

SOUTHERN GRAMPIANS SHIRE COUNCIL

RECREATION AND LEISURE STRATEGIC PLAN

2019–2029

VOLUME 4:

STRATEGIES AND
RECOMMENDATIONS BY PRIORITY



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RECREATION & LEISURE STRATEGIC PLAN

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1. Introduction and Background

The Southern Grampians Shire Council has developed a *Recreation and Leisure Strategic Plan* to guide Council and the community in the provision and development of recreation and leisure facilities and services.

The Southern Grampians Shire Council's previous strategy, *Leisure Services Strategic Plan 2006*, provided new directions and priorities for the provision of recreational and sporting facilities and services for 10 years and beyond. The recreation and leisure needs of the Southern Grampians community continues to change and evolve and many of the actions of that plan have been achieved. Council therefore determined that it was timely for the development of the *Recreation and Leisure Strategic Plan* that will continue to guide Council in meeting the immediate and long term recreation and leisure needs of the community.

The *Recreation and Leisure Strategic Plan* will be embedded into and support the Southern Grampians Health and Wellbeing Plan 2017 - 2020 (SGHWP). Recreation and leisure has a significant role to play in improving the health and wellbeing outcomes of the Southern Grampians community. Establishing the *Recreation and Leisure Strategic Plan* as a sub plan of the Municipal Health and Wellbeing Plan will realise and maximise the role of recreation and leisure in improving the health and wellbeing of the community.

1.1 Recreation & Leisure Strategic Plan Project Documents

The Southern Grampians Shire Council *Recreation and Leisure Strategic Plan* comprises four volumes of information.

This Volume Four presents the strategies and recommendations by priority and must be read in conjunction with Volume One, particularly Section Four Current Infrastructure Upgrades and Planning and Section Five Strategic Plan and Recommendations.

Volume One: The Strategic Plan and Recommendations includes:

- Section One: Introduction and Background Information
- Section Two: Research and Consultation Findings
- Section Three: Sport and Recreation Facility Inventory
- Section Four: Current Infrastructure Upgrades and Planning
- Section Five: The Strategic Plan and Recommendations
- Appendices: Supporting Information

The projects detailed background information is provided in Volume Two: Research and Consultation which includes:

- Section One: Introduction and Background
- Section Two: Sport Requirements and Standards
- Section Three: Sport and Recreation Participation and Trends
- Section Four: Sport and Recreation Facility Inventory
- Section Five: Facilities and Services Surveys
- Section Six: Key Stakeholder Consultations
- Appendices: Supporting Information

The detailed information for the project Masterplans for Lake Hamilton and Pedrina Park are provided in Volume Three: Masterplans - Pedrina Park and Lake Hamilton. In addition, audits were undertaken on Council nominated facilities (refer table below) and the detailed results have been utilised to inform the development of strategies and recommendations relating to these facilities and included in Sections Four and Five of this Volume. It is important to note that at some facilities not all components were included in the audits.



Table 1 List of Audited Facilities

Facilities	
Hamilton Township	Rural Areas
Hamilton Indoor Leisure and Aquatic Centre (HILAC)	Balmoral Recreation Reserve
Hamilton Olympic Swimming Pool	Balmoral Swimming Pool
Hamilton Showgrounds (Archery)	Branxholme Recreation Reserve
Lake Hamilton	Coleraine Swimming Pool
Melville Oval	Dunkeld Swimming Pool
Mitchell Park	Glenthompson Swimming Pool
Patterson Park	Penshurst Swimming Pool
Pedrina Park	Silvester Oval, Coleraine
	Tennis & Netball Centre, Coleraine
	Turnbull Street Reserve, Coleraine

1.2 Project Aim

The project aim was to develop the:

... Recreation and Leisure Strategic Plan is to provide Southern Grampians Shire Council with a document that is directly aligned with the Southern Grampians Health and Wellbeing Plans 2017 - 2021 and 2021 - 2025, guiding the planning, provision and promotion of sport and leisure and contributing to the health and wellbeing of the community.

Southern Grampians Shire Council identified the following localities associated with the project.

Table 2 Project Key Localities

Localities					
Balmoral	Branxholme	Byaduk	Cavendish	Coleraine	Dunkeld
Glenthompson	Hamilton	Penshurst	Pigeon Ponds	Tarrington	

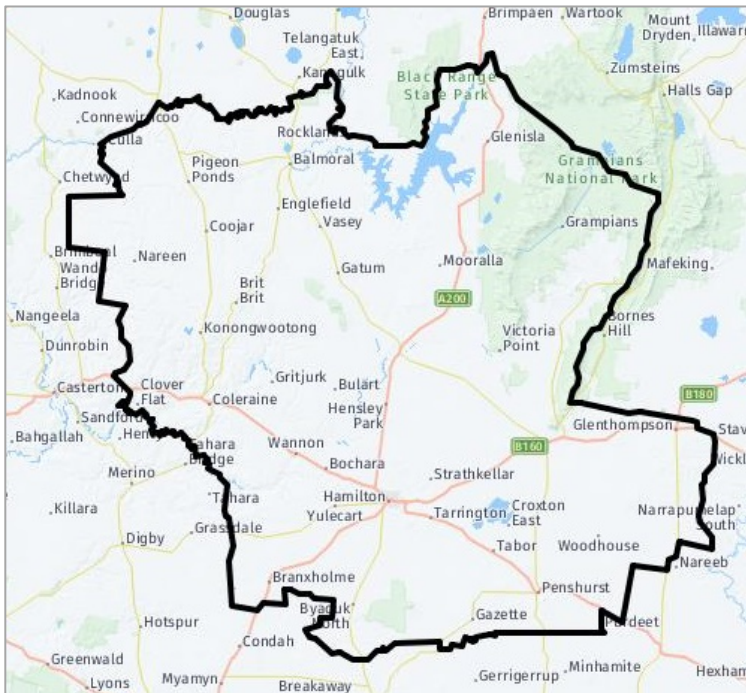


Figure 1 Southern Grampians Shire Council Map

Source: Profile Id <http://profile.id.com.au/southern-grampians/about>



2. Key Strategies and Recommendations by Priority

This section provides the projects key strategies and recommendations for the 10-year *Recreation and Leisure Strategic Plan* according to priority.

The identified strategies and works have been prioritised according to the following criteria:

- Short 0 to 3 years
- Medium 4 to 6 years
- Long 7 to 10 years
- Ongoing Strategies requiring continued commitment.

Before any of the proposed Capital Works projects are able to be undertaken Council will need to determine the feasibility and affordability and finalise a priority (where feasible) for each proposed project.

The priority rating and timelines are dependent on the readiness / capacity of SGSC, project partners and users to proceed as per each project recommendation. Where cost savings and community benefit will be achieved by delivering priorities concurrently Council officers will review and amend accordingly in consultation with the project partners, Committee of Management (where applicable) and tenant user groups.

The cost column identifies whether or not the strategy is able to be delivered within existing resources (WER) or if additional resources are required (AR) which could be operating or capital. The additional resources will include the sourcing of external or partnership funding for projects (where applicable).

The Strategic Plan strategies do not commit Southern Grampians Shire Council or any of the potential partner organisations to responsibility for funding or delivery of the identified strategies. Any funding or commitment will be subject to SGSC annual budget process and the sourcing of external funding (where appropriate). It is also important to note that for some of the identified strategies, further detailed and / or specific research, investigation or consultations may be required. Responsibilities for resourcing and delivery may be Southern Grampians Shire Council, Tenant Clubs / User Groups, Land Owner (eg DELWP) or a combination.

Southern Grampians Shire Council will review the implementation of the Strategic Plan annually and identify completed strategies and projects and identify strategies that may need to be revised, updated or deleted including re-prioritising if required.

Legend for Strategic Plan

Abbreviation	Details
SGSC	Southern Grampians Shire Council
State Gov	Victorian State Government (inc Departments not listed separately)
SRV	Sport & Recreation Victoria
DELWP	Department of Environment, Land, Water & Planning
Fed Gov	Federal Government (inc Departments)
SSAs	State Sporting Associations (inc Regional subsidiaries)
Schools	Southern Grampians Shire area schools
Clubs & Orgs	Southern Grampians Shire area sport & recreation clubs and organisations
Peak & Reg Orgs	Peak and Regional Organisations
Parks Vic	Parks Victoria
GWMWater	Grampians Wimmera Mallee Water Corporation
Land Managers & Owners	Includes Department of Environment, Land, Water & Planning, Department of Education & Early Childhood Development, Committee of Management, private sector / business
AR	Additional Resources
WER	Within Existing Resources



2.1.1 Recreation and Leisure Facilities Strategic Plan

The *Recreation and Leisure Strategic Plan - Facilities* framework is summarised in the following figure.



Figure 2 Recreation and Leisure Strategic Plan - Facilities Framework

Definitions for the key asset management terms are provided in the following table.

Table 3 Asset Definitions

Term	Definition
Capital Refurbishment / Renewal	The replacement or refurbishment of an existing asset (or component) with a new asset (or component) capable of delivering the same level of service as the existing asset.
Capital New	Any works that create new infrastructure assets or increase the replacement or written down value of existing infrastructure assets.
Capital Upgrade / Expansion	Any project (including a land purchase) that extends or upgrades an asset to cater for growth or additional service levels and includes: <ul style="list-style-type: none"> • Works that improve an asset beyond its original size or capacity. • Works that increase the capacity of an asset. • Works designed to produce an improvement in the standard and operation of the asset beyond its original capacity.
Maintenance	Any activity performed on an asset with a view to ensuring that it is able to deliver an expected level of service until it is scheduled to be renewed, replaced or disposed of. ¹ Cyclical maintenance or cyclic maintenance is maintenance which is repeated on a periodic basis.
Renewal	Any work on an asset or asset component that is of a capital nature and (attempts) to bring the asset component (or asset) back to as new condition. Renewal activities are appropriate to all assets and can involve the complete replacement of the asset (in situ) with the new asset providing the original (intended) level of service.



Source: The Local Government and Municipal Knowledge Base <http://www.lgam.info>

The following table provides the facilities strategies in accordance with the framework provided above.

Table 4 Facilities Strategies by Priority

Area / Category	Strategies	Priority	Cost	Partners
Short				
Sports Facility Provision				
Sport Facility Provision	8. Facility Issues: review and address as resourced issues raised in consultation as follows: <ul style="list-style-type: none"> a) Competition suitability of Council owned sport competition facilities not included in the Facility Audits to be assessed. b) Universal Access and Access to Premises Compliance at facilities - program of works to be included with other works scheduled at a facility or separately depending on priority assessment. c) Irrigation - schedule upgrades to ageing infrastructure. d) Drainage issues at ovals (Australian rules football / cricket) - schedule works (refer Facility Audits). e) Non-compliance with recommended run-offs - schedule works from Facility Audits and in accordance with results of Recommendation 8a above. g) Security - lack of lighting at Council facilities (identified in consultations) - needs assessment. h) Merged clubs maintaining both facilities. i) Family friendly facilities - provision of safe clean changing facilities including baby change. j) Updating and maintenance - Peshurst Bowling Club (men's toilets); Dunkeld Bowling Club (toilets); Peshurst Tennis Clubrooms; Seniors clubrooms maintenance (inc cyclic painting); 	S	AR will be required	SGSC Clubs & Orgs SSAs Land Managers & Owners Schools
Recreation Facilities Provision				
Tracks, Trails & Paths	2. Advocate to Parks Victoria / State Government for funding of the continuation of the Peaks Trail to Dunkeld.	S	WER	SGSC Parks Vic State Gov
Playgrounds, Skateparks & BMX	1. Playground Inspections: that given the number of playgrounds identified during the Facility Audits with non-compliant equipment and surface Council audits all remaining playgrounds to identify and program works and or upgrades/replacement to ensure the safety of users.	S	WER AR (capital) may be required to implement	SGSC
	3. Determine the feasibility of the development of a BMX facility in the Shire, considering co-location with an existing facility and / or re-purposing that may provide relevant support infrastructure (eg amenities).	S	WER AR may be required for study and delivery	SGSC
Lakes	2. Rocklands Reservoir: <ul style="list-style-type: none"> a) Advocate to GWMWater and State Government for the finalisation and / or implementation of the Rocklands Management Plan and the provision of funding to support projects that improve the provision of amenities to support local and tourism visitation and usage. 	S Ongoing	WER (Excludes any capital for facilities)	SGSC GWMWater State Gov Fisheries Victoria



Area / Category	Strategies	Priority	Cost	Partners
Community Recreation	1. Assess the feasibility of developing facilities to meet the needs for new and growth recreation activities and apply for external grant funding (where appropriate) including: a) Trampoline Park (identified in Youth Café consultations) - consider in context of opportunities in HILAC Masterplan. d) Motor Bike Track (Youth Consultations).	S S	WER & AR for Feasibility Studies and Capital to develop	SGSC Land Managers & Owners Schools Parks Vic Clubs & Orgs
Capital Works				
Asset Improvements & Development	1. Develop a Sports Facility Capital Works Assessment Matrix to enable the strategic assessment and prioritisation of sport facilities capital works (new and upgraded).	S	WER	SGSC
	4. Female Friendly Facilities Development & Provision: a) To improve the quality of facilities provision for female sporting activities, Council to identify the sport facilities not included in Section 4 that need upgrades / developments to enable / enhance growth in participation in a range of sports (unisex facilities; converting existing male amenities to unisex).	S	WER AR for capital works	SGSC Clubs & Orgs SSAs
Asset Improvements & Development (cont)	b) Netball Facility Provision: i. Council, in conjunction with Netball Victoria, to assist clubs to identify facilities not included in audits to determine those requiring an upgrade / redevelopment to ensure the provision of: 1. At least one compliant court with lights (training) at each football / netball venue and two where participation justifies with lighting (training) and player / official's benches / shelters. 2. Change and amenities for players & umpires to Netball Victoria (NV) Standards (where applicable). ii. That Council managed facilities to be included in forward capital works program following prioritisation assessment.	S	WER AR for capital works	SGSC Clubs & Orgs SSAs (Netball Victoria) Land Managers & Land Owners
	5. Provide water refill stations at existing and new Council sport and recreation facilities including swimming pools and active recreation reserves. Consider option to provide at same time as other development works at a facility.	S Ongoing	AR	SGSC
Asset Management	3. Asset Rationalisation or Re-purposing: that Council assess the potential to consolidate facility provision including reviewing: a) Mitchell Park. b) Patterson Park. c) Coleraine - re-purposing Turnbull Street Oval and Tennis & Netball Centre if facilities are relocated to alternative sites. d) Playgrounds. e) Outdoor Swimming Pools.	S	WER AR (capital) may be required to implement	SGSC Land Managers & Owners Clubs & Orgs
Sustainability	3. Recycling: a) To be implemented, where not currently available, at all Council owned and managed facilities.	S	AR	SGSC Land Managers & Owners Clubs & Orgs



Area / Category	Strategies	Priority	Cost	Partners
Asset Maintenance	1. That given the aged infrastructure identified at a number of facilities as requiring maintenance to extend the life of the facility the works identified in the Facility Audits are programmed depending on priority / condition assessment.	S	AR may be required	SGSC
	2. That as recommended in the facility audits / condition assessments, Council's Building Surveyor and / or Structural Engineers undertake the further inspections of identified defects as these may pose a risk to the public and users.	S	WER AR may be required for works	SGSC Land Managers & Owners Clubs & Orgs
Planning				
Planning for New, Renewal & Upgraded Facilities	4. That given that representatives from some townships and land managers / land owners did not participate in the consultations, it is recommended that SGSC discuss potential sport and recreation projects with land managers / land owners, users, relevant local community prior to any further development and consideration.	S	WER	SGSC Land Managers & Owners Clubs & Orgs SSAs Schools Peak & Reg Orgs
Facility Audits				
Lake Hamilton	Dog Park (est area between 600 - 800m ² for district level).	S	TBD depending on design and equipment	
	Replacement of two local level playgrounds: a) Brumley Park Playground. b) Hamilton Skatepark Playground.	S S	c) Allow \$200,000 to \$240,000 d) TBD depending on design and equipment	
Melville Oval	New Netball Pavilion - two player change with amenities and facilities for umpires, officials and club (eg storage).	S	TBD depending on design	
Pedrina Park	Six new lit netball courts (on existing site) with player and official benches & shelters.	S	Allow \$1.1m to \$1.2m	
	Netball Pavilion Extension for Hockey - player change & amenities and facilities for umpires, officials and club; unisex accessible change; upgrade existing netball amenities (unisex) and provision of publicly accessible unisex toilets.	S	Allow \$1.1m to \$1.25m TBD depending on design	
Dunkeld Swimming Pool	Shade sail over toddler pool.	S	Allow \$40,000 to \$50,000	
Glenthompson Swimming Pool	Upgrading and refurbishment of change rooms.	S	Refer Table 15	
Tennis & Netball Centre, Coleraine	Option 1: four synthetic multi-use courts at existing location (tennis / hockey training). OR Option 2: four synthetic multi-use courts at new location TBD (tennis / hockey training).	S	Option 1: Allow \$680,000 to \$750,000 Option 2: TBD depending on location	



Area / Category	Strategies	Priority	Cost	Partners
Facility Audits - Further Research, Recommendations and Potential Works				
Hamilton Indoor Leisure & Aquatic Centre (HILAC)	a) Show Court: <ul style="list-style-type: none"> i. That given that the Show Court does not meet run-off requirements for basketball or netball that SGSC investigates options to extend the court to meet run-off requirements including potentially removing some of the spectator seating at the side. 	S		
Hamilton Olympic Swimming Pool	Buildings: That Council officers (Building and Structural Engineers) assess the condition of building infrastructure including but not limited to fascias, frames, gutters, roof supports, walls (cracking evident) and light towers to determine a program of works (inc maintenance) with the aim to prolong the life or if deemed at end of life / serviceability replace where appropriate	S		
Hamilton Showgrounds (Archery)	a) That Council considers the option to undertake an assessment when facility is operational to identify any potential risks when set up for use.	S		
	b) That Council considers auditing any supporting amenities (eg toilets) used by the club to ensure suitable / fit for purpose, compliance with any sport requirements and any works that may be required.	S		
Lake Hamilton	b) That until Playground 1 is replaced: <ul style="list-style-type: none"> i. Non-compliant equipment is removed. ii. Non-compliant surface is replaced. 	S		
	c) That until Playground 2 is replaced: <ul style="list-style-type: none"> i. Non-compliant and rusted equipment is removed. ii. Non-compliant surface is replaced. 	S		
	d) Lakes Edge Playground <ul style="list-style-type: none"> ii. Address compliance and safety issues relating to drainage pits and fencing 	S		
Melville Oval	a) That Council officers (Building and Structural Engineers) inspect the main pavilion, Grandstand, Social Room and Shelter to assess the condition of buildings including but not limited to fascias, frames, gutters, roof supports, walls to determine a program of works (inc maintenance) with the aim to prolong the life or if deemed at end of life / serviceability replace where appropriate. b) That works are scheduled to address issues with the playground.	S		



Area / Category	Strategies	Priority	Cost	Partners
Mitchell Park	<ul style="list-style-type: none"> a) That given the condition of much of the reserve infrastructure is below an acceptable standard and / or no longer fit for service, and the potential cost implications of works required, SGSC should consider alternative long-term options (alternative locations for athletics and cricket regular user groups at other facilities). b) That given the condition of the pavilion and the components currently not provided within the pavilion to service the two regular facility user groups (no player or umpire change or amenities, inadequate kitchen and storage facilities, only public external toilets available to users) that only essential safety and amenity improvements are made until the long-term future of the reserve is determined. c) That as there is currently no change facilities available that should usage of the reserve continue the provision of portable change and amenities in the short term, for umpires, players and athletes is assessed. d) That practice cricket nets enclosure is rehabilitated or removed from service. e) That non-compliant athletics equipment (throw cage and circles) to be reconstructed or removed from service. 	<ul style="list-style-type: none"> S S Depends on Rec a. S S 		
Patterson Park	<ul style="list-style-type: none"> a) That Council consider whether or not it is viable to rehabilitate the hall or demolish and provide an alternative location/s for current regular and casual users. b) That given the overall condition of the hall including external condition that Council's structural engineers and / or Building Surveyor inspect the hall to determine any risk that may be present and outline any measures that may need to be undertaken to rectify. c) Kitchen - That given the condition and age of fitout, equipment and floor covering and access issues consider rehabilitate or renewal if hall remains in service. 	<ul style="list-style-type: none"> S S TBD 		
Pedrina Park	<ul style="list-style-type: none"> a) That the recommendations, directions and works identified in the Pedrina Park Masterplan are implemented in accordance with priority rating. b) Public Toilets: <ul style="list-style-type: none"> i. Demolish disused public toilet block. ii. Existing public toilets to be replaced or how this need can be met with external access to additional pavilion toilets. iii. Must include accessible toilet. c) Playground - until replaced in accordance with Masterplan: <ul style="list-style-type: none"> i. Replace surface to meet industry standards. ii. Replace or remove non-compliant and broken elements. d) That as there was no access to audit the synthetic hockey pitch SGSC complete an audit to confirm compliance, identify any issues and develop recommendations. 	<ul style="list-style-type: none"> S S (demolish) Concurrent with relevant pavilion development S S 		



Area / Category	Strategies	Priority	Cost	Partners
Coleraine Swimming Pool	a) That given the poor condition of the building infrastructure (entry / kiosk / change rooms and plant room) that a detailed assessment is undertaken by Council's structural engineers to determine works required to ensure the integrity of the structures and compliance with building regulations and any applicable standards with the aim to keep operational until a decision is made in regards to any possible co-location of tennis/ hockey.	S		
	c) Replacement of damaged / unsafe shelters.	S		
Dunkeld Swimming Pool	a) That Council officers (Building and Structural Engineers) assess the condition of building infrastructure including but not limited to fascias, frames, gutters, roof supports, walls and pool light towers (rust evident on footings) to determine a program of maintenance works with the aim to prolong the life or if deemed at end of life / serviceability replace where appropriate.	S		
	c) Plant Area: That as it was possible for the users to access the plant infrastructure including the roof by a ladder on the day of the audits that this is fenced securely prior to the next seasons operation if not already addressed as this poses a risk to the safety of users.	S		
Glenthompson Swimming Pool	a) That Council officers (Building and Structural Engineers) assess the condition of building infrastructure including but not limited to fascias, frames, gutters, roof supports and walls to determine a program of maintenance works with the aim to prolong the life or if deemed at end of life / serviceability replace where appropriate.	S		
	c) Toddler Pool Fence: Replacement of cyclone wire fence (inc finger trap, climbing) adjacent to Toddler Pool with child safe structure.	S		
Penshurst Swimming Pool	a) Shelters: <ul style="list-style-type: none"> i. That given the condition of some shelters and the exposed footings these are assessed by Council (Buildings and Structural engineers) and action taken in accordance with the assessments. ii. That the areas under and around shelters are levelled and footings protected for the safety of users. 	S		



Area / Category	Strategies	Priority	Cost	Partners
Silvester Oval, Coleraine	a) Timekeepers / Scorers Area			
	i. That given the current access provision to the Timekeepers / Scorers Area, Council's Building Surveyor inspect the stairs and access to determine any risk that may be present and outline any measures that may need to be undertaken to rectify.	S		
	ii. That until such time as the inspection and any required measures are able to be undertaken the component is removed from service.	Immediate		
	b) Social Pavilion			
	i. That maintenance and / replacement is undertaken to address the deterioration and / or weathering to extend life.	S		
	ii. That the old concrete pads adjacent to the social rooms are removed.	S		
	d) That given there was no access to the public toilets and umpires change room that these are inspected and any required works identified and programmed.	S		
	e) Spectator Seating & Shelters: That an inspection is undertaken to ensure that the spectator seating damaged during the floods have been made safe and / or replaced.	S		
	g) Netball / Tennis Courts:			
	i. Pavement rectification works as per SPORTENG report dated 24th May 2018, including extension of pavement to meet Netball Victoria compliant run-offs.	S		
ii. Testing / upgrade of lighting infrastructure to meet minimum lux levels (if usage warrants).	S			
h) That non-compliant elements in the netball playground are addressed.	S			
Tennis & Netball Centre, Coleraine	a) That given the non-provision of required infrastructure and / or the condition of the reserve infrastructure and the issue / impact of flooding, the long term future usage of the facility for tennis, netball or hockey training is reviewed to determine if there are opportunities to meet the needs of the users through development of these sports facilities at an alternative location within Coleraine.	S		
	b) Pavilion: That as no access on the day of the audit, Council audits the facility for suitability, condition and compliance with sport requirements.	S		
Turnbull Street Reserve, Coleraine	a) That given the non-provision of required infrastructure and / or the condition of the reserve infrastructure and the issue / impact of flooding, the long term future usage of the facility for cricket is reviewed to determine if there are opportunities to meet the needs of the Coleraine Cricket Club through moving to Silvester Oval which provides suitable infrastructure (pavilion) however would require development of turf wicket and cricket support infrastructure (practice nets).	S		
	b) That as no access was provided to the pavilion, Council complete an audit of these areas to identify any issues and develop recommendations.	S		
	c) Cricket Practice Nets: That the structural integrity of the enclosure should be assessed and replace broken / bent fence posts / rails and chain mesh.	S		
	d) That Council discuss with the Coleraine Cricket Club options to improve toilet provision until determination of Recommendation a.	S		



Area / Category	Strategies	Priority	Cost	Partners
Short/Medium Planning				
Masterplans - Development & implementation	<p>3. Development of a Masterplan for Hamilton Indoor Leisure and Aquatic Centre (HILAC) that provides a strategic direction for future facility provision and development including consideration of the provision of:</p> <ul style="list-style-type: none"> a) Separate dry change rooms. b) Provision of compliant Show Court for netball & basketball. c) Facilities to meet the needs of new and emerging indoor sport and recreation activities. d) Re-purposing underutilised spaces. e) Improvements to access control, social spaces and overall amenity. 	S/M	AR Est \$20k - \$25k	SGSC State Gov Clubs & Orgs
Facility Audits				
Melville Oval	<p>Upgrade Main Pavilion:</p> <ul style="list-style-type: none"> a) Existing Change & Amenities (Female Friendly and Accessible). b) Provision of two unisex umpires change rooms. 	S/M	<ul style="list-style-type: none"> a) Allow \$300,000 to \$400,000 b) \$150,000 to \$200,000 	
	<p>Replacement of the Spectator Seating Shelter. NB Timing may change depending on SGSC Building & Engineers Inspection.</p>	S/M	Allow \$55,000 to \$80,000	
Tennis & Netball Centre, Coleraine	<p>Option 1: pavilion and amenities - replacement. OR Option 2: pavilion and amenities at new location TBD.</p>	S/M	TBD depending on design and inclusions	
Facility Audits - Further Research, Recommendations and Potential Works				
Hamilton Indoor Leisure & Aquatic Centre (HILAC)	<p>b) That SGSC develop a Masterplan for HILAC that provides a strategic direction for future facility provision and development including consideration of the provision of:</p> <ul style="list-style-type: none"> i. Separate dry change rooms. ii. Provision of compliant Show Court for netball & basketball (refer above.) iii. Facilities to meet the needs of new and emerging indoor sport and recreation activities. iv. Re-purposing underutilised spaces. v. Improvements to access control, social spaces and overall amenity. 	S/M		
Lake Hamilton	<p>e) Lakes Edge Playground</p> <ul style="list-style-type: none"> i. Provision of shade over play equipment. 	S/M		
Dunkeld Swimming Pool	<p>d) Provision of shade over toddler pool.</p>	S/M		



Area / Category	Strategies	Priority	Cost	Partners
Medium				
Recreation Facilities Provision				
Tracks, Trails & Paths	1. Existing Provision and Missing Links: <ul style="list-style-type: none"> a) That Council complete a mapping exercise to identify the existing paths and trails and opportunities to connect these to destinations (eg to Lake Hamilton, parks/open space). b) That a prioritised program of works to complete missing links and develop a connected path network. c) That projects are included in the forward Capital Works Program and applications submitted for suitable external partnership funding when available. 	M	WER AR required for delivery	SGSC Land Managers & Owners Parks Vic
Community Recreation	1. Assess the feasibility of developing facilities to meet the needs for new and growth recreation activities and apply for external grant funding (where appropriate) including: <ul style="list-style-type: none"> f) Dog Parks - consider demand and locations in rural townships and Hamilton for local level parks (District Level Park included in Lake Hamilton Masterplan). 	M	WER & AR for Feasibility Studies and Capital to develop	SGSC Land Managers & Owners Schools Parks Vic Clubs & Orgs
Facility Audits				
Lake Hamilton	Pavilion Amenities (Rowing) <ul style="list-style-type: none"> a) New Unisex Accessible Change & Amenities. b) Upgrade existing Male & Female Change Rooms. 	M	Allow \$250,000 to \$350,000	
Pedrina Park	<ul style="list-style-type: none"> a) Automatic irrigation - Ovals (3). b) Drainage improvements - Ovals (3) and Soccer Pitch. 	M	TBD depending on design	
	New Cricket Practice Nets - synthetic (multi-use with retractable internal nets).	M	Allow \$250,000 to \$300,000	
	Multi-use Pavilion and Community Room to service Soccer and Multi-use Sporting Field (existing Oval 3). Note: development could be staged.	M	Allow \$2.5m to \$2.7m	
Dunkeld Swimming Pool	Provision of reception / office / kiosk / first aid (fitout or extension).	M	Allow \$40,000 to \$50,000	
Glenthompson Swimming Pool	Accessible change (changing places capacity).	M	Refer Table 15	
	Shade sails (two).	M	Allow \$25,000 to \$40,000	
Silvester Oval, Coleraine	Netball Pavilion Upgrade - additional change and amenities; facilities for umpires, officials.	M	Allow \$190,000 to \$240,000	
	Social - provision of accessible toilet / change.	M	Allow \$55,000 to \$80,000	
Facility Audits - Further Research, Recommendations and Potential Works				
Hamilton Indoor Leisure & Aquatic Centre (HILAC)	a) Show Court: <ul style="list-style-type: none"> ii. If the show court is not able to be extended within its current location SGSC could consider the option of utilising Courts 2 and 3 to develop a show court through the use of bleacher or temporary seating, if future tournament / event opportunities warrant such a provision. 	M		
Coleraine Swimming Pool	b) Upgrade first aid room and consider additional storage and or provision of fitout of an existing space	M		
Dunkeld Swimming Pool	b) Upgrade first aid room and consider additional storage and or provision of fitout of an existing space.	M		
Glenthompson Swimming Pool	b) Upgrade first aid room and consider additional storage and or provision of fitout of an existing space.	M		



Area / Category	Strategies	Priority	Cost	Partners
Silvester Oval, Coleraine	c) Storage: That given the number of items in all buildings not appropriately stored and given that not all areas were available for inspection that an audit of storage at the Reserve is undertaken by Committee of Management to determine potential additional and / or revised fitout or reallocation of existing storage to ensure meets the needs of user groups.	M		
	f) That consider modifying bank of showers in both home and away amenities to provide shower cubicles (female friendly).	M		
Medium / Long				
Recreation Facilities Provision				
Community Recreation	1. Assess the feasibility of developing facilities to meet the needs for new and growth recreation activities and apply for external grant funding (where appropriate) including: e) Mountain Bike Track/s (Youth Consultations).	M - L	WER & AR for Feasibility Studies and Capital to develop	SGSC Land Managers & Owners Schools Parks Vic Clubs & Orgs
Facility Audits				
Hamilton Olympic Swimming Pool	a) Upgrading and refurbishment of change rooms. b) Accessible change (changing places capacity).	M/L		
Lake Hamilton	Provision of café (if pop-up trial successful).	M/L		
Patterson Park	Tennis courts - redevelopment of courts into a multi-use space and support amenities (unisex toilets).	M/L		
Pedrina Park	Re-develop current Oval 3 into Multi-use Sporting Field at with Supporting Infrastructure ¹	M / L		
	Athletics Jumping and Throwing Events Competition Areas.	With new Multi-use Field (athletics)		
	External covered viewing Area with social facilities between Oval 1 & 2 Pavilions.	M/L		
Long				
Planning for New, Renewal & Upgraded Facilities	9. The documentation of a Recreation Opportunity Spectrum to provide a strategic position and purpose / function for the required facilities within a recreation setting.	L	AR maybe required	SGSC
Facility Audits				
Lake Hamilton	External Covered Viewing Area / Social BBQ Area (between Pavilion and Amenities) and Accessibility Improvements (paving).	L	Allow \$100,000 to \$150,000	
Pedrina Park	Oval 2 Pavilion - Kiosk / Kitchen / Bar Upgrade Works including accessibility improvements and Accessible Toilet.	L	TBD depending on design	
Dunkeld Swimming Pool	a) Upgrading and refurbishment of change rooms.	L	a & b Allow \$250,000 to \$350,000	
	b) Accessible change (changing places capacity).	L		
Penshurst Swimming Pool	Accessible change (changing places capacity).	L	Allow \$55,000 to \$80,000	

¹ Timing of upgrade works dependent on future of athletics at Mitchell Park.



Area / Category	Strategies	Priority	Cost	Partners
Ongoing / Various	Sports Facility Provision			
Sport Facility Provision	<p>1. Diversity of Provision:</p> <p>a) Continue to provide a diverse range of sports facilities to provide residents with a choice in sport participation options.</p> <p>b) Support other facility providers as deemed appropriate to provide a diverse range of sport facilities for the community.</p> <p>c) Identify and investigate the feasibility of providing facilities to meet need for any new / growth sports.</p>	Ongoing	AR may be required	SGSC Clubs & Orgs SSAs Land Managers & Owners
	<p>2. High Participation Outdoor Sports: That Council continue to provide outdoor sport facilities for sports with high participation and popular sports in the Shire (Australian rules football, netball, cricket, hockey):</p> <p>a) Home base / main facilities for a tenant club / seasonal user group or association; OR</p> <p>b) Where facilities are identified as requiring significant capital works (renewal or new) Council assesses alternative existing facilities that may be available to meet club / user group needs.</p>	Ongoing	AR may be required	SGSC Clubs & Orgs SSAs Land Managers & Owners
	<p>3. Indoor, Specialised or Lower Participation Sports:</p> <p>a) That facilities for indoor, specialised or low participation sports are provided in Hamilton and where already provided in townships.</p> <p>b) Consider any future new provision in townships only if demand and need is identified through a feasibility study.</p>	Ongoing	AR may be required	SGSC Clubs & Orgs SSAs Land Managers & Owners
	<p>4. Asset Rationalisation or Re-purposing: that review annually the potential consolidation of facility provision and opportunities to rationalise, re-purpose or decommission facilities identified as surplus to need.</p>	Ongoing	AR may be needed	SGSC Clubs & Orgs SSAs
	<p>5. Public Toilet Provision at Outdoor Sporting Facilities: That in future, given the condition of the public toilets at the audited Active Recreation Reserves, Council considers meeting this provision through unisex toilets as part of any new or upgraded pavilions.</p>	Various	AR	SGSC Clubs & Orgs
	<p>6. Shade / shelter: that, concurrently with other capital works, Council considers need for additional shade / shelter to provide sun and weather protection (assess need and viability - cost benefits of concurrent delivery).</p>	Various	AR	SGSC Clubs & Orgs SSAs
	<p>7. Joint Use Facilities:</p> <p>a) That Council assist clubs and associations in negotiating access to school facilities as required (ongoing or new).</p> <p>b) That in any future new facility development Council considers the option of negotiating access to existing suitable school facilities or partnership shared use development option.</p>	Ongoing	WER WER AR may be required	SGSC State Gov Schools



Area / Category	Strategies	Priority	Cost	Partners
Sport Facility Provision (cont)	8. Facility Issues: review and address as resourced issues raised in consultation as follows: f) Single purpose / single use facilities - development of multi-use facilities and spaces that can be used for a range of sports and / or recreation activities.	Ongoing	AR will be required	SGSC Clubs & Orgs SSAs Land Managers & Owners Schools
Sports Facility Hierarchy	1. Reassess the Sports Facility Hierarchy classifications allocated in Appendix 1 every five years or as facilities are upgraded or user needs change.	Ongoing	WER	SGSC
	2. New facilities will be developed in accordance with the Sports Facility Hierarchy classification and where deemed appropriate the relevant sport governing body requirements and standards will be applied.	Ongoing	WER	SGSC SSA Clubs & Orgs Land Managers & Owners Schools
Recreation Facilities Provision				
Tracks, Trails & Paths	3. Work in partnership with neighbouring Council's to identify and assess the feasibility of regional tracks and trails.	Ongoing	WER AR required for delivery	SGSC Neigh. Councils
Playgrounds, Skateparks & BMX	3. Playgrounds & Skatepark Annual Audits: That annual audits of playgrounds and skateparks are conducted and any required works programmed according to priority system.	Ongoing	WER AR required for works	SGSC
Lakes	1. Lake Hamilton: implementation of the Lake Hamilton Masterplan.	Ongoing	AR to implement strategies	SGSC Clubs & Orgs SSAs GWMWater
	2. Rocklands Reservoir: a) Advocate to GWMWater and State Government for the finalisation and / or implementation of the Rocklands Management Plan and the provision of funding to support projects that improve the provision of amenities to support local and tourism visitation and usage.	S Ongoing	WER (Excludes any capital for facilities)	SGSC GWMWater State Gov Fisheries Victoria
	b) Work in partnership and / or support as appropriate GWMWater to increase the standard of amenity at Rocklands Reservoir for visitors / users.	Ongoing	WER	
	c) Support as appropriate and advocate for the continued stocking of Rocklands Reservoir with fish by Fisheries Victoria. d) Promote both locally and through Council's Tourism marketing programs, holiday and recreation opportunities at Rocklands Reservoir (fishing, camping, water skiing, etc).	Ongoing Ongoing	WER WER	



Area / Category	Strategies	Priority	Cost	Partners
Community Recreation	1. Assess the feasibility of developing facilities to meet the needs for new and growth recreation activities and apply for external grant funding (where appropriate) including: <ul style="list-style-type: none"> b) Provision of shared paths and trails including connecting existing paths and providing paths in rural townships and rail trail opportunities (no2 facility that would encourage increased participation in public survey, walking No 1 participation activity with Jogging no 3 & cycling no 5 and bushwalking no 6). c) Outdoor gym / exercise equipment - identify locations with a focus on rural townships (health benefit, fitness / gym no 2 participation activity). g) Other activities as identified. 	Ongoing	WER & AR for Feasibility Studies and Capital to develop	SGSC Land Managers & Owners Schools Parks Vic Clubs & Orgs
Recreation Facility Hierarchy	1. Reassess the Recreation Facility Hierarchy classifications allocated in Appendix 1 every five years or as facilities are upgraded or user needs change.	Ongoing	WER	SGSC
	2. New facilities will be developed in accordance with the Recreation Facility Hierarchy classification.	Ongoing	WER	SGSC Clubs & Orgs Land Managers & Owners
Capital Works				
Asset Improvements & Development	2. Develop and review annually a priority list of sport facility capital works for inclusion in the SGSC Forward Capital Works Program.	Ongoing	WER	SGSC Clubs & Orgs
	3. Implement from the Facility Audits: <ul style="list-style-type: none"> a) Capital works recommendations at the Hamilton and rural area facilities in Section Four Tables 14 & 15. b) Access to premises - develop and implement recommendations to address identified issues (Section 4.12). c) Other proposed works - storage and rubbish enclosures. 	Various	AR required	SGSC Clubs & Orgs SSAs (Netball Victoria) Land Managers & Land Owners
	7. Inclusion of Universal Design principles into planning and design (including architect briefs) for all new, re-development and upgrades to facilities to ensure facilities are accessible and usable to all users.	Ongoing	AR may be required	SGSC Clubs & Orgs SSAs Land Managers & Land Owners
Asset Management	1. Asset Management Plans - to develop / review Asset Management Plans for Council owned and/or managed facilities to align with future service levels and prioritise sustainability.	Ongoing	WER	SGSC



Area / Category	Strategies	Priority	Cost	Partners
Asset Management (cont)	2. External Grant Funding: <ul style="list-style-type: none"> a) Apply for external grant funding for the development of new and / or renewal/upgrade of existing Council owned and/or managed facilities. b) Assist SGSC clubs and associations to apply for external grant funding to upgrade/ improve facilities. 	Ongoing as identified	WER AR may be required	SGSC Clubs & Orgs Land Managers & Land Owners
Sustainability	1. In accordance with Council's Sustainability Strategy: <ul style="list-style-type: none"> a) Support partnership projects which enhance local biodiversity, conservation of land/soil/water resources and promote recreation activities in local communities. b) Council to demonstrate leadership by effectively implementing water saving initiatives in its own buildings (e.g., rainwater capture), in accordance with energy and water audits and management plans. c) Council to evaluate options to re-use stormwater in its own operations (Sport and Recreation Facilities). d) Minimise waste from Council buildings and facilities including parks, gardens and public utilities and recreation reserve. e) Introduce more "Public Place recycling facilities" at key locations. f) Council to ensure protection and enhancement of key natural environment areas (e.g. reserves), for recreational and cultural use. 	Ongoing	WER AR to implement & for capital works	SGSC Land Managers & Owners Clubs & Orgs
	2. Sustainability is to be a high priority in the development and upgrading (new and renewable) of facilities such as warm season grasses, synthetic surfaces, water capture, solar heating, with a proactive approach to be implemented.	Ongoing	WER AR to implement & for capital works	SGSC Land Managers & Owners Clubs & Orgs
	3. Recycling: <ul style="list-style-type: none"> b) Encourage and assist as appropriate land managers and land owners to implement recycling at the facilities. 	Ongoing	WER AR may be needed	SGSC Land Managers & Owners Clubs & Orgs
	4. Water Saving Initiatives: <ul style="list-style-type: none"> a) To be implemented where not currently available at all Council owned and managed facilities. b) Encourage and assist as appropriate land managers and land owners to implement water saving at the facilities. 	Ongoing	AR WER AR may be needed	SGSC Land Managers & Owners Clubs & Orgs GWMWater
	5. Energy Saving: <ul style="list-style-type: none"> a) Incorporation of energy efficiency measures to reduce Council's energy use cost as well as greenhouse gas emissions. b) Solar panels (eg for heating for showers at Pavilions). c) Energy saving lighting. d) Others as identified. 	Ongoing	AR	SGSC Land Managers & Owners Clubs & Orgs
Asset Maintenance	4. Shared Paths and Footpaths - identified for maintenance (popularity of walking No 1 participation activity).	Ongoing	AR may be required for works	SGSC



Area / Category	Strategies	Priority	Cost	Partners
Asset Management (cont)	5. Outdoor Swimming Pools - that given the aged infrastructure at the outdoor swimming pools identified as requiring maintenance to extend the life of the facilities, these works are programmed depending on priority / condition assessment.	Ongoing	AR may be required for works	SGSC
Planning				
Masterplans - Development & Implementation	2. Masterplan Implementation: That the recommendations, directions and works identified in Council adopted Masterplans are implemented in accordance with priority rating at: <ol style="list-style-type: none"> Lake Hamilton. Pedrina Park. Others as adopted. 	Ongoing	AR will be required	SGSC State Gov Clubs & Orgs Schools Land Managers & Land Owners
Planning for New, Renewal & Upgraded Facilities	1. Provision to focus on the development of multi-use facilities and spaces that cater for a range of sport and recreation activities and the conversion of any single use facilities to multi-use as appropriate (cost benefits; no single use facilities in future).	Ongoing	WER AR required for any capital works	SGSC Land Managers & Owners Clubs & Orgs SSAs Schools Peak & Reg Orgs
	2. That Council continue to monitor the usage of all sport and recreation facilities to ensure investment is maximised and opportunities to consolidate or re-purpose facilities are identified and implemented where feasible / viable.	Ongoing	WER AR required for any capital works	SGSC Clubs & Orgs
	3. That at such time when any of the existing outdoor swimming pools reach the “end of life” that Council assesses need and demand for ongoing provision at that location and any opportunities to replace the swimming pool with a Splash Park.	Ongoing	WER AR required for any feasibility study & capital works	SGSC
	5. Design: ensure that facility design considers CPTED (Crime Prevention Through Environmental Design), Healthy by Design, Universal Design and Environmentally Sustainable Design.	Ongoing	AR	SGSC Land Managers & Owners Clubs & Orgs SSAs Schools Peak & Reg Orgs



Area / Category	Strategies	Priority	Cost	Partners
Planning for New, Renewal & Upgraded Facilities (cont)	6. Partners: <ol style="list-style-type: none"> That SGSC proactively seek external grant and partnership funding in partnership with clubs, organisations, land managers and land owners for sport and recreation facility improvements. That SGSC advocate on behalf of, and where appropriate work in partnership with clubs, organisations, land managers and land owners seeking external funding. Where clubs, organisations, land managers and land owners seek major grant funding from SGSC it is recommended that a Business Case and a current Business Plan is required. That SGSC consider the development of a Club Capital Works Contributions Policy (in-kind and cash) for capital works projects at Council owned and managed facilities. 	Ongoing	WER AR required for any capital works	SGSC Land Managers & Owners Clubs & Orgs SSAs Schools Peak & Reg Orgs State Gov Fed Gov Neigh LGAs
	8. Great South Coast AFL, Cricket and Netball 2019 - 2033 - consider the implementation of the strategies Critical Actions and Strategy directions to inform SGSC facility investment priorities, internal planning, policy and capital works programs and securing of partner funding investment for the three sports in the overall context of the Shire's sporting facility needs and priorities.	Ongoing	AR maybe required	SGSC Land Managers & Owners SSA Schools Peak & Reg Orgs State Gov Fed Gov Neigh LGAs

Existing construction cost data for similar facilities (where available) has been utilised to identify estimated costs within a range for the proposed facility audit projects. It is not possible to provide completely accurate cost plans at this stage and these costs should be regarded as a guide only as detailed designs/ plans are required to be completed with the site features which will enable more accurate cost schedules.

Final project development timing also needs to be considered as construction cost escalation is at 4% to 5% annually so the timing of when any project is scheduled will impact on the capital cost estimate.

The capital cost estimates are based on rates as at September 2018 and no cost escalation has been allowed for. It is recommended that Quantity Surveyors Report is prepared for each project as part of the feasibility and design process.

The following have been excluded from the cost estimate:

- Cost escalation.
- Goods and Services Tax (GST).
- Land, legal, marketing, finance costs and provision / upgrade of any services.
- Council internal costs.
- Adverse soil conditions including excavation of rock, replacement of soft spots, testing, removal and replacement of contaminated soil.
- Upgrading, new or replacement of existing authority services infrastructure to a site and diversion or re-location of any existing in-ground services.
- FFE including activity equipment, IT and AV equipment.
- Latent conditions.
- Site specific works.



- Any additional solar panels.
- Works to adjoining roads or outside a site boundary.
- Removal of asbestos and other hazardous materials.
- Pile or bored pier foundations.
- Authority fees and charges.
- Display / exhibition cases.
- Staging costs.
- Relocation / Decanting costs.
- Fire sprinklers.
- Blinds, curtains and drapes.
- Public artwork.
- Stormwater detention / retention on site.
- ESD initiatives.
- Playground and outdoor amenities including equipment.
- Signage and landscaping.
- Planning, design, professional or permit fees.



2.1.1 Recreation and Leisure Programs & Services Strategic Plan

The Recreation and Leisure Strategic Plan - Programs & Services Framework is summarised in the following figure.

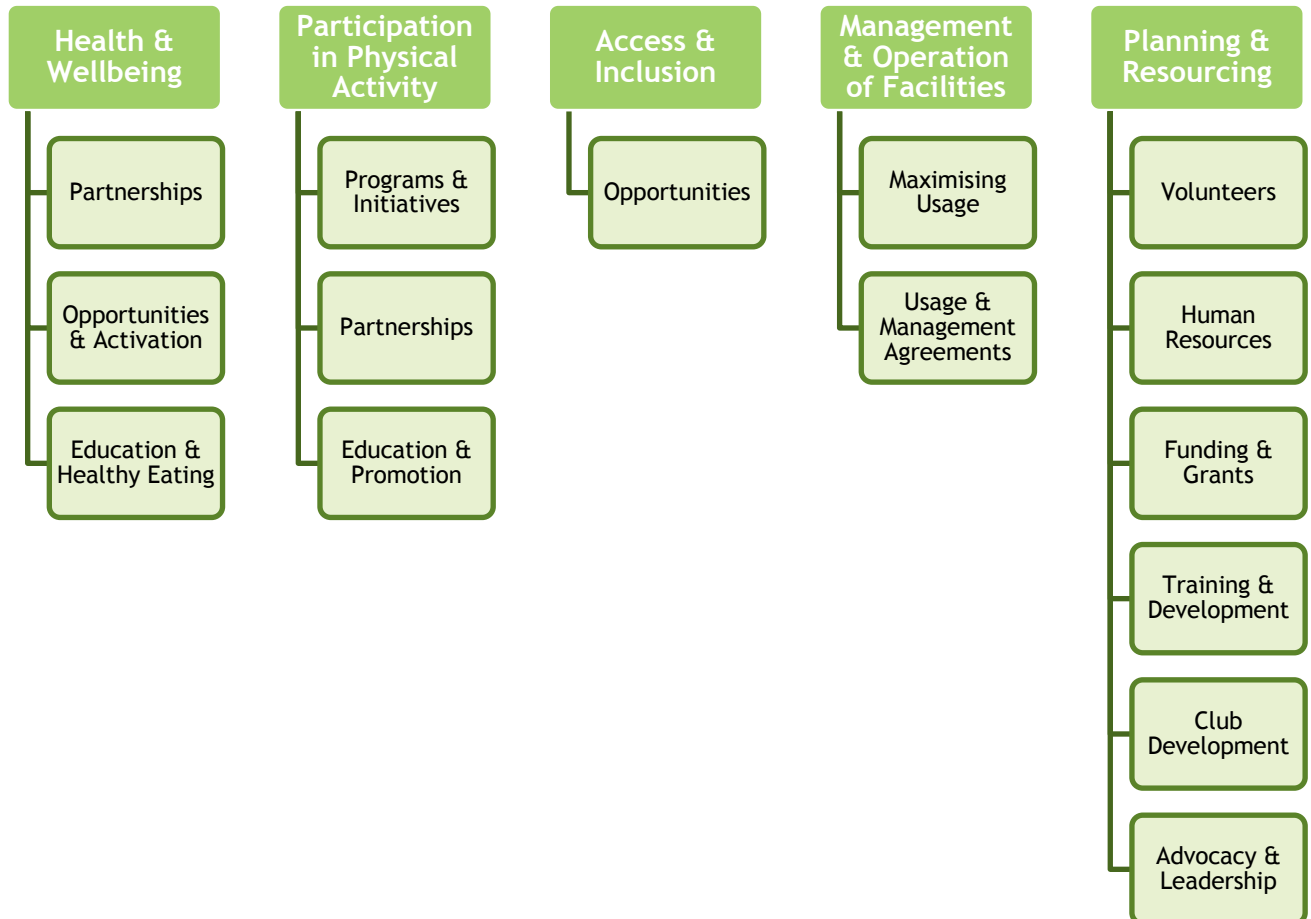


Figure 3 Recreation and Leisure Strategic Plan - Programs & Services Framework

The identified strategies and works have been prioritised according to the following criteria:

- Short 0 to 3 years (aligning with the 3-year implementation plan)
- Medium 4 to 6 years
- Long 7 to 10 years
- Ongoing Strategies requiring continued commitment.

The priority rating and timelines are dependent on the readiness / capacity of SGSC, project partners and users to proceed as per each project recommendation. Where cost savings and community benefit will be achieved by delivering priorities concurrently Council officers will review and amend accordingly in consultation with the project partners, Committee of Management (where applicable) and tenant user groups.



Legend for Strategic Plan

Abbreviation	Details
SGSC	Southern Grampians Shire Council
State Gov	Victorian State Government (inc Departments not listed separately)
SRV	Sport & recreation Victoria
DELWP	Department of Environment, Land, Water & Planning
Fed Gov	Federal Government (inc Departments)
SSAs	State Sporting Associations (inc Regional subsidiaries)
Schools	Southern Grampians Shire area schools
Clubs & Orgs	Southern Grampians Shire area sport & recreation clubs and organisations
Peak & Reg Orgs	Peak and Regional Organisations
Parks Vic	Parks Victoria
GWMWater	Grampians Wimmera Mallee Water Corporation
Land Managers & Owners	Includes Department of Environment, Land, Water & Planning, Department of Education & Early Childhood Development, Committee of Management, private sector / business
AR	Additional Resources
WER	Within Existing Resources

The following table provides the programs and services strategies in accordance with the framework provided above.

Table 5 Programs & Services Strategies by Priority

Area / Category	Strategies	Priority	Cost	Partners
Short				
Health & Wellbeing				
Education & Healthy Eating	1. Implement healthy eating options at HILAC adopting the Department of Health & Human Services Healthy Choices: Food and Drink Classification Guide (2016). 3. Marketing & Promotion: c) Investigate SGSC supporting (as appropriate) provision of programs that encourage and facilitate physical activity and healthy living such as “The Daily Mile”, This Girl Can, Walk to School, Regional Sport Program 2018-21, Active April and others as identified.	S	WER AR may be needed	SGSC
Opportunities	2. To increase opportunities for women and girls to participate in sport and recreation SGSC will: a) Implement the female friendly facility recommendations to provide gender inclusive and accessible facilities to improve access to quality participation opportunities (Refer Section 4. and Facilities Strategies in Capital Works, Asset Improvements & Development Rec No 4). b) Assist clubs and organisations that have traditionally provided male only participation opportunities (Australian rules football, cricket and soccer) to develop women’s and girl’s teams which could include assisting to apply for external funding for facility and program development. d) Investigate SGSC supporting (as appropriate) provision of programs that encourage female participation in sport and recreation such as ‘This Girl Can’ and others as identified	S S Ongoing S	AR WER AR may be needed WER AR may be needed to implement	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies



Area / Category	Strategies	Priority	Cost	Partners
Opportunities (cont)	3. To increase opportunities for young people to participate in sport and recreation, SGSC will: <ul style="list-style-type: none"> a) Implement advertising and promotional materials targeted specifically at young people - work with young people in development and implementation. e) Review / research to ascertain interest in activities and events (structured and unstructured) identified in the youth consultations with the aim of meeting young people's interests and needs. f) In the first instance research further interest and feasibility of Trampoline Park / Facility. 	S Ongoing S S	WER AR may be needed	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies
Management & Operation of Facilities				
Maximising Usage	5. Casual Use Booking System for Sport and Recreation Facilities - that based on the issue raised regarding the current system a new booking system is implemented that eliminates usage and maintenance conflicts - resourcing provided to enable this to be managed by Recreation.	S	AR	SGSC
Usage & Management Agreements	1. That a new / updated Instrument of Delegation is developed for Committees of Management to ensure all essential requirements are included.	S	WER	SGSC
	2. That a Standard Casual Hire Form is developed and implemented that includes all essential requirements including insurance requirements.	S	WER	SGSC
Usage & Management Agreements (cont)	3. Personal Trainers: <ul style="list-style-type: none"> a) That SGSC develops a Personal Trainer Policy for usage of Council facilities both sport and recreation. b) That the policy includes the requirement for Personal Trainers to apply for usage of Council sport and recreation facilities and pay the relevant fees. 	S	WER	SGSC
	4. Club Tenancy / Usage Agreements: <ul style="list-style-type: none"> a) Implement systems and processes to ensure that all clubs, associations and organisations that are regular users of Council sport and recreation facilities have signed a Club Tenancy / Usage Agreement which clearly specifies responsibilities (ensure provides clarity re maintenance requirements). 	S Ongoing	WER	SGSC Clubs & Orgs
Planning & Resourcing				
Human Resources	1. That a new FTE Recreation position is created that will focus on delivering the strategy, improving co-ordination and delivery of sport and recreation for the community (the additional workload to deliver the strategy will not be able to be absorbed within the current staffing resources without having a negative impact on existing service provision). To include responsibilities for management of Lake Hamilton.	S	AR	SGSC
	2. That additional resources (human and financial) are provided to be able to address the maintenance requirements identified at Council owned and managed sport and recreation facilities.	S	AR	SGSC
Short / Medium Health & Wellbeing				
Education & Healthy Eating	2. To provide healthy eating options, implement Healthy Choices: Food and Drink Classification Guide (2016): <ul style="list-style-type: none"> a) At SGSC outdoor swimming pools. 	S - M	AR	SGSC Clubs & Orgs SSAs



Area / Category	Strategies	Priority	Cost	Partners
Participation in Physical Activity				
Education & Promotion	1. Develop and implement a Marketing Plan to improve marketing and promotion of physical activity (sport and recreation) facilities and programs. This includes utilising Council's existing marketing and communication channels (website, social media, publications, brochures, cross promotions, etc).	S - M	WER AR may be needed	SGSC
Access & Inclusion				
Opportunities	2. To increase opportunities for women and girls to participate in sport and recreation SGSC will: c) Investigate the feasibility of providing female only sessions at HILAC (Pool and Health Club).	S - M	WER AR may be needed to implement	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies
	3. To increase opportunities for young people to participate in sport and recreation, SGSC will: g) Liaise with the HILAC Health Club provider re offering 'price deals' for teenagers.	S - M	WER AR may be needed	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies
Planning & Resourcing				
Volunteers	3. Training & Development: b) Provide training and development opportunities to clubs and organisations that includes information on recruiting and retaining volunteers and assistance with compliance and legislation requirements (refer Training and Development).	S - M	AR may be required	SGSC SSAs Peak & Reg Agencies Clubs & Orgs
Training & Development	1. To provide information to clubs to assist administrators to develop skills and improve knowledge.	S - M	WER	SGSC Clubs & Orgs SSAs Peak & Reg Agencies
Medium Health & Wellbeing				
Opportunities & Activation	2. Activation of sport and recreation environments: a) Investigate and develop a range of programs for young people ensuring that opportunities are provided in rural townships. b) In order to meet the needs of the ageing population ensure that environments are age friendly (<i>Age friendly cities and communities are places where older people live safely, enjoy good health and stay involved</i>).	M M	AR may be required	SGSC Clubs & Orgs Schools SSAs State Gov Fed Gov Peak & Reg Agencies
Education & Healthy Eating	2. To provide healthy eating options, implement Healthy Choices: Food and Drink Classification Guide (2016): c) Provide training where needed to assist all clubs and organisations in Shire to implement healthy eating options.	M	AR	SGSC Clubs & Orgs SSAs



Area / Category	Strategies	Priority	Cost	Partners
Access & Inclusion				
Opportunities	4. To increase opportunities for women and girls to participate in sport and recreation SGSC will: e) Consider the opportunity to implement a similar program to the <i>VicHealth Gender Equality in Sport Leadership Pledge</i> , whereby sporting clubs using Council owned and managed reserves would be required to demonstrate their commitment to achieving gender balance in all their public events and marketing of their organisation, and prioritising access for women and girls in all facilities they use.	M	WER	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies
	f) Women in Leadership - work with women leaders in the community to promote leadership opportunities within sporting clubs and groups including Committee of Management / Board positions. This could include provision of a leadership training program and advocating for clubs to proactively seek and promote leadership opportunities. Also consider encouraging the implementation of the SRV quota for funded organisations (<i>A minimum quota of 40% should be set for female representation on governing bodies</i>).	M	WER AR may be needed	
Planning & Resourcing				
Training & Development	2. To develop a program of workshops and seminars to assist with developing skills of clubs and organisations. This would include opportunities from other providers.	M Ongoing	AR for training programs	SGSC Clubs & Orgs SSAs Peak & Reg Agencies
Club Development	2. Liaise with local schools to develop a database of school facilities that are available for local club / community usage.	M	WER	SGSC Clubs & Orgs SSAs Schools
	3. Consider the provision of incentives to clubs and organisations that implement healthy food choices (refer Health & Wellbeing, Education & Healthy Living Rec 4b).	M	AR may be needed for incentives	
Medium / Long				
Long				
Ongoing Health & Wellbeing				
Partnerships	1. Develop partnerships with key stakeholders to assist clubs and organisations to implement health and wellbeing programs and services including but not limited to South West Academy of Sport, South West Sport, State and Federal Government Departments, Universities, Education and school sector, Health Sector, State Sporting Associations, Peak and Regional Bodies, not-for-profit groups and organisations and others as identified.	Ongoing	AR may be required for programs & services	SGSC Clubs & Orgs SSAs State Gov Fed Gov Peak & Reg Agencies



Area / Category	Strategies	Priority	Cost	Partners
Partnerships (cont)	2. Ongoing support, as appropriate, for the implementation of GenR8 in sport and recreation environments - <i>“create an environment that makes the healthy choice the easy choice”</i> .	Ongoing	AR may be required for programs & services	SGSC Clubs & Orgs SSAs State Gov Fed Gov Peak & Reg Agencies
Opportunities & Activation	1. Free and low cost physical activity programs: a) Ensure that these are available and promoted to the community for disadvantaged residents and groups. b) This could be implemented through sourcing of external grant funding to develop and implement new programs and services. c) Consider further free participation / access opportunities such as the Glenthompson Swimming Pool model (free community use paid for by Community Association).	Ongoing	AR	SGSC Clubs & Orgs SSAs State Gov Fed Gov Peak & Reg Agencies
Education & Healthy Eating	2. To provide healthy eating options, implement Healthy Choices: Food and Drink Classification Guide (2016): b) Work with and assist as appropriate tenant clubs and organisations at Council owned and managed sport and recreation facilities to implement (may be staged transition).	Ongoing	AR	SGSC Clubs & Orgs SSAs
	3. Marketing & Promotion: a) Utilise Council website, social media and publications to promote physical activity, healthy living and health benefits of and opportunities available locally to participate in sport and recreation. b) Work in partnership with local schools to promote community sport and recreation opportunities with the aim of increasing participation in physical activity outside school. c) Investigate SGSC supporting (as appropriate) provision of programs that encourage and facilitate physical activity and healthy living such as “The Daily Mile”, This Girl Can, Walk to School, Regional Sport Program 2018-21, Active April and others as identified. d) Support other providers as appropriate to market and promote programs and services to the community.	Ongoing Ongoing S Ongoing Ongoing	WER WER WER AR may be needed for programs WER	SGSC Schools Clubs & Orgs SSAs Peak & Reg Agencies
Participation in Physical Activity				
Programs & Initiatives	1. Encourage and facilitate clubs and organisations to provide social participation opportunities in sport and recreation through the club environment such as Rock Up Netball, Barefoot Bowls, hockey - J-Ball and Hockey Sixers, tennis including Cardio-tennis, etc. Note: tennis was identified in survey as an activity that respondents were interested in trying in next 12 months and there are currently 10 tennis court locations without a regular user group.	Ongoing	WER	SGSC SSAs Clubs & Orgs Peak & Reg Agencies



Area / Category	Strategies	Priority	Cost	Partners
Programs & Initiatives (cont)	2. Recreational Water: as part of the implementation of the Lake Hamilton Masterplan promote and / or deliver programs and initiatives that encourage water-based recreation (eg fishing, water-skiing, sailing, canoeing / kayaking, stand up paddle boarding, etc). This includes working with existing clubs and providers to facilitate and promote club opportunities that these groups provide.	Ongoing	WER AR for programs	SGSC SSAs Clubs & Orgs Peak & Reg Agencies
	3. Review annually program provision and identify opportunities and options to increase the range and variety available and address any identified gaps to meet demand where appropriate. This could include applying for external grants to be able to develop and / or implement.	Ongoing	AR for programs	SSAs State Gov Fed Gov Peak & Reg Agencies
	4. Increase usage and programming of existing facilities through shared usage, activation with program initiatives and promotion of both informal and unstructured usage and participation opportunities.	Ongoing	AR for programs	SGSC SSAs Clubs & Orgs Schools
	5. Swimming: the continued provision of opportunities for people of all ages within SGSC area to be able to participate in swimming (No 4 participation activity).	Ongoing	AR may be required	SGSC Schools
	1. Continue existing and develop new partnerships with stakeholders to provide programs and initiatives that will engage those not currently involved in physical activity and to increase the levels of those currently not engaging in sufficient physical activity.	Ongoing	AR may be required	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies
Education & Promotion	2. That given the trend for growth in unstructured and informal sport and recreation, SGSC communicate with the community availability of and access opportunities to sport and recreation facilities. This could include through information on Council's website, signage at facilities, etc.	Ongoing	WER	SGSC
	3. Promote Hamilton Indoor Leisure & Aquatic Centre (HILAC) facilities, programs and services to schools, clubs and organisations and the community with the aim of increasing usage during off-peak times.	Ongoing	WER	SGSC Schools Clubs & Orgs
Access & Inclusion				
Opportunities	1. In order to increase participation in sport and recreation by disadvantaged individuals and groups, SGSC will: <ul style="list-style-type: none"> a) Provide free and low cost opportunities (Refer Health & Wellbeing - Opportunities & Activation Rec 1). b) Discounted facility entry and program / membership charges for concession card holders. c) Publications and information in accessible formats and languages other than English (where appropriate - low levels of cultural diversity / languages other than English). d) Support to organisations to provide physical activity programs and services that are aimed at increasing participation in sport and recreation for disadvantaged groups and individuals. This could include training programs, community grants, discounted access to Council facilities, etc. 	Ongoing	AR	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies



Area / Category	Strategies	Priority	Cost	Partners
Opportunities (cont)	2. To increase opportunities for women and girls to participate in sport and recreation SGSC will: b) Assist clubs and organisations that have traditionally provided male only participation opportunities (Australian rules football, cricket and soccer) to develop women's and girl's teams which could include assisting to apply for external funding for facility and program development.	S Ongoing	WER AR may be needed	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies
	3. To increase opportunities for young people to participate in sport and recreation, SGSC will: a) Implement advertising and promotional materials targeted specifically at young people - work with young people in development and implementation. b) Work with young people to improve opportunities targeted at teenagers, including older teenagers. c) Support clubs to provide modified sport opportunities to encourage and facilitate children's participation in a range of activities. d) Assist clubs to establish links with local schools to help transition children / young people from school to club participation.	S Ongoing Ongoing Ongoing	WER AR may be needed	SGSC SSAs Clubs & Orgs Schools State Gov Fed Gov Peak & Reg Agencies
	4. To increase opportunities for people with a disability to participate in sport and recreation, SGSC will: a) Accept the Companion Card at SGSC facilities, programs and events. b) Implement the universal access and access to premises recommendations to provide inclusive and accessible facilities for people with a disability to improve participation opportunities (Refer Section 4.1.2 and Facilities Strategies in Capital Works, Asset Improvements & Development Rec No 3). c) Advocate and support disability service providers in the provision and access to sport and recreation programs and services in the Shire for their clients.	Ongoing Ongoing Ongoing	WER AR WER	SGSC SSAs Clubs & Orgs State Gov Fed Gov Peak & Reg Agencies
	5. To increase opportunities for older adults to participate in sport and recreation, SGSC will: a) Continue to implement a range of older adults programs at HILAC (eg Living Longer Living Stronger, Keenagers, Move it or Lose it, gentle exercise, aqua aerobics, yoga, Pilates, walking group, cycling group, group fitness, etc). b) Assist older adults groups and local community groups in rural townships in providing physical activity for members (activities in 5a above where suitable facilities as well as indoor bowls, dancing (recreational), group fitness, etc). c) Develop new and continue existing partnerships with relevant agencies including health sector to provide older adults programs and services across the Shire.	Ongoing Ongoing Ongoing	WER AR for new programs WER WER	SGSC SSAs Clubs & Orgs Schools Peak & Reg Agencies
	Management & Operation of Facilities			
Maximising Usage	1. Identify opportunities for sharing / joint use of State Government facilities including schools and advocate for access for clubs and organisations.	Ongoing	WER	SGSC Schools State Gov



Area / Category	Strategies	Priority	Cost	Partners
Maximising Usage (cont)	2. That in accordance with Sport Facility Provision Rec No 4, identify opportunities for re-location of clubs and organisations in order to be able to optimise usage of existing facilities, manage / reduce operating costs and provide clubs with access to suitable facilities to meet club participation requirements (within Sports Facility Hierarchy definitions).	Ongoing	WER AR may be required for new / changed use	SGSC SSAs Clubs & Orgs Schools
	3. Assist new clubs and emerging sports to be able to access (where available) Council facilities suitable for their activities and to maximise usage of existing facilities.	Ongoing	WER AR may be required for new / changed use	SGSC SSAs Clubs & Orgs
	4. Liaise with sport competition organisers / leagues to co-ordinate scheduling to be able to maximise usage of existing facilities and reduce facilities needed (cost benefits, no single use facilities).	Ongoing	WER	SGSC Peak & Reg Agencies Clubs & Orgs
Usage & Management Agreements	4. Club Tenancy / Usage Agreements: a) Implement systems and processes to ensure that all clubs, associations and organisations that are regular users of Council sport and recreation facilities have signed a Club Tenancy / Usage Agreement which clearly specifies responsibilities (ensure provides clarity re maintenance requirements).	S Ongoing	WER	SGSC Clubs & Orgs
Planning & Resourcing				
Volunteers	1. Provide support and assistance to clubs in association with relevant agencies and SSAs to recruit, train, retain and recognise volunteers.	Ongoing	WER AR may be needed	SGSC SSAs Peak & Reg Agencies Clubs & Orgs
	2. Recognition: a) To encourage clubs and organisations to appreciate value & recognise their volunteers. b) To encourage clubs and organisations to nominate suitable volunteers for Council, SSA and State volunteer awards.	Ongoing	WER	SGSC Clubs & Orgs
	3. Training & Development: a) Advocate for relevant agencies such as South West Sport and local training providers to ensure that volunteer training and development opportunities are provided locally or through the use of technology (on-line learning).	Ongoing	WER	SGSC SSAs Peak & Reg Agencies Clubs & Orgs
Funding & Grants	1. Seek external grant funding in partnership with Council allocated funding for relevant facilities, services and programs and to enable implementation of this Strategic Plan.	Ongoing	WER AR for projects	SGSC State Gov Fed Gov Clubs & Orgs SSAs
	2. Work in partnership, with SGSC based clubs and organisations seeking external funding.	Ongoing	WER	SGSC State Gov Fed Gov Clubs & Orgs SSAs
	3. Promote and provide information to clubs and organisations regarding external grant funding opportunities.	Ongoing	WER	SGSC Clubs & Orgs



Area / Category	Strategies	Priority	Cost	Partners
Funding & Grants (cont)	4. Where clubs, organisations, land managers and land owners seek major grant funding from SGSC for facility development and improvements it is recommended that a Business Case and a current Business Plan is required.	Ongoing	WER	SGSC Clubs & Orgs SSAs
Training & Development	2. To develop a program of workshops and seminars to assist with developing skills of clubs and organisations. This would include opportunities from other providers.	M Ongoing	AR for training programs	SGSC Clubs & Orgs SSAs Peak & Reg Agencies
	3. Implementation of Volunteer, Training and Development, Recommendation 3.			
Club Development	1. Provide assistance to local clubs and organisations with low membership to develop partnerships / establish links with local schools to promote club activities and opportunities.	Ongoing	WER	SGSC Clubs & Orgs SSAs Schools
	4. Facilitate partnerships between clubs / organisations and relevant agencies to assist with development and operation improvements and opportunities.	Ongoing	WER	
Advocacy & Leadership	1. In partnership with key stakeholders, continue to lobby both State and Federal Governments for funding for facility developments and improvements as well as for new programs and services initiatives.	Ongoing	WER	SGSC Clubs & Orgs SSAs State Gov Fed Gov Land Managers & Owners Funding Bodies
	2. In partnership with DELWP appointed COM representatives, lobby and advocate to State Government to provide increased funding for the Crown Land facilities to fund the maintenance and development of the facilities to ensure safe for users.	Ongoing	WER	
	3. In partnership with clubs and organisations advocate where appropriate to seek external funding.	Ongoing	WER	



3. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results, because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.