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Planning for communities

Needs Analysis – Heidelberg West and Olympic Leisure Centre

Prepared for Banyule City Council

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Contents	Page No.
Executive Summary	1
1.0 Introduction	5
2.0 Strategic Context	7
3.0 Community Profile	10
4.0 Community Services, Supports and Infrastructure	13
4.1 Services and Supports	13
4.2 Community Infrastructure	19
5.0 Stakeholder Consultation Outcomes	22
6.0 Olympic Leisure Centre Situation Review	27
6.1 Key Performance Indicators Analysis	27
6.2 Regional Aquatic and Leisure Centre Provision	34
6.3 User Analysis	35
6.4 Facility Condition	38
6.5 Facility Components	40
6.6 Asset Condition Report	40
6.7 Key Findings	41
7.0 Key Issues and Opportunities	42
8.0 Options	45
Option 1: Continue the Current Operating Model	45
Option 2: Change the Operating Model	46
Option 3: Redevelop the Olympic Leisure Centre Site and Surrounding Precinct	47
9.0 Next Steps	50
Attachments	52
Attachment A: Detailed Strategic Context Information	53
Attachment B: Detailed Community Profile Data	62
Attachment C: Detailed Benchmarking Data (provided as a separate attachment)	69

Executive Summary

The Olympic Leisure Centre (OLC) has operated as a public aquatic leisure centre for nearly 70 years with the primary purpose of supporting the health and wellbeing of the community. Visitations to the Centre have declined and the cost to operate the Centre has increased substantially in recent years. This has been driven by the age and deteriorating condition of the infrastructure and high level of competition from other aquatic and leisure facilities, prompting Council to consider the long-term future of the Centre and the site.

This Needs Analysis has been completed to support Council to understand the current and future needs of the Heidelberg West community, provide an overview of the performance of OLC, and explore alternate options for the OLC site and broader precinct, with a focus upon improving the health and wellbeing of the Heidelberg West community. Key findings are:

Community Need

- The community is undergoing significant change with rising levels of affluence; however, many community members continue to experience significant disadvantage. There is real concern the voice and influence of disadvantaged community members is being lost as the community changes, and this is driving increasing fragmentation of the community.
- Heidelberg West has long been a place of settlement and this means there are high levels of cultural diversity including a large Somali community. Further, Heidelberg West has a high proportion of people who identify as Aboriginal or Torres Strait Islander.
- While it is acknowledged Council is investing in a new community hub in Belfield, this facility is unlikely to be effective in supporting many members of the Heidelberg West community, particularly those experiencing disadvantage.
- There is a need to rebuild trust and confidence between the community and support agencies working in Heidelberg West. Trust has been undermined over a number of years through the closure or demolition of key infrastructure and services.

Infrastructure

- Improvements to the public domain are needed to deliver public spaces the community can feel proud of and feel safe spending time in.
- Improvements to key community buildings and places are needed in Heidelberg West to ensure community members have equitable access to services, opportunities and supports, and to better integrate public buildings and services. Spaces are needed to support informal community gatherings and meetings; neighbourhood house programs and activities; leisure, recreation and library services and opportunities; and rehabilitation and allied health services.
- There is substantial opportunity to improve the physical connections and service offerings between the Olympic Village retail businesses, the OLC, Banyule Community Health Service and the laneway.

Olympic Leisure Centre

- The OLC is operating well below industry standards. This is driven by inferior quality facilities, a lack of contemporary aquatic leisure facility components, high levels of competition from other aquatic leisure facilities and high levels of social disadvantage. On their own, each of these factors has a detrimental impact on centre performance. When combined, they create the “perfect storm” resulting in attendance that is so low, that the OLC is considered by the consulting team to be the worst performing centre in Victoria and most likely Australia.
- Redevelopment of OLC as a traditional aquatic leisure centre would require a substantial investment from Council and demolition of all existing facilities. Even with this type of change, OLC is likely to struggle to make its presence felt in the market regardless of the scale of the redevelopment, because of the high levels of competition in the area.
- The OLC operating model has a largely commercial focus which is at odds with the high level of need in the community and the primary purpose of the Centre to support the health and wellbeing needs of the community.
- In the short term, there is a clear opportunity to reconsider the operating model and in the longer term, substantial changes to the infrastructure will be required to address the age and condition of facilities and to pursue opportunities for the Centre to have different and more effective role in supporting the health and wellbeing needs of the community.
- Any future development of the Olympic Leisure Centre site must consider the role of Olympic Leisure Centre in relation to other aquatic leisure facilities in Banyule, particularly Ivanhoe Aquatic Centre because of its proximity to Olympic Leisure Centre.

Co-ordination, Partnerships and Influence

- While there are many examples of agencies and services working together to support the community, there is a lack of high-level co-ordination in relation to services and infrastructure, and opportunity to develop stronger and more substantial partnerships between agencies.
- An opportunity exists to consider how Council can influence the retail businesses operating from the Olympic Village shops.

Options

Broadly there are three options available to Council for the OLC site.

1. **Continue the current operating model for the OLC** with no changes to the service delivery model or infrastructure. The Centre would continue offering traditional aquatic leisure programs and facilities such swimming lessons and lap swimming, group fitness classes, gym memberships, personal training, women’s only swimming, and school holiday programs. While this option is available to Council, it is not supported by the findings of the Needs Analysis.

2. **Change the operating model of the OLC** broadening the health and wellbeing opportunities the Centre offers and focusing upon making the Centre more accessible to the local community. This could involve implementing a new pricing model with reduced entry fees and more genuine concession arrangements; directing resources towards partnership and program development opportunities with the community and key agencies; making some minor changes to the program room and associated courtyard; and undertaking a community engagement and marketing campaign.

Council could implement this option in the short term, with minimal or no infrastructure improvements. It could also implement this option as an interim step while considering the future development of the OLC site and broader precinct.

3. **Undertake a substantial redevelopment of the OLC site and surrounding precinct**, offering a mix of facilities and services that improves access to services, improves health and wellbeing outcomes for the local community, and addresses the physical connection between the Leisure Centre and Banyule Community Health Service. While further feasibility work is recommended to determine the best mix of services and facilities, the findings of the Needs Analysis indicate facilities are required to support

- informal community gatherings and meetings;
- neighbourhood house programs and activities;
- library services;
- leisure and recreation programs and activities; and
- rehabilitation and allied health related programs and services.

Broadly facilities might include multipurpose activity, program or meeting spaces, gym facilities, library spaces, indoor court spaces, outdoor seating and activity spaces. For the community, the retention or replacement of the indoor court is likely to be a critical component of any redevelopment.

Other core aspect of Option 3 are:

- Changing the service model from an aquatic leisure facility with a commercial imperative, to a community health and wellbeing focus.
- To assess the role of OLC in relation to aquatic offerings available in Banyule, particularly given its proximity to Ivanhoe Aquatic Centre. This will involve developing an Aquatic Framework or Strategy for all aquatic leisure facilities in Banyule. While this framework will guide decisions about the Olympic Leisure Centre site, some options for Council to consider are:
 - **Cease to provide aquatic facilities at the Olympic Leisure Centre**, instead developing water play opportunities at Malahang Reserve
 - **Replace the existing aquatic facilities with a warm water program pool** that can support swimming lessons and rehabilitation programs.

- **Replace the existing aquatic facilities with similar facilities**, however there NO evidence to support this option.

Other Considerations

There are several other opportunities identified through the Needs Analysis for Council to consider including:

- Taking a lead role in facilitating high-level co-ordination between services and agencies operating in the Heidelberg West community.
- Influencing the retail businesses operating from the Olympic Village shops.
- Raising the quality of the public domain to deliver public spaces the community can feel proud of and feel safe spending time.

Next Steps

1. Prepare an Aquatic Framework / Strategy for all aquatic and leisure facilities operated or provided by Council.
2. Consider making immediate changes to the operating model of the Olympic Leisure Centre including reviewing the pricing structure, directing resources towards developing partnerships and new program initiatives, employing local people to work in the Centre, and implementing a community engagement and marketing campaign.
3. Re-establish a high-level co-ordinating group with key agencies working in the Heidelberg West community.
4. Conduct a community engagement initiative centred around re-imagining the Olympic Leisure Centre site.

1.0 Introduction

This Needs Analysis has been completed to support Council to understand the current and future needs of the Heidelberg West community, provide an overview of the performance of OLC, and explore alternate options for the OLC site and broader precinct, with a focus upon improving the health and wellbeing of the Heidelberg West community.

The Needs Analysis has involved:

- Examining previous planning, policy and community engagement initiatives undertaken by Council along with relevant State Government plans or policies, to identify priorities and issues impacting upon the Heidelberg West community.
- Reviewing the current and projected profile of the Heidelberg West community and surrounds and identifying how this will impact upon the demand for services and infrastructure.
- Identifying and documenting the community services and infrastructure currently available or being developed in Heidelberg West and surrounds.
- Consulting with agencies and services working with the Heidelberg West community to understand what services and supports are available to the community, the key issues and challenges the community is experiencing, and to identify opportunities to improve the health and wellbeing of the community.
- Benchmarking the operation of OLC in comparison to other aquatic leisure facilities.

Olympic Leisure Centre (OLC)

The OLC was originally built to support the athletes and officials for the Melbourne 1956 Olympic Games and has operated as a public aquatic leisure centre since this time with the primary purpose of supporting the health and wellbeing of the community

Facilities the Centre offers include:

- A gym
- Single indoor sports court
- A four-lane wide 25 metre heated indoor pool
- A small program pool
- A multipurpose room
- Change room facilities.

Part of the Centre is also used by Scope Australia to deliver programs and services for individuals with a disability.

The Centre offers a range of programs and participation opportunities including:

- Group fitness classes

- Gym membership
- Personal training
- Swimming lessons
- Women only swim times
- School holiday programs.

In addition, the Centre partners with a number of external agencies to support programs and activities such as rehabilitation programs, youth engagement programs, and health and fitness programs for people who identify as Aboriginal or Torres Strait Islander.

The site on which the Centre is located is zoned PUZ6 (public use – local government) and is subject to a Development Contributions Plan Overlay (DCP01) and a Heritage Overlay (HO184).

2.0 Strategic Context

When examining the needs of the Heidelberg West community it is important to recognise that Council and other government and non-government agencies have undertaken planning, policy or community engagement that may influence this project. To ensure the Needs Analysis reflects previously identified issues, priorities and community aspirations, the following have been reviewed:

- Ford Park Concept Plan, North East Link Project, 2019
- Community Update, Ford Park Redevelopment, North East Link Project, December 2019
- Aged Services Planning, Bellfield Planning Document, An integrated community Council development project, 2018
- Bellfield Project, Service planning template, 2018
- Bellfield Urban Design Guidelines Consultation Report, 2018
- OLC Masterplan, Sport and Leisure Solutions, 2014
- A Joint Community Infrastructure Plan for the Latrobe National Employment and Innovation Cluster, 2016
- Olympic Neighbourhood House, Situation Analysis and Development Options Report (Including Appendices), September 2014
- Findings from the Heidelberg West Neighbourhood Renewal Community Survey, 2007
- Olympic Village Local Structure Plan, Office of Housing, Department of Planning and Development, 1995.

The major issues, priorities and community aspirations identified relevant to this Needs Analysis are:

- Significant changes have and are occurring in the Heidelberg West Bellfield precinct including the redevelopment of Ford and Olympic Parks, infill residential development resulting in population growth, the closure of schools, and investment in education, social housing and health infrastructure. The Olympic Village Structure Plan foreshadowed the upgrade of housing in the area as a priority, including increased public housing and new private residential development to improve liveability.
- Social housing is valued and supported by Council, with a commitment by Council to include social housing as part of the development of the former Banksia Secondary College site.
- Community hubs are recognised by Council and key partners as being the preferred model for delivering community infrastructure as they allow more efficient use of capital and operational resources, and deliver services and opportunities in a way that makes it easier for the community to access them.
- In the short term, new community facilities will be developed in Bellfield on the site of the former Banksia Secondary College and at Ford Park. These facilities are likely to be of significant value and

very accessible for community members living south of Bell Street, but less so for community members living north of Bell Street in the Heidelberg West area. A Joint Community Infrastructure Plan for the Latrobe National Employment and Innovation Cluster, 2016 recommended, that Banyule Council:

be encouraged to establish at least one multipurpose community centre and community hub in Heidelberg West incorporating community meeting spaces, a consolidated home for Olympic Adult Education, a new branch library and a seniors hub.

In addition to this, there was a recommendation to:

Identify how the existing campus of Banyule Community Health Service can be expanded to address increased demand for primary health care.

- A detailed Masterplan was prepared for OLCin 2012 identifying the Centre was at capacity and proposing a significant redevelopment. The Centre is no longer operating at capacity with visitations and membership levels rapidly declining in recent years. The proposed redevelopment outlined in the Master Plan was not implemented by Council and the age and condition of the facilities continues to deteriorate, driving reduced visitation and higher operational costs.
- There is an aspiration to develop different facilities to support community learning and neighbourhood house activities in Heidelberg West, recognising that Olympic Adult Education is a key agency delivering community education opportunities within the area. Facilities could be stand alone or shared and could be in a new or refurbished building. A key component of the aspiration is for Olympic Adult Education to operate from one site rather than its six existing sites. Previous planning has focused upon Olympic Adult Education being co-located with the newly developed Olympic Village Primary School, however, this did not proceed. Any development of the OLC should consider whether the community education and neighbourhood house needs of the Heidelberg West community can be accommodated. As part of this it will be important to consider the role and service footprint of all the relevant community service organisations in Heidelberg West and the realities of scarce capital and operational funding.
- There is a long history of community consultation on specific issues or proposals for the Heidelberg West Bellfield precinct including proposed community facilities in the Bellfield area, the future of OLC (Masterplan), the redevelopment of former school sites, the Olympic Village Structure Plan, and the Heidelberg West Neighbourhood Renewal Project. Issues and aspirations identified consistently across these projects include:
 - Access to more and better-quality open space to support play, informal sport and recreation and organised programs is a key aspiration. The future development of the former Banksia Secondary College site and Ford Park will help respond to this aspiration in the Bellfield community. In addition, the development of Olympic Park will have a positive impact in the Heidelberg West community, although some stakeholders have indicated the community has concerns about the significant investment in sporting infrastructure that is largely not used by the local community.

- Critical elements of community facilities include that they are fit for purpose and incorporate flexible spaces allowing them to be used for a range of activities and programs, and as place for the community to meet and socialise. Amenities such as storage, kitchen facilities, toilets and staff facilities are also key to making buildings fit for purpose.
- It is important for community facilities and services to be situated close to public transport, and walking and cycling pathways. They should also be co-located or integrated, whether this be in the one building or in a precinct where there are multiple buildings and services. There are a number of community buildings and multiple services located in the Olympic Village precinct creating a natural community hub, however discussions with stakeholder agencies have highlighted the lack of physical connection between the buildings and the lack of high-level co-ordination between services.
- While Council has indicated they are committed to upgrading and improving the public domain in Heidelberg West and Bellfield, the community has significant concerns about the lack of investment in public infrastructure by state and local government and believes this lack of investment contributes to negative perceptions about the area. Key examples of the lack of investment in public infrastructure are:
 - How dilapidated the infrastructure at Olympic Village Primary School was allowed to become before it was finally replaced in 2019.
 - The dilapidated condition of the public housing stock in the area and the closure of Bellbardia and Tarakan Estates. These two estates were closed and earmarked for demolition and replacement with a combination of public (170 dwellings) and private housing, but the project has stalled.
 - The age and poor condition of the OLC, resulting in the local schools being unable to use the Centre for swimming lessons because child safe standards cannot be met.
- Aspirations the community has to improve the public domain include upgrades to streetscapes, parks, recreation and sporting facilities and the provision of public library facilities.
- The community has a number of safety concerns including increasing traffic and a lack of parking, increasing drug and alcohol use and concerns about the violence and aggression in the area.

More detailed information about the demographic profile of the Heidelberg West – Bellfield community can be found in Appendix B.

3.0 Community Profile

Population Size and Age Profile

The Heidelberg West – Bellfield community is experiencing consistent population growth and is expected to grow from 7,677 people in 2016 to just over 9,000 people by 2036. This will represent growth of 17.7 percent which is slightly higher than the population growth projected for the wider City of Banyule (15.4 percent).¹

While population growth in the Heidelberg West – Bellfield community is expected to occur across most age cohorts, the most significant growth in actual numbers is projected to occur in those aged 35 – 39 years, followed by 40 – 44 years and 25 – 29 years. Proportionally the highest growth is projected to occur in those aged 70 years and older and particularly those aged 75 – 84 years. A very small decline in the population size is projected for those aged 55 – 69 years. This differs somewhat from the wider City of Banyule, where the population growth is projected to be spread relatively evenly across all age cohorts.²

Consistent with the increasing proportion of older adults in the Heidelberg West – Bellfield community, there is projected to be a significant increase in the number and proportion of lone person households. This is likely to result in increasing issues related to social isolation, especially for older adults. Reasonably moderate growth is projected in the number and proportion of households with children and the number of single parent families. This differs somewhat from wider Banyule and suggests there will be continued and possibly increasing demand for services and supports for children and families, particularly single parent families in the Heidelberg West – Bellfield community.³

Diversity

The Heidelberg West – Bellfield community has the highest proportion of people born overseas in the City of Banyule (32.3 percent compared with 23.4 percent for wider Banyule). In addition, there are very high proportions of the community who speak a language other than English at home and who not fluent in English. In Heidelberg West – Bellfield, 37.4 percent of the community speak a language other than English at home compared with 21.6 percent for wider Banyule, and 6.9 percent are not fluent in English compared with 3 percent for wider Banyule.⁴

At the 2016 Census in Heidelberg West – Bellfield, the top six countries people born overseas came from were Somalia, China, India, United Kingdom, Vietnam and New Zealand. This is generally consistent with the 2011 Census data.⁵

¹ Profile.id, City of Banyule Community Profile and Population Forecast. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

² Profile.id, City of Banyule Community Profile and Population Forecast. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

³ Profile.id, City of Banyule Community Profile and Population Forecast. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

⁴ Profile.id, City of Banyule Community Profile. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

⁵ Profile.id, City of Banyule Community Profile. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

Adding to the diversity of the community a high proportion of people who identify as Aboriginal or Torres Strait Islander live in Heidelberg West – Bellfield (1.4 percent compared with 0.6 percent for wider Banyule). In some statistical areas the proportion of people who identify as Aboriginal or Torres Strait Islander is notably higher e.g. 3.2 percent, 3.1 percent, 2.9 percent and 2.6 percent. These areas are all located north of Bell Street in the Olympic Village precinct.⁶

Overall, the data suggests the demand for services to support people from culturally and linguistically diverse backgrounds and people who identify as Aboriginal or Torres Strait Islander is likely to be higher in the Heidelberg West – Bellfield community than other parts of Banyule.

Disadvantage

The SEIFA (Socio-Economic Indexes for Areas) data shows that the Heidelberg West – Bellfield community is the most disadvantaged community in the City of Banyule and when compared with other communities, it is one of the most disadvantaged communities in Melbourne and Victoria. The SEIFA score for Heidelberg West – Bellfield at the 2016 Census was 865.7, compared with 1055.0 for the City of Banyule, 1001.9 for wider Victoria and 889 for Central Goldfields which is considered to be the most disadvantaged local government area in Victoria. In addition, some statistical areas in Heidelberg West – Bellfield has a SEIFA score well below 800 e.g. 741, 769, 771. This indicates communities living in these statistical areas experience even higher levels of disadvantage than the wider Heidelberg West – Bellfield area. All of these areas are located north of Bell Street in the Olympic Village precinct.⁷

Specific indicators of disadvantage in the Heidelberg West – Bellfield community are:

- High levels of unemployment and low levels of participation in the labour force.
- High levels of young people (aged 15 – 24 years) not engaged in either education or employment.
- Low education levels.
- High proportions of households experiencing housing stress i.e. where the lowest income households are spending more than 30 percent of their gross weekly income on housing costs.
- High proportions of households renting social housing.
- High proportion of low-income households i.e. households earning less than \$650 per week.
- Low proportion of households with an internet connection.
- High proportion of households without a car.⁸

⁶ Profile.id, City of Banyule Community Profile and Social Atlas. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

⁷ Profile.id, City of Banyule Community Profile and Social Atlas. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

⁸ Profile.id, City of Banyule Community Profile and Social Atlas. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

Despite this clear evidence of disadvantage, there is also evidence the community is becoming more affluent with the proportion of households in the lowest income quartile decreasing from 43.2 percent in 2006 to 37.5 percent in 2016.⁹

Health and Wellbeing

Information about the number of people who identify as having a disability and results from the Australia Early Development Census (AEDC) further highlight the disadvantage experienced in the Heidelberg West – Bellfield community.

The proportion of people who identify as needing assistance in their daily life in Heidelberg West – Bellfield is notably higher than wider Banyule (8.2 percent compared with 5.0 percent). There are also several statistical areas in Heidelberg West – Bellfield where the proportion of people who identify as needing daily assistance with their life is much higher e.g. 17.4 percent and 16.3 percent.¹⁰

Australia Early Development Census (AEDC) measures the developmental health and wellbeing of children in their first year of school across five key domains. These are:

- Physical health and wellbeing
- Social competence
- Emotional maturity
- Language and cognitive skills
- Communication skills and general knowledge.

The most recent AEDC was completed in 2018 and the results show high proportions of children from the Heidelberg West – Bellfield community in their first year of school are vulnerable on 1 or 2 or more domains. In Heidelberg West – Bellfield, 13.4 percent of children were vulnerable on 2 or more domains and 27.8 percent were vulnerable on 1 or more domains. While overall there has been good improvement from previous years, the rates of vulnerability remain much higher than wider Banyule where 5.7 percent of children were vulnerable on 2 or more domains and 13.9 percent were vulnerable on 1 or more domains.¹¹

More detailed information about the demographic profile of the Heidelberg West – Bellfield community can be found in Appendix B.

⁹ Profile.id, City of Banyule Community Profile. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

¹⁰ Profile.id, City of Banyule Community Profile and Social Atlas. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

¹¹ Commonwealth of Australia, 2019, Australia Early Development Census Community Profile 2018 - Banyule. Available online: <https://www.aedc.gov.au/data/data-explorer>

4.0 Community Services, Supports and Infrastructure

Understanding the existing services, supports and infrastructure available to the community and identifying where gaps exist is an important part of assessing community need. Information about services, supports and infrastructure in and around the Heidelberg West community has been gathered through site visits, consultation with stakeholder agencies and desk top research.

4.1 Services and Supports

Overall, there are a wide range of services and supports available in the Heidelberg West community, with many agencies focused upon supporting the most vulnerable or disadvantaged. Discussions with stakeholder agencies have also highlighted there is extensive co-operation between agencies and organisations, although no overall co-ordination of how agencies and services work together. Through discussions with Council officers it was identified that as part of the Olympic Village Neighbourhood Renewal project, agencies met quarterly to facilitate this type of co-ordination, but this has not occurred for the last 4 – 5 years.

Key information and observations about the services and supports available in the Heidelberg West community is outlined below.

- Banyule Council has a significant footprint providing universally accessible services available to all community members. This includes maternal and child health, immunisation, 3 and 4-year-old kindergarten, childcare, youth, leisure and recreation and mobile library services (delivered on Council's behalf by Yarra Plenty Regional Library). Council also provides specialist services and programs to support more vulnerable and disadvantaged members of the community, for example, enhanced maternal and child health services, supported playgroups and free access to OLC for specific cohorts. In addition, Council supports and partners with a range of other agencies to provide specialist support to vulnerable and disadvantaged members of the community. A key example of this is Shop 48 in the Bell Street Mall. Council has leased this building until 2024 and possibly up to 2034. The building is home to a number of agencies and outreach services including BANSIC, employment agencies, financial counselling, homelessness and transitional housing, disability support and youth services.
- Community members access services delivered by Darebin Council because Heidelberg West abuts the City of Darebin. An example of this is young people accessing the Youth Hub at Northland Shopping Centre.
- The primary footprint the Victorian State Government has in Heidelberg West is through the substantial public housing in the area, and the Olympic Village Primary School which operates as a campus of Charles Latrobe College.
- Other education providers in the area include St Pius Catholic Primary School, Olympic Adult Education (OAE) and Melbourne Polytechnic. OAE delivers pre-accredited training and English language courses while Melbourne Polytechnic offers vocational training and education courses.

Since the closure of Banksia Secondary College in 2011, young people have been required to access secondary school outside their immediate community e.g. at Charles Latrobe Campus in Bundoora, MacLeod Secondary College or East Preston Islamic College. Stakeholder agencies have suggested there is a link between the high levels of disengagement from education by young people in Heidelberg West and the travel required to access secondary school.

- OAE offers substantial neighbourhood house type programs and acts as the auspicing agency for many community initiatives in Heidelberg West.
- Banyule Community Health Service has a significant presence delivering community and allied health services such as medical, dental, alcohol and drug support, social support and community legal services. The service is accessed extensively by the local community but also attracts clients from outside Heidelberg West and Banyule because of the type and quality of services they offer.
- Several services are focused upon supporting diverse communities including people who identify as Aboriginal and Torres Strait Islander, people who are from a Somali background and people who are refugees and have experienced torture or traumatic events.
- A number of agencies deliver specialist and preventative services for families and children. This includes early intervention, out of home care, foster care, sexual assault and family violence supports.
- A number of agencies and community organisations deliver community support and emergency relief. Discussions with stakeholders have highlighted how much the community relies upon these organisations and how pervasive the cycle of intergenerational poverty is in parts of the community.
- There are a number of relatively new community organisations focused upon sustainable living and 2 are centred around housing. There are also several long-standing community sporting organisations, but there is some concern amongst stakeholder agencies that they are not accessible for nor representative of the local community.

A detailed list of services and agencies is provided in table 1 below.

Agency Type	Organisation	Services or Programs	Location
Government	Banyule Council	<p>Olympic Village Child and Family Centre</p> <ul style="list-style-type: none"> • Maternal child health services • 3 and 4-year-old kindergarten • Immunisation • Supported playgroups 	1 Marobe Street Heidelberg West
		Maternal and child health services at Banyule Community Health Service	21 Alamein Road Heidelberg West
		Mobile library services delivered by Yarra Plenty Regional Library Service. The service visits Heidelberg west Friday mornings 9am – 12pm.	Moresby Court Heidelberg West
		Olympic Leisure Centre – health and fitness opportunities and programs including aqua aerobics, swimming lessons, recreational swimming, fitness classes including classes specifically for older adults, gym, personal training, and school holiday programs.	15 Alamein Road Heidelberg west
		Audrey Brooks Pre School – 3 and 4-year-old kindergarten	347 Bell Street Heidelberg
		Shop 48 is home to a number of agencies and outreach services including BANSIC, employment agencies, financial counselling, homeless and transitional housing, disability support, youth services.	Bell Street Mall
		Marobe Street Children’s Centre - childcare	229 Oriel Road Heidelberg West
		St Hellier Street Children’s Centre	95 St Hellier Street Heidelberg Heights
		The Youth Services team deliver a range of programs open to all young people across Banyule. Programs relevant to the Heidelberg West community include the Youth Summit Refugee Project, African Women’s Action Group and Shaping Our Future for Somali Australian young people. The Youth Services team work closely with local schools and key agencies such as open House and VicPol to address specific issues or needs of young people in the Heidelberg West community.	No fixed location but Youth Services uses facilities such as Malahang Reserve and Olympic Leisure Centre.

Agency Type	Organisation	Services or Programs	Location
Government	Department of Health and Human Services	Public Housing	Throughout the Olympic Village
	Darebin Council – Youth Services	The Youth Services team deliver a range of programs open to all young people who live, work, study or play in Darebin. Many young people from the Heidelberg West community access The Hub @ Northland (youth hub) because it borders Heidelberg West.	Northland Shopping Centre
Health	Banyule Community Health Service (BCHS)	Delivery of community and allied health services e.g. medical, dental, alcohol and drug support, social support, community legal services etc	21 Alamein Road Heidelberg West
Children and Families	Kids First	Kids First is funded to support families in Banyule, Nillumbik and Darebin, and as part of this supports many families in Heidelberg West. Programs focus upon: <ul style="list-style-type: none"> • Primary prevention / early intervention for families with babies and young children • Supporting families in relation to sexual assault of children and young people and children displaying sexualised behaviours. 	70 Altona Street Heidelberg west
	Anglicare	Anglicare provides family support, out of home care and foster care services in and around the Heidelberg West community.	
	Berry Street	Berry Street provide family violence and family support services, along with foster, kinship and residential care services.	
Education	Olympic Adult Education (OAE)	Delivering pre accredited training, English language courses, and a range of neighbourhood house programs and activities.	Delivers programs from 6 locations, but its primary site is Banyule Community Health Service site – 21 Alamein Road Heidelberg West
	Olympic Village Primary School	Education for primary school aged children.	152 Southern Road Heidelberg West

Agency Type	Organisation	Services or Programs	Location
Education	St Pius Catholic School	Education for primary school aged children. The school offers a Montessori stream.	431 Waterdale Road Heidelberg West
	Polytechnic	Vocational education and training for 15 – 20 year olds who have not completed secondary school including Victoria Certificate of Applied Learning in trade skills including bricklaying, cabinet making, carpentry, painting, plumbing and shopfitting.	Cnr Waterdale Road and Bell Street Heidelberg West
Community Support and Emergency Relief	Banyule Support and Information Service (BANSIC)	Emergency relief, financial assistance and information service.	Shop 48 The Mall Heidelberg West
	3081 Angels	Partnership between Banyule Community Health Service and Rosanna Baptist Church collecting preloved babies and children's goods and donating them to families in need in Heidelberg West and surrounds.	
	Olympic Village Exodus Community	Delivery of a range of community initiatives including material aid, programs for children, teenagers and young adults, home visits etc.	273 Liberty Parade Heidelberg West
	The SALT Foundation	The SALT Foundation partner with Exodus and OAE to provide community meals and emergency food relief alongside NDIS and other community development approaches.	101 Ramu Parade Heidelberg West
	Open House	Delivery of a range of community initiatives including bike hut at Malahang Reserve, youth mentoring, playgroups, school holiday programs, community meals, community gardening etc.	67 – 71 Strathallan Road Macleod
Aboriginal and Torres Strait Islander	Partnership between the local ATSI community, BCHS and Banyule Council	Babarrbunin Beek, a gathering place for the local Aboriginal and Torres Strait Islander community.	Olympic Park, Catalina Street Heidelberg West

Agency Type	Organisation	Services or Programs	Location
Migrant and Refugee Supports	Somali Australian Council of Victoria (SACOV)	An umbrella body for Somali organisations in Victoria, providing homework clubs for primary and secondary school students, free access to computers, internet and office facilities, facilitating work experience and work placement opportunities.	Shop 48 The Mall Heidelberg West
	Himilo Community Connect	Supporting the Somalian community including programs such as homework club, playgroups, women's support groups, leadership programs, career pathways etc.	Shop 48 The Mall Heidelberg West
	Foundation House	Supporting refugees who have experienced torture or other traumatic events including counselling, early years programs, education and training programs etc	Brunswick
Sustainability	Transition 3081	Community group with a focus on sustainable living and community activities.	
	The Hood	An intentional community/urban farm in Heidelberg West living in pursuit of retro suburban ways of living a sustainable future.	Mulberry Parade West Heidelberg
	Murundaka CoHousing	Murundaka is an all-rental, housing co-operative. The group is members of Earth Common Equity Rental Cooperative and the Common Equity Housing program. There are 20 households with 35-40 people ranging in age from infants to 60 + years.	Heidelberg Heights
	Cohousing Banyule	Focused on delivering intentional, multi-generational, diverse and sustainable housing.	
Sport and Recreation	Heidelberg United Football Club	Soccer Club based at Olympic Park. Currently offers programs for men, women, young people and children.	Olympic Park, Catalina Street Heidelberg West
	North Heidelberg Sporting Club	Based at Shelley Park the club offers AFL for adult men and netball for adult women and young people.	Shelley Park, Shelley Street Heidelberg West
	Olympic Park Combined Cricket Club	Cricket Club based at Olympic Park. Currently offers programs for men, women, young people and children.	Olympic Park, Catalina Street Heidelberg West

Table 1: Services and Supports Available in Heidelberg West, April 2020

4.2 Community Infrastructure

The services and supports outlined above all require buildings and places to support their delivery. Table 2 below provides a list of key buildings and sites in the Heidelberg West community. Key observations about the infrastructure are:

- Council has and is continuing to invest substantially in infrastructure in the Heidelberg West community. Key investments made in the last 10 years have included:
 - The development of Malahang Reserve as a regional level park and playground and most recently the development of the soccer court.
 - The development of the Olympic Village Child and Family Centre.

Currently Council is undertaking a substantial redevelopment of Olympic Park which is possible because of funding provided by the Victorian State Government.

- There is substantial public infrastructure in the Olympic Village precinct including Banyule Community Health Service (BCHS), a vacant block owned by the Department of Health and Human Services located behind BCHS, OLC, the Village Green, Olympic Village Primary School, Olympic Child and Family Centre and Marobe Street Childcare Centre. None of these buildings or sites have been integrated or developed in a way that supports a physical connection between them or the retail businesses in Moresby Court.
- The OLC is nearly 70 years old and while some improvement works have been undertaken to the Centre in the past 20 years, these have concentrated on the entry, administration and gym facilities. The water spaces and change rooms are in poor condition, do not meet child safe standards and require complete replacement. The single indoor court does not comply with current standards with insufficient run off areas and no space for spectators to view activity occurring on the court. Despite this, the court is highly valued by the community.
- Broadly facilities might include multipurpose activity, program or meeting spaces, gym facilities, library spaces, indoor court spaces, outdoor seating and activity spaces. For the community, the retention or replacement of the indoor court is likely to be a critical component of any redevelopment.
- There is significant infrastructure supporting services and activities for families with young children and primary school aged children in Heidelberg West.
- Banyule Community Health Service (BCHS) is located in a modern building which has been redeveloped and expanded in the past decade, but with growing demand for the service, additional space is needed.
- The Department of Education and training has spent \$6 million demolishing and rebuilding the Olympic Village Primary School. As part of this a multipurpose room has been developed which the school is making available for community use. However, as part of the development, the indoor sports court at the school was demolished and this has been viewed by the community as a critical loss of community infrastructure.

- Council's lease of Shop 48 in the Bell Street Mall is an important way of supporting key agencies and organisations to be located in or deliver outreach services to the Heidelberg West community.
- Olympic Adult Education is currently operating programs across 6 different sites because there is not a single facility in Heidelberg West that can accommodate their needs. Managing programs across this many sites is challenging for the organisation and can be difficult for participants who may need to travel between multiple sites. It is important to acknowledge however, that while not ideal, this model may also be beneficial to participants i.e. they can access programs that perhaps are closer to their home. It also demonstrates to the community that OAE is working right across their community not just from the one location.
- There are few places for the community to meet or socialise in Heidelberg West. Most of the buildings are available for formal activities and use and are not designed to support informal use.
 - The Banyule Community Health Service building provides some very limited space for this purpose, but it is small and only available when the service is open.
 - Banyule Council has placed some couches in the foyer of the OLC to try and support some informal gathering but again it is only a small space, access is limited to the Centre opening hours and the community is uncertain about whether they are able to use the space.
 - Babarrbunin Beek in an important meeting and gathering place for the Local Aboriginal and Torres Strait Islander community.
 - Libraries often provide informal space for people to meet and socialise, but the Heidelberg West community only has access to a mobile library service once a week.
- Alice House which is currently used by OAE and the Exodus Community is to be sold shortly and this will mean the building is no longer available for use by the community.
- Malahang Reserve is considered by the community to be a place that has been developed by and for the community and is recognised as somewhere additional infrastructure could be developed. It is understood Council has for some time been considering expanding the 'bike shed' to provide indoor space for meetings or activities and toilet facilities.

Building or Site	Organisation Using the Building or Site	Building or Land Ownership
Olympic Village Child and Family Centre	Banyule Council	Banyule Council
Marobe Street Childcare Centre	Banyule Council	Banyule Council
Audrey Brooks Kindergarten	Banyule Council	Banyule Council
St Hellier Street Childcare Centre	Banyule Council	Banyule Council
Olympic Leisure Centre	Banyule Council	Banyule Council
Shop 48	Various community agencies and organisations	Privately owned, leased by Banyule Council

Banyule Community Health Service Building	Banyule Community Health Service Olympic Adult Education	Banyule Community Health Service
223 Southern Road	Olympic Adult Education	Unknown
Polytechnic (cnr Water Road and Bell Street)	Polytechnic Olympic Adult Education	Polytechnic
Alice House	Olympic Adult Education Exodus Community	Privately owned
Room above Australia Post Building (the Bell Street Mall)	Olympic Adult Education	Unknown
Olympic Village Primary School (multipurpose room)	Charles Latrobe College - Olympic Village Primary School campus	Department of Education and Training
St Pius Catholic School – Community Environmental Park	St Pius Catholic School	St Pius Catholic School
Exodus House (Liberty Parade)	Exodus Community	Unknown
Babarrbunin Beek	Local Aboriginal and Torres Strait Islander community	Banyule Council
Malahang Reserve including the Bike Shed	Banyule Council Open House	Banyule Council
Olympic Park	Heidelberg United Soccer Club Olympic Park Combined Cricket Club	Banyule Council
Shelley Park	North Heidelberg Sporting Club	Banyule Council
Village Green	General community	Banyule Council

Table 2: Key buildings and sites in Heidelberg West, April 2020

5.0 Stakeholder Consultation Outcomes

As part of the Needs Analysis extensive consultation has occurred with key stakeholder agencies including Council officers, concentrating on those delivering services in the Heidelberg West community. At this point in time, Council has chosen not to consult with the wider community including community organisations.

Discussions were conducted by phone or in person with the following organisations:

- Banyule Community Health Service
- Olympic Adult Education
- Exodus Community
- Department of Education and Training
- Austin Health
- Olympic Village Primary School
- St Pius Catholic School
- Yarra Plenty Regional Library Service
- Kids First
- Open House.

Multiple attempts were also made to speak with several other organisations including Anglicare, Darebin Council Youth Services, The Salt Foundation, Bansic and the Department of Health and Human Services. The Covid-19 pandemic has however impacted on the availability of these organisations to be involved in discussions.

A workshop was held with Council officers from across a range of service and planning areas including youth, family and children's services, maternal and child health, community planning, leisure and recreation, postcode 3081 community development, diversity and inclusion, and community partnerships. In addition, discussions were held with individual officers from Banyule Leisure Facility Management, economic development, social enterprise and local jobs.

The key findings from the consultation are outlined below.

Growing Disadvantage and Need

All stakeholders acknowledge many members of the Heidelberg West community experience significant disadvantage and for these members of the community, the disadvantage is growing. Specific issues raised included:

- A lack of food security and consequently a growing demand for food parcels and meals. The Covid-19 pandemic is highlighting this even further, with several agencies experiencing rapid growth in demand for emergency relief support.

- Growing demand for family violence services including emergency support and recovery services. It was identified this may be driven by increased reporting of family violence, rather than increasing levels of family violence.
- High levels of unemployment amongst people living in long term, intergenerational poverty.
- A growing number of young people disengaged from school. Stakeholders believe the requirement for young people to travel out of Heidelberg West to attend secondary school is an issue. A number of agencies including Council are working with the Department of Education to develop strategies to support young people to re-engage with education.
- Growing levels of youth offending by young people aged 13 – 14 years. This is believed to be linked to the closure of E-Focus in late 2019. This service auspiced a number of community organisations delivering programs for young people, and these programs have ceased to operate.
- Growing issues amongst first generation Somali young people who are straddling Australian and Somali culture.
- Increasing levels of social isolation amongst older adults.

Other areas of need identified include

- Safety concerns because of the high volumes of traffic and drug activity in and around the Olympic Village area.
- The limited recreation opportunities available for children and young people. Related to this are concerns about a lack of parental supervision for children aged around 12.

A Changing Community

Many stakeholders indicated they believe the demographic profile of the community is changing, with increasing levels of affluence and growing levels of cultural diversity. The increasing affluence is being driven by the growth in private housing. The area is attractive because of the relatively low cost of housing and the close proximity of Heidelberg West to the City, public transport and the health and university precincts. In relation to cultural diversity, Heidelberg West has long been a place of settlement with the Somali community having a strong presence for over two decades.

The changes in the community profile are resulting in some specific issues and challenges including:

- Disadvantage becoming more hidden in the community, particularly for residents experiencing intergenerational poverty and long-term disadvantage. There is real concern the voice of disadvantaged community members is being lost and their influence is reducing.
- Fragmentation and polarisation of the community with limited interaction between long term residents, newer community members and culturally diverse communities. A number of stakeholders identified there is a real opportunity to bring the community together to share knowledge and skills and increase community capacity.

Lack of Investment in Public Spaces

Stakeholders indicated the community is frustrated by the perceived lack of investment in the public domain. This is consistent with information gathered through previous consultation undertaken by Council. Key areas of concern identified were:

- A lack of places for the community to gather and socialised. This has been compounded by the loss of key infrastructure such as the indoor sports court at the Olympic Village Primary School, the closure of E-Focus and the upcoming closure of Alice House. The closure of E-Focus was identified as having a significant impact resulting in the loss of a community owned place that was warm, dry and safe.
- Heidelberg West has a mobile library service only.
- The poor condition of the water spaces and change facilities at Olympic Leisure Centre resulting in schools being unable to use the Centre. The indoor court space is also identified as being problematic because it cannot accommodate spectators, but the court space is highly valued by the community, particularly given the loss of the indoor court on the Olympic Village Primary School site.
- The poor condition of the physical environment and poor behaviours around the Olympic Leisure Centre, retail businesses and Banyule Community Health Service e.g. the laneway behind the Leisure Centre is unsafe, alcohol consumption and drug taking occurs in the precinct and there is a lack of physical connection between the Olympic Leisure Centre and Banyule Community Health Service, despite them being located only meters from each other.
- The poor retail offerings (alcohol and fast food) available through the Olympic Village shops and the associated safety concerns
- Infrastructure improvements occurring in isolation e.g. The Olympic Village Child and Family Centre and Olympic Village Primary School are close to each other, have both been rebuilt in the last few years and yet have no physical connection.
- The poor condition of footpaths and streetscapes. The community is looking for a public domain that encourages pride in the local area and community.

Community Capacity

There are mixed views and perspectives about community capacity with some stakeholders indicating they believe there is limited community development capacity, while others identified the level of volunteerism and engagement in community life is strong. The people who live in the community, care about each other and work hard to support each other. Key examples identified were the Transition Group focused upon increasing the sustainability of the local community and the high level of volunteerism with Olympic Adult Education.

Low Trust Levels

A number of stakeholders identified the community has low levels of trust in the agencies and government organisations working in the community. They believe this is being driven by a number of factors including:

- The closure of schools in the area i.e. Bellfield and Haig Street Primary Schools, and Banksia Secondary College. While these occurred several years ago, the school closures remain an area of concern for the community.
- Some families find school intimidating, particularly refugee and migrant families who have come from traumatic circumstances and distrust government and organisations in authority.
- Concerns in relation to public housing including perceptions that public housing sites are being sold to private developers for low cost and developers are making significant profit from public assets, and the length of time it is taking for new public housing to be developed. Specific examples identified were the Bal Bardia and Tarakan Estates which have been closed and left derelict for an extended period, with no clear timeframe about when the sites will be redeveloped.
- The closure or withdrawal of services. As identified previously, the closure of E Focus in the Bell Street Mall was identified as being a significant loss to the community.
- The short-term nature of programs and initiatives. There is a reluctance from community members and community organisations to become involved in new initiatives because they have previously invested significant time and resources only for the programs to cease in a short space of time. This is often driven by the short-term nature of funding attached to programs.
- Perceptions that staff working at the Olympic Leisure Centre are not reflective of and do not understand the community, and are intimidated by the community.

Opportunities

A wide range of opportunities were identified for improving outcomes in the Heidelberg West community including:

- Establishing a more co-ordinated approach between key agencies in relation to services, infrastructure and collaboration.
- Pursuing stronger and more substantial partnerships between Council and key agencies such as Banyule Community Health Service.
- Extending the bike hut at Malahang Reserve to include community meeting space and toilets.
- Exploring strategies to Influence the retail businesses operating from the Olympic Village shops. Ideas included supporting the establishment of social enterprise businesses, establishing a shop front library with meeting space, free wifi and access to computers, establishing a coworking spaces, using empty retail spaces for pop up creative initiatives, and including the businesses as part of the Bell Street Mall Traders Association.

- Strengthening the Neighbourhood House offerings with a strong community ownership / programs model.
- Make better use of the existing infrastructure or making small improvements to the existing infrastructure at Olympic Leisure Centre to increase visibility and safety and create space that could be used as a community place e.g. improvement to the existing meeting room and the connected courtyard.
- Strengthen use of Olympic Leisure Centre by other agencies and services, for example Banyule Community Health Service, Austin Health and Olympic Adult Education. Examples of program areas include rehabilitation, mental health, care co-ordination, community programs and frail aged. It is important to acknowledge Banyule Community Health Service and Austin Health already work with Olympic Leisure Centre, but there is opportunity for this to be further extended.
- Developing Olympic Leisure Centre as a combined library, leisure centre and community gather place. Any improvements to Olympic Leisure Centre must consider developing a full-sized indoor sports court with spectator facilities.
- For Olympic Leisure Centre to be redeveloped to provide a combination of community, retail and social housing, although there is no apparent demand for additional retail businesses in the Olympic Village.
- For Olympic Leisure Centre to provide a home base for Olympic Adult Education.
- For the water spaces and change rooms at Olympic Leisure Centre to be upgraded to meet child safe standards.
- For Council to provide resources to support Olympic Leisure Centre to work more proactively with local agencies to support vulnerable and disadvantaged members of the community to access the Olympic Leisure Centre.
- Recruit people from the Heidelberg West community to work at Olympic Leisure Centre. It is acknowledged Council has initiated an inclusive employment program in the last 2 years. The first phase of the program has focused upon Council employing people from economically and socially disadvantaged communities to work with Council. The second stage will look at how Council can implement this program with employers/organisations operating in Banyule.
- For Council to review its pricing arrangements for Olympic Leisure Centre and consider implementing higher concessions and/ or lower prices overall to access the Centre.
- Replace the existing water infrastructure at Olympic Leisure Centre with a warm water program pool or a hydrotherapy pool. This would allow swimming lessons to be offered along with rehabilitation programs, thus supporting services delivered by Banyule Community Health Service and Austin Health. As part of changing the water space at Olympic Leisure Centre, water play facilities could be established at Malahang Reserve.

6.0 Olympic Leisure Centre Situation Review

The situation review has encompassed the following tasks and analysis:

- Analysis of key indicator performance against other metropolitan aquatic and leisure centres. The analysis focused on the key indicators - annual visits, income and net performance, membership numbers and learn to swim.
- A review of the OLC condition, general facility presentation and the identification of issues that impact future use and viability.
- Analysis of aquatic and leisure centre provision in the region.
- Identification of gaps in facility components and services provision at the OLC in comparison with contemporary centres and industry trends.

The purpose of the situation review is to provide an overview of centre performance and the factors that contributing to performance.

6.1 Key Performance Indicators Analysis

The benchmark group included data from sixteen local government aquatic and leisure centres. For completeness of analysis, the data from the centres were compared with the OLC in 4 ways

1. **All centres:** This measure provides a sense of how the OLC performs against a broad spectrum of centres
2. **Poor quality centres:** Poor quality centres have much lower performance than recently developed centres, so it was reasonable to review how OLC compared with centres of similar condition
3. **Centre that located in an area with a low SEIFA index:** Analysis of centre performance data suggests the level of social disadvantage negatively impacts centre performance. Analysis of centres in areas of social disadvantage provides further clarity regarding the performance of OLC
4. **Banyule centres:** The comparison with WaterMarc and Ivanhoe Aquatic Centre (IAC) provides a clear (and stark) picture of the comparative performance of OLC to these

Benchmark Group

The sixteen centres included in the data analysis include

- WaterMarc (Banyule City Council)
- Ivanhoe Aquatic Centre (Banyule City Council)
- Aqualink Box Hill (Whitehorse City Council)
- Aqualink Nunawading (Whitehorse City Council)
- GESAC (Glen Eira City Council)
- Aquanation (Maroondah City Council)

- Harold Holt Swim Centre (City of Stonnington)
- Aquapulse (Wyndham City Council)
- Leisurelink Aquatic and Recreation Centre (City of Greater Geelong)
- Waterworld Leisure Centre (City of Greater Geelong)
- Splashdown Leisure Centre (City of Greater Geelong)
- Splash Aquapark and Leisure Centre (City of Hume)
- St Albans Leisure Centre (Brimbank City Council)
- Sunshine Leisure Centre (Brimbank City Council)
- Waves Leisure Centre (City of Kingston)
- Don Tatnell Leisure Centre (City of Kingston)

The data has been de-identified and remains commercial in confidence. The financial and performance data used was from the 2018/19 financial year.

The comparative data is in Appendix C

Analysis Approach

To ensure a balanced approach was implemented for the review, the analysis of data factored in the differences in population size for each centre. A centre with larger catchment population is likely to have higher attendance numbers than a centre with a small population, making it challenging to assess comparative performance. However, if we consider attendance as a ratio of the population, then the comparison is much more valid and balanced. Table 2 below presents a simple example of comparative analysis.

Centre	Annual attendance	Catchment Population	Attendance per head of catchment population
A	500,000	50000	10
B	300,000	25000	12

Table 2: Example of comparative analysis

Based on the data above, while centre A has higher attendance, centre B is attracting a higher level of visits per head of population with the catchment. By incorporating population as part of the performance assessment, the analysis measures performance as a ratio of population. In effect, it is a simple measure of market penetration. This approach delivers a fairer and more realistic assessment of performance.

Catchment Population

The catchment population is the population area where the majority of centre users are likely to reside. For the analysis of the OLC, we have used 4 km catchment populations as the basis for the analysis. There may be users that travel from outside the 4km catchment. However, industry data suggests that the majority of users will reside within 4km catchment of a centre.

All Centres Comparison

Centre Visits

- The OLC 4km catchment population is approximately 120,000 against the benchmark average of 93,000.
- The scale of the catchment population suggests there should be high visitations at the OLC. However, annual visits were approximately 72,000 against a benchmark average of 655,000. OLC attendance is just over 10% of the benchmark average.
- Annual participation figures present a stark picture for OLC, with visitation levels the lowest the consulting team has experienced in 25 years of consulting.

Financial Performance

- OLC annual income was \$326,000 in the 18/19 financial year against a benchmark average of \$5,515,000. OLC income is approximately 6% of the benchmark average.
- OLC net performance was an operating loss of \$592,000 against the benchmark average operating loss of \$33,000.

Learn to swim

- For the analysis, the age group population considered most relevant to assessing performance was the 0-9 age group. This age group represents a significant percentage of the overall LTS program
- LTS enrolments were an average of 149 in 18/19. The benchmark average is 2327.
- LTS enrolments at the OLC represent 1.1% of the 0-9 age group of the 4km catchment population against an average of 23.3%.
- The OLC figures are incredibly low in comparison with the benchmark group and again are the lowest experienced by the consulting team by a large margin.

Health and Fitness

- In undertaking the analysis of membership performance, the consulting team focused on the 25-69 catchment population. This age group is largely the age group in which the majority of members fall.
- The OLC health and fitness membership was 186 against a benchmark average of 2879.

- For the 25-69 plus within the 4 km catchment population membership numbers represents 0.3% of the catchment population in that age group against a benchmark average of 7.00%.
- The OLC figures are incredibly low and by far the lowest figures experienced by the consulting team.

Poor Quality Centre Comparison

The benchmark group included several poor-quality centres. In defining poor quality centres, the consulting team considered asset condition and aesthetics as well as facility components. The centres considered to be of relatively poor quality are:

- St Albans Leisure Centre (Brimbank City Council)
- Sunshine Leisure Centre (Brimbank City Council)
- Don Tatnell Leisure Centre (City of Kingston)
- Waterworld Leisure Centre (City of Greater Geelong)

The St Albans Leisure Centre recently closed. Construction on a \$60 million redevelopment of the St Albans Leisure Centre will commence this year.

The Don Tatnell Leisure Centre is closed due to major asset failure that will necessitate complete redevelopment of the Centre.

Sunshine Leisure Centre had a major upgrade to its aquatic area late last year.

A planned redevelopment of the Waterworld Leisure Centre has been delayed due to the inability of the council to secure state and federal government funding.

Centre Visits

- The OLC 4km catchment population is approximately 120,000 against the benchmark average of 73,000.
- Annual visits were approximately 72,000 against a benchmark average of 270,000. OLC attendance is approximately 27% of the benchmark average.
- Visit per head of the 4km population was 0.6 against the benchmark average of 4.35
- Despite each of these centres being in relatively poor condition, attendance, when population size is considered, is seven times more than those at OLC

Financial Performance

- OLC annual income was \$326,000 against a benchmark average of \$2,128,000. OLC income is approximately 15% of the benchmark average.
- OLC net performance was an operating loss of \$592,000 against the benchmark average operating loss of \$908,571.

- On this measure, the OLC is performing better than the benchmark average. However, the subsidy per visit at OLC is \$8.22, compared with the benchmark average of \$3.37.

Learn to swim

- OLC LTS enrolments were an average of 149. The benchmark average is 1119.
- LTS enrolments at the OLC represent 1.1% of the 0-9 age group of the 4km catchment population against an average of 15.4%.
- When population catchment size is considered the benchmark average enrolments are more than 12 times higher than OLC.

Health and Fitness

- OLC health and fitness membership was 186 against a benchmark average of 1124
- For the 25-69 plus age group, the OLC membership represents 0.3% of the 4 km catchment population group against a benchmark average of 3.5%.
- The average membership numbers of the poor-quality centre benchmark are 50% of the *All Centres* membership levels. However, when the size of the catchment population is considered, membership numbers for poor quality centres are still approximately 12 times higher than OLC.
- Despite the relatively poor condition of centres in the benchmark group, the average performance of these centres is far better than OLC.

Centres with Low SEIFA Catchment Populations Comparison -

The benchmark group included several centres that have catchment populations with high levels of disadvantage, represented by a low SEIFA. The centres are:

- St Albans Leisure Centre (837.2)
- Sunshine Leisure Centre (880)
- Splashdown Leisure Centre (932.)
- Waterworld Leisure Centre (731.1).

The SEIFA index for the area immediately around the OLC is 865.7. However, there are small areas within the catchment where the SEIFA index is as low as 741.

Centre Visits

- The OLC 4km catchment population is approximately 120,000 against the benchmark average of 63,000.
- Annual visits were approximately 72,000 against a benchmark average of 290,559. OLC attendance is approximately 25% of the benchmark average.

- Visit per head of the 4km population was 0.6 against the benchmark average of 6.85.
- Despite all centres having catchments with relatively high levels of social disadvantage, attendance levels of the benchmark group, when population size is considered, is on average 10 times higher than those at OLC,

Financial Performance

- OLC annual income was \$326,000 in the 18/19 financial year against a benchmark average of \$ 2,213,210
- OLC income is approximately 15% of the benchmark average.
- OLC net performance was an operating loss of \$592,000 against the benchmark average operating loss of \$1,045,690.
- On this measure, OLC is performing better than the benchmark average. However, the subsidy per visit at OLC is \$8.22 compared with the benchmark average of \$3.60.

Learn to swim

- OLC LTS enrolments were an average of 149. The benchmark average is 1,137.
- LTS enrolments at the OLC represent 1.1% of the 0-9 age group of the 4km catchment population against an average of 24.7%.
- When population catchment size is considered the benchmark, average enrolments are more than 15 times higher than OLC.

Health and Fitness

- OLC health and fitness membership was 186 against a benchmark average of 1398
- For the 25-69 plus age group, the OLC membership represents 0.3% of the 4 km catchment population group against a benchmark average of 6.6%.
- When the size of the population catchment is considered, member numbers of the benchmark group are approximately 20 times higher than the OLC.
- Despite the relatively low SEIFA index of centres in the benchmark group, the average performance of these centres is far better than OLC.

Banyule Centre Comparisons

The final part of the performance analysis involved a review of the OLC data was against data from the Ivanhoe Aquatic Centre and WaterMarc.

Centre Visits

- The OLC 4km catchment population is approximately 120,000 , WaterMarc 88,000 and IAC 113,000.

- Annual visits at OLC were approximately 72,000, WaterMarc 697,563 and IAC 461,517.
- Despite smaller catchment populations, WaterMarc has 9.6 times as many visits as OLC and IAC 6.4.
- Visits per head of the 4km population at OLC were 0.6, WaterMarc 8.0 and IAC 4.1.
- WaterMarc has 13 times as many visits per head of population as the OLC and IAC 6.9.

Financial Performance

- OLC annual income was \$326,000, WaterMarc \$8,322,016 and IAC \$4,009,487.
- OLC net performance was an operating loss of \$592,000, WaterMarc a surplus of \$1,998,477 and IAC an operating loss of \$537,473.
- The subsidy per visit at OLC is \$8.22 compared with 86 cents at IAC, and a surplus per visit of \$2.86 at WaterMarc.

Learn to swim

- LTS enrolments were an average of 149, WaterMarc 2,205 and IAC 1,746.
- LTS enrolments at the OLC represent 1.1% of the 0-9 age group of the 4km catchment population compared with WaterMarc 19.6% and IAC 13.3%.
- When population catchment size is considered WaterMarc enrolments are more than 17 times higher than OLC and IAC 13.

Health and Fitness

- OLC health and fitness membership was 186, compared with WaterMarc 3774 and IAC 2479.
- For the 25-69 plus age group, the OLC membership represents 0.3% of the 4 km catchment population group compared with WaterMarc 7.4% and IAC 3.6%.
- when the size of the population catchment is considered membership numbers at WaterMarc are of are approximately 25 times higher than the OLC and IAC 12.

Key Findings - Performance Review

At the commencement of the analysis, the consulting team anticipated that the performance of the OLC would be poor. However, the OLC data presents a picture of performance that is worse, by a considerable distance, than any centre in the benchmark group. In terms of the key metrics, the OLC data is the lowest, in Victoria and most likely Australia.

When compared with other poor-quality centres and centre in areas with high levels of social disadvantage, OLC performs significantly below the benchmark average.

6.2 Regional Aquatic and Leisure Centre Provision

Aquatic and Leisure Centre Competition and Provision

If we consider a 4km radius around an aquatic and leisure centre as a reasonable catchment area from within which people can access an aquatic centre, then to assess centre provision within the region we need to look at centres that have overlapping 4km catchments with the OLC.

Diagram 1 – Aquatic and Leisure Centre Competition below highlights that ten centres have overlapping 4 km catchments and could be considered competitors of OLC. Of the sixteen centres in the benchmark group this is the highest number, with the next highest being 7. The best performing centres in terms of usage as a proportion of the population, have no centres with overlapping catchments.

The high level of competition from far better-quality aquatic facilities, combined with the high level of social disadvantage surrounding OLC, are significant contributors to the very low-performance outcomes at the OLC.

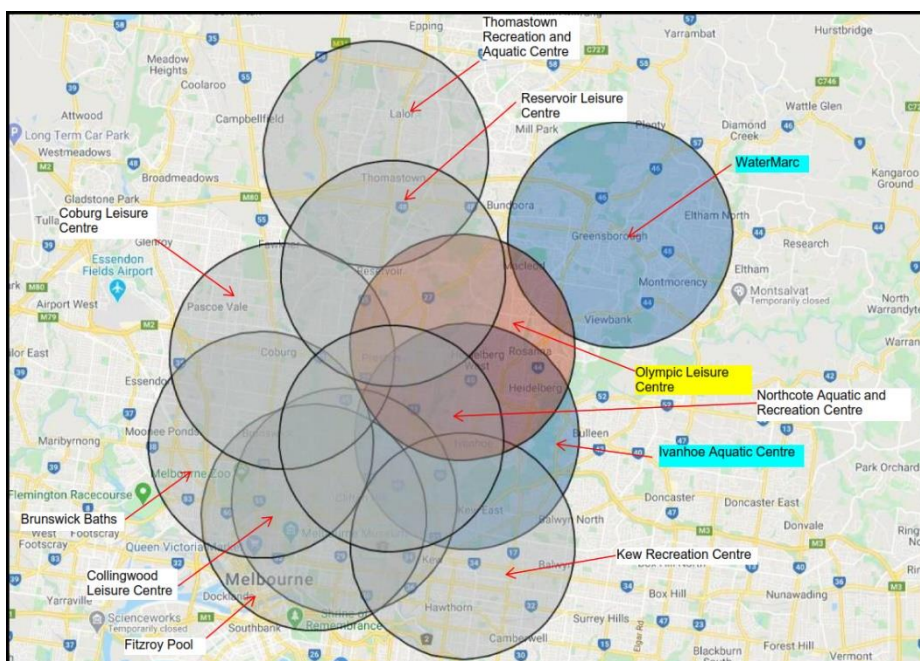


Diagram 1 – Aquatic and Leisure Centre Competition

Need for an Aquatic Leisure Centre – Traditional Approach

If a traditional, partially commercial aquatic and leisure centre model was used to consider the need to redevelop OLC, given the level of competition, it would be difficult to mount a case for the redevelopment. Any redevelopment would still have OLC in competition with 10 centres and notably Ivanhoe Aquatic Centre (2.5 km from OLC), Reservoir Leisure Centre (3.0 km from OLC), and Northcote Aquatic and Recreation Centre (4.0 km from OLC). This would be a challenging market in which to increase market presence. Also, growth in OLC usage would have an impact on the Ivanhoe Aquatic Centre viability through the loss of customers that live in closer proximity to the OLC.

Ivanhoe Aquatic Centre, Reservoir Leisure Centre and Northcote Aquatic and Recreation Centre offer a broad range of health and fitness and services and facilities., although the current gap in provision is in the area of warm water program pools, with only the Reservoir Leisure Centre offering warm water exercise opportunities. However, the proposed redevelopments of Northcote Aquatic and Recreation Centre includes a warm water program pool (WWEP), and there are plans for a WWEP Ivanhoe Aquatic Centre. If these redevelopments occur, then there could be an argument the community within the OLC catchment will be able to access an appropriate level of health and wellbeing and aquatic services and facilities with reasonable proximity to their home.

These comments on community need reflect an assessment framework for a traditional model of service provision, and do not consider the unique aspects of the Heidelberg West community. This has been addressed elsewhere in this report and provides a broader assessment of community need.

6.3 User Analysis

To better understand issues of accessibility Council's GIS team developed several maps to identify where the existing users of Council's centres reside and to identify areas within the catchments that are represented by relatively low use. The analysis includes data for the Ivanhoe Aquatic Centre and OLC. Data for WaterMarc was not available at the time of completing the report, but is not considered to be critical as the proximity of Ivanhoe Aquatic Centre to OLC makes it likely that residents in the OLC catchment would be more likely to access Ivanhoe than WaterMarc.

Diagram 2 below highlights health and fitness at the Ivanhoe Aquatic Centre. It shows there is relatively high use by community members in the Heidelberg area, an area which falls directly into the OLC catchment. However, there appear to be several small areas where there is low or no participation in learn to swim (LTS). In particular, the area highlighted in Diagram 3 below, which has high levels of social housing and consequently, high levels of social disadvantage. Low usage of by residents in these areas suggests that accessing the health and fitness services may be less about geographical location and potentially related to the cost of membership and access to public transport. Low usage by residents in these areas requires further investigation in the next phase of the project.

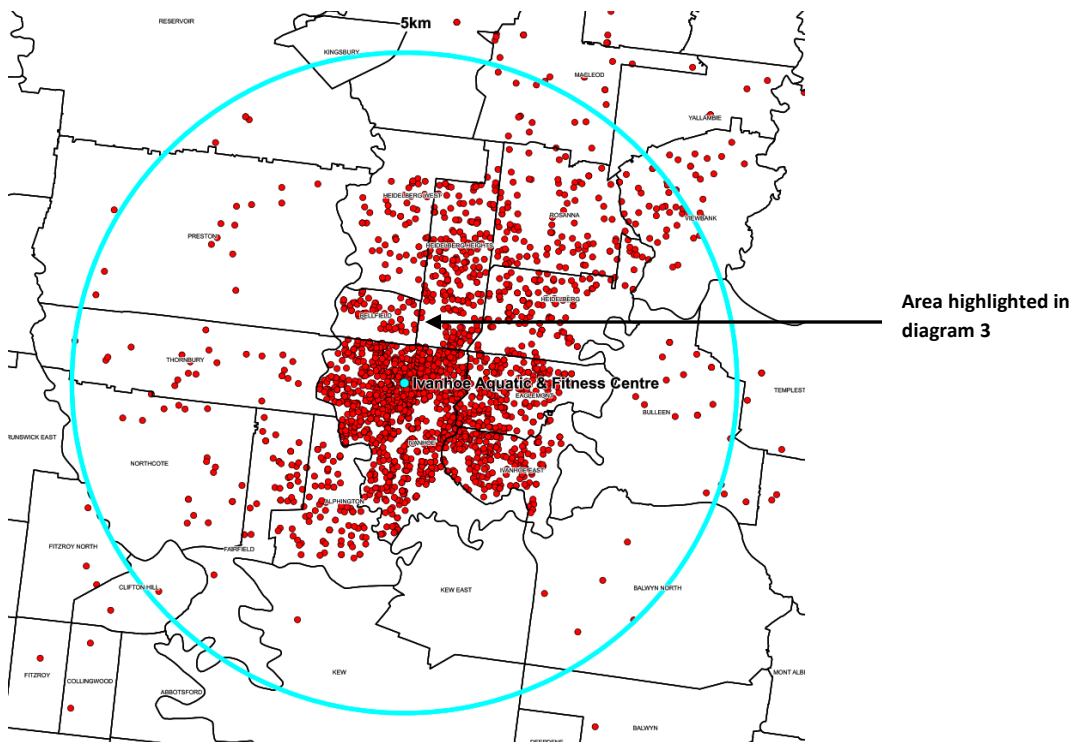


Diagram 2 - Ivanhoe Aquatic Centre Health and Fitness



Diagram 3 – Area of low usage of Ivanhoe Aquatic Centre

Diagram 4 below highlights learn to swim enrolments at the Ivanhoe Aquatic Centre. It also shows that there is relatively high usage by residents in the Heidelberg area. Again, the area highlighted in Diagram 3 has little or no LTS enrolments. As with health and fitness memberships, it does not appear that geographic location has an impact on accessibility to the learn to programs. The next phase of the project should include exploration of the reasons for low levels of access, including cost and access to public transport.

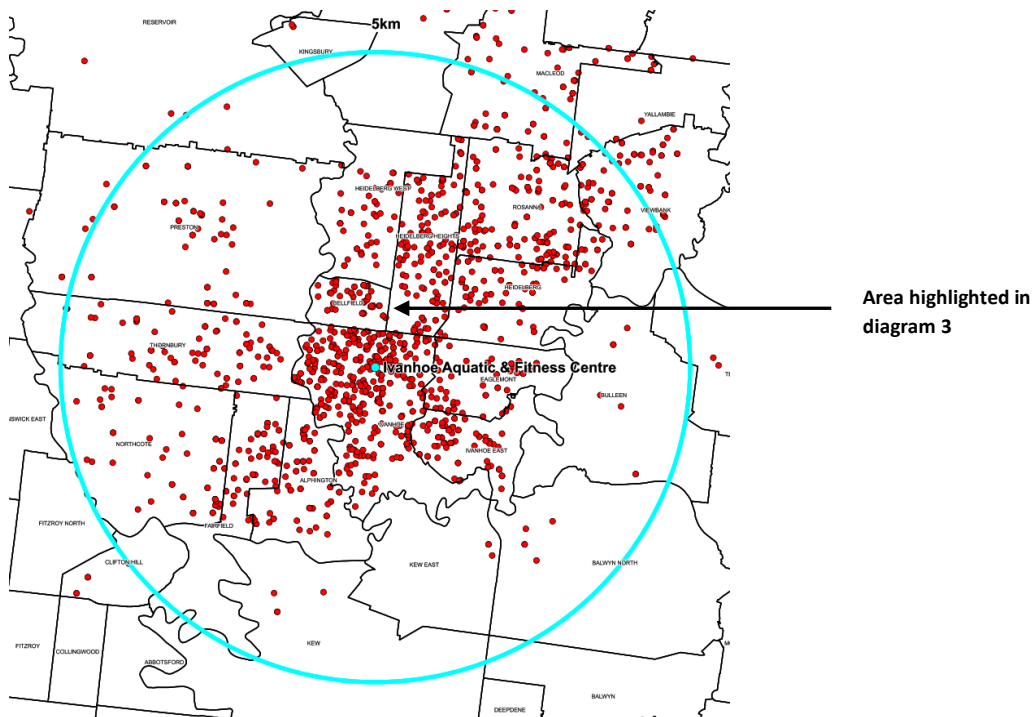


Diagram 4 – Ivanhoe Aquatic Centre Learn to Swim

Diagram 5 below highlights health and fitness at the Ivanhoe Aquatic Centre. The small number of members makes it difficult to identify any residential areas where there is low usage. However, it does appear that residents that reside in the area identified in diagram 3 do not access the OLC in high numbers. This information supports the need for further investigation of the barriers to use.

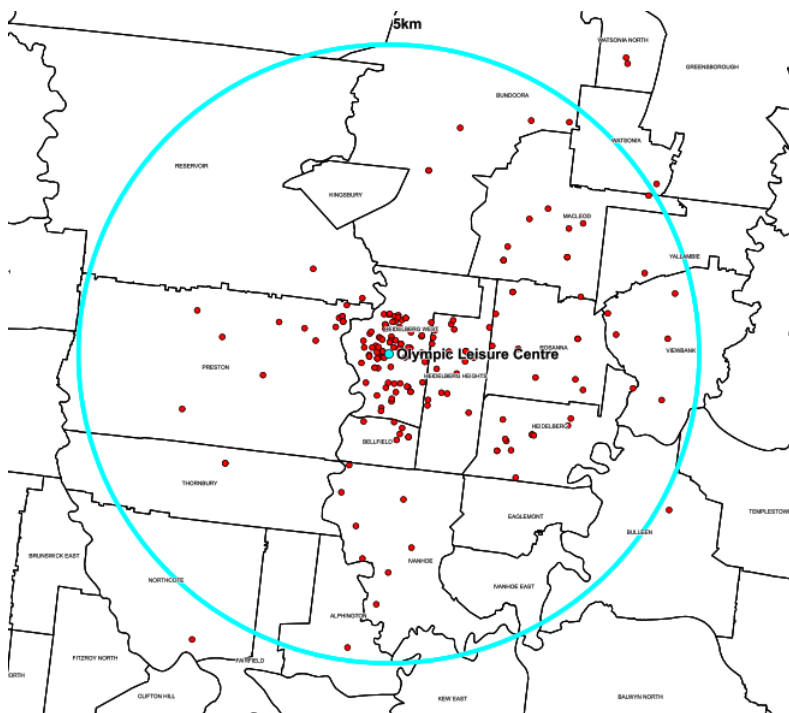


Diagram 5 - Olympic Centre Health and Fitness

Diagram 6 below highlights learn to swim enrolments at OLC. The low number of enrolments makes it difficult to assess any trends in usage. However, as with membership, there appears to be limited usage by people in areas of social disadvantage.

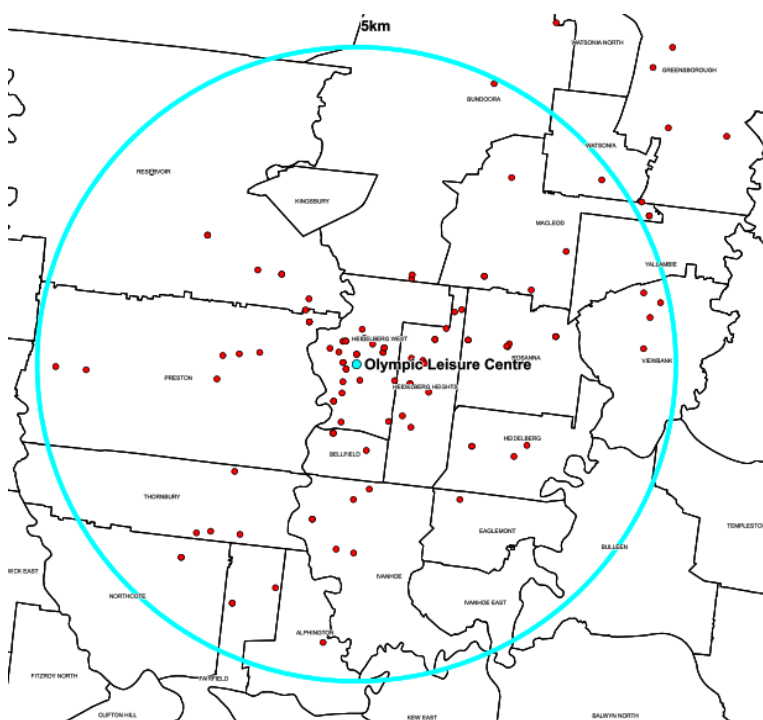


Diagram 6 - Olympic Learn to Swim Enrolments

6.4 Facility Condition

Quality and Customer Experience

The Olympic Leisure Centre is in inferior condition and is well below the quality of contemporary aquatic and leisure centres. When compared with recently redeveloped centres nearby such as WaterMarc, Collingwood Leisure Centre and Thomastown Recreation and Aquatic Centre the difference in facility quality is stark with these centres providing far better aesthetic appeal and delivering higher quality customer experience. Even when compared with centres that are of lower quality including the Reservoir Leisure Centre, Fitzroy Pool, Kew Recreation Centre and Northcote Aquatic Centre, the quality and aesthetic appeal of OLC is well behind these centres. It is worth noting that despite offering better customer experience and range of services, both Northcote and Kew will be the subject of significant redevelopment over the next 12 months.

Customer expectations concerning quality have increased over the past ten years. Increased expectations are due to the increased competition from the private sector players such as Virgin Active and Snap that lifted quality expectations in the health and fitness area. The learn to swim industry private swim school operators such as Paul Saddler and King Swim (owned by the YMCA) that offer high-quality services in purpose-built aquatic spaces explicitly designed for swim lessons.

Many Councils recognized that as customers expectation of quality increased the attendance at poor quality centres decreased significantly. The changes in private sector facility quality resulted in significant investment by Councils in the redevelopment of aquatic and leisure centres. As a result, the standard of aquatic and leisure centres has increased substantially, which in turn has further increased community expectations for quality.

Table 2 below provides a summary data of recent aquatic centre development. Of Interest, it highlights the impact redevelopment has had on attendance. In almost all cases where Councils have made a significant investment in facility improvements, there has been a significant increase in usage and performance.

Centre	Council	Cost	Annual visits	
			Pre-construction	Post -construction
Splash Craigieburn (2017)	City of Hume	\$40 m	560,000	870,000
Boroondara Sports Complex (2016)	City of Boroondara	\$13.5 m	650,000	727,000
Aquanation (2016)	City of Maroondah	\$56 m	280,000	860,000
AquaPulse (2015)	City of Wyndham	\$54.4 m	450,000	950,000
Carlton Baths (2016 aquatic and 2013 dry)	City of Melbourne	\$14.3 m	125,000	226,000
Ashburton Pool and Recreation Centre (2015)	City of Boroondara	\$11.4 m	860,000	820,000
Peninsula Aquatic and Recreation Centre (2014)	City of Frankston	\$49.7 m	New Centre	840,000
Hawthorn Aquatic and Leisure Centre (2014)	City of Boroondara	\$27.5 m	370,000	625,000
Aqualink Box Hill (2013)	City of Whitehorse	\$30.5 m	560,000	860,000
Brunswick Baths (2013)	Moreland City Council	\$17 m	320,000	460,000
Glen Eira Sport and Aquatic Centre (2012)	Glen Eira City Council	\$42 m	150,000	1,200,000
WaterMarc (2012)	Banyule City Council	\$40 m	150,000	700,000
Collingwood Leisure Centre refurbishment (2011)	City of Yarra	\$5 m	240,000	300,000
Harold Holt Aquatic Centre refurbishment (2010)	City of Stonnington	\$13 m	360,000	420,000
Thomastown Aquatic and Recreation Centre (2010)	City of Whittlesea	\$30 m	200,000	420,000
Geelong Leisure Link Aquatic and Leisure Centre (2010)	City of Greater Geelong	\$31 m	410,000	940,000

Centre	Council	Cost	Annual visits	
			Pre-construction	Post -construction
Casey Race Aquatic and Leisure Centre (2009)	City of Casey	\$38 m	200,000	850,000
Reservoir Leisure Centre (2009)	City of Darebin	\$6 m	300,000	460,000

Table 2 – New Developments and Redevelopment Overview

6.5 Facility Components

In addition to poor quality, the OLC lacks some fundamental elements of contemporary aquatic centres. These include dedicated warm waters spaces, water play areas for children and group exercise rooms. Also, there are a number of existing components that do not comply with universal design requirements nor do they meet child safe standards, particularly the change rooms and water facilities.

The lack of, and inadequacies of facility components these elements, combined with the poor facility quality, has no doubt had a significant impact on the extraordinarily low levels of attendance at the OLC

6.6 Asset Condition Reports

Two asset condition reviews have been undertaken over the past two years. A *Lifecycle Model*, prepared by SW19, March 2019 and the *Olympic Leisure Pool Plant Condition & Maintenance Audit* prepared by Roejen Engineering, January 2018. The reports identified a range of works to be implemented to address lifecycle and condition issues in the following areas:

- Pool concourse tiles
- Electrical and lighting services
- Fire services
- Pool plant including dosing systems
- Mechanical plant.

The work, to be completed over the next ten years, will cost approximately \$700,000. The proposed works will facilitate the continued operation of the centre but will have limited impact on aesthetic quality and customer experience. Consequently, the works will allow the Centre to limp through the next few years but will not address the low and declining attendance levels.

The lack of structural assessment, including for aquatic areas, presents somewhat of a gap in the understanding of overall asset condition. However, with consideration to its age and quality, it is apparent that the OLC is at the end of its useful life.

There are most likely opportunities to invest heavily in redeveloping the existing centre to improve quality and provide a more contemporary customer experience. However, the consulting team's experience

suggests that if a traditional aquatic and leisure centre was to be retained at the OLC site, demolition of existing and construction of new centre would be a far better approach. Simply put, asset condition, and centre design would make it almost impossible to viably refurbish the centre to the point where it would meet user and community expectations.

6.7 Key Findings

There are four complementary reasons why attendance at the Olympic Leisure is incredibly low

- Inferior quality facility
- A lack of contemporary facility components
- High levels of competition from other aquatic and leisure facilities
- High level of social disadvantage

On their own, each of these factors has a detrimental impact on centre performance. When combined, they create the “perfect storm” at the OLC that has resulted in attendance that is delivered attendance levels so low that the OLC is an industry outlier.

The specific needs of the community have been explored elsewhere in this paper. Any redevelopment should be based on addressing local needs and success framed on delivering outcomes relative to those needs. Redevelopment based on a traditional aquatic and leisure centre model will only address one of these factors. Consequently, the OLC is likely to struggle to make its presence felt in the market, regardless of the scale of the redevelopment.

7.0 Key Issues and Opportunities

Community Need

- **The Heidelberg West community is undergoing significant change** with rising levels of affluence being driven by increasing private housing stock and the attractiveness of the area due to its proximity to the city and the health and university precincts. Despite this change, there are **many people who continue to experience significant disadvantage** and require substantial ongoing supports. Areas of need include emergency relief, family violence, early intervention, the long term unemployed, young people disengaged from education, youth offending and social isolation particularly amongst older adults with an increasing number of people living alone.
- Heidelberg West has long been a place of settlement and this means there are **high levels of cultural diversity**, with particularly high proportions of the community from a Somali background. In addition, Heidelberg West has a high proportion of **people who identify as Aboriginal or Torres Strait Islander**. This diversity results in some specific areas of need including issues related to first generation Somali young people who find it challenging to navigate Somali and Australian culture. For Indigenous communities there are high rates of indigenous women being incarcerated and high rates of children in child protection.
- There is real concern the voice and influence of disadvantaged community members is being lost as the community changes and that this change is driving **increasing fragmentation of the community**. An opportunity exists to bring the new, established and culturally diverse community members together to share knowledge and skills and increase community capacity.
- While it is acknowledged **Council is investing in a new community hub in Belfield**, this facility is unlikely to be effective in supporting many members of the Heidelberg West community, particularly those experiencing disadvantage. Limited or no access to transport along with a reluctance to access services south of Bell Street are key issues that will inhibit use of the Bellfield facility by Heidelberg West community members. Should Council wish to encourage and support use of the Bellfield facility by Heidelberg West community members, transport services and a focus upon offering programs and an approach that welcomes all community members will need to be carefully considered.
- There is a need to **rebuild trust and confidence between the community and support agencies** working in Heidelberg West. Trust has been undermined over a number of years through the closure or demolition of key infrastructure and services. Examples include the decommissioning of public housing, the closure of the school sites, the demolition of the indoor stadium at Olympic Village Primary School, and the closure of Efocus. Transparent and clear communication, and genuine consultation with the community to identify priorities for infrastructure and service improvements is essential. Stakeholders have indicated the community feels they have been consulted with many times, but this has not resulted in changes or improvements that effectively support the community. This is a key area of frustration for stakeholder agencies and for community members.

Infrastructure

- **Improvements to the public domain** are needed to deliver public spaces the community can feel proud of and feel safe spending time. Key considerations include:
 - Improvements to streetscapes through landscaping, footpath and lighting improvements and removal of rubbish from neighbourhoods.
 - Providing safe pathways and connections for pedestrians and cyclists.
- **Improvements to key community buildings and places are needed in Heidelberg West** to ensure community members have equitable access to services, opportunities and supports, and to better integrate public buildings and services. Broadly spaces are needed to support:
 - Informal community gatherings and meetings
 - Neighbourhood house programs and activities
 - Leisure, recreation and library services and opportunities
 - Rehabilitation and allied health services.

In addition, there is substantial opportunity to **improve the physical connections and service offerings** between the Olympic Village retail businesses, the Olympic Leisure Centre, Banyule Community Health Service and the laneway.

Olympic Leisure Centre

- **The Olympic Leisure Centre is operating well below industry standards.** This is driven by inferior quality facilities, a lack of contemporary aquatic leisure facility components, high levels of competition from other aquatic leisure facilities and high levels of social disadvantage. On their own, each of these factors has a detrimental impact on centre performance. When combined, they create the “perfect storm” resulting in attendance that is so low, that the OLC is considered by the consulting team to be the worst performing centre in Victoria and most likely Australia.
- **Redevelopment of Olympic Leisure Centre as a traditional aquatic leisure centre** would require a substantial investment from Council and demolition of all existing facilities. Even with this type of change, Olympic Leisure Centre is likely to struggle to make its presence felt in the market regardless of the scale of the redevelopment, because of the high levels of competition in the area.
- **The OLC operating model has a largely commercial focus** which is at odds with the high level of need in the community and the primary purpose of the Centre to support the health and wellbeing needs of the community.
- **In the short term, there is a clear opportunity to reconsider the operating model** for the Centre shifting to an approach which offers low cost participation opportunities and actively pursues a higher level of engagement and interaction with the local community and other service providers such as Banyule Community Health Service, Austin Health, Olympic Adult Education and the local schools.

There is also opportunity to repurpose the existing meeting room and courtyard making it available as a community gathering space.

- **In the longer term, substantial changes to the infrastructure will be required** to address the age and condition of facilities and to pursue opportunities for the Centre to have a different and more effective role in supporting the health and wellbeing needs of the community.
- Any future development of the Olympic Leisure Centre site must **consider the role of Olympic Leisure Centre in relation to other aquatic leisure facilities in Banyule**, particularly Ivanhoe Aquatic Centre because of its proximity to Olympic Leisure Centre.
- Any future development of the Olympic Leisure Centre site will need to **consider the planning controls for the site**. The site is zoned PUZ6 (public use – local government) and is subject to a Development Contributions Plan Overlay (DCP01) and a Heritage Overlay (HO184). It is also likely the community will have a strong interest in any development of the site because of its historical significance to the 1956 Melbourne Olympics and its importance to the local community.

Co-ordination, Partnerships and Influence

- While there are many examples of agencies and services working together to support the community, there is a **lack of high-level co-ordination in relation to services and infrastructure**. This co-ordination has occurred in the past through the Neighbourhood Renewal Project, and consideration should be given to reinstating a co-ordinating body involving key agencies such as Banyule Council, Banyule Community Health Service, Olympic Adult Education, the State government departments of Education and Training and Health and Human Services. Through this approach, **stronger and more substantial partnerships between Council and key agencies** such as Banyule Community Health Service can be more proactively pursued.
- An opportunity exists to consider how Council can **influence the retail businesses operating from the Olympic Village shops**. In particular initiatives such as Ideas included supporting the establishment of social enterprise businesses, developing a shop front library with meeting space, or using empty retail spaces for pop up creative initiatives should be considered.

8.0 Options

The options outlined below have been developed after careful consideration of the issues and opportunities discussed in section 7 above. Broadly there are three options available to Council for the Olympic Leisure Centre site. These are:

1. Continue the current operating model for the Olympic Leisure Centre with no changes to the service delivery model or infrastructure.
2. Change the operating model of the Olympic Leisure Centre broadening the health and wellbeing opportunities the Centre offers and focusing upon making the Centre more accessible to the local community. Under this model, there would be minimal or no change to existing infrastructure. This could also be implemented as an interim approach while further planning occurs for the Olympic Leisure Centre site.
3. Undertake a substantial redevelopment of the Olympic Leisure Centre site and surrounding precinct, offering a mix of facilities and services that improves access to services, improves health and wellbeing outcomes for the local community, and facilitates better physical and operational connections between services.

Option 1: Continue the Current Operating Model

While continuation of the current operating model for the Olympic Leisure Centre is available to Council as an option, it is not supported by the findings of the Needs Analysis. Under Option 1 the Centre would continue offering traditional aquatic leisure programs and facilities such swimming lessons, lap swimming, group fitness classes, gym, personal training, women's only swimming, and school holiday programs.

Key impacts of Option 1 are:

- **The condition of OLC would continue to deteriorate** with the water spaces, change room facilities and indoor court space all becoming increasingly dilapidated. Based on recent history, this will see a further reduction in visitations and an increased cost to Council to operate the Centre.
- The existing programs and activities occurring in partnership with other agencies such as rehabilitation programs, youth engagement programs, and health and fitness programs for people who identify as Aboriginal or Torres Strait Islander would continue. But **any new initiatives designed to respond to community need would occur on an adhoc basis** and the facilities may not be able to support them effectively.
- The water and change room facilities do not meet child safe standards and consequently **local schools cannot use the Centre** and it is problematic for parents and families accessing the Centre.
- **Opportunities to work in partnership with other agencies will be more limited** because of the poor condition of facilities and the lack of change to the operating model.
- Council will need to allocate resources to **support the Heidelberg West community to access the Bellfield Community Centre**, particularly in relation to transport and programs offerings.

Option 2: Change the Operating Model

There is clear opportunity for Council to implement a different operating model for the Olympic Leisure Centre, moving away from its current approach as an aquatic leisure facility with a commercial imperative to a community health and wellbeing focus, concentrating on making the Centre more accessible to the local community. Council could implement this option in the short term, undertaking minimal or no infrastructure improvements. It could also implement this option as an interim step while considering the future development of the Olympic Leisure Centre site and broader precinct. Under this option:

- A new pricing model would be developed and implemented, incorporating reduced entry fees and more genuine and consistent concession arrangements.
- Resources would be directed towards proactively pursuing partnership and program development opportunities with the community and with key agencies such as Banyule Community Health Service, the Austin, Olympic Adult Education and the local primary schools. New programs and partnership opportunities should focus upon the areas of greatest need as identified through this Needs Analysis including:
 - Family violence
 - Early intervention
 - The long term unemployed
 - Young people particularly in relation to disengagement from education or youth offending
 - Social isolation particularly amongst older adults.
- Minor changes could be made to the program room and associated courtyard, to make it available as a community meeting and gathering space as well as a program room.
- A community engagement and marketing campaign would be needed to make the community aware of the new approach, rebuild relationships between the Centre and the community and to explore with the community how to reduce barriers to people accessing Olympic Leisure Centre.

Key impacts of Option 2 are:

- Reduced entry fees along with a targeted engagement and marketing campaign will **increase visitations to the Centre, but more importantly will help ensure community members who need to access health and wellness programs and opportunities are able to do so.** The financial impact of reducing entry fees will need to be modelled to understand the budget implications for Council, but a key premise of this approach is that the reduction in income from lower fees will be partially offset by increased visitations. This approach has been implemented or is being examined by several Councils as a way to increase participation in physical activity, reduce social isolation and improve access to services and supports in communities experiencing disadvantage. Examples include the Cities of Hume, Yarra, Monash and Dandenong.
- The development of **partnership and program initiatives could be proactively pursued** with the community and key stakeholder agencies. This will support the development of more targeted and

sustainable program initiatives aimed at improving the health and wellbeing of community members.

- In addition to informing the community about changes to the operating model, rebuilding relationships between the Centre and the community, and exploring how to reduce barriers to people accessing Olympic Leisure Centre, the community engagement and marketing campaign **provides a way of engaging with the community about the future development of the site and broader precinct.**

It is acknowledged under this option the age and physical condition of infrastructure would continue to deteriorate and will constrain the activities and programs the Centre can offer. This is why this option is proposed as an interim step while Council considers the future development of the Olympic Leisure Centre site and broader precinct.

Option 3: Redevelop the Olympic Leisure Centre Site and Surrounding Precinct

There is strong evidence to support redeveloping the Olympic Leisure Centre site and surrounding precinct with a focus upon improving access to services and health and wellbeing outcomes. Under this option:

1. **The Leisure Centre site would be substantially redeveloped.** As part of this, the physical connection between the Leisure Centre and Banyule Community Health Service, and the opportunity to address safety concerns associated with the laneway alongside the Centre and the land between the Leisure Centre and Health Service would be addressed.
2. **A different mix of facilities and services would be offered.** While further feasibility work is recommended to determine the best mix of services and facilities, the findings of the Needs Analysis indicate facilities are required to support:
 - Informal community gatherings and meetings
 - Neighbourhood house programs and activities
 - Library services
 - Leisure and recreation programs and activities.
 - Rehabilitation and allied health related programs and services.

Broadly facilities might include multipurpose activity, program or meeting spaces, gym facilities, library spaces, indoor court spaces, outdoor seating and activity spaces. For the community, the retention or replacement of the indoor court is likely to be a critical component of any redevelopment.

3. **The role of the Olympic Leisure Centre site in relation to aquatic offerings available in Banyule must reviewed,** especially given its proximity to Ivanhoe Aquatic Centre. It is understood Council does not have a strategic framework for the development and operation of aquatic leisure facilities and it is recommended Council undertake this work before making any decisions about future aquatic provision at the Olympic Leisure Centre site. While this work will guide decisions about the Olympic Leisure Centre site, some options for Council to consider are:

- **Cease to provide aquatic facilities at the Olympic Leisure Centre, instead developing water play opportunities at Malahang Reserve** and concentrating on supporting community members from Heidelberg West to access aquatic facilities and programs at Ivanhoe Aquatic Centre or Latrobe University. While it is acknowledged the removal of aquatic facilities from Olympic Leisure Centre is a significant change and may be difficult for the community to understand, it is an option Council must carefully consider given the proximity of the site to Ivanhoe Aquatic Centre and Latrobe University.
- **Replace the existing aquatic facilities with a warm water program pool that can support swimming lessons and rehabilitation programs.** While the evidence indicates provision of these facilities will help to address community needs, it will require a significant capital investment by Council and will impact upon the proposed development of new aquatic facilities at Ivanhoe Aquatic Centre.
- **Replace the existing aquatic facilities with similar facilities,** however there is NO evidence to support this option.
- Like option 2, **the service model would change** from an aquatic leisure facility with a commercial imperative, to a community health and wellbeing focus. Critical to this new operating model would be the integration of services and programs and partnerships between agencies. The governance model for the new facility would need to reflect this integrated approach and Council would continue to manage the site, co-ordinating access to facilities and facilitating partnerships between agencies.

Key impacts of Option 3 are:

- **The facility and service offerings will respond more effectively to local community needs** delivering improved integration and co-ordination of services, more equitable access to facilities and services and ultimately helping to improve health and wellbeing outcomes.
- **The age and deteriorating condition of the Olympic Leisure Centre infrastructure will be addressed.**
- **The project will help build civic pride in the Heidelberg West community.** Having access to an attractive, new, local facility, delivering services the community values and needs, will be a source of substantial pride. This will contribute to changing perceptions about the Heidelberg West community and demonstrate the community is valued and deserves access to quality services and infrastructure like all other parts of the Banyule community. In addition, Council's continued role in managing the site will reinforce that the community is valued by Council.
- **The community is likely to be very supportive of the improved facility and service offerings,** but it will be critical to involve and empower community members and stakeholder organisations throughout the planning process. Community needs and aspirations must be central to the design and planning process.

- There is **opportunity to incorporate shared multipurpose spaces** to support programs delivered to the Heidelberg West community by key service agencies such as Banyule Community Health Service and Olympic Adult Education.
- **The capital investment required for the project will be substantial**, but an integrated service model that clearly responds to community needs and seeks to address the fundamental disadvantage within the community will ensure the project is an attractive funding proposition for government and possibly philanthropic bodies.

Other Considerations for Council

There are several other issues and opportunities identified through the Needs Analysis about the Olympic Village precinct and Heidelberg West community it is recommended Council consider, including.

- **Taking a lead role in facilitating high-level co-ordination between services and agencies operating in the Heidelberg West community.** As noted earlier in this report, this has occurred previously through the Neighbourhood Renewal Project, and was found to be an effective way of encouraging agencies to work together and supporting a co-ordinated approach to service delivery and capital improvements. Agencies that could be involved in this type of co-ordinated approach are Banyule Council, Banyule Community Health Service, local schools, Department of Health and Human Services and Olympic Adult Education.
- **Influencing the retail businesses operating from the Olympic Village shops.** As noted earlier in this report, initiatives could include supporting the establishment of social enterprise businesses, developing a shop front library with meeting and/ or co-working spaces, or hosting pop up creative initiatives.
- **Raising the quality of the public domain to deliver public spaces the community can feel proud of and feel safe spending time.** Suggestions include improvements to streetscapes through landscaping, footpath and lighting improvements, the removal of rubbish from neighbourhoods, and providing safe pathways and connections for pedestrians and cyclists.

9.0 Next Steps

1. **Prepare an Aquatic Framework / Strategy** for all aquatic and leisure facilities operated or provided by Council. This will be critical to guiding decisions about the future provision of water space at Olympic Leisure Centre and will broadly involve:
 - A review of relevant strategies and the capacity of Council's aquatic and leisure facilities to contribute to achieving broad Council objectives e.g. ensuring strong, healthy and inclusive communities.
 - Identification of industry trends, opportunities and challenges in the operation and development of aquatic and leisure centres.
 - A 'state of play' review of Banyule's aquatic and leisure facilities from a broad industry perspective including and a review of key performance markers, approach to equity and whole of community access, and customer satisfaction.
 - Executive and Councillor consultation to:
 - Build understanding of the 'state of play'
 - Consider the purpose of providing aquatic and leisure facilities and services
 - Developing guiding principles that will drive future developments and operations
 - The long-term objectives or outcomes that Council is seeking from its aquatic and leisure centres.
 - Discussion of the draft strategic framework with key stakeholders including:
 - Community reference group/s (no broad community consultation)
 - Centre operators/management
 - Council staff.
 - Discussion of the consultation findings with the Executive and Councillors and confirmation of the strategic framework.
 - Assessment of existing infrastructure and operating models against the strategic framework.
 - Identification of initiative and developments required to deliver the strategic framework.
 - Consideration by the Executive and Councillors of the findings and development of an implementation strategy.
2. **Consider making immediate changes to the operating model of the Olympic Leisure Centre** including reviewing the pricing structure, directing resources towards developing partnerships and new program initiatives, employing local people to work in the Centre, and implementing a community engagement and marketing campaign to make the community aware of the new approach, rebuild relationships between the Centre and the community, and explore how to reduce barriers to people accessing Olympic Leisure Centre.

- 3. Re-establish a high-level co-ordinating group with key agencies working in the Heidelberg West community.** As noted previously, this could include Banyule Council, Banyule Community Health Service, local schools, Department of Health and Human Services and Olympic Adult Education.
- 4. Conduct a community engagement initiative centred around re-imagining the Olympic Leisure Centre site.** The engagement initiative could:
 - Share with the community the key findings of the Needs Analysis
 - Test ideas or new approaches with the community such as removal of the water space at OLC, coupled with the development of outdoor water play facilities at Malahang Reserve
 - Explore community views about the facilities, activities or services they believe are needed in Heidelberg West.

As noted previously in this report, it will be critical to involve and empower community members and stakeholder organisations in any future planning for the Olympic Leisure Centre site.

Attachments

Attachment A: Strategic Context Information

Attachment B: Community Profile Data

Attachment C: Benchmarking Data

Attachment A

Strategic Context Information

This section looks at the community planning context for the Olympic Leisure Centre Needs Analysis. It is important to understand the issues and challenges identified and the objectives and priorities set out in relevant plans and reports. This will enable the approach and direction in the Needs Analysis to be consistent with community needs and aspirations. Relevant plans and reports developed or commissioned by Council have been reviewed to identify themes and priorities to be reflected in the Needs Analysis. Key plans and reports reviewed include:

- Ford Park Concept Plan, North East Link Project, 2019
- Community Update, Ford Park Redevelopment, North East Link Project, December 2019
- Bellfield Urban Design Guidelines Consultation Report, 2018
- Aged Services Planning, Bellfield Planning Document, An integrated community Council development project, 2018
- Bellfield Project, Service planning template, 2018
- A Joint Community Infrastructure Plan for the Latrobe National Employment and Innovation Cluster, 2016
- Olympic Leisure Centre Masterplan, Sport and Leisure Solutions, 2014
- Olympic Neighbourhood House, Situation Analysis and Development Options Report (Including Appendices), September 2014
- Findings from the Heidelberg West Neighbourhood Renewal Community Survey, 2007
- Olympic Village Local Structure Plan, Office of Housing, Department of Planning and Development, 1995.

A.1 Ford Park Concept Plan, North East Link Project, 2019 and Community Update, Ford Park Redevelopment, North East Link Project, December 2019

As part of the State Government's project to develop the North East Link, a new road to join the M80 Ring Road and Eastern Freeway, a proposal to develop new and upgraded facilities at Ford Park, Bellfield has been prepared. This development would enable the Yarra Junior Football League (YJFL) to relocate its activities from Bulleen Park which is required as a construction site. The proposal is being considered in the context of the park masterplan which was adopted in 2016 and works are proposed to commence in 2020. A number of aspects of the proposal are relevant for the future use of Olympic Leisure Centre.

- The redevelopment of Ford Park and occupancy by the YJFL will result in a regional facility which will attract visitors from across the region to the precinct.

- The new and upgraded reserve has the potential to contribute to an increased sense of community pride in the area.
- The development will include a new sporting pavilion which will include a social space which will have the potential to support a range of community activities.
- The Park is situated 500 metres from the proposed community hub on the former Banksia Secondary College site which offers the potential for coordination of activities.
- The development will include upgraded cricket and football facilities, a multi-use basketball court, additional play equipment and car parking which will support increased use by young people and the broader community.

A.2 Bellfield Urban Design Guidelines Consultation Report, 2018

Council purchased three former school sites in the local area from the State Government in 2012. The former schools were:

- Banksia Secondary College, Bellfield
- Bellfield Primary School, Bellfield
- Haig Street Primary School, Heidelberg Heights.

Council's objective in acquiring the sites was to guide and influence residential development in these areas. The Haig Street and Bellfield Primary School sites have both been sold and subsequently developed. Council undertook a design process for each area and disposed of the sites via a tender process. Council has prepared urban design guidelines for the Banksia Secondary College site to focus discussion with the local community. The existing Council community facilities at the western end of the site have been included in the project.

Council has adopted a set of principles to guide future development of the site and they are listed below:

1. Ensure the new development is designed and constructed to integrate with the local environment and existing neighbourhood.
2. Deliver a development of high-quality built form and open spaces that are pedestrian friendly, boast environmentally sustainable design principles, meet the project design guidelines and ensure leadership through liveability principles.
3. Deliver a social housing component on the Public Use Zone land located at 230 Banksia Street.
4. Deliver a new, multi-purpose, future-proof Bellfield Community Hub that can house many community groups and uses.
5. Ensure a rigorous commercial structure and governance arrangement through the tender and commercial transaction process.

6. Enable the selection of development partners that enables innovative ways of delivering different types of housing.
7. Ensure the development is delivered in a timely manner so that the site does not sit vacant or under construction for long periods of time.
8. Ensure the development strategy delivers a strong financial return to Council to help fund existing services and future capital projects.

The masterplan which has been produced indicates a high rise apartment building located at the south west corner and overlooking Ford Park, community facilities and social housing at the eastern end behind the Council waste management facility and residential development across the balance of the site. It is understood the final development plan will see building heights capped at 3 or 4 storeys.

The future character and development of this site is relevant to the consideration of the preferred future use of Olympic Leisure Centre in the following ways:

- The site will sustain a significant new residential population over the short to medium term.
- The site will include a social housing component which has the potential to support many families and individuals in the area.
- New community facilities are proposed which will replace the existing dated buildings and which have the potential to be designed to specifically respond to local needs and will complement and compete with Olympic Leisure Centre.
- The new development and investment in the public domain has the potential to contribute to an increased sense of pride in the area.

An extensive Community engagement process was undertaken on the proposal and this has raised a number of issues which are likely to be confirmed in any conversations with the community about the future use of Olympic Leisure Centre.

- Traffic and parking is perceived to be a problem and getting worse.
- Access to the proposed new community facilities is uncertain.
- The quality and density of development is questioned.
- The desire for more open space in the precinct.
- Requests for improved public transport in the area.

A.3 Aged Services Planning, Bellfield Planning Document, An integrated community Council development project, 2018

A community development project involving Council staff and community members was conducted in 2018 to look at facility requirements to meet the needs of the Bellfield community. In the discussions dealing

with aged services, the programs considered included delivered meals, social support and the broad suite of services delivered to older adults by Council and other community organisations.

The workshops identified the facilities and infrastructure necessary to support delivery of the services, opportunities to introduce new programs to meet community needs and the potential for sharing of spaces and integration of programs. Clear themes to emerge from the project were:

- Facilities and spaces to support delivery of older adult programs have specific requirements such as accessibility (e.g. at grade access, toilets, etc), public lighting, parking, etc.
- A wide range of programs are currently being delivered including programs with a socialisation focus and others with a health and wellbeing focus.
- Outdoor spaces can support a range of older adult activities including gardening and exercise programs.
- There are potential linkages between services given the common client base. This may involve transport, staffing and building spaces.
- Sufficient facilities are necessary to support the opportunity to deliver responsive, occasional or seasonal programs.
- Practical issues such as storage, parking and street signage need to be considered to support community use of facilities by older adults.
- Coordination between organisations and programs can enhance efficient utilisation of buildings and infrastructure.

A.4 Bellfield Project, Service planning template, 2018

A community development project involving Council staff and community members was conducted in 2018 to look at facility requirements to meet the needs of the Bellfield community. In the discussions dealing with young people and the early years, the programs considered included youth services delivered by Council and other community organisations and services to support children and families.

The workshops identified the facilities and infrastructure necessary to support delivery of the services, opportunities to introduce new programs to meet community needs and specific factors to be considered in the delivery of programs to young people and families with young children.

A number of points were identified which are of relevance in considering the potential future role of Olympic Leisure Centre.

Young people

- Spaces which are flexible and with a casual atmosphere are welcoming for young people.
- Spaces for informal sport and recreational activities support a range of programs.

- Technology plays an important role in interacting with and supporting young people. Spaces need to have the necessary infrastructure to support the use of technology in activities and events.
- Access to public transport is important in decisions regarding the siting of facilities for young people.
- Proximity to other complementary facilities and services needs to be considered.

Early years

- Early years facilities need access to outdoor spaces and adequate shading is important.
- There is a preference for natural outdoor areas and play spaces.
- Design of facilities and buildings for early years programs should consider the need for supervision.
- Dedicated spaces for staff are important.
- Spaces for staff or program leaders to meet with families and parents is important.

A.5 A Joint Community Infrastructure Plan for the Latrobe National Employment and Innovation Cluster, 2016

The core aim of the Plan was to identify how the existing siloed approach to providing community infrastructure can be changed, allowing services and infrastructure to be delivered in a more integrated, efficient and equitable way. The study identified:

- There are a range of services and infrastructure provided in the cluster catchment but how people use these services and infrastructure varies depending upon their location, the services offered and the particular needs of the community. Community members do not necessarily select the services closest to their home.
- Services are often responding to community needs with a short-term approach, there is little co-ordination between services and often duplication, particularly in the early years, aged and residential care, community health, social facilities and the provision of quality open space.
- Population growth is projected in several parts of the cluster catchment and this will drive increased demand for services and a change in the expectations about how services will be delivered.
- Darebin Creek is located in the centre of the cluster catchment with Banyule Council, Darebin Council and Latrobe University all having some responsibility for managing a part of the waterway. It is a key asset of the catchment but does not play a defining role.

Key outcomes or recommendations of the Community Infrastructure Plan are:

- The creation of community hubs in highly accessible locations rather than the continued delivery of services from individual sites. Community hubs should provide a diverse range of infrastructure and services in close proximity to each other e.g. children's services, health services, education facilities, recreation facilities, passive open space and a high-quality public realm. They will be highly accessible for pedestrians, cyclists and people using public transport. The Olympic Village Learning

Hub including Council's Family and Children's Centre and Olympic Village Primary School is identified as a key hub. Included in this is the provision of infrastructure on the DET land for Olympic Adult Education. This aspect did not proceed.

- The establishment of new working relationships and a greater level of co-ordination between government agencies and other service providers.
- Community infrastructure design principles were developed to underpin the planning and design of community infrastructure. Key elements include that it is undertaken in consultation with the local community and key service providers, that where possible facilities be located with existing facilities or involve an upgrade of existing facilities, the facilities provide appropriate and flexibly designed spaces are future proofed and reflect the distinctiveness of communities.

Specific relevant recommendations in the Heidelberg West Bellfield area were:

- Encourage Banyule Council to establish at least one multipurpose community centre and community hub in Heidelberg West incorporating community meeting spaces, a consolidated home for Olympic Adult Education, a new branch library and a senior's hub.
- Identify how the existing campus of Banyule Community Health Service can be expanded to address increased demand for primary health care.

A.6 Olympic Leisure Centre Masterplan, Sport and Leisure Solutions, 2014

Council prepared a masterplan for Olympic Leisure Centre in 2012. The plan's objective was to position the Centre to meet the community's needs in a sustainable cost-effective way. The Masterplan sets out the past history of the facility and its role in the community. At the time that the plan was prepared, the Centre was described as being at capacity. The plan acknowledges though that it was not meeting community needs and expectations.

The Masterplan prepared a demographic assessment, catchment analysis, looked at issues related to supporting young people and looked at the wider Olympic Village Precinct in which the Centre is situated. The objectives of the master planning project were:

- To identify any modifications and/or extensions to the building to enhance the Centre's capacity.
- To prepare a plan for the facility surrounds to identify opportunities to create outdoor spaces to encourage community activity.
- To identify strategies to enable the Centre to operate in a more environmentally sustainable way.
- To identify strategies to strengthen links with other community facilities and schools in the local area.

The Masterplan report referred to an earlier community planning project, Heidelberg West Neighbourhood Framework Report 2010. This project identified a number of issues relevant to the use and community perceptions of Olympic Leisure Centre. These included:

- Low levels of community participation, membership of organised groups and volunteering.
- A perception of poor access to quality community and recreation activities and facilities.
- Concerns about public safety in the area.

The Neighbourhood Framework Report identified specific concerns held by the community. These included:

- The need for additional gymnasium space.
- The provision of social spaces such as a café.
- The need to improve the accessibility of the Centre for older adults and people with mobility issues and disabilities.
- The absence of youth-oriented programs.
- Activities that respond to the culturally diverse community.

The Masterplan developed a number of options which were assessed against criteria of achieving community benefit, increased amenity and long-term financial sustainability. The plan provided guidance on likely capital and operating cost implications. The primary option included a warm water program pool. Spa and steam room, youth space, new gym and change rooms and works to improve accessibility. A further option added a new learn to swim pool and new family change facilities. The plan indicated that the redevelopment options were viable and that the works would result in the future financial sustainability of the Centre.

A.7 Olympic Neighbourhood House, Situation Analysis and Development Options Report (Including Appendices), September 2014

A situational analysis and development proposal was undertaken for Council to consider the development of a new Olympic Neighbourhood House to support the West Heidelberg community. The study premise was that Olympic Adult Education (OAE) would be the lead tenant and that the new facility could be a focus for community learning in Olympic Village. The context for the project was the investment taking place on Department of Education and Early Childhood Development land in Olympic Village and Olympic Adult Education's objective to deliver programs from one site.

Opportunities to continue and expand activities from OAE's current three sites were assessed and future needs identified. Requirements identified include meeting spaces, classrooms, storage space, kitchen, staff amenities and carparking. Potential partners were identified to promote collaboration and enhance viability of a new neighbourhood house. Opportunities to build on current investment in the area and potential funding streams were also identified.

The focus and emphasis of the project was developed in consultation with OAE. The report should be read in a broader context and having regard for the role and service footprint of all the relevant community service organisations in West Heidelberg and the realities of scarce capital and operational funding.

A.8 Findings from the Heidelberg West Neighbourhood Renewal Community Survey, 2007

A community survey was conducted in 2007 as part of the Heidelberg West Neighbourhood Renewal Project. The survey received 300 responses and a telephone control sample was conducted with 150 residents. The extensive survey tested community perceptions about the area including the neighbourhood, services available to the community including public transport and schools, and perceptions about health and wellbeing. The survey results provide an insight into the needs and aspirations of the West Heidelberg community and potentially guide responses from agencies seeking to support the local community.

The community identified the proximity to local shops and family and friends to be a strength. Concerns were expressed regarding employment opportunities and also in relation to community safety issues and crime that the area was experiencing.

A number of health and wellbeing challenges were identified. These include drug and alcohol use, aggressive behaviour and violence. Frustrations were also expressed in relation to the investment and responsiveness of the Department of Housing and the large number of social housing units in the area highlight this as a challenge.

The survey invited community members to nominate improvements to the neighbourhood to address liveability. There were consistent themes in relation to improving the accessibility and responsiveness of community services and improving the amenity of public spaces such as streetscapes, parks and sporting facilities. Improvements to community facilities, sporting and recreation facilities and the introduction of library services were also seen to be important.

The appearance and condition of the housing stock in the area was identified as an element that contributed to negative perceptions of the area and community members expressed an aspiration for this to be addressed.

A.9 Olympic Village Local Structure Plan, Office of Housing, Department of Planning and Development, 1995.

Council prepared a Local Structure Plan for Olympic Village in 1995. The Plan aimed to develop strategies for the redevelopment of Olympic Village. The Plan assessed issues in relation to infrastructure, housing, community facilities, retail and service's needs, schools and other land uses. There was an extensive community consultation process to support preparation of the Plan.

A number of objectives underpin the Plan:

- To provide economically sustainable housing to meet community needs;
- To reinvigorate Olympic Village and provide a quality living environment;
- To diversify the mix of retailers within Olympic Village; and
- To maximise the resources available to the reinvigoration of Olympic Village.

Olympic Village in Heidelberg West is historically and culturally significant for its role in the 1956 Melbourne Olympic Games. The Plan sought to respect the Olympic Games history and be cognisant of the area's subsequent development as a public housing estate. The Plan noted the dilapidated nature of much of the housing stock. The progressive upgrading or replacement of existing public housing stock, construction of additional public housing units and encouragement of private residential development was foreshadowed in the Plan.

The Plan recognised that the local community had a strong sense of pride in the history of the area, that there were negative external perceptions about Olympic Village and that there had been a lack of public investment in infrastructure and services over time.

It foreshadowed an ambitious program to attract more families to the area, investment in works to improve the public domain and rebuild infrastructure and encourage the redevelopment of some of the public housing in partnership with private investment. The aim was to improve the liveability of Olympic Village for the resident population.

Attachment B

Community Profile Data

Population Size and Growth¹²

Year	Heidelberg West - Bellfield	Banyule
2012	7,452	123,584
2016	7,677	127,447
2018	7,970	130,237
2026 (projected)	8,345	140,006
2031 (projected)	8,569	143,366
2036 (projected)	9,035	147,098
Change 2016 - 2026	668	12,559
% Change	8.7%	9.9%
Change 2026 - 2036	690	7092
% Change	8.3%	5.1%
Change 2016 - 2036	1,358	19,651
% Change	17.7%	15.4%

Table B.1: Estimated and Projected Residential Population 2011 – 2036, Heidelberg West – Bellfield and City of Banyule

Age Distribution¹³

A person's age will impact upon how they make use of services and facilities available in and around Heidelberg West – Bellfield and more broadly the City of Banyule. Tables B.2 and B.3 below provide information about the current and projected age profile of the Heidelberg West – Bellfield community and more broadly the City of Banyule between 2016 and 2036.

¹² Profile.id, City of Banyule Community Profile and Population Forecast. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

¹³ Profile.id, City of Banyule Community Profile and Population Forecast. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

Age	West Heidelberg - Bellfield													
	2016			2026		2036		Pop. Change 2016 - 2026		Pop. Change 2026 - 2036		Pop Change 2016 - 2036		
0-4	573	7.7%		629	7.5%		674	7.5%	56	9.8%	45	7.2%	101	17.6%
5-9	461	6.2%		541	6.5%		587	6.5%	80	17.4%	46	8.5%	126	27.3%
10-14	421	5.7%		483	5.8%		503	5.6%	62	14.7%	20	4.1%	82	19.5%
15-19	419	5.7%		454	5.4%		512	5.7%	35	8.4%	58	12.8%	93	22.2%
20-24	563	7.6%		644	7.7%		706	7.8%	81	14.4%	62	9.6%	143	25.4%
25-29	644	8.7%		753	9.0%		819	9.1%	109	16.9%	66	8.8%	175	27.2%
30-34	671	9.1%		746	8.9%		813	9.0%	75	11.2%	67	9.0%	142	21.2%
35-39	523	7.1%		698	8.4%		752	8.3%	175	33.5%	54	7.7%	229	43.8%
40-44	447	6.0%		586	7.0%		634	7.0%	139	31.1%	48	8.2%	187	41.8%
45-49	439	5.9%		459	5.5%		538	6.0%	20	4.6%	79	17.2%	99	22.6%
50-54	458	6.2%		399	4.8%		474	5.2%	-59	-12.9%	75	18.8%	16	3.5%
55-59	413	5.6%		392	4.7%		408	4.5%	-21	-5.1%	16	4.1%	-5	-1.2%
60-64	370	5.0%		379	4.5%		353	3.9%	9	2.4%	-26	-6.9%	-17	-4.6%
65-69	331	4.5%		326	3.9%		311	3.4%	-5	-1.5%	-15	-4.6%	-20	-6.0%
70-74	203	2.7%		268	3.2%		292	3.2%	65	32.0%	24	9.0%	89	43.8%
75-79	151	2.0%		250	3.0%		242	2.7%	99	65.6%	-8	-3.2%	91	60.3%
80-84	120	1.6%		164	2.0%		203	2.2%	44	36.7%	39	23.8%	83	69.2%
85 plus	187	2.5%		175	2.1%		215	2.4%	-12	-6.4%	40	22.9%	28	15.0%
Total	7,394			8,346			9,036		952		690		1,642	

Table B.2: Actual and Projected Age Profile 2016 – 2036, Heidelberg West – Bellfield

Age	City of Banyule											
	2016		2026		2036		Pop. Change 2016 - 2026		Pop. Change 2026 - 2036		Pop. Change 2016 - 2036	
0-4	7,747	6.4%	8,716	6.2%	8,993	6.1%	969	12.5%	277	3.2%	1,246	4.9%
5-9	7,596	6.2%	8,108	5.8%	8,373	5.7%	512	6.7%	265	3.3%	777	3.1%
10-14	6,672	5.5%	7,901	5.6%	8,042	5.5%	1,229	18.4%	141	1.8%	1,370	5.4%
15-19	6,834	5.6%	8,213	5.9%	8,285	5.6%	1,379	20.2%	72	0.9%	1,451	5.7%
20-24	7,410	6.1%	8,894	6.4%	9,423	6.4%	1,484	20.0%	529	5.9%	2,013	8.0%
25-29	7,889	6.5%	9,448	6.7%	9,931	6.8%	1,559	19.8%	483	5.1%	2,042	8.1%
30-34	8,358	6.9%	9,816	7.0%	10,141	6.9%	1,458	17.4%	325	3.3%	1,783	7.1%
35-39	8,593	7.1%	10,001	7.1%	10,309	7.0%	1,408	16.4%	308	3.1%	1,716	6.8%
40-44	8,776	7.2%	9,728	6.9%	10,038	6.8%	952	10.8%	310	3.2%	1,262	5.0%
45-49	8,370	6.9%	9,145	6.5%	9,557	6.5%	775	9.3%	412	4.5%	1,187	4.7%
50-54	7,851	6.4%	8,745	6.2%	9,129	6.2%	894	11.4%	384	4.4%	1,278	5.1%
55-59	7,653	6.3%	8,073	5.8%	8,453	5.7%	420	5.5%	380	4.7%	800	3.2%
60-64	6,887	5.7%	7,390	5.3%	7,827	5.3%	503	7.3%	437	5.9%	940	3.7%
65-69	6,534	5.4%	6,882	4.9%	7,077	4.8%	348	5.3%	195	2.8%	543	2.2%
70-74	4,976	4.1%	5,934	4.2%	6,324	4.3%	958	19.3%	390	6.6%	1,348	5.3%
75-79	3,681	3.0%	5,271	3.8%	5,634	3.8%	1,590	43.2%	363	6.9%	1,953	7.7%
80-84	2,782	2.3%	3,721	2.7%	4,501	3.1%	939	33.8%	780	21.0%	1,719	6.8%
85 plus	3,253	2.7%	4,020	2.9%	5,060	3.4%	767	23.6%	1,040	25.9%	1,807	7.2%
Total	121,862		140,006		147,097		18,144		7,091		25,235	

Table B.3: Actual and Projected Age Profile 2016 – 2036, City of Banyule

Household Type¹⁴

	West Heidelberg - Bellfield											
Household Type	2011		2016		2026		2036		Change 2016 - 2026		Change 2026 - 2036	
Couples with children	598	21.4%	651	22.5%	703	21.1%	766	21.2%	52	7.6%	64	22.6%
Couples without children	432	15.5%	450	15.5%	575	17.3%	620	17.2%	125	18.3%	45	16.0%
One parent families	508	18.2%	478	16.5%	621	18.7%	677	18.8%	143	21.1%	56	19.7%
Other families	70	2.5%	76	2.6%	150	4.5%	162	4.5%	74	10.9%	12	4.4%
Group households	187	6.7%	184	6.3%	233	7.0%	254	7.0%	49	7.1%	21	7.5%
Lone person	839	30.1%	806	27.8%	1,044	31.4%	1,128	31.3%	238	34.9%	84	29.9%
Other not classified	129	4.6%	240	8.3%								
Visitor only households	29	1.0%	13	0.4%								
Total	2,792	100%	2,898	100%	3,325	100%	3,607	100%	680	100.0%	282	100.0%

Table B.4: Actual and Projected Household Type 2016 – 2036, Heidelberg West – Bellfield

	City of Banyule											
Household Type	2011		2016		2026		2036		Change 2016 - 2026		Change 2026 - 2036	
Couples with children	15,188	33.8%	15,854	34.3%	17,491	32.4%	18,154	31.5%	1,637	17.0%	663	18.5%
Couples without children	10,974	24.4%	11,130	24.1%	14,737	27.3%	15,786	27.4%	3,607	37.5%	1,049	29.2%
One parent families	4,922	11.0%	4,808	10.4%	5,488	10.2%	5,817	10.1%	680	7.1%	329	9.2%
Other families	571	1.3%	614	1.3%	1,358	2.5%	1,433	2.5%	744	7.7%	75	2.1%
Group households	1,597	3.6%	1,431	3.1%	1,947	3.6%	2,060	3.6%	516	5.4%	113	3.2%
Lone person	10,445	23.2%	10,578	22.9%	13,023	24.1%	14,382	25.0%	2,445	25.4%	1,359	37.9%
Other not classified	973	2.2%	1,476	3.2%								
Visitor only households	267	0.6%	297	0.6%								
Total	44,937	100%	46,188	100%	54,044	100%	57,631	100%	9,629	100.0%	3,587	100.0%

Table B.5: Actual and Projected Household Type 2016 – 2036, Heidelberg West – Bellfield

¹⁴ Profile.id, City of Banyule Community Profile and Population Forecast. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

Diversity

When examining the proportion of the community born overseas, the Heidelberg West – Bellfield community appears to be less diverse than the wider City of Banyule (38.3 percent for the City of Banyule were born overseas compared with 32.3 percent for Heidelberg West – Bellfield at the 2016 Census). However, a more accurate indication of this, is the proportion of the community who speak a language other than English at home and the proportion of the community not fluent in English. In Heidelberg West – Bellfield, 37.4 percent of the community speak a language other than English at home compared with 21.6 percent for the City of Banyule, and 6.9 percent are not fluent in English compared with 3 percent for the City of Banyule (at the 2016 Census).¹⁵

At the 2016 Census in Heidelberg West – Bellfield, the top six countries people born overseas came from were Somalia (4 percent), China (2.8 percent), India (2.5 percent), United Kingdom (1.8 percent), Vietnam and New Zealand (both 1.7 percent).¹⁶

A high proportion of people who identify as Aboriginal or Torres Strait Island live in Heidelberg West – Bellfield than the wider City of Banyule (1.4 percent compared with 0.6 percent at the 2016 Census). There are also smaller areas (statistical areas) within Heidelberg West – Bellfield, where the proportion of people who identify as Aboriginal or Torres Strait Island is notably higher e.g. 3.2 percent, 3.1 percent, 2.9 percent and 2.6 percent. These areas are all located north of Bell Street in the Olympic Village precinct.¹⁷

Overall this indicates the demand for services to support people from a culturally and linguistically diverse background and people who identify as Aboriginal or Torres Strait Island will be higher in the Heidelberg West – Bellfield community than other parts of the City of Banyule.

Disadvantage

The SEIFA (Socio-Economic Indexes for Areas) data shows that the Heidelberg West – Bellfield community is the most disadvantage community in the City of Banyule and when compared with other communities, it is one of the most disadvantaged communities in Melbourne and Victoria. The SEIFA score for the Heidelberg West – Bellfield community at the 2016 Census was 865.7. This compares with 1055.0 for the City of Banyule, 1001.9 for wider Victoria and 889 for Central Goldfields which is considered to be the most disadvantaged local government area in Victoria. There are also smaller areas (statistical areas) within the Heidelberg West – Bellfield community, where the SEIFA score is well below 800 e.g. 741, 769, 771 indicating communities living in these statistical areas experience even higher levels of disadvantage than the wider Heidelberg West – Bellfield area. All of these areas are located north of Bell Street in the Olympic Village precinct.¹⁸

¹⁵ Profile.id, City of Banyule Community Profile. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

¹⁶ Profile.id, City of Banyule Community Profile. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

¹⁷ Profile.id, City of Banyule Community Profile and Social Atlas. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

¹⁸ Profile.id, City of Banyule Community Profile and Social Atlas. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

Specific indicators of disadvantage are¹⁹:

- High levels of unemployment and low levels of participation in the labour force. In 2016:
 - The overall unemployment rate for Heidelberg West – Bellfield was 11.4 percent compared with 5.5 percent for the City of Banyule and 6.6 percent for wider Victoria.
 - The youth unemployment rate for Heidelberg West – Bellfield was 24.5 percent compared with 14.2 percent for the City of Banyule and 15.2 percent for wider Victoria.
 - The unemployment rate for seniors was 6.2 percent in Heidelberg West – Bellfield compared with 3.5 percent for the City of Banyule and 4.4 percent for wider Victoria.
 - The labour force participation for Heidelberg West – Bellfield was 50.7 percent compared with 62.6 percent for the City of Banyule and 60.9 percent for wider Victoria.
- The high levels of young people (aged 15 – 24 years) not engaged in either education or employment. In Heidelberg West – Bellfield in 2016 it was 12.9 percent, compared with 6.2 percent for the City of Banyule and 8.2 percent for wider Victoria.
- The low education levels. In 2016:
 - 50.9 percent of residents in Heidelberg West – Bellfield had completed year 12 or equivalent compared with 60.9 percent for the City of Banyule and 54.4 percent for wider Victoria
 - 21.1 percent of residents in Heidelberg West – Bellfield had completed a bachelor degree or higher compared with 31.8 percent for the City of Banyule and 24.4 percent for wider Victoria.
- The high proportion of households experiencing housing stress i.e. where the lowest income households are spending more than 30 percent of their gross weekly income on housing costs. In Heidelberg West – Bellfield in 2016 it was 16.6 percent of households, compared with 8.6 percent for the City of Banyule and 11.4 percent for wider Victoria.
- The high proportion of households renting social housing i.e. in Heidelberg West – Bellfield it is 25.9 percent of the community, compared with 3.7 percent for the City of Banyule and 2.8 percent for wider Victoria. In some statistical areas within Heidelberg West – Bellfield in 2016, the proportion of households renting social housing was well over 30 percent e.g. 44 percent, 39.8 percent, 33.1 percent and all of these areas are located north of Bell Street in the Olympic Village precinct.
- The high proportion of low-income households i.e. households earning less than \$650 per week. In Heidelberg West – Bellfield in 2016 it was 28.1 percent, compared with 15.5 percent for wider Banyule and 18.3 percent for wider Victoria. In some statistical areas in Heidelberg West – Bellfield, the proportion of low-income households is well over 30 percent e.g. 38.9 percent, 36.1 percent, 33.5 percent and all of these areas are located north of Bell Street in the Olympic Village precinct.

¹⁹ Profile.id, City of Banyule Community Profile and Social Atlas. Accessed 3 March 2020:
<http://profile.id.com.au/banyule/>

- The low proportion of households with an internet connection. In 2016, 68.7 percent of households in Heidelberg West – Bellfield had an internet connection compared with 83.3 percent for the City of Banyule and 79.6 percent for wider Victoria.
- The high proportion of households without a car. In 2016, 14.6 percent of households in Heidelberg West – Bellfield did not have a car compared with 6 percent for the City of Banyule and 7.6 percent for wider Victoria.
- The low levels of volunteering. In 2016, 13.9 percent of residents in Heidelberg West – Bellfield volunteered compared with 20.4 percent for the City of Banyule and 19.2 percent for wider Victoria. The level of volunteering is often an indicator of the cohesiveness and capacity of a community.

Year	Heidelberg West - Bellfield	City of Banyule	Victoria
SEIFA	865.7	1055.0	1001.9
Unemployment Rate	11.4%	5.5%	6.6%
Youth Unemployment rate (15 - 24 years)	24.5%	14.2%	15.2%
Seniors Unemployment Rate (55 years or older)	6.2%	3.5%	4.4%
Labour Force Participation	50.7%	62.6%	60.9%
Disengaged Youth (not employed or in education 15 - 24 years)	12.9%	6.2%	8.2%
Completed Year 12 or equivalent	50.9%	60.9%	54.4%
Completed a Bachelor Degree or Higher	17.5%	27.2%	24.4%
Households in Housing Stress (lowest income households paying more than 30% of their gross weekly income on housing costs)	16.60%	8.6%	11.40%
Renting social housing	25.9%	3.7%	2.8%
Renting privately	21.4%	20.0%	24.3%
Low Income Households (Less than \$650 a week)	28.1%	15.5%	18.3%
Household Income - lowest quartile	3750.0%	21.3%	
Household Income - Medium lowest quartile	2780.0%	22.3%	
Household Income - Medium highest quartile	2250.0%	25.4%	
Household Income - Highest quartile	1220.0%	31.1%	
Internet Connection	68.7%	83.3%	79.6%
Households Without a Car	14.6%	6.0%	7.6%
Proportion of People Who Volunteer	13.9%	20.4%	19.2%

*Table B.6: Indicators of Disadvantage, 2016 Census Data, Heidelberg West – Bellfield, City of Banyule and Victoria*²⁰

²⁰ Profile.id, City of Banyule Community Profile and Social Atlas. Accessed 3 March 2020: <http://profile.id.com.au/banyule/>

Attachment C

Benchmark Data

Provided as a separate PDF attachment.