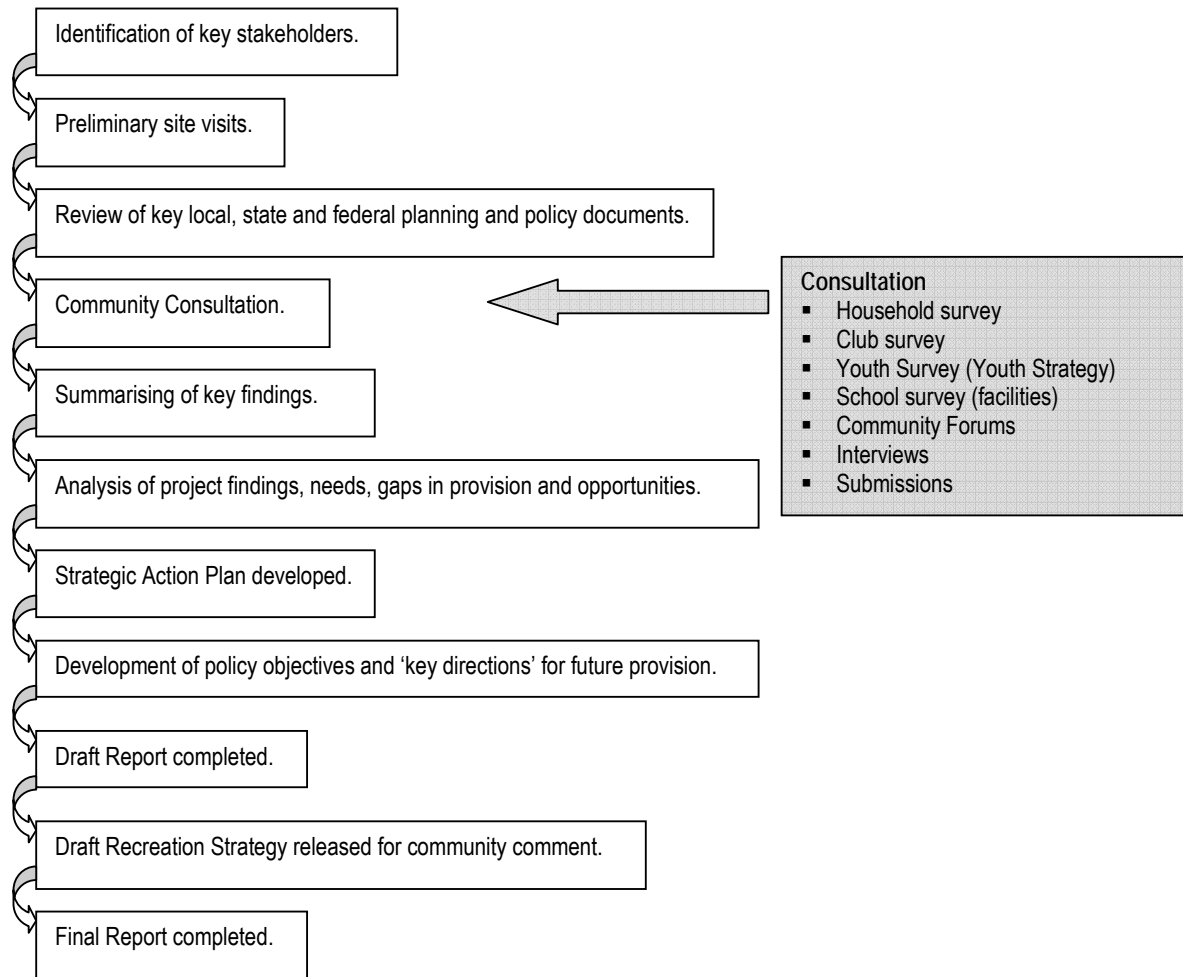
Issue	Action
Integrated Planning	51. Review all operational al procedures and policies (formal and informal) to ensure that they reflect the principles documented in the Recreation Strategy.
	52. Establish a cross functional team to oversee the implementation of the Recreation Strategy
	53. Develop a framework and relevant processes to ensure all Council and community planning projects are well integrated and appropriately resourced.
	54. Review Reserve Master Plan proformas to ensure that they reflect the principles and priorities identified in the Recreation Strategy e.g. consolidation of buildings. Creation of community hubs, integration with township planning, compliance with contribution policies, referral and consultation requirements.
Recreation Resourcing	55. Review workload and position description of this position to ensure there is the capacity to implement the Recreation Strategy and to ensure that the position reflects the requirements of the Strategy.
	56. Appoint a Recreation Development Co-ordinator
	57. Review the Halls and Reserves Allocation Policy in relation to level of annual allocation to clubs.
	58. Identify opportunities to establish a Charitable Trust involving financial contributions from the corporate sector, benefactors and donors for the resourcing of community projects.
Recreation and Tourism	59. Develop a policy that clearly articulates consistent service and support levels to community groups/organisations
	60. Prepare a strategy to maximise opportunities and improve amenity relating to caravan and camping grounds/areas.
Private Providers	61. Identify opportunities to support the growth of the recreation-based tourism sector in the Shire.
	62. Support private providers/small business initiatives that aim at addressing service gaps in the recreation sector e.g. fitness instructors, child 'play therapists', gentle exercise for older adults.
	63. Continue discussions with the YMCA to investigate opportunities for increasing programming of community (including school) facilities.





## 5.0 Project Methodology

The following provides an overview of the steps taken to develop the Recreation Strategy.



## 6.0 Detailed Action Plan

The following table provides the details relating to each Action. The following information has been provided for each Action:

- Key Process Indicators – These provide a guide as to the steps required to implement the Action. Process Indicators can be expanded to include additional steps required to achieve the Action (detailed workplan) and should be reviewed and modified regularly.
- Key Outcome Indicators – These provide examples of the measures that can be used to determine the success of the Action. Again, they can be modified according to the measures that may become available to the organisation/project e.g. customer service surveys, feedback through Council planning forums. Outcome Indicators should provide information that adds value to the service review process, the ‘measuring’ of these indicators should not create an additional workload.
- Council Role/s – This section identifies the key role/s that Council will play in relation to the Action.
- Resourcing – This indicates the anticipated level/type of resourcing required to achieve the Action.
- Partnerships – These are examples of the organisations and/or individuals that will be required for the successful implementation of the Action. The list is not finite.
- Priority – This indicates the likely timing for the implementation of each Action.

## SECTION 1 – ACTIONS RELATING TO THE SOCIAL ENVIRONMENT

(Code: Internal Departments: B=Building; CP=Community Planning; CS=Community Services; EDT=Economic Development & Tourism; ES=Executive Services; I=Infrastructure; L=Landcare; MEG=Management Executive Group; O=Organisational Development; P=Planning; RCD=Recreation and Community Development; W=Works.  
External Agencies/Groups: AV=Arts Victoria, DIIRD=Department of Innovation, Industry and Regional Development, DVC=Department of Victorian Communities DTF=Dept. Treasury & Finance, OY=Office of Youth, TV=Tourism Victoria, VCOTA=Victorian Council of the Ageing, VV=Volunteering Victoria)

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Redefining Recreation	1.	Recognising the Benefits of All Types of Recreation Action: Acknowledge, support and promote the importance and benefits of both ‘structured’ (e.g. sport) and ‘unstructured’ (e.g. walking) recreation.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Briefing of all Departments to ensure an understanding of: - the scope of recreation; - the principles that underpin recreation service; and - the benefits associated with recreation. b. Inclusion of information on Council’s website that articulates Council’s ‘definition’ of recreation and associated rationale. c. Ongoing promotion of all types recreation opportunities.	Within operating budget	1 ongoing	MEG All Council Depts.		
		Key Outcome Indicators d. An increased understanding within Council and across the community as to the scope of recreation activities supported by Council and the rationale that underpins this.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Comm
			■	■	■	■	■

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS					
Recreation Participation	2.	Sustainability of Sport and Recreation in Loddon Action: Maximise the sustainability of existing sports across the Shire.	Resources		Priority	Who/ Partnerships		
		Key Process Indicators a. Engagement with relevant stakeholders for football, cricket, netball and tennis and golf to develop short, medium and longer term strategies/opportunities including: - the development of a shire wide hierarchy of facilities based on level of competition, range of groups catered for, ground/ facility sustainability; ability to address contingency requirements e.g. lack of water, membership/volunteer decline/increase etc.); - integrated facility development plans; - membership and participation strategies; - marketing and promotional strategies; and - opportunities for club co-location.	Within operational al budget if Recreation Development Co-ordinator appointed.)		1	Internal RCD, W, I, CP, OD, MEG  External Clubs, peak assns. Sports Focus, DVC, CoMs		
		Key Outcome Indicators b. A formalised and agreed plan for the provision (level, type) of sport and sporting infrastructure by major sports into the future. c. Infrastructure development priorities based on agreed principles/policy. d. Sport maintenance/development plan and formalising of the role of various partnerships.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■		■	■	■	
	3.	Encouragement of Alternative Sports Action: Support the development of alternative (indoor and outdoor) sporting opportunities e.g. soccer, badminton.	Resources		Priority	Who/ Partnerships		
		Key Process Indicators a. Engagement with key stakeholders to maximise support for new initiatives e.g. clubs/potential clubs, peak associations, YMCA, Sports Focus. b. Liaison with existing clubs/organisations. c. Promotion of the type of support (e.g. promotion, venues, club formation formalities/requirements) that will be given to new and establishing sports and encourage the formation of new sports (particularly those that can increase the sustainability of existing infrastructure).	Within operational al budget if Recreation Development Co-ordinator appointed.		2	Internal RCD, OD  External YMCA, clubs, peak assns. Sports Focus, schools, CoMs		
		Key Outcome Indicators d. A range of alternative sports established and sustainable over time. e. Increased sustainability of sporting facilities. f. Increased participation in alternative sports. g. Good profile of new sports.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■		■	■	■	
		4.	Healthy Lifestyle Groups Action: Support the establishment and promotion of ‘healthy lifestyle’ activity groups e.g. ‘mums and prams’ walking groups, ‘walk and coffee’ groups.	Resources		Priority	Who/ Partnerships	
		Key Process Indicators a. Engagement with key stakeholders to maximise support for new initiatives e.g. community groups, health agencies, older adult groups). b. Promotion of the type and level of support (e.g. promotion, venues, club formation formalities/	Within operational al budget if Recreation Development Co-ordinator		3	Internal RCD, CS, CP  External General community. Sports		

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		requirements) that will be given to new and establishing activities. c. Encouragement of the formation of new activities (particularly those that can increase the sustainability of existing infrastructure).	appointed.		Focus, District Health Services, Doctors, schools, YMCA, VCOTA, DVC		
		Key Outcome Indicators: d. Increase in number and range of groups/activities. e. Increase in participation. f. Greater profile of opportunities.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
					■	■	■
	5	Gymnasium Facilities Action: Work with local communities to investigate opportunities to establish sustainable gymnasium facilities at appropriate locations.	Resources	Priority	Who/ Partnerships		
		Process Indicators a. Review the performance (issues and opportunities, attendances) and demands/issues that have emerged since the Boort gymnasium commenced operational s, and potential issues that may undermine the operational. b. Documentation of the process and requirements e.g. insurance, management, space. c. Identification of short term opportunities within nominated communities. d. Preparation of operating protocols and requirements. e. Identification of future service provision requirements so that they can be considered as part of any building upgrade that occurs within the community so that service needs can be accommodate appropriately into the future. f. Identification and establishment of opportunities to duplicate the Boort model.	Within operational al budget if Recreation Development Co-ordinator appointed.	2	Internal RCD, CS, CP  External General community, Sports Focus, District Health Services, township groups, schools, Doctors, YMCA, VCOTA, DVC. OY		
		Key Outcome Indicators g. Boort Gymnasium: - Sustainability of existing Boort gymnasium facility; - Strategy to expand facility (may involve relocation) as demand increases. - Programs that respond to specific community needs e.g. youth programs. h. New facilities - New opportunities researched and well documented; - Expanded facility options/provision. i. Sustainability of activities/programs. j. Positive community feedback.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■	■	■
	6	Fitness/Exercise Programs Action: Actively encourage the establishment and promotion of exercise programs/classes for a range of age groups e.g. gentle exercise for older adults, youth fitness programs.	Resources	Priority	Who/ Partnerships		
		Process Indicators a. Identification and promotion of existing programs e.g. through Council website, information centres. b. Identification of gaps in provision and opportunities to address these e.g. identification of potential providers, leadership/skill development courses, supporting private enterprise. c. Identification of opportunities to establish and promote an information database that the local	Within operational al budget if Recreation Development Co-ordinator appointed.	2	Internal RCD, CS, CP.  External General community, Sports Focus, District Health		

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		community is aware of and can access.			Services, township groups, schools, Doctors, YMCA, VCOTA, DVC. OY		
		<b>Key Outcome Indicators</b> d. Increased number of programs/participation opportunities available in the community. e. Increased participation. f. Greater community awareness of programs/increased referral through promotional avenues e.g. flyers, Council website g. Increased community referral to information sources e.g. hits on Council website.	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■	■	■
7		<b>Arts Hub</b> <b>Action: Identify the feasibility of establishing an 'arts hub' in Wedderburn.</b>	<b>Resources</b>		<b>Priority</b>	<b>Who/ Partnerships</b>	
		<b>Process Indicators</b> a. Engagement with key stakeholders (e.g. Loddon Arts Network, schools, community houses) to identify potential demand for arts programs (e.g. holiday programs, social engagement programs) and facility access opportunities e.g. Senior Citizens Centres, Public Halls. b. Identification of opportunities for a 'hub' to support arts initiatives ('one-off' and longer term) through promotion, access to facilities, external funding. c. Identification of a strategy to develop and consolidate a 'hub', including cost-benefit analysis. d. Identification of funding to support potential initiatives.	Within operational al budget if Recreation Development Co-ordinator appointed.		2	Internal RCD, CS, CP, I  External General community, arts groups, Arts Network, schools, YMCA, AV, OY	
		<b>Outcome Indicators</b> e. A focus for community arts and a 'springboard' from which to develop a sustainable arts program across the Shire. f. Clear purpose and direction established for the hub. g. Arts 'development' framework prepared. h. Greater engagement of people in the arts through 'hub' activities. i. Improved networking of arts/cultural groups across the Shire.	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Comm
			■		■	■	■
8		<b>Support to Arts and Cultural Activities</b> <b>Action: Identify and encourage opportunities to increase the profile of community and professional arts and expand participation opportunities.</b>	<b>Resources</b>		<b>Priority</b>	<b>Who/ Partnerships</b>	
		<b>Process Indicators</b> a. Identification of opportunities to expand the promotion of arts and cultural activities (e.g. Council website, Community House newsletters). b. Preparation of an arts development plan/framework. c. Identification of arts initiatives (should be linked to 'hub' activities) e.g. 'one-off' and longer term. d. Identification of funding to support potential initiatives.	Within operational al budget if Recreation Development Co-ordinator appointed.		3	Internal RCD, CS, CP, I, W  External Arts Network, schools, YMCA, AV, OY	
		<b>Outcome Indicators</b> e. Greater awareness of arts and cultural activities in the community. f. Increased participation. g. Increase avenues through which residents can access information on opportunities.	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		h. Increased community satisfaction with provision of opportunities and information about opportunities i. Increased community referral to information sources e.g. hits on Council website.					
Clubs and Volunteers	9	<b>Volunteer Support Program</b> Action: Facilitate the development of a Volunteer Support Program for recreation clubs and organisations as part of an overall (cross service areas/regional) program.	Resources		Priority	Who/ Partnerships	
		<b>Key Process Indicators</b> a. Formalising of information and skill development programs required by clubs (from this study) and by Council e.g. policies and procedures. b. Engagement with relevant Council staff e.g. Community Services, Landcare and external organisations e.g. peak associations to identify program/club support opportunities. c. Development of program e.g. delivery dates, personnel. d. Identification (and actioning) of other opportunities to disseminate information e.g. Council website.	Within existing operational al budget (Seek matching funding for developing framework, \$10,000)		1	Internal RCD, CS, CP, EDT, L  External YMCA, Sports Focus, Community Houses, sporting clubs, enviro groups, churches, health services, VV, DVC	
		<b>Key Outcome Indicators</b> e. Less repetition of information i.e. to clubs on a 'one-on-one basis' and work for Council staff f. Engagement of and commitment by all relevant Council staff (e.g. recreation, infrastructure, risk management). g. A closer engagement of peak associations with local clubs and organisations in supporting clubs. h. A formal program of information and skill/knowledge development programs relating to club roles and responsibilities (e.g. risk management), funding opportunities (local, state, federal, philanthropic).	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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	10	<b>Volunteer Support Manual</b> Action: Develop a Volunteer Support Manual that can be progressively added to/developed over time (roles, responsibilities, contacts, relevant Council policies etc.)	Resources		Priority	Who/ Partnerships	
		<b>Key Process Indicators</b> a. Formalising of information required to be communicated to clubs and organisations. (Refer to the findings of this study) e.g. risk management, funding protocols/policies, key Council contacts, checklists etc. b. Engagement with relevant Council staff e.g. Community Services, Landcare, Infrastructure to identify information/communication requirements and develop consistent policies and protocols. c. Compilation of manual. d. Distribution and promotion of manual e.g. informing clubs. e. Placing on Council's website.	Within existing operational al budget		1 Ongoing	Internal RCD, CS, CP, EDT, L  External YMCA, Sports Focus, Vol.Vic, Community Houses, sporting clubs, enviro groups, churches, health services, DVC, VV	
		<b>Key Outcome Indicators</b> f. Clubs/organisations aware of roles and responsibilities (formal). g. Greater awareness of Council policies and requirements by clubs. h. Improved understanding and consistency across Council operational s relating to relationship with clubs/organisations. i. Minimised risk exposure.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
	11	'Models'/Examples of 'Good Practice' Action: Develop models/examples of good practice that can assist clubs/organisations develop their sport/activity e.g. funding submissions, program initiatives.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Recreation section of Council's website designed to accommodate information. b. Liaison with relevant agencies and organisations to obtain models. c. Formatting of information for inclusion on website. d. Promotion of availability of information to clubs/organisations	\$10,000 Seek matching funding	3	Internal RCD, CS, CP  External DVC, PLA, peak assns, DIRD		
		Key Outcome Indicators e. Less repetition of work for Council staff. f. Examples of successful funding submissions profiled. g. Sharing and profiling of success stories relating to membership strategies, fund-raising strategies, volunteer recruitment strategies etc. h. Clubs/organisations aware of availability of information. i. Clubs/organisations accessing information.	COUNCIL ROLE/S				
	Pol/Plan		Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
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	12	Young People and Volunteering Action: Encourage initiatives that engage young people in volunteering.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Identification of successful models (including local models e.g. East Loddon Sec. College). b. Engagement with local stakeholders (including young people). c. Model program involving local club/s established and trailed. (Program needs to address adults e.g. attitudes, and young people e.g. barriers. Refer findings of the youth survey re barriers). d. Identify potential funding programs/project partners. e. Model rolled out across the community.	Within existing operational al budget	3	Internal RCD, CS, CP, L  External DVC, peak assns, youth groups, churches, OY, VV, DIIRD		
		Key Outcome Indicators f. 'Successful' engagement of young people in 'model' youth volunteer programs/initiatives. g. Greater engagement of young people in 'model' youth volunteer programs/initiatives. h. Successful model established that can be replicated. i. Funding achieved to support program development and trialling.	COUNCIL ROLE/S				
	Pol/Plan		Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
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13		Travelling Volunteer Program Action: Investigate community interest and opportunities to establish a program that encourages people from outside the shire to volunteer with local community based projects. (Consider establishing as an industry model)	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Identification of successful models (including 'Volunteering WA' model)). b. Engagement with local stakeholders (including community groups, local business, progress assns).	\$10,000 Seek matching funding to support	3	Internal RCD, CS, EDT		



ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		c. Model program trialled. (Program needs to address adults e.g. attitudes, and young people e.g. barriers. Refer findings of the youth survey re barriers). d. Identify potential funding programs/project partners. e. Model rolled out across the community.	with the devel't of the 'model'		External DVC, tourism groups, township committees, Com. Houses, VV, DIIRD, TV		
		Key Outcome Indicators f. Involvement by non-residents/visitors in local community development initiatives e.g. landscaping, community building projects, community house courses (facilitating) g. Industry model that can be replicated established. h. Community projects achieved using 'out-of town' participants.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
					■	■	■
Partnerships	14	Inter Club Management Co-operatives Action: Actively work with clubs/organisations to identify opportunities for clubs to develop integrated and co-operative management structures.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Identification of local clubs/organisations interested in forming 'umbrella' management groups/co-operatives. b. Formulation of management framework. c. Assistance to clubs to 'amalgamate' operational structures.	Within existing operational al budget	3	Internal RCD, CS, CP  External DVC, sporting groups, peak assns, VV, DIIRD		
		Key Outcome Indicators d. Decrease in the number of stand alone groups in the community. e. Decreased demand for volunteers.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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	15	Active After School Programs Action: Work with schools and local clubs/organisations to identify opportunities for increasing the number of schools involved in the 'Active After Schools' program.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Providers identified. b. Identification of opportunities and level of community demand. c. Funding sought/determined d. Marketing and promotion program developed.	Within operational al budget if Recreation Development Co-ordinator appointed.	2	Internal RCD, CS  External YMCA, schools, DVC, OY		
		Key Outcome Indicators e. Expansion of Active After schools programs available. f. Increase in number of participants in Active After Schools Programs. g. Greater awareness of programs.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■	■	■
16	Community Houses Action: Work with Committees to maximise provision and promotion of recreation opportunities provide through Community Houses.	Resources	Priority	Who/ Partnerships			
	Key Process Indicators a. Identify opportunities to better promote programs run by Community Houses e.g. Council website. b. Identify opportunities for Community Houses to host/facilitate recreation based programs e.g. holiday programs, skill development programs.	Within existing operational al budget	3	Internal RCD, CS  External			

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		c. Funding avenues identified and sought.			Com. Houses, township groups, DVC		
		Key Outcome Indicators d. Greater awareness and participation in Community House (recreation) programs. e. Expanded range of recreation programs available through Community Houses/allied to Community Houses.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
					■		■
Special Population Groups	17	Young People Action: Implement the recommendations of the 2003 (Youth) Recreation/Skate Strategy.	Resources		Priority	Who/ Partnerships	
		Key Process Indicators: a. Liaison with relevant stakeholders to that confirm findings/recommendations still relevant. b. Review of implementation timeline (preparedness of communities/young people to resource/support should be one of a number of criteria to determine priority projects). c. Incorporation of strategies into Council Plan and Community Development Plans. d. Establishment of a funding strategy/program (including internal and external funding). e. External funding sought. f. Engagement of young people in the implementation of strategies. g. Implementation according to reviewed timelines.	\$25,000 for 5 years.  Seek matching funding		2	Internal RCD, CS, WK, B, I  External Township groups, young people, schools, DVC, Yth groups, church groups, OY, DIIRD	
		Key Outcome Indicators: h. Improved casual/social recreation (non-sport) opportunities for young people. i. A range of specifically designed outdoor spaces for young people. j. Higher level of acceptance of young people in public spaces.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			■
	18	Young People and Information Action: Increase community awareness of young people's recreation choices.	Resources		Priority	Who/ Partnerships	
		Key Process Indicators a. Identification of opportunities to better communicate recreation options. b. Active promotion/profiling of different recreation options available to young people (through the local media, school newsletters, church newsletters etc.). c. Identification of opportunities to establish a website that profiles recreation opportunities.	\$15,000 Seek matching funding (Office for Youth)		2	Internal RCD, CS.  External Young people, schools, DVC, yth groups, OY, DIIRD	
		Key Outcome Indicators d. Greater awareness of avenues through which to seek information. e. Expanded avenues of information. f. Greater awareness of opportunities available.	COUNCIL ROLE/S				
	Pol/Plan		Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■		■	■	
	Older Adults and People with Disabilities						
	Actions that address issues and opportunities relating to Older Adults People with People with Disabilities: Action 4 - Healthy Lifestyle Activity Groups; Action 5 – Gymnasium Activities; Action 6 – Fitness/Exercise Programs; Action 7 – Arts Hub; Action 8 – Community Houses; Action 19 – Increased participation by Isolated Groups; Action 42 - Integrated Footpath and Trail Strategies						

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
	19	Increased Participation by 'Isolated Groups' Action: Recognise and support initiatives that encourage participation by people that are 'isolated in the community' (e.g. financially, physically)	Resources		Priority	Who/ Partnerships	
		Key Process Indicators a. Opportunities to support initiatives investigated e.g. fees and charges, support of community initiatives (e.g. promotion). b. Advocating for funding of initiatives	Within operational al budget		3	Internal RCD, CS, CP, External DVC, OY, community groups, general community.	
		Key Outcome Indicators c. Expanded range of programs and/or initiatives that address barriers (e.g. financial, geographic, physical) to participation.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■	■	■	■
	20	Holiday Programs Action: Facilitate discussions between local and regional agencies/organisations to expand the range of Holiday Program opportunities and promote activities.	Resources		Priority	Who/ Partnerships	
		Key Process Indicators a. Identification and promotion of existing programs. b. Liaison with potential providers of new/expanded programs e.g. YMCA, agencies, church groups. c. Assistance with identification of venues etc. and sources of funding. d. Seeking of funding. e. Promotion of new programs. f. Annual review of opportunities in conjunction with key stakeholders to establish annual programs.	Within operational al budget		3	Internal RCD, CS  External YMCA, Com. Houses, not-for-profit groups, community groups, sporting clubs	
		Key Outcome Indicators g. Increase awareness of holiday program/activity opportunities. h. Increased participation in holiday activities. i. Increased awareness of information outlets e.g. Council's website. j. Customer satisfaction.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
					■	■	■
Information	21	Council Web Site Information (Short Term) Action: Examine opportunities for Council's website to: - more effectively promote recreation opportunities and provide information to clubs and organisations. - expand and upgrade information relating to visitor opportunities, and develop brochures that can be downloaded.	Resources		Priority	Who/ Partnerships	
		Key Process Indicators a. Formalising of type of information desired by clubs/organisations and information sought by Council about clubs/organisations. b. Engaging with internal stakeholders to determine the capacity of Council's website relating to provision of information, interactive opportunities, linkages to other websites e.g. peak associations. c. Preparation of a process and timeline for developing information e.g. content, layout, and placing of information on website.	Within existing operational al budget		2	Internal MEG, RCD, EDT, L, ES  External Township groups, tourism groups, service clubs, sporting clubs	

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		<b>Key Outcome Indicators</b> d. More comprehensive listing of recreation opportunities on Council website. e. More comprehensive listing of tourist/visitor opportunities on Council's website. f. Web based brochures developed. g. Information for clubs and organisations available on Council's website. h. Increased referral ('hits') to relevant sections of Council website.	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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	22	<b>Council Website Expansion</b> Action: Seek funding to investigate the cost and requirements for hosting an interactive component of Council's website that allows clubs/organisations to update contact information and opportunity details. (Funding application would be on the basis that the outcomes would be a model that can be replicated by the industry)	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> a. Determine Council's website capacity and additional requirements (if any) to accommodate program. b. Prepare project/application brief for assistance with design of model. c. Funding sought. d. Promote website to clubs/organisations.	Seek external funding to establish as a industry model \$20,000	3	Internal MEG, RCD, EDT, L, ES.  External DVC, community groups, peak assns, DIIRD		
		<b>Key Outcome Indicators</b> e. Interactive website that enables clubs/organisations to update information. f. Information relating to clubs that is current. g. More effective communication with community organisations. h. Reduced workload for Council staff (inputting information).	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
				■		■	■
	23	<b>Website for Young People</b> Action: Investigate community interest in establishing a 'Loddon Young Peoples' website.	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> a. Project partners established. b. Industry models investigated. c. Development of website content/information. d. Funding sought to establish and implement website. e. Management and maintenance protocols established.	\$10,00 to develop project Seek matching funding	3	Internal RCD, CS, ES  External Community groups, schools, OY, DVC, DIIRD, Church groups, District Health Services		
		<b>Key Outcome Indicators</b> f. Effective website for young people. g. Greater profile of opportunities for young people. h. Greater awareness of opportunities for young people.	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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**SECTION 2 – ACTIONS RELATING TO THE BUILT ENVIRONMENT**

(Code: Internal Departments: B=Building; CP=Community Planning; CS=Community Services; EDT=Economic Development & Tourism; ES=Executive Services; I=Infrastructure; L=Landcare; MEG=Management Executive Group; O=Organisational Development; P=Planning; RCD=Recreation and Community Development; W=Works.  
 External Agencies/Groups: AV=Arts Victoria, DIIRD=Department of Innovation, Industry and Regional Development, DVC=Department of Victorian Communities DTF=Dept. Treasury & Finance, OY=Office of Youth, TV=Tourism Victoria, VCOTA=Victorian Council of the Ageing, VV=Volunteering Victoria)

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Asset Management	24	Infrastructure Database and Audit Action: Prepare an integrated data base for recreation and social infrastructure that includes: <ul style="list-style-type: none"><li>- a full listing of all assets from which groups operate including those that are on land that is owned and or managed by other agencies (e.g. DSE reserves);</li><li>- condition status and expected lifespan;</li><li>- costs associated with compliance e.g. legislation, standards, policy);</li><li>- usage numbers and frequency of use.</li></ul>	Resources	Priority	Who/ Partnerships		
		Key Process Indicators <ul style="list-style-type: none"><li>a. Engagement of all internal stakeholders to identify information and access needs and manage process and resourcing.</li><li>b. Allocation of appropriate resources.</li><li>c. Completion of audit components in accordance with timelines and resourcing.</li></ul>	Within operating budget	1	Internal MEG, All Council Depts.  External Clubs, CoMs, Township C'ttees.		
		Key Outcome Indicators <ul style="list-style-type: none"><li>d. Comprehensive data base that provides for cross-organisational needs.</li><li>e. Comprehensive information that can inform decision making relating to infrastructure upgrade, rationalisation, replacement, co-location etc.</li></ul>	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			■
	25	Infrastructure Development and Funding Policy Action: Prepare an Infrastructure Development and Funding Policy that provides the basis for future infrastructure funding. Policy should: <ul style="list-style-type: none"><li>- consider different asset types e.g. sport, tourism;</li><li>- have a high priority for developments that deliver a range of benefits e.g. economic, social;</li><li>- determine the level to which different infrastructure may be funded e.g. 20% for projects that achieve integration/rationalisation of buildings.</li></ul>	Resources	Priority	Who/ Partnerships		
		Key Process Indicators <ul style="list-style-type: none"><li>a. Identification and engagement of all internal and external stakeholders.</li><li>b. Priority criteria that addresses the principles in this study relating to co-location, level of use, range of users/uses, rationalisation, whole of lifecycle costing (i.e. development and ongoing maintenance) increasing sustainability (e.g. minimising ongoing maintenance costs), sport provision strategies and priorities (determined in conjunction with peak associations and clubs) across the Shire.</li><li>c. Ensuring that the level of funding is linked to Council's long term infrastructure objectives e.g. 20% for projects that achieve integration/rationalisation of buildings.</li><li>d. Briefing of community groups and organisations.</li><li>e. Implementation of the policy/funding in accordance with the policy.</li></ul>	Within operating budget  \$10,000 if external assistance required	1	Internal I, W, OD, RCD, CP, CS, B  External Clubs, CoMs, Township C'ttees.		

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		<b>Key Outcome Indicators</b> f. Infrastructure funding program that is based on agreed (priority) criteria that maximises the sustainability of community infrastructure and plans for quality infrastructure into the longer term. g. 'Whole of lifecycle' costing undertaken for all new and redeveloped assets. h. Contributions to infrastructure development linked to Council's infrastructure development objectives.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			■
	26	<b>Infrastructure Upgrade</b> Action: Identify an annual budget allocation for the upgrade/renewal/replacement of recreation infrastructure that addressed the priorities established in the asset and usage audit.	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> a. Completion of asset conditional usage audit. b. Establishment of annual budget allocation for infrastructure upgrade/renewal.	Annual budget allocation of \$50,000 for 10 years.	1	Internal I, W, OD, RCD, CP, CS, B  External Clubs, CoMs, Township C'ttees.		
		<b>Key Outcome Indicators</b> c. Sustainable infrastructure management program.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			
	27	<b>Review of the Recreation Infrastructure Works Program</b> Action: Review the Program of Works for Recreation and Sport Infrastructure based on the Infrastructure Development and Funding Policy criteria.	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> a. Infrastructure projects identified and prioritised according to policy and determined criteria. b. Seeking of funding. c. Implementation of program of works. d. Ongoing review of works.	Within existing operational al budget	2	Internal I, W, OD, RCD, CP, CS, B  External Clubs, CoMs, Township C'ttees.		
		<b>Key Outcome Indicators</b> e. Recreation infrastructure works that are based on priority need. f. Responsible management and development of infrastructure. g. Quality infrastructure.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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28	<b>Referral of New and Upgraded Assets to the Asset Database</b> Action: Develop and formalise a process to ensure that all new and upgraded assets are referred to the asset database.	Resources	Priority	Who/ Partnerships			
	<b>Key Process Indicators</b> a. Engagement of internal stakeholders. b. Process developed and agreed. c. External stakeholders informed (ongoing) of process requirements. d. Annual review and reporting against process requirements.	Within existing operational al budget	1	Internal I, W, OD, RCD, CP, CS, B  External Clubs, CoMs, Township C'ttees.			

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		<b>Key Outcome Indicators</b> e. All assets incorporated/captured on the asset data base. f. Responsible management of assets.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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	29	<b>Referral of Building Applications by Sport And Recreation Groups</b> <b>Action:</b> Develop and formalise a process to ensure that sport and recreation building applications: - are referred to relevant departments for comment; and - comply with Council policy relating to standards, compliance, amenity provision, consolidation etc.	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> a. Engagement of all relevant internal key stakeholders in establishing and formalising the required process. b. Process indorsed by MEG. c. Annual review and reporting against process requirements.	Within existing operational al budget	1	Internal RCD, P, I, B, W,OD, CS, EDT  External Clubs, CoMs, Township C'ttees.		
		<b>Key Outcome Indicators</b> d. Referrals made to all relevant parties within Council and information incorporated appropriately. e. Building approvals reflect Council policy and requirements relating to quality and finish of infrastructure an relevant environments. f. Awareness across all Council of recreation and associated service area objectives.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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	30	<b>Risk Management</b> <b>Action:</b> Work with clubs and organisations (operating on both Council and non-Council owned land) to ensure that appropriate risk management protocols are in place.	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> a. Engagement with all relevant internal stakeholders. b. Liaison with Council insurers to identify 'exposure' for Council and clubs. c. Identification of potential risk management issues for clubs/organisations and Council relating to community recreation. d. Identification of risk management protocols that have to be developed and put in place in conjunction with clubs/organisations. e. Ensure clubs understand issues and processes and requirements. f. Formalise reporting and monitoring requirements. Note: No distinction should be made between groups operating from Council and non-Council owned property.	Within existing operational al budget	1	Internal RCD, OD, I, W.  External Clubs, CoMs, Township C'ttees.		
		<b>Key Outcome Indicators</b> g. Risk management protocols formalised. h. Clubs/organisations aware of responsibilities.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			■



ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Standards	31	Park, Reserve and Township Furniture Standards Action: Prepare a Shire wide policy for park and township furniture (including seating; lighting, security and boundary fencing; shelters etc.) that: <ul style="list-style-type: none"><li>- establishes a theme across the Shire or within townships;</li><li>- is durable;</li><li>- reflects community standards, aspirations and pride.</li></ul>	Resources	Priority	Who/ Partnerships		
		Key Process Indicators <ul style="list-style-type: none"><li>a. Identification of areas around which standards need to be identified and formalised.</li><li>b. Drafting of policy relating to standards that explains the basis for the policy and requirements.</li><li>c. Adoption of standards as a basis for all Council operational s.</li><li>d. Preparation of a standards checklist, standards proforma and/or 'catalogues'.</li><li>e. Promotion of standards requirements to relevant groups.</li><li>f. Posting of information on Council website and in support material for clubs and organisations.</li></ul>	Within existing operational budget and/or allocation for external assistance \$15,000	2	Internal RCD, P, I, B, W, OD, EDT  External Clubs, CoMs, Township C'ttees., service clubs.		
		Key Outcome Indicators <ul style="list-style-type: none"><li>g. Consistent quality and standard of provision of 'furniture' across the Shire to policy/process outcomes.</li><li>h. Consistent approach and commitment across the organisation.</li><li>i. Standards that minimise ongoing maintenance requirements and maximise life of infrastructure.</li><li>j. Potential for thematic 'linkages' across the Shire.</li><li>k. Supports Council's population strategies relating to quality of provision.</li></ul>	COUNCIL ROLE/S				
	Pol/Plan		Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■			■	■
	32	Building and Amenity Standards Action: Prepare a policy for sport and recreation infrastructure that: <ul style="list-style-type: none"><li>- specifies building design standards;</li><li>- specifies standards relating to 'finish';</li><li>- considers impacts (streetscape, environmental, site);</li><li>- requires integration with open space and neighbourhood amenity or theme (or opportunity to establish these);</li><li>- requires compliance with relevant legislation and guidelines.</li></ul>	Resources	Priority	Who/ Partnerships		
		Key Process Indicators <ul style="list-style-type: none"><li>a. Determine the standards desired for community infrastructure relating to the above.</li><li>b. Formalising of standards within a policy.</li><li>c. Adoption of standards as a basis for all Council operational s.</li><li>d. Promotion of standards requirements to relevant groups.</li><li>e. Posting of information on Council website and in support material for clubs and organisations.</li></ul>	Within existing operational al budget	2	Internal RCD, P, I, B, W, OD, EDT  External Clubs, CoMs, Township C'ttees., service clubs.		
		Key Outcome Indicators <ul style="list-style-type: none"><li>f. Consistent approach and commitment across the organisation.</li><li>g. Consistent quality and standard of provision of across the Shire.</li><li>h. Standards that minimise ongoing maintenance requirements and maximise life of infrastructure.</li><li>i. Potential for thematic 'linkages' across the Shire.</li><li>i. Supports Council's population strategies relating to quality of provision.</li></ul>	COUNCIL ROLE/S				
	Pol/Plan		Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
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ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Compliance	33	Compliance of Recreation and Community Social Infrastructure Action: Develop a process for maximising compliance of all recreation infrastructure to relevant legislation and guidelines.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Identification of the legislation (and implications) that needs to be addressed in relation to the provision of recreation infrastructure and promotion of these requirements to relevant community organisations. b. Inclusion of non-compliance (facilities) notations when the Asset Audit is undertaken. c. Identification of external funding opportunities to assist with addressing of non-compliance issues.	Within existing operational al budget	1	Internal RCD, P, I, B, W,OD, EDT  External Clubs, CoMs, Township C'ttees. service clubs.		
		Key Outcome Indicators d. Increased compliance with relevant legislations. e. Greater awareness of compliance requirements.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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Facilities	34	Access to Indoor School Facilities Action: Identify opportunities to increase use of school facilities for indoor recreation / sporting activities. Consideration should be given to: - demand for existing activities; - short-term and longer term strategies e.g. short-term = floor upgrade, longer term = expansion and upgrade of amenities; - opportunities to introduce new sports, including those that do not rely on large team / club numbers e.g. badminton; - opportunities for improving amenity (presentation, access to 'social' / tea rooms); - opportunities to support participation e.g. childcare at Neighbourhood Houses / Family Day Care; - daytime activities e.g. women's programs; and - combining a number of recreation and health and wellbeing opportunities at the site.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Liaison with schools and the YMCA to identify opportunities to identify immediate opportunities to increase community access to school indoor sporting facilities (and address access barriers) to (Boort Secondary College and Wedderburn Secondary College as a priority). b. In the short term: - completion of a cost-benefit analysis to identify scope of works required to for schools to provide for the indoor recreation needs of the community into the future; - support of applications by the Boort Secondary College for funding to upgrade the sports hall floor; and - support of applications by the Pyramid Hill P-10 school to expand provision for recreation and sport opportunities for the community. c. Preparation of a funding strategy for works identified as part of the medium to longer term plan. d. Formalising of access and management protocols and agreements. e. Preparation of an advocacy strategy (state and federal government) for funding.	Proj. Man. from within operational al budget  \$15,000 Seek matching funding.	1	Internal RCD, CS, W, I  External Schools, YMCA, potential users, current users, Comm. Planning Committee s, Service Clubs, Young people, potential private providers.		

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
		<b>Key Outcome Indicators</b> f. Increased use of school facilities for community recreation and sport. g. Increased access to indoor facilities. h. Increased range of indoor recreation and sport opportunities.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■	■	■
35		<b>Bridgewater Lawn Bowls and Golf Clubs</b> <b>Action: Actively support the co-location of the Bridgewater Lawn Bowls Club and Golf Club and maximise opportunities for the redevelopment to address other community recreation/social infrastructure needs</b>	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> a. Facilitation of the discussions between the clubs to ensure efficient and effective process and to formalise tenancy and management protocols. b. Communication of Council requirements (relating to policies outlined in this Strategy) c. Facilitation of design process to ensure that issues identified in the Recreation Strategy are addressed e.g. design standards, amenity/landscaping etc. d. Seeking of funding.	Within existing operational al budget. Seek funding to assist relocation	1	Internal RCD, CP, I, B, W, OD  External Clubs, peak assns., CoMs, DVC, DIIRD		
		<b>Key Outcome Indicators</b> e. Consolidated community infrastructure. f. Co-location/integration of club/organisation operational s.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			■
36		<b>Tennis Facilities</b> <b>Action: Identify and support opportunities for Tennis Clubs to develop integrated facilities that consider provision of infrastructure across 'districts' (hard courts, lighting) that increases participation and reduces operational al costs (e.g. water, court maintenance).</b>	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> a. Liaison with clubs and peak tennis associations to discuss options and opportunities relating to the future provision of sporting infrastructure. b. Identification of tennis participation trends across all clubs and 'districts'. c. Identification of a hierarchy of provision for tennis facilities as a basis for future funding and development of tennis infrastructure. d. Preparation of a future provision plan that considers co-location, rationalisation, lighting, hard vs. grass courts etc.	Within existing operational al budget. (\$10,000 for external 'support') Seek funding to assist with initiatives	3	Internal RCD, I, W  External Clubs, peak assns., DVC		
		<b>Key Outcome Indicators</b> e. A sustainable and achievable facility provision framework for tennis. f. A basis for funding applications.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS					
	37	Swimming Pools Action: Implement the 10 year program of works to maximise the lifecycle and use of community pools.	Resources		Priority		Who/ Partnerships	
		Key Process Indicators a. In accordance with timelines/resourcing in Swimming Pools Infrastructure Program.	Within existing capital works budget. Seek funding to assist with initiatives		1 ongoing		Internal RCD, I, B, W  External CoMs, township groups, service clubs, schools, DVC	
		Key Outcome Indicators b. Responsible management of swimming pool infrastructure. c. Extended life expectancy of infrastructure. d. Improved quality of provision. e. All pools remain operational al for the period of the policy.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■	■			■	
	38	Public Toilets (Provision and amenity) Action: Complete an audit of toilet facilities and develop a plan for upgrading, rationalising, co-locating with other facilities and/or relocating toilets facilities. (As part of assets audit)	Resources		Priority		Who/ Partnerships	
		Key Process Indicators a. Listing of all toilet facilities that includes condition audit and location. b. Review of asset provision based on condition, suitability of location, opportunities to co-locate with existing infrastructure e.g. sporting pavilions. c. Strategy prepared to guide future provision e.g. upgrade, rationalisation.	As part of asset audit funding		3		Internal I, W, B, EDT, RCD  External CoMs, township groups, general community, DIIRD	
		Key Outcome Indicators d. Improved quality of provision. e. Framework for future provision.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■	■			■	
	39	Public Toilets (Cleaning and maintenance) Action: Review cleaning and maintenance regimes to ensure consistency across the Shire.	Resources		Priority		Who/ Partnerships	
		a. Review of cleaning and maintenance protocols. b. Identification of inconsistencies across communities in terms of Council community responsibilities. c. Establishment of clear directions and service levels based on clear criteria e.g. community/council partnership arrangements, level of use that may be related to location (tourism, recreation reserve)	From within existing operational al budget		1		Internal I, W, B, EDT, RCD External CoMs, township groups, general community.	
		Key Outcome Indicators d. The rationale that underpins service levels clearly established and understood. e. Clear rationale for Council's cleaning and maintenance regimes. f. Positive relations with community committees.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■	■				

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
	40	Senior Citizens Centres and Public Halls Action: Maximise access to Senior Citizens Centres and Public Halls for the whole community.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Review of the level and type of access to facilities and establish times when the centres could be made available for wider community use. (This may involve modification of times when centres are available for casual use by club members e.g. 'drop-in'). b. Review of all agreements to ensure that agreement require wider community access c. Active promotion of the availability of facilities to the broader community for both casual and regular use.	From within existing operational al budget	1	Internal CS, RCD, CP, RCD, MEG, Council  External Clubs, community groups, general community, CoMs		
		Key Outcome Indicators d. Maximising use of community infrastructure/facilities. e. Use will be consistent with Council policy relating to multiple group use of facilities.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■	■	■
Signage	41	Action: Prepare and implement a Shire wide signage policy/strategy that: - integrates township signage; - improves directional signage to points of interest in the Shire; and - includes facility and trail signage (directional, distance etc.).	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Identification of the type of signage needs that the Shire currently has and that it may need into the future e.g. township signage, directional signage, interpretive signage, trail signage. b. Preparation of signage standards. c. Development of approval process for community groups wanting to erect signage. d. Identification of preferred supplier/s. e. Signage priorities established and incorporated into infrastructure works program.	\$10,000 for external 'support' to assist staff with preparation of policy.	2	Internal EDT, CP, RCD, I  External Township groups, tourism operators, walking groups, TV, DIIRD		
		Key Outcome Indicators f. Improved signage across the Shire over time. g. Consistent signage theme.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■		■	

**SECTION 3 – ACTIONS RELATING TO THE NATURAL ENVIRONMENT**

(Code: Internal Departments: B=Building; CP=Community Planning; CS=Community Services; EDT=Economic Development & Tourism; ES=Executive Services; I=Infrastructure; L=Landcare; MEG=Management Executive Group; O=Organisational Development; P=Planning; RCD=Recreation and Community Development; W=Works.  
 External Agencies/Groups: AV=Arts Victoria, DIIRD=Department of Innovation, Industry and Regional Development, DVC=Department of Victorian Communities DTF=Dept. Treasury & Finance, OY=Office of Youth, TV=Tourism Victoria, VCOTA=Victorian Council of the Ageing, VV=Volunteering Victoria)

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Trails	42	<b>Integrated Trail and Footpath Strategies</b> <b>Action:</b> Facilitate the preparation of township based plans for the development and implementation of integrated trail and footpath networks. <b>Plans should;</b> <ul style="list-style-type: none"><li>- be based on proformas that are consistent between townships;</li><li>- identify a hierarchy of trails (h, m, l);</li><li>- include recommendations for infrastructure e.g. seating, signage;</li><li>- be consistent between townships; and</li><li>- identify opportunities for linkages to regional and inter township trails, and trails to sites of significance.</li></ul>	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> <ul style="list-style-type: none"><li>a. Formation of an 'in-house team' (cross Council) to support and guide the process.</li><li>b. Preparation of proforma, base information (e.g. maps), 'how to' information (e.g. required process relating to consultation), criteria that will guide township priorities, criteria that will guide Council funding priorities (cross Shire) to enable communities to prepare network strategy;</li><li>c. Preparation of a timeline for township plans (to enable adequate support from Council).</li><li>d. Allocation funding (annual) for external project management support e.g. cost estimates for priority trails/footpaths, mapping.</li><li>e. Seeking of external funding support.</li><li>f. Implementation of plans according to timelines.</li></ul>	Annual budget allocation of \$20,000 for 5 years to assist with preparation of plans and/or implement'n of plans	2	Internal RCD, CP,I , W, B  External Township groups, general community, walking groups, reserve committees, DVC		
		<b>Key Outcome Indicators</b> <ul style="list-style-type: none"><li>g. Timeline for the preparation of relevant township trail/footpath strategies.</li><li>h. Expanded township trail and footpath network (formal and informal).</li></ul>	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			■
Play spaces	43	<b>Action:</b> Prepare a plan for the provision of quality play spaces for ages 4-13.	Resources	Priority	Who/ Partnerships		
		<b>Key Process Indicators</b> <ul style="list-style-type: none"><li>a. Drafting of criteria that will guide future provision of play spaces for children. (Criteria should consider future expansion, shade/shelter, ages to be catered for, siting, number within a township etc.)</li><li>b. Development of a process that will ensure relevant community input/comment relating to the type and level of provision.</li><li>c. Development of guidelines that will provide a framework for communities planning play spaces.</li></ul>	\$10,000 for external support. Seek matching funding. Annual 'playspace' allocation of \$15,000pa for	3	Internal RCD, CP,I , W, CS  External Township groups, general community, reserve committees, DVC		

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS									
		<b>Key Outcome Indicators</b> d. Planning framework for play spaces. e. Quality play spaces.	10 years.									
			COUNCIL ROLE/S									
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com					
			■	■			■					
Open Space	44	<b>Park and Open Space Maintenance Standards</b> <b>Action: Review park provision and maintenance protocols and standards to ensure consistency, and opportunities to increase standards of provision.</b>	Resources	Priority	Who/ Partnerships							
		<b>Key Process Indicators</b> a. Documenting of existing standards/levels of provision and differences/inconsistencies across the Shire (including the basis of these inconsistencies). b. Formalising of objectives relating to provision of open space areas e.g. greening, landscaping and sustainable opportunities to achieve these objectives. c. Identification of Council and community roles relating to provision and maintenance e.g. provision of materials, design standards, advice relating to plant types etc.	Within existing operational al budget	2	Internal I, CP, RCD, W, L, EDT  External Township groups, general community, reserve committees.							
								COUNCIL ROLE/S				
								Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
								■	■		■	■
		<b>Key Outcome Indicators</b> d. Improved quality of open space areas. e. Clarity of understanding of partnership roles. f. Sustainable development and management of open space areas. g. Increased customer satisfaction.	COUNCIL ROLE/S									
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com					
			■	■		■	■					
	45	<b>Township Beautification (Landscaping and Plantings)</b> <b>Action: Identify opportunities to support township groups undertaking amenity improvement works through landscaping and tree planting.</b>	Resources	Priority	Who/ Partnerships							
	<b>Key Process Indicators</b> a. Liaison with representative group (internal and external representation) to finalise the type of information that would be helpful to community groups and that Council Departments require community groups to understand. b. Preparation of reference information ('how to' information, trees/vegetation suitability, planting guidelines relating to offsets, mulching, availability of plants etc.) for community groups. c. Promotion of information and determination of avenues through which information will be made available e.g. Council website.	Within existing operational al budget	2	Internal I, CP, W, L, EDT  External Township groups, general community, reserve committees, DIIRD								
							COUNCIL ROLE/S					
							Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
							■			■	■	
	<b>Key Outcome Indicators</b> d. Readily available information to guide landscape/township beautification works. e. Improved quality of open space areas. f. Clarity of understanding of partnership roles. g. Sustainable development and management of open space areas. h. Increased customer satisfaction.	COUNCIL ROLE/S										
		Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com						
		■			■	■						



ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Waterways	46	Access to Waterways and Water bodies Action: Prepare a strategy that identifies recreation and related tourism opportunities associated with the Loddon River and other water bodies.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Opportunities and issues identified. b. Cost-benefit analysis on opportunities undertaken. c. Priorities identified. d. Funding and partners identified and sought. e. Plan implemented in accordance with agreed timelines.	\$20,000 if external assistance required. (Seek matching funding)	3	Internal EDT, CP, C RCD, I, W, L,  External Township groups, tourism groups, general community, DIIRD, water authorities, CoMs, TV		
		Key Outcome Indicators f. Increased visitor attraction and visitation. g. Increased profile of the Loddon River as a visitor attraction. h. Increased economic benefits to the region.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■	■	■
	47	Loddon River Action: Ensure that economic development opportunities associated with recreation access to the Loddon River are not jeopardised by current state and federal government negotiations relating to the River system.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Monitoring of State and federal Government actions relating to the river. b. Advocacy to ensure Shire needs/issues are addressed.	Within existing operational al budget	1 Ongoing	Internal Council, MEG, EDT  External Township groups, general community, business, tourism groups, water authorities, state govt.		
		Key Outcome Indicators c. Opportunities and benefits to the Shire associated with the river are preserved.	COUNCIL ROLE/S				
		Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
		■		■			
Water resources	48	Access to Water Action: Identify opportunities for innovative water access, storage and usage strategies to maximise access to water for recreation and open space purposes.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Identification of short, medium and longer term sport and recreation needs relating to water access, storage and use. b. Identification of strategies to address these. c. Seeking of funding to support initiatives.	Within existing operational al budget	3	Internal I, W, RCD  External Township groups, reserve		

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
					committees.		
		<b>Key Outcome Indicators</b> d. Responsible use of water resources. e. Improved access to reliable water sources. f. Access to outdoor sporting an recreation opportunities maximised.	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■	■	■
	49	<b>Maintenance of Waterways</b> <b>Action: Advocate to water management agencies to ensure that water systems are well maintained.</b>	<b>Resources</b>	<b>Priority</b>	<b>Who/ Partnerships</b>		
		<b>Key Process Indicators</b> a. Identification of sites/issues that may jeopardise access to water e.g. channels blocked with reeds. b. Advocacy to relevant water authorities. c. Monitoring of conditions in conjunction with community groups.	Within existing operational al budget	1 Ongoing	Internal I, W		
					External Township groups, reserve committees, water authorities		
		<b>Key Outcome Indicators</b> d. Access to reliable water supply. e. Preservation of water supply infrastructure.	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
				■		■	
	50	<b>Responsible Use of Water</b> <b>Action: Work with clubs and organisations to identify priorities in relation to responsible water management practices and systems and opportunities to address these.</b>	<b>Resources</b>	<b>Priority</b>	<b>Who/ Partnerships</b>		
		<b>Key Process Indicators</b> a. Identification of sport and recreation infrastructure that need to review water use/ management practices to ensure 'responsible use of water practices'. b. Identification of opportunities to address issues alternative watering systems, relocation. c. Seeking of funding to support initiatives.	Within existing operational al budget	1 Ongoing	Internal I, W, RCD		
					External Reserve committees, clubs, water authorities		
		<b>Key Outcome Indicators</b> d. Responsible water use and management practices. e. Reduction in costs associated with purchase/use of water.	<b>COUNCIL ROLE/S</b>				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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**SECTION 4 – ACTIONS RELATING TO THE ECONOMIC ENVIRONMENT**

(Code: Internal Departments: B=Building; CP=Community Planning; CS=Community Services; EDT=Economic Development & Tourism; ES=Executive Services; I=Infrastructure; L=Landcare; MEG=Management Executive Group; O=Organisational Development; P=Planning; RCD=Recreation and Community Development; W=Works.  
 External Agencies/Groups: AV=Arts Victoria, DIIRD=Department of Innovation, Industry and Regional Development, DVC=Department of Victorian Communities DTF=Dept. Treasury & Finance, OY=Office of Youth, TV=Tourism Victoria, VCOTA=Victorian Council of the Ageing, VV=Volunteering Victoria)

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Integrated Planning	51	Operational and Policy Statements for Recreation Action: Review all operational procedures and policies (formal and informal) to ensure that they reflect the principles documented in the Recreation Strategy.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Identify opportunities to recognise/reinforce recreation planning statements in corporate planning documents. b. Require that recreation policy statements are addressed in all relevant community planning documents/processes. c. Ensure that recreation policy statements guide recreation service and facility development.	Within existing operational budget	1	Internal RCD, CP, I, W, P  External Reserve committees, clubs.		
		Key Outcome Indicators d. Decision making in relation to recreation priorities based on recreation policy statements. e. Awareness of and adherence to recreation policy statements.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■			■	■
	52	Recreation Strategy Implementation and Review Group Action: Establish a cross functional team to oversee the implementation of the Recreation Strategy.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Identification of all relevant Departments that will have representation. b. Development of a process for review of the Plan and reporting/monitoring of perfoamnce against Key Indicators.	Within existing operational budget	1	Internal RCD, CP, I, W, P, CS, MEG		
		Key Outcome Indicators c. Effective implementation of the Plan. d. Effective engagement of all internal stakeholders.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■	■	■	■
53	Action: Develop a framework and relevant processes to ensure all Council and community planning projects are well integrated and appropriately resourced.	Resources	Priority	Who/ Partnerships			
	Key Process Indicators a. Establishment of an internal working group to develop an integrated planning framework. b. Establishment of planning proformas for various community planning projects e.g reserve master plans, community/township plans. c. Community Planning information and training sessions prepared and delivered to ensure communities understand process/requirements.	Within existing operational budget	2	Internal MEG, RCD, I, CS  External Township groups, reserve committees.			

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Recreation Resourcing		Key Outcome Indicators d. Integrated planning for community services, programs and infrastructure. e. Community understanding of planning processes, requirements and hierarchy. Service and infrastructure priorities addressed appropriately.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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	54	Reserve Master Planning Action: Review Reserve Master Plan proformas to ensure that they reflect the principles and priorities identified in the Recreation Strategy e.g. consolidation of buildings. Creation of community hubs, integration with township planning, compliance with contribution policies, referral and consultation requirements.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Review of existing master plan proforma to ensure that they reflect the directions of the Recreation Strategy. b. Information sessions to inform clubs of new proforma and Council integrated planning requirements relating to the linking of all local planning projects. c. Review of new master plan completion timelines.	Within existing operational budget	1	Internal RCD, I, CP  External Reserve committees, DVC, DIIRD		
		Key Outcome Indicators d. Effective integrated planning within communities and between Council planning processes.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
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	55	Manager of Recreation and Community Development Action: Review workload and position description of this position to ensure there is the capacity to implement the Recreation Strategy and to ensure that the position reflects the requirements of the Strategy.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Review of annual work program to prioritise tasks based on the priorities identified in this strategy.	Within existing operational budget	1	Internal MEG, RCD		
		Key Outcome Indicators b. Workplan that reflects priorities identified in the Recreation Strategy.	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■	■			
	56	Appointment of a Recreation Development Co-ordinator Action: Appoint a Recreation Development Co-ordinator	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Preparation of a position description that has a community development focus that addresses recreation and arts development needs, and incorporates a key focus on young people. b. Commitment of an annual budget allocation for the position. c. Seeking of external funding (Note that the position should not be dependent on external funding.	\$65,000 pa	1	Internal Council, MEG		

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS					
		Key Outcome Indicators d. Community strengthening initiatives achieved. e. Less direct dependence on Council staff as a result of community strengthening initiatives.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
				■	■	■		
57		Action: Review the Halls and Reserves Allocation Policy in relation to level of annual allocation to clubs.	Resources	Priority	Who/ Partnerships			
		Key Process Indicators a. Review of reserves 'hierarchy' (forms basis of the allocation policy). b. Review of Council allocation (\$) and the basis on which it is determined e.g. size of membership, level of use, age of facilities relating to infrastructure maintenance demands. c. Consideration of the establishment of an additional fund to deal with major maintenance issues being faced by clubs (may be determined in conjunction with the asset audit).	Within existing operational budget	1	Internal Council, RCD, I,  External Township groups, CoMs			
		Key Outcome Indicators d. Allocation of fund based on clear criteria.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■				■	
	58		Charitable Trust Action: Identify opportunities to establish a Charitable Trust involving financial contributions from the corporate sector, benefactors and donors for the resourcing of community projects.	Resources	Priority	Who/ Partnerships		
			Key Process Indicators a. Research of community models that already exist. b. Liaison with Philanthropy Australia to investigate models and opportunities and requirements. c. Preparation of a framework to investigate and establish trust.	Within existing operational budget	3	Internal Council, MEG, RCD, CP, CS  External Township groups, CoMs, Service Groups, business, general community, DIIRD, DTF		
		Key Outcome Indicators d. Additional funds available to priority community projects. e. Increased awareness of rural/regional needs (promotion of trust). f. Less dependence on local volunteers and financial resourcing.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■			■	■	
59		Consistent Club and Organisation Support Protocols Action: Develop a policy that clearly articulates consistent service and support levels to community groups/organisations	Resources	Priority	Who/ Partnerships			
		Key Process Indicators a. Identification of areas of inconsistency in relation to service provision and support (e.g. treatment of groups on non-Council owned land, toilet maintenance) b. Establishment a consistent approach across Council. c. Formalising of operational al protocols. d. Ongoing review and familiarisation with standards.	Within existing operational budget	1	Internal MEG, RCD, I, W, B  External Township groups, reserve committees.			

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS					
		Key Outcome Indicators e. Service delivery and support in accordance with agreed standards and protocols. f. Consistent approach to support of community groups from across Council.	COUNCIL ROLE/S					
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com	
			■				■	
Recreation and Tourism	60	Camping Grounds and Caravan Parks Action: Prepare a strategy to maximise opportunities and improve amenity relating to caravan and camping grounds/areas.	Resources		Priority	Who/ Partnerships		
		Key Process Indicators a. Compilation of available information relating to <u>all</u> caravan parks in the Shire (build picture of current level of provision). b. Identification of demand and gaps in provision. c. Development of a 'hierarchy' of provision for all camping and caravan grounds. d. Identification of the future directions for Council owned/managed parks e.g. extent of provision for tourists, campers, longterm residents. e. Identification of the most sustainable type of management/provision for Council owned/managed parks e.g. longterm development lease. f. Development of a longterm plan to ensure sustainable and appropriate level of provision.	\$20,000 Seek matching funding		3	Internal EDT, RCD,CP, I  External Township groups, local tourism groups, TV, DIIRD, DVC		
		Key Outcome Indicators g. Strategy to provide for the camping and caravan needs of the Shire. h. Strategy for sustainable management and development of parks. i. Appropriate mix and quality of provision for defined visitor markets. j. Increased customer satisfaction.	COUNCIL ROLE/S					
	Pol/Plan		Prov/Manag	Advocacy	Lead/Innov	Fac./Com		
	■		■		■	■		
	61	Recreation Tourism Action: Identify opportunities to support the growth of the recreation-based tourism sector in the Shire.	Resources		Priority	Who/ Partnerships		
		Key Process Indicators a. Identification of level and type of demand. b. Identification of business development opportunities. c. Identification of funding programs.			2	Internal EDT, CP, RCD  External Private providers, township groups, business, TV, DIIRD		
		Key Outcome Indicators d. Expansion of recreation tourism opportunities. e. Expansion of small business initiatives catering for the recreation tourist. f. Sustainable recreation based tourism initiatives.	COUNCIL ROLE/S					
	Pol/Plan		Prov/Manag	Advocacy	Lead/Innov	Fac./Com		
	■			■	■	■		

ISSUE	Action No.	ACTION STATEMENT AND PERFORMANCE INDICATORS	DETAILS				
Private Providers	62	Small Business Development Initiatives Action: Support private providers/small business initiatives that aim at addressing service gaps in the recreation sector e.g. fitness instructors, child ‘play therapists’, gentle exercise for older adults.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Investigation and promotion of small business development funding opportunities that can support local initiatives by private provider/potential providers. b. Identify gaps in service provision and level of interest by private individuals to ‘train’/skillup to fill gaps. c. Facilitation of (based on level of need and interest), relevant information and training development programs (or access to these) as part of Council’s Economic Development Strategy. d. Identification of opportunities to promote private providers of recreation and allied services and implement strategies to achieve this.	Within operational budget if Recreation Development Co-ordinator appointed.	3	Internal EDT, RCD, CS  External Private providers, township groups, business, DIIRD, DVC		
		Key Outcome Indicators e. A greater skill base for community development program initiatives. f. Sustainability of community-based and private ‘business’/community support initiatives. g. Increase in small business management skills in the community. h. Increased awareness and sustainability of small business initiatives (recreation).	COUNCIL ROLE/S				
			Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■	■	■
	63	Programming Opportunities at Local Schools Action: Continue discussions with the YMCA to investigate opportunities for increasing programming of community (including school) facilities.	Resources	Priority	Who/ Partnerships		
		Key Process Indicators a. Research and identification of program development opportunities. b. Cost-benefit overview of potential programs c. Negotiation with key stakeholders. d. Marketing/promotion framework.	Within existing operational budget	1	Internal RCD, CS  External Schools, YMCA, CoMs, DVC, OY		
			COUNCIL ROLE/S				
		Key Outcome Indicators e. Expansion of the range and type of (non-sport) programs available to young people. f. Sustainable and responsive programs for young people.	Pol/Plan	Prov/Manag	Advocacy	Lead/Innov	Fac./Com
			■		■		■