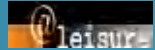


MORELAND ACTIVE WOMEN AND GIRLS

VOLUME 4: STRATEGY



Moreland City Council

ABOUT THIS DOCUMENT

This document is the final volume of four that form the Moreland Active Women and Girls Strategy.

In the 2008 Mayors speech, Councillor Lambros Tapinos stated that a clear objective of the Moreland City Council over the next four years was to “promote a healthy lifestyle and increase the participation of sports activities in our community particularly amongst women and girls.”

Moreland’s Active Women and Girls Strategy has been prepared after significant community consultation to provide a framework which will achieve this objective.

The documents prepared for this strategy are:

- Volume 1. Literature Review
- Volume 2. Participation and Consultation Findings
- Volume 3. Issues Paper
- Volume 4. Active Women and Girls in Moreland Strategy

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- The state and national sporting associations interviewed
- The staff of Merri Community Health Services
- Residents who completed and returned a householder survey, or came to one of the community meetings

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I. INTRODUCTION

This strategy identifies opportunities and recommendations concerning the participation of women and girls in sport, recreation and physical activity in Moreland.

Methodology

Information, consultation and data was collected from a wide range of sources, including:

- a review of relevant Moreland City Council strategic plans and policies
- a review of relevant literature and research
- analysis of national, state and Moreland activity participation data and trends
- analysis of local area demographic data
- telephone interviews with schools, clubs, sporting associations and cultural groups
- interviews and workshops with staff of Merri Community Health Service and Moreland City Council
- a householder survey distributed to 2,000 households in Moreland, providing 198 survey responses
- feedback and input from Moreland City Council staff and Councillors.

Summary of findings & opportunities

The consultation and research identified Council's key challenges in the provision of sport, leisure and active recreation for women and girls are;

- ensuring the availability of adequate resources and co-ordinating the existing resources to maximise participation
- continually introducing new opportunities to participate and develop pathways to ensure participants remain
- creating and delivering on strategies that meet increasing and changing demand for facilities
- improving the management of knowledge and information relating to sports, leisure and physical activity opportunities within Moreland.
- communicating with the community to ensure participants know where to source information, when they need it and that new opportunities are brought to attention a timely manner
- facilitating access to recreation facilities of the appropriate quality for women and girls
- ensuring opportunities are inclusive

- enhancing provision for cycling and walking
- defining Council's role in meeting these challenges and establishing performance measurement criteria

The following chapters provide an overview of the each of the above challenges, the key issues and recommendations.

2. TARGETING ACTIVITIES AND POPULATION GROUPS

Opportunities to increase physical activity

There is a reasonable level of physical activity among women, however there is opportunity to increase this.

The householder survey identified that 23% of respondents undertook 30 minutes of sport or physical activity once or less a week, while 43% undertook at least 30 minutes of activity three or more times a week. This compares favourably to the Victorian participation rates which identified 31% of Victorian females undertook less than 30 minutes of physical activity a week.

Only 2% of householder survey respondents indicated that nothing would encourage them to undertake more activity.

Target marketing to meet and stimulate demand

A wide range of factors influence the likelihood of someone participating in sport and physical recreation, and preferences for specific activities. These factors include ability and interests, as well as age, ethnicity, income and education.

The literature review identified that gender also influences leisure preferences, perceptions of constraints, and patterns and frequency of activity. These tend to change over time as women age, and as their health, and relationships with work and family change.

These demographic factors are significant determinants of whether people will take up activities and whether specific interventions by Council will be effective. Therefore any successful strategy to address participation must also address these factors.

Target groups

Based on the lower probability of people from different demographic groups participating in physical activities, the likelihood of lower than normal participation levels and the benefits of generating activity from these groups the study has identified several target groups which may require additional, specific strategies if their participation is to be maximisation.

These target groups are;

- Female school students
- Women older than 65 years
- Women and girls born over seas from non English speaking countries
- Women and girls with disabilities
- Females in single parent and low income households

Population growth

The 2006 Census identified there were 69,626¹ females in Moreland. By 2031 this is projected to increase by 18%.²

It is projected that Moreland will see a reduction in the number of children, young people and young adults but an increase in all age groups over 35 years.

The Moreland Later Years Strategy 2007 – 2012 states that “over the next 25 years, Moreland will experience some significant shifts in the demographic profile of its population”.

As many sporting facilities are currently at, or exceeding capacity an increase in demand (especially by additional male participants) is likely to limit gains, or restrict female participation unless there is intervention.

¹ ABS Census: Enumerated Moreland population by age & sex
² <http://id.com.au/Moreland/forecastid/default.asp?id=220&pg=1>

These existing sports will need to extend their reach to include more of those “target groups” who currently don’t participate.

An aging population is likely to impact on the nature of demand. An increasing proportion of females will participate in walking, cycling, swimming and aerobics, although it is anticipated that a greater proportion of sports participants will play on into later years if suitable facilities and teams are available.

There also is a possibility that with population growth, the scarce resources of organised sports will be consumed by male members, if no intervention takes place.

It is important that females are given access to club sporting facilities as clubs provide:

- A fun environment to improve fitness
- Opportunities to develop or learn new skills
- Access into networks and social interaction
- A venue for safe and organised competition

Sports that have established recruiting programs for young girls (5-9 year olds), such as Australian Football, cricket, netball and football (soccer) are going to continue their growth. These sports are already reporting female participation as significant growth areas and as these recruiting programs become more mature female participation will continue to grow and make increasing greater demands on ground and pavilion access.

These sports require extensive open space, and to increase female membership, and embrace target groups they may need additional training space, greater priority for women in allocation of spaces and some improvement in facilities to encourage women, as well as assistance to develop club capacity to service these markets.

Targeting specific activities

Encourage more females to play sport and do more unorganised activity

There are two very clear types of sport and physical activity:

1. Organised and structured activities such as programs, classes or competitions. These include programs, aerobics classes, sporting competitions and school sports or physical education
2. Non-organised activities, often impulsive such as walking, running, cycling or swimming or activities incidental to another activity such as walking to work or to shops, playing with children, or walking the dog

Both organised and unorganised activities need to be encouraged because most people can do unstructured activities, however many will need to be motivated by programs, or will seek organised, social and competitive activities.

Sport is also a very powerful conduit for social change, and more females in sport could provide additional benefits beyond those derived by females from physical activity.

Sport provides discipline and can potentially set lifelong interpersonal standards through agreed-to rules of conduct. Reinforcing rules of good conduct through gender equity in junior sport may well flow on to other aspects of life. Sports development programs such as Auskick could enforce equal numbers of women coaches and coaching assistants in their programs. Junior sporting leagues could enforce an equal number of boys and girls in each team.³

The literature review found many women have fragmented time for leisure. The householder survey found women commonly undertook and sought activities that were flexible in how and when they could be undertaken, and which did not lock them into a regimented routine.

Respondents identified that family responsibilities was the second highest barrier to participation behind the cost of activities for females and that the time required to undertake many activities was too great. This favours unorganised opportunities that can be done with the family, and without membership or program fees like walking and cycling.

³ Male sport is ruining our boys. Associate Professor John Fitzgerald executive manager of VicHealth The Age May 15, 2009

Target activities that are already popular with females, and growth sports

The most common sports and physical recreation activities participated in by women and girls in Moreland⁴ are:

- Walking
- Netball
- Aerobics/ fitness
- Cycling
- Swimming
- Yoga
- Running

In addition to these there are activities such as dance, soccer and tennis which typically have a high proportion of women participating, that were not evident in the householder survey.

Council could gain additional participation by facilitating more females to engage in these activities – especially to expand the reach of these activities to new target markets: older adults, people from low income families, people with a disability and from non English speaking backgrounds.

⁴ As identified by the Australian Sports Commission's Participation in Exercise, Recreation and Sport Annual Report 2007 and supported by the Moreland participation figures and the householder survey,

Unorganised activities

Walking, running and cycling

Walking is undertaken by more women than any other activity in Moreland. 59% of household survey respondents walked regularly. 9% of respondents run regularly.

Walking (20%), running (10%) and cycling (23%) were also nominated as activities respondents would like to participate in but currently don't.

There are 10 walking groups in Moreland, co-ordinated by the Merri Community Health Services (MCHS). Three of the groups are pram walking groups while the remaining seven are groups of older walkers and groups of people from similar nationalities or religions. There are approximately 120 – 150 people regularly walking with the groups.

All surrounding Councils have recognised the importance of walking and have varying strategies to facilitate walking, including the co-ordination of walking groups. Moreland City Council does not currently have a walking strategy.

The establishment and maintenance of walking groups is seen as a challenge for all surrounding Councils. The experience of MCHS is that walking groups are labour intensive to co-ordinate and the success of groups depend on the passion and drive of the volunteer leader to keep the group going.

Walking groups, while not necessarily a cost effective means of creating activity across the wider community, are recognised as being an effective means of engaging individuals and groups that may otherwise remain disconnected.

The walking and riding school buses are programs run by volunteers that encourage primary school students, to walk or ride to school in a safe, fun and supervised environment. These programs encourage people who don't generally walk or ride to commence their day with physical activity. They also have the potential to change long term behaviours. Only a small number of schools have these programs operating in Moreland.

Considerable growth and diversification of cycling is likely to have occurred since the Moreland Bike Strategy was approved by Council in June 2000. A number of the constraints raised in previous studies pertinent to women such as lack of availability of suitable clothing, styles of bikes, etc, (except lack of off road paths and information) have been addressed by the private sector, due to the significant increase in demand for cycling especially by older women.

Organised activities

When asked what would encourage or enable females to do activities liked but not undertaken 62% nominated: more suitable classes and times, while 57% indicated that discounts or less expensive opportunities were required.

Many respondents indicated they would be encouraged to do activities if they could be put in touch with places that offer activities or had companions to do activities with.

This reinforces the findings from the consultation that many women are discouraged from participating because they are not confident in their ability or would prefer to go with someone else. These issues have considerable implications for clubs and program providers.

These issues can be addressed by introducing:

- schedules that meet women's fragmented time availability and avoid meal and work times etc.
- sessional payment options rather than term or yearly costs, or sponsoring people with low willingness to pay
- assistance to actively match team members for people without companions (eg tennis)
- social formats, and matches with out training requirements from which participants can develop confidence.

Aerobics, fitness classes and gym

The householder survey identified an estimated 28% of residents regularly participate in aerobics/ fitness classes and gym activities. This is the second most popular group of activities behind walking, for the women and girls of Moreland. The survey also indicated that a further 44% of respondents would like to participate in these activities but currently don't.

Aerobics, fitness classes and gym were nominated as activities regularly undertaken by respondents of all ages, unlike other activities such as walking, which is more common for women in older age groups.

Unlike many other organised activities aerobics, fitness classes and gyms are provided by a combination of Council owned fitness centres and commercial organisations.

A number of personal training studios and personal trainers provide fitness and "boot camp" type options. The leisure centres also offer these activities, and a number of neighbourhood houses, and senior citizens clubs offer low impact activities for older members. The providers of dance opportunities are primarily small private providers.

The commercial providers generally offer programs for the mass markets. This often means that the needs of minority groups are not met as the programs required or the times they need to be offered are not profitable.

To ensure equality and inclusiveness of the entire Moreland community Council owned facilities must continue to offer programs that target women and girls that traditionally have low participation rates in sport and physical activity such as females with disabilities, from low income families, and non English speaking residents.

This direction is consistent with Councils Moreland Disability Policy / Action Plan 2003-2006.

Opportunities for Council to provide outreach services into places where non participants are likely to be, should be investigated. These may include aged care premises, public housing, community and health services and facilities used by people from specific cultural backgrounds.

The householder survey identified that 40% of respondents would like to undertake yoga and 5% would like to do pilates but don't.

Activities such as yoga, pilates and dancing which have a higher proportion of women participating than men, are currently experiencing growth and this is likely to continue if opportunities continue to be available in convenient locations.

Both yoga and dancing are activities which could be operated and promoted through Council owned facilities. Both yoga and dance are activities likely to be attractive to females because they can be: offered on a flexible timetable and cheaply, targeted at groups from different nationalities and backgrounds, and the activity itself can be completed within an hour.

The householder survey identified that "putting me in touch with a club / centre that offers this activity" would encourage 23% of respondents to do an activity liked but not undertaken. Similarly, 23% of respondents indicated "assistance to learn a new activity / develop confidence in an activity" would encourage more participation.

The provision of outreach services (by Council) into places where target groups currently go, is more likely to be able to address these issues and target high needs groups, than marketing those opportunities provided in commercial or large public centres.

Netball

Participation in netball in Moreland is significantly less than could be expected, and this presents a major future opportunity to increase participation.

The projected numbers of females that could be playing netball in Moreland (from state participation rates) are estimated to be 4,420⁵. The household survey participation rates (acknowledging some survey bias toward older people) indicate only some 1,788 female netballers in Moreland. Only 1,034 female members of netball clubs were identified. However membership numbers from the Northern Ladies Netball Association and the Hadfield Sporting Club were not provided.

Netball was identified through the consultation with schools as the most popular organised sport played by girls.

Council, in conjunction with schools, clubs and leisure centres should collectively develop a more strategic approach to the provision of social netball competitions, development opportunities for target groups and provide a greater depth in competition at several indoor/ outdoor locations in the City.

⁵ The participation rates of ERASS (Victorian Women over 15 years old) and the ABS 2006 report in Children's Participation in Cultural and Leisure Activities (national participation rate for girls 5 – 14 years old) and based on the 2006 Census population figures (59,005 women greater than 15 years old and 10,832 girls aged 5 -14)

Council consider developing a specific netball strategy (including capital investment) to take advantage of the identified growth opportunities, address pathway issues, the desire for more social opportunities, and drop out rates of teenage girls, as well as the potential desire for older people to still play netball.

Recommendations

- Adopt as target groups: women and girls who are at school, from low income families, do not speak English, have a disability, or are older than 65 years.
 - Assist existing sports to extend their reach to include more of those “target groups” who currently don’t participate.
 - Provide outreach services to deliver the target activities into locations where non participants are; aged care premises, public housing, community and health services and facilities used by people from specific cultural backgrounds.
 - Target activities that are: both organised and unstructured, those already popular with females, and growth sports
 - Target the following activities likely to be popular with women: walking, netball, aerobics/ group fitness/gym activities, cycling, swimming, running, yoga, dance, tennis and soccer.
- Encourage more females to play sport as well as undertake unorganised physical recreation activities.
 - Utilise Council’s resources, knowledge and promotional capabilities, and sports associations to provide programs specifically designed for target groups.
 - Explore opportunities to bring together aerobic, fitness class dance and gym stakeholders together to explore partnerships and cross promotional opportunities to jointly promote participation.
 - Provide regular, highly publicised “open house’ to introduce target groups to existing facilities and new activities. For greatest promotional effect this would be co-ordinated with commercial operators and undertaken simultaneously across the municipality.
 - Develop a more strategic approach to the provision of netball in Moreland.
 - Undertake a feasibility study to determine a suitable location for a competition netball/basketball venue in Moreland
 - Address: pathway issues, the desire for more social competitions, the drop out rates of teenagers, the potential desire for older people to still play netball, and development opportunities for target groups
 - Provide a greater depth in competition at several indoor / outdoor locations in the City and a home for the Park Panthers Netball Club in Moreland.
 - Identify existing facilities, such as school gyms, not being utilised that could be used for local training.
- Promote the walking and riding school bus programs and support the development of suitable paths and connections to schools.
 - Identify key circuits in every suburb for walking and cycling exercise routes, connect community facilities and parks with off road trails, investigate opportunities for developing perimeter paths around large parks and promote
 - Assist more schools to adopt walking and cycling school bus programs and encouraging cycling to schools in Moreland.
 - Seek sponsors for women’s specific teams and cross subsidised programs for target groups eg African women’s soccer team
 - Offer programs and open house days to extend market reach of Council and private centres to target groups

3. BUILDING THE CAPACITY OF PROVIDERS

Growing capacity of clubs to serve females

Increasingly, the value of females is being recognised by sporting associations. Many have specific strategic objectives for growing female participation, and for some sports it is their fastest growing segment.

Many sporting clubs have recognised a demand for female sporting options and have positive attitude toward this change but most are unable to take advantage of this demand for a number of reasons, including:

- Grounds/facilities are currently at capacity
- The shortage of club volunteers or resources generally
- The lack of local female competitions or female teams
- The lack of promotion to attract females to the club

If clubs were given more support considerable additional player numbers may be generated through: encouraging players from introductory programs into competitions, targeting female siblings of players, building capacity from within their player base to grow female coaches and umpires, and delivering more female support programs, as well as retain past players.

Council is supporting the development of local sporting associations in Moreland – that are multi-code. These should be supported to encourage women's sports, and therefore to ensure suitable facilities are provided.

Encourage and recruit more volunteers

Whether it was in the schools, clubs or sporting associations there is a shortage of resources, particularly of volunteers which is unquestionably restricting participation, especially that of females.

Local sporting clubs, who theoretically could fill the resource gap within schools are unable to do so as they are also suffering a shortage of resources. Consistent feedback from Moreland sporting clubs indicates there is an increasing shortage of volunteers, which is placing significant pressure on those who remain.

Just administering their existing teams is a major challenge. So, for most clubs, there is no capacity to:

- undertake additional activities such as promotions in schools,
- actively marketing opportunities to females,
- create and filling female teams
- support those with female coaches, official and managers, as well as
- actively retaining girls from one year to the next.

Unless a club is able to do all these things it is unlikely to make significant gains in female participation rates, and without assistance to grow capacity, and to provide additional access to facilities, most clubs will not be able to achieve this.

A number of surrounding Councils have established a volunteer matching service and this would significantly enhance the opportunities of recruiting females to sporting roles.

Capitalising on existing sports development programs

There are significant number of sports development programs and opportunities available from state sporting associations. Notwithstanding the resourcing challenges, if understood, and with some facilitation and the proper relationships in place, these programs could be implemented to increase female participation.

The challenge is to co-ordinate the delivery of these development programs to ensure that Moreland receives at least its share of the programs delivered, if not more than their share.

All schools surveyed indicated they would be very welcoming of external sporting clubs and associations running clinics and promoting themselves at the schools.

Moreland City Council could seek to attract female state sporting associations to the municipality. This would increase the profile of the respective sports in Moreland, build relationships with the sporting bodies and increase the number of developmental programs run for females in Moreland.

Enhancing sporting pathways for females

A significant barrier to female participation is the lack of “pathways” between the various sporting activities, and places where sport is played.

Children need to have developed an interest and some skills before they will participate at a club level, and these are generally developed at school. Within the school environment there is little or no relationship with clubs, so when activity is undertaken at school there is no pathway to the local sporting club for students who wish to continue the activity after school.

This barrier is true also within sports. Many girls participate in introductory programs aimed at the 5 – 9 year olds such as Net, Set, Go (Netball), Milo Cricket or Auskick (Australian Football). However once girls have to leave there is rarely a pathway directly into a junior female competition, into a female youth competition, and smoothly into senior women’s competitions. This is because some of these are not club based programs, or some children may not be ready for fully fledged competition when they finish the program, or teams suitable to the age or ability of players, may not be available.

After the development programs in some sports, mixed teams may be the only alternatives for girls to continue to play. However after 14-16 years, girls are often no longer allowed or want to play in mixed teams.

Preventing girls dropping out of sport

Typically, there is a significant “drop out” of female participants in sport between the ages of 14 -17 years. While a lack of development pathways from the junior, youth and senior female competitions is a driver of this drop out rate other significant factors include:

- study pressure from teachers and parents
- students commencing part time and casual work
- pressure from peers to undertake more social activities
- girls growing awareness and often self consciousness of body image
- lack of encouragement to continue to play at school
- transport constraints as girls may have to rely on their parents to travel to training and competitions.

The consultation indicated that more social competitions, (without training) and that don't require significant travel, that are convenient to get to, and are fun, are likely to reduce the number of girls leaving sport in their teenage years.

Indoor courts sports and those with relatively short game times, and not requiring large numbers of players, such as futsal offer great opportunities to sustain female participation in female years.

Schools could also encourage students to maintain lower key sports opportunities on a routine basis after year 10.

Promote sports and physical activity in schools

A large number of issues surfaced that concerned schools.

- Schools indicated that netball was the most popular sport for girls followed by basketball.
- Most schools appeared to have a strong appreciation of religious and cultural issues and were putting in place suitable programs to cater for the diverse needs of their female students.
- One challenge identified by schools was that grounds are dominated by boys and their activities, leaving little or no playground space for girls activity.

- A significant barrier to female participation is the lack of “pathways” between the various sporting activities. Schools have little or no relationships with clubs so when activity is undertaken at school there is no pathway to a local sporting club after school.
- All school children up to year 10 (age 15-16 yrs) participate in compulsory physical education and organised sporting activities. This provides an enormous opportunity to introduce children to a range of sports, provide the foundation skills, as well as habits of regular physical activity, the importance of sport, leisure and physical recreation, and ensure that by the time they leave school their lifestyle will always remain active, no matter their age.

A schools based strategy presents a major opportunity to increase participation rates, however there are a number of challenges that must be addressed, including:

- the increasing trend within schools not to adequately resource physical education, preferring to allocate resources to other parts of the curriculum
- the range of sporting options offered by schools is being influenced by the knowledge and skills of the physical education department, not school curriculum.

- there are added constraints associated with the lack of facilities on school sites to accommodate sports, and hence considerable logistics and cost of taking students off site.
- the open space in schools (including ovals and courts) is being lost to additional buildings as schools are expanding and being merged.

The benefits of a developing a school based participation strategy are considerable. These include:

- direct and easy access to nearly 20% of Moreland's female population (as well as their families)
- children provide an excellent conduit to pass on and reinforce messages to parents (this is likely to be an effective way of reaching those from low income or non English speaking families who may benefit the most)
- schools offer the opportunity of introducing many (new) activities to children – hence reducing the barrier of unfamiliarity
- the ability to develop a sustained strategy delivered over along period allowing for continued re-enforcement of key messages
- easy co-ordination of activities between schools and service providers, including local clubs and sporting associations
- schools provide the base in the interschool sports program, which could be increased
- schools have an understanding of religious and cultural considerations

- many national, state and local sporting associations have school programs which if run in the schools by the local sporting club, allow for relationships to be built between the club and the students, increasing the probability of the students continuing the activity outside school.

There are advantages for schools in having closer relationships with Council. Council can offer incentives for schools though access to facilities in return for delivering programs.

As part of a closer working relationship with schools, school facilities such as ovals, halls and courts that may not be used after school hours could be made available to the community through Council co-ordination. In return Council could improve access for schools to Council facilities.

Facilitating participation in sport and physical recreation activities of female students, both in and out of school hours, should become a key long term strategic objective of Council.

Recommendations

- ☑ Establish a volunteer matching service that pairs volunteers to community sport and recreation organisations and specific roles
- ☑ Develop clear pathways between schools and the various sport and recreation clubs and organisations, to maximise female participation

- ☑ Dedicate a staff person to co-ordinate the delivery of programs (offered by clubs/ other providers) into schools, run school sports carnivals and build relationships between schools, clubs and state sporting associations
 - ☑ Undertake an audit of school sporting facilities to determine opportunities for community club use. Negotiate and co-ordinate community access to these.
 - ☑ Encourage schools to offer physical activities and sports in after school and holiday programs
 - ☑ Encourage schools to offer social sport opportunities for students from year 10 upwards
 - ☑ Heavily promote social sport competitions, (without training) that don't require home away travel, that focus on fun, are school based, and that don't require large numbers of players, eg futsal to retain more female students in sport.
 - ☑ Build closer relationships with state sporting associations to better utilise their programs for women in Moreland, and to support scholarships for females
 - ☑ Seek to attract the female state sporting associations to Moreland
- Encourage the inclusion of female sports and better facilities for females in supporting the development of local sporting associations

4. DEVELOP SUITABLE INFRASTRUCTURE

The householder survey identified that the most popular places used to undertake sport and physical activities were outdoor spaces and those where unstructured activities can occur:

- Local parks (82% of respondents used this type of place for sport or physical activity)
- Walking trails (79%)
- On-road bicycle routes (49%)
- Off-road bicycle tracks (49%)
- Playgrounds (49%)
- Fitness centres / gyms (45%)

A large number of respondents never used the following places:

- Dance venues (90% of respondents had never used)
- Neighbourhood houses / community centres (79%)
- Indoor sports facilities (75%)
- Outdoor sports facilities (72%)
- Community gardens or farms (64%)

This reflects the limited number of some of these types of facilities in Moreland, as well as activity preferences.

Allocate more facilities to females and provide suitably scheduled activities

With the exception of major leisure centres and netball courts, the majority of Moreland outdoor playing fields are dedicated to sports which have significantly higher proportions of male participants than females. Many do not offer female teams in all age groups, and these teams often do not get access to the best grounds.

Organised programs for females are often only at “off peak” or inconvenient times or for reduced periods. Women’s only swimming classes, often requested by Muslim women, were generally offered after centre hours due to the equal opportunity ruling. These times are often inconvenient. Additional centres should, however seek to provide female only swimming sessions.

Some schools indicated they were having trouble locating suitable swimming pools to cater for female-only needs of Muslim students.

A number of surrounding Councils, in an attempt to encourage clubs to increase female participation offer discounts on ground rentals for those clubs who have female teams. It is agreed by all surrounding Councils that this strategy had not been seen as an incentive by clubs and has therefore been unsuccessful in growing female participation.

City of Darebin established a females only sporting facility at A.H. Capp reserve by relocated existing, male dominated teams. Women’s Australian rules football, football (soccer), cricket and snooker are now played at the venue and participation rates are increasing steadily.

Council’s current sports allocation and pricing policy provides discounts for clubs with female members. However this is likely to be ineffectual as it does not address individual’s willingness to pay. Also, clubs have not indicated that the fees for ground usage are a barrier to participation.

Council could consider requiring clubs to have more women’s teams (ie in each age group, or including target groups) as a condition of using/ or leasing a Council sporting facility.

Enhancing the suitability of support facilities to women

Many sports pavilions in the City have reached the end of their functional life and they do not have facilities accessible to people with a disability. Even those that have more recent facilities are often not well designed to accommodate women.

The consultation with clubs and associations identified that pavilions require the one or more of the following improvements:

- Separate male and female change rooms
- Enclosed shower cubicles in female change rooms as women are more modest than men regarding nudity
- Enclosed showers in the umpires change rooms allowing them to become suitable for both genders.
- Social areas with meals and drinks facilities. The social interaction is a major reason for women and girls joining sporting teams and attending organised physical activities.
- Lighting: Facilities must be well lit after dark
- Parking, available very close to the pavilion to maximise after dark safety. If a facility is not perceived to be safe it will not be used.

- Where Council is undertaking improvements to support facilities on sports grounds ensure that facilities are made accessible, family friendly and suitable to cater for female players, officials, coaches and spectators.

In some instances the level of cleanliness of facilities provides a disincentive for women to use them.

Discussion with clubs and information provided by Council indicates, that in general the design of Moreland pavilions is not conducive to maximising female participation. Few pavilions had separate changing and showering facilities for females and many did not have areas that facilitated socialisation.

Only Wallace Reserve North and J P Fawkner Reserve West were nominated as having changing, showering and social facilities suitable for attracting female participants. Dunstan Reserve is a good example of a female and family friendly community facility. Its facilities include sporting ovals, café, community garden, playground, dog off leash area, perimeter exercise path and accessible car parking.

Moreland Leisure Centres and pools all have changing, showering and social facilities suitable for both women and girls.

Enhancing and promoting tracks and trails

Feedback from the consultation identified that community open space, walking and cycling tracks and trails should have the following characteristics if they are to be well used by women:

- have a very strong perception of public safety
- be well used to increase the sense of personal safety
- be well lit and signposted
- have seating and shelter suitable for protection against wind, rain and sun
- have access to water fountains
- promoted heavily to target groups.

There were few designed walking circuits, and tracks and trails identified through the research and consultation, and there is a need for more extensive promotion of those that exist.

Merri Creek and the Coburg Lake were both nominated as existing cycling and walking destinations, but neither are considered safe by walking groups, and are considered poorly signed, with limited seating and shelter.

There would be significant benefits of providing a diversity of opportunities for more people to walk and cycle in Moreland, beyond those of increasing physical activities.

More people walking and cycling may mean less vehicle trips, and greater environmental benefits.

Recommendations

Off-road trails

- ☑ Develop a hierarchy of trails to serve cyclists, skaters, people using wheelchairs, walkers, dog walkers. This needs to include:
 - sealed regional open space and rail corridor trails,
 - shared trails connecting community facilities such as parks and schools, and
 - unsealed perimeter park trails for exercise and social family recreation
- ☑ Link trails to devised circuits for exercise where possible in every suburb
- ☑ Identify and secure the alignment of future trails
- ☑ Promote and manage existing trails and paths to better meet women's needs
- ☑ Revise the Moreland Bike Plan to address walking and cycling and reflect changes in demand, to capture increasing demand for off-road cycling, footpaths as well as the demand for better on-road infrastructure.
- ☑ Ensure circuit path routes are provided for in structure plans, activity centre plans and all future reserve and residential precinct developments.

- ☑ Continue to develop Merri Creek and Coburg Lake as safe walking and cycling destinations.
- ☑ Ensure footpaths are provided in new subdivisions to enhance mobility

Allocation and scheduling of Infrastructure

- ☑ Consider requiring clubs to have more women's teams (ie in each age group, or including target groups) as a condition of using/ or leasing a Council sporting facility.
- ☑ Provide additional female only swim sessions in Moreland

Suitability of support facilities to women

- ☑ Systematically ensure that facilities are made accessible, family friendly and suitable to cater for female players, officials, coaches and spectators when facilities are upgraded.
- ☑ Develop a system to collect and better manage information about infrastructure, and its suitability for female participants for the purpose of planning, management and marketing
- ☑ Introduce a criteria to prioritise capital works to sports support facilities which may include:
 - Can serve a target group needs
 - Serves a female target activity
 - Is a growth sport
 - Very poor condition of infrastructure

- Provides opportunity to share with other users
- Can service schools
- Provides opportunities for both unstructured and organised activities
- ☑ Provision of infrastructure to support female sports with a home in Moreland.

5. ENHANCING CHOICE THROUGH COMMUNICATION & INFORMATION

The value of available opportunities can be maximised and the benefits of sport and recreation participation promoted through greater emphasis on collection, management and dissemination of information about recreation opportunities in the municipality.

There are several different types of information that is required in order to increase female participation. This includes:

- Information about expressed demand: the numbers and types of members of clubs and users of programs and facilities. This is required so that performance can be measured before and after intervention.
- Information for potential users about locations, activities, suitability for participants and cost of opportunities. This information must be available in suitable and accessible formats, and distributed through a range of channels convenient and accessible to the end user.

- Information about the benefits of participation and strategies to encourage more females to be active and enjoy sport or physical activity more often.
- Opportunities associated with mapping information such as suggested walking and cycling routes in Moreland

There is need to distribute information through a range of means to residents and stakeholders.

There is a need to encourage dialogue with and between providers especially clubs who may have opportunities for additional players or excess women players.

There is a need for a system to collect and better manage information on infrastructure, customers and opportunities for planning, management and marketing purposes.

The complexity surrounding the task of increasing the participation rates of women and girls in sport and physical recreational activities in Moreland is immense as is the amount of information, programs, research, policies and resources currently available and already directly or indirectly dedicated to the task.

Centralising all this information and fully understanding what resources are available and how they are best utilised is a critical step but only the first step in increasing female participation rates.

There are many users of this vital information including:

- Schools
- Clubs and service providers
- Sporting associations
- Parents, friends and family of participants
- Current, past and future participants
- Service providers
- Facilities and ground users

Users need access to this information at various times and the study has identified that lack of information is a significant barrier to participation. To re-enforce this it was identified:

- 43% of respondents to the householder survey indicated they would be encouraged to participate in their favoured activity if they had information about where and times of activities
- 26% of respondents nominated lack of information as a barrier to participation (second only to cost as a barrier)

- Information was rated as a 3.59 out of 4 (90%) for importance as a Council service but 2.21 out of 4 (55%) for Council's perceived delivery of the information.
- This the biggest gap between the importance and delivery of any Council service
- The majority off sporting clubs and associations believed it was a key responsibility of Council to collate and distribute relevant information.

How Moreland sources information

The householder survey identified that nearly 80% of respondents would seek information about sport and recreation activities by reading local newspapers.

Importantly, only 56% of respondents indicated they would use the internet to source information and of these only 70% (39% of all respondents) would use the Moreland website, even though it is presently the only centralised source of information. These figures are consistent with 2006 Census figures which indicate that only 41% of Moreland households are connected to the internet.

Currently the only repository for information relating to the sport and physical recreation activities available within Moreland is the Moreland City Council website, www.moreland.gov.vic.au.

Whilst this is important to have all the available information accessible from the web site it is not the only source of information necessary, and greater priority or focus could be given to sport and recreation on the Moreland website.

While there is information on the site relating to various sporting clubs and activities, this information is dispersed throughout the website and often difficult to locate for example:

- Sport and physical leisure activities are located under the Parks & Recreation menu which leads to a secondary menu of park related topics and links to skate parks and then completely out of place listing of sports clubs (which did not work through out the study period)
- Sporting clubs can also be accessed through the community directory (accessed through the About Moreland menu) but relevant information is difficult to find and access as the community directory also includes information on all other community services available throughout Moreland
- Relevant information such as Moreland's Bike Strategy is deep in the transport menus of the site
- Basic information about walking and cycling tracks are contained under the nature and wildlife menu which is not necessarily a logical location

- The Moreland website has a linked site called Active Moreland, which is also difficult to find and only contains information about the six Council owned pools and leisure centres. This information though is extensive and very relevant

Recommendations

- ☑ Develop a system to collect and better manage information about infrastructure, existing users/ members and available opportunities for women and girls, for the purpose of planning, management and marketing
- ☑ Centralise all information (Council and non Council) relating to sport, leisure and recreational activities in a single database which is the responsibility of a Moreland staff member to maintain. The database should be available to all staff and from one location on the Moreland website
- ☑ Resource an information and marketing role in the Youth and Leisure Department to ensure data is kept up to date and distributed through a range of channels
- ☑ Embark on a marketing campaign to promote these activities to woman and girls under the banner of Active Moreland

- ☑ Expand the Active Moreland website and heavily promote the Active Moreland brand as the first choice when seeking information about sport and physical recreation
- ☑ Prepare some material promoting the benefits of sport and physical recreation for use by schools, health and community services professional to target low participation groups: especially low income, older adults people with a disability and non English speaking families, providing links to Active Moreland.
- ☑ Ensure information about Council and non Council offered activities are provided with links to other sites with current information, such as Football Federation Victoria.
- ☑ Prepare a range of information publications about available opportunities. This needs to be in accessible formats, suited to different target markets and some need to be printed in simple cost effective forms. Include in this information a newspaper style publication promoting sports, leisure and physical recreation activities twice yearly (prior to the summer and winter seasons) and distribute to all Moreland households
- ☑ Use community newspapers to promote sources of information about available activities
- ☑ Produce simple guides detailing how and where to participate in key activities known to be of interest to women eg Thinking about Yoga.. Dance... Swimming... Cycling... Playing... Soccer... Taking a fitness class..... Here's where to go....
- ☑ Distribute a range of targeted information about available sport and physical activity through libraries, leisure and health and community centres, hairdressers and schools as information hubs
- ☑ Produce a simple brochure on where to walk and cycle and exercise dogs in Moreland
- ☑ Undertake regular community surveys to identify participation rates of non organised activities such as walking, cycling, swimming etc.
- ☑ Establish a process that collects participation data (male and female) from all relevant Council and non Council facilities, clubs and services providers to allow comprehensive participation figures to be collected and compared over time

6. REFINING POLICY & PERFORMANCE

Council's role

The stakeholders consultation and household survey found that the role of Council in increasing participation of Moreland's women was perceived to be:

- provide grounds and facilities in good condition, and that are equally accessible to all
- design and maintain neighbourhood space that facilitates cycling, walking and play
- facilitate programs to promote activity within specific groups including people with disabilities, older people, non English speaking and people from lower socio economic backgrounds

Many believe it is Council's role to provide and promote information on what options are available, when and where.

Many believe Council's in a unique position to develop partnerships with stakeholders, and encourage them to work together for mutual benefit.

Many clubs and associations are looking to build partnerships with Council, again for mutual benefit- and the development of their respective sports and facilities.

A number of sporting associations believed Council should take a proactive role in establishing competitions and teams for females.

Council policies

Three Council policies have the potential to influence participation and should be revised. These are:

Aquatic Facilities Suitable Clothing Policy

This policy outlines the need for patrons of swimming pools to wear designated swim wear and not "street clothing" head scarves, loose fitting or free flowing fabric or wraps wrap and clothing" for the safety of swimmers and water quality.

This policy needs to be revised to allow people from Moslem faith to wear suitably designed head scarves in the water.

Sportsground Guidelines

These guidelines provide for discounts on fees for sports clubs that have women's teams. Unfortunately this policy has not been successful in motivating clubs to field female teams.

A number of surrounding Councils also have incentives for clubs to field female teams and these have been equally unsuccessful.

A new allocation policy could be developed to provide more specific conditions of occupancy such as the compulsory need for tenant clubs to field women's teams, employ female coaches etc.

Darebin City Council has nominated A.H. Capp Reserve as a female only sporting venue. This strategy has seen an increase in female participants of tenant clubs but has not necessarily grown the quality of the competitions they compete in, or the number of female participants in the municipality.

This strategy is not recommended. Rather a more inclusive approach to encouraging females to all sports and facilities and to multi code sporting associations is preferred.

Moreland Bike Strategy

Council Bike Strategy was approved by Council in June 2000. Since that time there have been significant increases in cycling for commuting and leisure, as well other trail activities including dog walking. This policy is currently being reviewed. The revised plan needs to embrace off-road cycle trails that are more likely to influence the number of females riding than on-road facilities.

Moreland City Council does not currently have a walking strategy.

Council grant programs

Moreland City Council has an extensive grants program. Categories for females and juniors could be introduced, and the program could be expanded to incorporate incentives, and scholarships that in partnership with state sporting association encourage women into sporting leadership roles such as coaches, and administrators.

How is Council's performance is perceived

Householder survey respondents perceived Council was not performing "very well" in encouraging female participation. Importantly "information" was the lowest scoring service.

This may be as a result of the lack of understanding about what Council's role is and not being aware of projects and their successes.

The whole of Council challenge

A whole of Council approach will be required if additional female participation is to be achieved. The resulting policy will be reliant on each Department delivering on their respective responsibilities.

To ensure each Council Department remains committed to increasing female participation regular interdepartmental meetings should be held to review the progress of implementing this plan.

Currently, the responsibility of sports and recreation program activities are spread throughout Council.

Current references to sport and physical activity are made in Council's: Later Years Strategy, Disability Policy, Moreland Leisure Plan, Moreland Public Health Plan and the Moreland Youth Strategy, all of which are the responsibility of the Director of Social Development. Consultation with staff indicated that there was some value in having a new overarching leisure policy that addressed demand for sport and physical activity.

The Moreland Open Space Strategy is the responsibility of the Director of City Development. The Moreland Integrated Transport Strategy 1999 which contains significant policy on cycling and walking is the responsibility of the Director of City Infrastructure.

Consultation with staff indicated that there is value in updating both the open space and bicycle plans with the view to address walking and cycling.

The proposed Moreland City Council Corporate Strategy contains four strategic focus areas that have a combined total of 23 Key Strategic Objectives.

Sport leisure and recreational activities could easily be components of at least 11 Key Strategic Objectives and 3 of the 4 Strategic Focus Areas.

Council could, with better market research and participation measurement, determine rates to use to compare with the performance indicators.

This strategy could be simplified into a code, as an overlay to all these plans, to remind staff of opportunities to prioritise women in open space, sport, recreation, cycling and path works. This code (**code pink**) could be used like the codes in the hospital system; code red, blue, grey etc.

To create a simple marketing campaign to create awareness among staff of the Strategy.

Recommendations

- Revise Aquatic Facilities Suitable Clothing Policy to allow suitably designed head wear for swimming (along the lines of the City of Hume's Policy)
- Revise the Moreland Bike Strategy to include provision of a networks of off-road trails
- Prepare a new sports ground allocation and pricing policy, and include conditions for all groups occupying Council's sports facilities to provide women's: teams, development programs and officials
- Review the Council's grants policy to include categories for females and juniors so to attract females to coaching and sports leadership roles
- Adopt the Moreland Active Women and Girls Strategy as an overlay to Council's open space, sport, recreation, bicycling and transport plans
- Revise the management reporting received from the Council owned facilities to provide female participation data accurately
- Promote **code pink** as a basis of a simple campaign to alert council staff to the policy. Publication of female participations rates of local clubs, schools, leisure facilities should also be included. (A good example of this type of community performance strategy is the Victorian Governments "target 155 litres per day" strategy for water usage)
- Create a publicised performance measurement system which measures not only Council's strategic performance, but increases in female participation
- Dedicate a single position to co-ordinating the delivery of this strategy
- Establish regular interdepartmental meetings to review the progress and implementation of this plan

6. IMPLEMENTATION

This sections provides an outline of the following:

- a summary of the strategies
- stages of implementation
- actions by responsible department time frame and implementation stage.

Summary of Strategies

The table overleaf provides a summary of the recommended strategies to address six key goals:

- Targeting activities and population groups
- Building capacity in providers
- Developing suitable infrastructure
- Enhancing choice through communication & information
- Refining policy and performance

Strategy Summary

1. TARGETING ACTIVITIES AND POPULATION GROUPS							
GOAL Strategic targeting of activities and population groups to maximise value and take up	STRATEGIES Encourage more females to play sport and do more unorganised activity	Adopt as target groups: women and girls who are at school, are from low income families, do not speak English, have a disability, or are older than 65 years	Target activities that are: both organised and unstructured, those already popular with females, and growth sports	Target activity partners to extend the range of people serviced by activities frequently participated in by females	Promote the benefits of sport and physical activity to the target groups	Provide outreach services from Council Leisure Centres into facilities where non participants (target groups) are, and to deliver non-structured activities.	
2. BUILDING CAPACITY IN PROVIDERS							
GOAL Increased capacity of clubs, schools and individuals to enable females to learn skills, undertake activities and maintain lifelong participation	STRATEGIES Promote sports and physical activity in schools. Support and work through schools to increase and sustain participation and minimise the numbers of students dropping out of sport	Assist the development of local multi-code associations that include women, and local sporting scholarships for women to coach and officiate	Support clubs to build capacity from within their player base to grow female coaches and umpires, target siblings and past players, and deliver more female recruitment and support programs	Encourage and recruit more volunteers to serve schools and clubs	Develop clear sporting pathways for females and partnerships with providers to deliver these	Capitalise on SSA's development programs and facilitate them being delivered through clubs and schools	
3. DEVELOPING SUITABLE INFRASTRUCTURE							
GOAL More equitable, accessible, and inclusive facilities, responsive to women's needs	STRATEGIES Systematically address the needs of females and people with a disabilities needs in all reserve infrastructure developments	Develop, manage and promote a hierarchy of off-road trail, exercise circuits and perimeter path circuits for walking and cycling	Prioritise sports capital improvement works in accordance with ability to meet target groups, target activities, growth sports, and on infrastructure in the poorest condition	Allocation more facilities to females and provide suitable schedules activities through conditions in occupancy agreements	Enhance the suitability of outdoor sporting support facilities for women	Partner schools to use more existing infrastructure for developing sports	Undertake a feasibility study to determine a suitable location for a competition netball/basketball venue within Moreland
4. ENHANCING CHOICE THROUGH COMMUNICATION & INFORMATION							
GOAL More leisure choices through better communication about opportunities	STRATEGIES Develop an information management system to collect, better manage & disseminate information on participation, infrastructure, providers and opportunities for women, for planning and marketing.	Collect participation data from facilities, clubs and services providers to allow comprehensive analysis and comparisons over time	Develop key information products targeting women in a range of accessible formats	Centralise all information relating to sport, and recreational activities in a single data base, available to all staff and store in one location on the City of Moreland's website	Distribute a range of targeted information about available sport and physical activity through libraries, leisure and health and community centres, hairdressers and schools as information hubs		
5. REFINING POLICY AND PERFORMANCE							
GOAL Expanded capacity in information management/ marketing, and sports development, to activate females and enhanced performance measurement	STRATEGIES Resource both a data collection, information management, and a school/sports development role to support female participation	Measure participation in target sports (with the greatest proportion and numbers of female participants) growth sports, as well as by target groups.	Introduce Council performance measures for female participation in Social Development, City Development and Infrastructure Development Directorates	Prepare a new Sportsground Allocation and Pricing Policy and revise the Bike Plan, Grants Policy the number of Women only swimming programs and Aquatic Facilities Suitable Clothing Policy to encourage greater participation by females	Introduce a campaign (code pink) to promote female participation in all Council activities	Promote an inclusive approach to encouraging females to all sports, facilities and to multi code sporting associations, rather than provide female only facilities	Establish a regular interdepartmental meeting to monitor and implement this plan

Staging

The recommendations of this Active Women and Girls in Moreland Strategy provide not just a list of tasks, they reflect a philosophical repositioning of the way Council considers sport, leisure and recreation.

It is impossible for any one Council department to successfully deliver the strategy in its entirety. The Active Women and Girls strategy can only be delivered through a whole of government initiative.

The implementation of this Active Women and Girls in Moreland Strategy would be best undertaken using a three stage, “do, think, do” approach.

Stage One – Do

The key task of Stage One is to appoint dedicated resources to implement the strategy. Ideally Council will appoint a strategy co-ordinator, responsible for championing the strategy inside and outside Council, as well as a strategy administrator who would collect, manage and disseminate the large amounts of data required to successfully execute the strategy.

Appointing resources immediately to implement the strategy will:

- allow Council to take advantage of the large number of existing programs and initiatives currently being offered, both by Council and external providers, thus creating an almost immediate benefit to the community
- begin championing and managing the strategy implementation within Council, creating the cultural change required to maximise the participation of Moreland’s women and girls in physical recreational activities

The appointment of the two full time resources recommended to implement the strategy will have an estimated cost of \$140,000 to Council.

Stage Two – Think

Stage Two of the strategy implementation allows for detailed planning to determine the optimum means by which to deliver the strategy recommendations in a sustainable manner.

This stage would include the following:

- complete all feasibility studies
- identify all programs to be delivered or co-ordinated by Council
- review, update or develop all relevant Council strategies as required

- identify and formalise all partnerships required to deliver the strategy
- introduce management, reporting and performance measurement methodology
- develop and sign off of any capital works required as part of the strategy including budget and timing
- develop all ongoing processes and computer systems required to execute the strategy
- develop a marketing and communication strategy

Stage Three – Do

The final stage of the implementation is to execute the following strategies once preplanning is complete:

- capital works strategy
- marketing strategy
- introduction of all programs
- management and performance measurement methodology

Note: Although actions have been grouped into stages, it is not only possible but highly likely that some tasks from each stage will be undertaken concurrently.

Responsibility and Implementation Matrix

Strategies and focus	Responsible Departments	Delivery Time Frame	Implementation Stage
Encourage more females to undertake unorganised physical recreation activities, don't simply focus on sports participation	SD – YL, CD, C	< 2 years	Stage One
Target the activities both organised and unstructured, likely to be popular with women such as walking, netball, aerobics/ group fitness/gym activities, cycling, swimming, running, yoga, dance, tennis and soccer.	SD – YL	< 2 years	Stage One
Target Groups			
Adopt as target groups: women and girls who are at school, from low income families, do not speak English, have a disability, or are older than 65 years.	SD – YL, CD, AC	2 – 4 years	Stage One
Assist existing sports to extend their reach to include more of those “target groups” who currently don't participate.	SD – YL	< 2 years	Stage One
Provide outreach services to deliver the target activities into locations where non participants are.	SD – YL, CD, AC	2 – 4 years	Stage Three
Utilise Council's resources, knowledge and promotional capabilities, and sports associations to provide programs specifically designed for target groups.	SD – YL, C	2 – 4 years	Stage Three
Netball			
Develop a more strategic approach to the provision of netball in Moreland.	SD – YL	2 – 4 years	Stage Two
Undertake a feasibility study to determine a suitable location for a competition netball/basketball venue in Moreland.	SD – YL	< 2 years	Stage Two
Walking and cycling trails			
Develop a hierarchy of trails to serve cyclists, skaters, people using wheelchairs, walkers and dog walkers.	ID – OS	2 – 4 years	Stage Three
Link trails to devised circuits for exercise where possible in every suburb.	ID – OS	4+ years	Stage 3
Identify and secure the alignment of future trails.	ID – OS	4+ years	Stage Two
Promote and manage existing trails and paths to better meet women's needs.	ID – OS	4+ years	Stage One

Strategies and focus	Responsible Departments	Delivery Time Frame	Implementation Stage
Ensure circuit routes are provided for in structure plans, activity centre plans and all future reserve and residential precinct developments.	ID – OS, ED	< 2 years	Stage Three
Continue to develop Merri Creek and Coburg Lake as safe walking and cycling destinations.	ID – OS	4+ years	Stage Two
Ensure footpaths are provided in new sub-divisions to enhance mobility.	ID	4+ years	Stage One
Identify key circuits in every suburb for walking and cycling exercise routes, connect community facilities and parks with off road trails, investigate opportunities for developing perimeter paths around large parks and promote.	ID - SD - CD	< 2 years	Stage Two
COMMUNITY PARTNERSHIPS			
Schools			
Promote the walking and riding school bus programs and support the development of suitable paths and connections to schools.	SD – YL	< 2 years	Stage One
Develop clear pathways between schools and the various sport and recreation clubs and organisations, to maximise female participation.	SD – YL	< 2 years	Stage One
Encourage schools to offer social sport opportunities for students from year 10 upwards.	SD – YL	4+ years	Stage Three
Encourage schools to offer physical activities and sports in after school and holiday programs.	SD – YL, ID - OS	4+ years	Stage Three
Clubs or community groups			
Explore opportunities to bring together aerobic, fitness class dance and gym stakeholders together to explore partnerships and cross promotional opportunities to jointly promote participation.	SD – YL	2 – 4 years	Stage One
Provide regular, highly publicised “open house” times to introduce target groups to existing facilities and new activities. For greatest promotional effect this would be co-ordinated with commercial operators and undertaken simultaneously across the municipality.	SD- YL, C	4+ years	Stage Three
Offer programs and open house days to extend market reach of Council and private centres to target groups.	ID - OS		Stage Three
Provide additional female only swim sessions in Moreland.	SD – YL	2 – 4 years	Stage Three

Strategies and focus	Responsible Departments	Delivery Time Frame	Implementation Stage
State and local sporting associations			
Build closer relationships with state sporting associations to better utilise their programs.	SD – YL	2 – 4 years	Stage One
Seek to attract the female state sporting associations to Moreland.	SD – YL	2 – 4 years	Stage Three
Encourage local sporting associations to be more inclusive of females	SD – YL	< 2 years	Stage One
COUNCIL SERVICES			
Policy			
Adopt the Moreland Active Women and Girls Strategy as an overlay to Council's open space, sport, recreation, bicycling and transport plans.	SD – YLID – OS, ST	< 2 years	Stage One
Revise the Moreland Bike Strategy to include provision of networks of off-road trails.	ID	< 2 years	Stage One
Prepare a new sports ground allocation and pricing policy, and include conditions for all groups occupying Council's sports facilities to provide women's: teams, development programs and officials.	SD – YL, ID - PS	< 2 years	Stage Two
Review the Council's grants policy to include categories for females and juniors so to attract females to coaching and sports leadership roles.	SD – YL	< 2 years	Stage Two
Revise Aquatic Facilities Suitable Clothing Policy to allow suitably designed head wear for swimming.	SD – YL	2 – 4 years	Stage Two
Promote code pink as a basis of a simple campaign to alert council staff to the policy.	SD – YL, All	2 – 4 years	Stage One
Consider requiring clubs to have more women's teams as a condition of using/ or leasing a Council sporting facility.	SD – YL, ID - PS	< 2 years	Stage Two
Resourcing			
Dedicate a single position to be responsible for co-ordinating the delivery of this strategy. "Active Moreland"	SD – YL	2 – 4 years	Stage One
Resource an information and marketing role in the Youth and Leisure Department to ensure data is kept up to date and distributed. - "Active Moreland"	SD – YL	2 – 4 years	Stage One

Strategies and focus	Responsible Departments	Delivery Time Frame	Implementation Stage
Performance management and measurement			
Establish regular interdepartmental meetings to review the progress and implementation of the Active Moreland strategy.	SD - YL – All	< 2 years	Stage One
Create a publicised performance measurement system which measures not only Council’s strategic performance, but increases in female participation.	SD – YL	< 2 years	Stage Two
Revise the management reporting received from the Council owned facilities to provide female participation data accurately.	SD – YL, ID - PS	2 – 4 years	Stage Two
Undertake regular community surveys to identify participation rates of non organised activities.	R	2 – 4 years	Stage Three
Information management			
Develop a system to collect and better manage information about infrastructure, existing users/ members and available opportunities for women and girls, for the purpose of planning, management and marketing.	SD – YL	2 – 4 years	Stage One
Centralise all information (Council and non Council) relating to sport, leisure and recreational activities in a single database which is the responsibility of a Moreland staff member to maintain. “Active Moreland”	SD – YL	2 – 4 years	Stage One
Establish a process that collects participation data (male and female) from all relevant Council and non Council facilities, clubs and services providers to allow comprehensive participation figures to be collected and compared over time.	SD – YL, ID - PS	2 – 4 years	Stage One
Marketing and promotions			
Embark on a marketing campaign to promote these activities to woman and girls under the banner of Active Moreland.	SD – YL, C	2 – 4 years	Stage Three
Expand the Active Moreland website and heavily promote the Active Moreland brand as the first choice when seeking information about sport and physical recreation.	SD – YL, C	2 – 4 years	Stage One
Prepare some material promoting the benefits of sport and physical recreation for use by schools, health and community services professional to target low participation groups: especially low income, older adults people with a disability and non English speaking families, providing links to Active Moreland.	SD – YL	2 – 4 years	Stage One
Ensure information about Council and non Council offered activities are provided on Council’s website with links to other sites with current information. “Active Moreland”	C, SD – YL	2 – 4 years	Stage One
Prepare a range of information publications communicating available opportunities. One publication should be a newspaper style publication promoting sports, leisure and physical recreation activities twice yearly (prior to the summer and winter seasons) and distribute to all Moreland households.	SD – YL, C	2 – 4 years	Stage Three

Strategies and focus	Responsible Departments	Delivery Time Frame	Implementation Stage
Use community newspapers to promote available activities.	SD – YL, C	2 – 4 years	Stage One
Produce simple guides detailing how and where to participate in key activities known to be of interest to women.	SD – YL, C	M	Stage One
Distribute information through libraries, leisure and health and community centres, hairdressers and schools as information hubs.	SD – YL, C	M	Stage One
Produce a simple brochure on where to walk, cycle and exercise dogs in Moreland	SD – YL, ID – OS, C	2 – 4 years	Stage Three
Heavily promote social sport competitions, (without training) that don't require home away travel, that focus on fun, are school based, and that don't require large numbers of players.	SD – YL	4+ years	Stage Three
Facilities			
Systematically ensure that facilities are made accessible, family friendly and suitable to cater for female players, officials, coaches and spectators when facilities are upgraded.	SD – YL, ID – PS	Ongoing	Stage Three
Provision of infrastructure to support female sports with a home in Moreland.	ID - PS	Ongoing	Stage Three

Legend

SD – Social Development

YL – Youth and Leisure

ID – Infrastructure Development

OS – Open Space

PS – Property Services

ED – Economic Development

AC – Aged Care

CD – Community Development

ST – Sustainable transport

C – Communications



Moreland City Council