A young girl with long brown hair is swimming underwater in a pool. She is wearing a pink Hello Kitty swimsuit with cartoon characters and the text 'HELLO KITTY AND FRIENDS'. She also wears pink goggles and a pink wristband. Her arms are extended forward, and her legs are bent. The pool has a blue tiled floor and a red metal structure in the background.

Club Gender Audit and Action Plan Guide

Fair Access



Yarra City Council acknowledges the Wurundjeri Woi Wurrung people as the Traditional Owners and true sovereigns of the land now known as Yarra. We also acknowledge the significant contributions made by other Aboriginal and Torres Strait Islander people to life in Yarra. We pay our respects to Elders from all nations and to their Elders past, present and future.

This publication is available in alternative accessible formats on request.

Electronic copy

PDF versions of this report can be downloaded from yarracity.vic.gov.au

National Relay service

TTY 133 677 then (03) 9205 5555 or relayservice.gov.au

Yarra Council language line

العربية 9280 1930

中文 9280 1937

Ελληνικά 9280 1934

Italiano 9280 1931

Español 9280 1935

Tiếng Việt 9280 1939

Other 9280 1940

REF 20432



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Introduction

The **Club Gender Audit** and **Club Gender Equity Action Plan** have been designed to support Yarra Clubs to understand where to make impactful and actionable priorities that are aligned to Fair Access and our [Sportsground and Facilities Allocation Policy](#).

From 1st July 2025, all clubs are required to complete an audit and action plan to receive a facility allocation for the following season.

Yarra City Council's Recreation Team are responsible for providing tailored support to clubs, and guiding clubs to access grants and resources to activate their plans.

This guide has been designed to use alongside [these resources](#), as well as the 'Women and Girls Inclusion' and 'Inclusion in Sport' modules on the [Game Plan](#) platform – a tool to improve the capability of clubs and sporting organisations.

Fair Access – Where has it come from and why do we need it?

The Gender Equality Act 2020 states that all Victorian Councils need to ensure fair access to sport and recreation facilities for people of all genders to be considered eligible to receive state government infrastructure funding. The Fair Access Policy Roadmap (FAPR) seeks to address known barriers experienced by women and girls in accessing and using community sports infrastructure.

Women and girls make up just over 51% of people living in the City of Yarra. Women, girls and diverse genders are under-represented in sport and physical activity participation, and may face additional barriers to participating in activities they want.

- **1 in 5 females** do no physical activity in a week
- **1 in 3 women aged 25+** believe sporting clubs are not welcoming to people like them
- Participation in sport and active recreation by Victorian females declines as females get older (**15-17 years, 71% | > 65 years, 47%**)

A Victorian Government inquiry into Women and Girls in Sport and Recreation found that women and girls are under-represented in both participation in community sport and in leadership roles in the sport and active recreation sector. The Fair Access Policy implementation is being led by the Office for Women in Sport and Recreation (OWSR), in partnership with VicHealth and Sport and Recreation Victoria (SRV) and LGA's. The OWSR was established in

2017 following the 2015 Inquiry into Women and Girls in Sport and Active Recreation. Their purpose is to increase participation, leadership and visibility of women and girls in sport and active recreation.

Through Yarra City Council's Sportsgrounds and Allocation Policy, we demonstrate our commitment to diversity and inclusivity so everyone in our community feels safe, supported and welcomed to take part in community sport. Council is making an amendment to the essential criteria within existing Sportsgrounds and Facilities Allocation Policy (2022) to reflect Council's commitment to the FAPR and Action Plan and to continue our goal of providing fair and equitable access and to advance opportunities for women, girls and underrepresented groups to participate in community sport and recreation.

Other demographics, such as those who are culturally and linguistically diverse, disabled, queer or from a lower socioeconomic group, for example, also face barriers to participation. Women and girls may also belong to one of more of these groups, so can be exposed to overlapping forms of discrimination or marginalisation. This is called

[intersectionality](#). We encourage you to consider an intersectional approach when engaging with Fair Access.

What does this mean for Clubs using Council facilities:

From 1st July 2025, all Associations, Leagues and Clubs applying to use a Council managed sportsground or facility will be asked to demonstrate commitment to the Fair Access Principles by implementing a Fair Access Action Plan.

Seasonal clubs – this affects your application for the following season

Annual hire agreement clubs – this affects your hire agreement renewal

Yarra City Council will support you to develop your action plan, to ensure the actions and timelines outlined in your plan are achievable, meaningful and meet these new requirements. Council Officers will provide direction and feedback prior to the Action Plan being submitted to Yarra's Recreation team.

If you need more information on how the Fair Access Action Plan will benefit your club moving forward, please contact the Recreation Team to arrange a time to discuss (recreation@yarracity.vic.go.au).

For Clubs not using Council facilities:

Clubs, associations, and sporting organisations not using Council managed facilities will not be required to formally demonstrate their commitment to the Fair Access Principles. However, not having an action plan may impact any future plans or hiring agreement with the state government or Yarra City Council.

We encourage all Yarra's sport community who strive to be inclusive to the community to utilise resources provided by either Council, your peak body, State Sporting Association or the Office for Women in Sport and Recreation (fairaccess@sport.vic.gov.au).

The 6 Principles of Fair Access

1

Community sports infrastructure and environments are genuinely welcoming, safe, and inclusive.

2

Women and girls can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator.

3

Women and girls will have equitable access to and use of community sport infrastructure:

- a. of the highest quality available and most convenient
- b. at the best and most popular competition and training times and locations
- c. to support existing and new participation opportunities, and a variety of sports.

4

Women and girls should be equitably represented in leadership and governance roles.

5

Encourage and support all user groups who access and use community sport infrastructure to understand, adopt and implement gender equitable access and use practices.

6

Prioritise access, use and support to all user groups who demonstrate an ongoing commitment to gender equitable access and use of allocated community sport infrastructure.

Useful Terms

Equality – Everyone having the same resources and opportunities, regardless of their individual circumstances.

Equity – Acknowledging that people have different needs and circumstances, therefore providing different resources and opportunities to ensure everyone has a fair chance to succeed.

Intersectionality – refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. Characteristics could include: gender, sex, ethnicity, sexual orientation, nationality, socioeconomic status, religion, and more.

We are striving for a **gender equitable and intersectional approach** – a nuanced approach to address both obvious and hidden forms of discrimination.



Yarra City Council's Responsibilities and Action Plan

Yarra City Council also have a responsibility and a role to play in achieving Fair Access in Yarra. Below are our own action plan and commitments.

Actions	Indicator of Success	Progress as at April 2025
Amend the existing Sportsgrounds and Facilities Allocation Policy 2022 to incorporate clubs demonstrating commitment to the Fair Access Principles by delivering a Fair Access Action Plan.	Council meets the eligibility requirements to receive State Government infrastructure funding.	Policy has been amended to reflect that clubs must complete a Fair Access action plan to receive a facility allocation, as per 1st July 2025.
Provide club specific feedback and support to all clubs with an allocation to use a Council managed sportsground or facility to create a Fair Access Action Plan.	All clubs/associations/sporting organisations with an allocation to use a Council managed sportsground or facility to have a Fair Access Action Plan.	Recreation team have started to engage clubs who are finishing their seasons for winter 2025. Club development workshops have been arranged.
Review and update Lease, License and Service Level Agreements to Key Performance Indicators that incorporate Fair Access Principles.	All clubs/associations/sporting organisations with a Lease, License and Service Level Agreements have Fair Access Principles incorporated into their KPIs.	KPIs are being updated in all new lease agreements.

Actions	Indicator of Success	Progress as at April 2025
Provide education to clubs and associations on the importance of inclusive, positive, and appropriate language/images in clubrooms and on social media.	Club environments are genuinely welcoming, safe, and inclusive.	Club development workshops and bespoke support are being offered on this topic later in 2025. Resources will be updated on the Yarra City Council website, as well as the GamePlan portal.
Carry out capital works projects as per the Status of Council owned sporting facilities and pavilions 2019 Priority List for Sporting Facility Investments.	Council sporting infrastructure is genuinely welcoming, safe, and inclusive.	Gender Impact Assessments have been carried out at all council facilities to support the Capital Works/ Infrastructure Plan. Clubs are encouraged to notify council of any further recommended changes.
Encourage clubs and associations to apply for Council funding to support women and girls to participate in community sport as a player, coach, administrator, official or volunteer.	100% of available funding spent. Minimum of 4 Coach / Volunteer training projects supported.	Yarra City Council's Community Grants Program runs annually. The club development workshop series was developed to support clubs to access these grants. Tailored advice to clubs is available. Council will promote any other funding opportunities for clubs.
Council to work with clubs and associations to incorporate diversity within the decision-making positions of their organisation (e.g. committee, coaching)	Council to facilitate Inclusion and Diversity club development workshop and provide 1 on 1 support to those most in need.	Council provides ongoing club support through bespoke advice and club development workshops.
Council to use inclusive language and images across all Recreation communication channels.	Inclusive language used in all newsletters, emails documents, etc. (E.g. Chairperson instead of Chairmen, seniors & juniors instead of boys or girls)	This has been incorporated into club newsletter, workshop, and all other related content.

Club Audit and Action Planning Guidance

The **Club Gender Audit** provides a template for clubs or organisations to collect data and assess their level of gender equality across key areas. The audit informs the Gender Equity Action Plan.

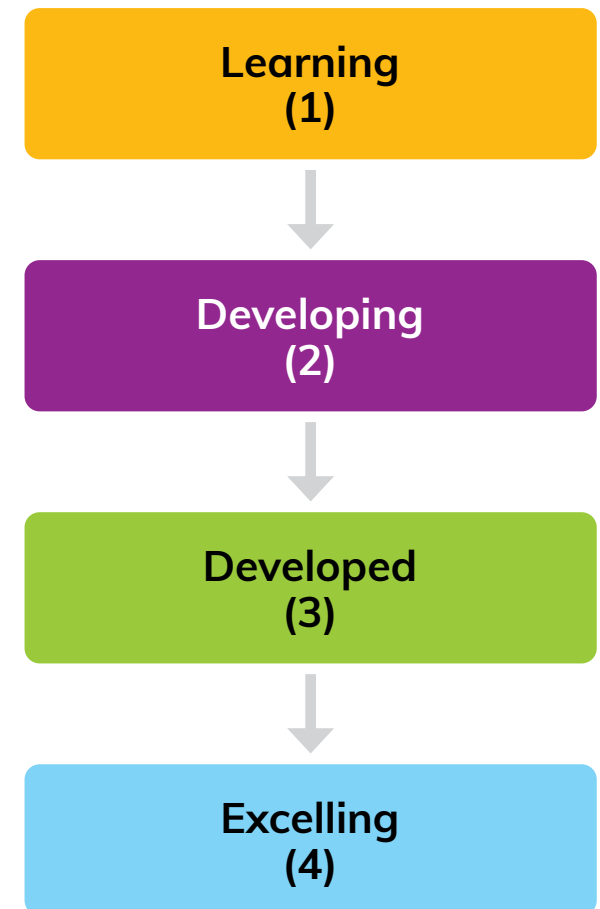
Key areas to consider are:

- Club/organisation composition (in relation to gender)
- Facilities
- Club culture
- Governance and leadership
- Participation
- Promotion and recruitment
- Governance and Leadership

It's important to recognise that all clubs will be at different stages of development in this work. We've created a **Maturity Scale** to assist you to determine where appropriate actions could be identified.

All criteria in the 'learning' stage must be completed and evidenced with examples, OR be actively worked towards before clubs receive a facility allocation.

Clubs are considered to reach the next level of maturity once all criteria in that level have been met. Consider how to progress to the next stage of the maturity scale – you are also encouraged to share examples of good practice in support of peer-to-peer learning.

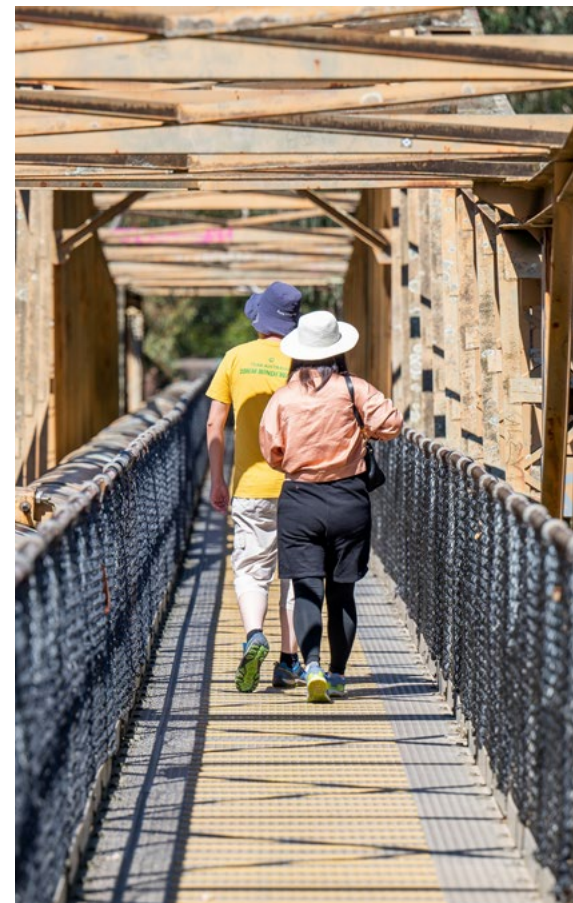


Yarra City Council strongly recommends aligning this work to [Game Plan](#) – Australian Sports Commission’s free online club capability tool. We plan on hosting all Yarra club development resources on this website. There is also a women & girls module which can complement this work and generate ideas for your action plan.

The **Club Gender Equity Action Plan** helps clubs or organisations plan and implement strategies against the areas identified in the Club Gender Audit. This resource allows project workers to help clubs and organisations develop a clear plan around how they will achieve their gender equality goals, and how their strategies can be measured and adjusted.

Key Points:

- The Club Gender Audit and Club Gender Equity Action Plan should be used within an ongoing process of improvement for gender equality. It is recommended they are reviewed every year.
- Undertaking the audit will lead to a range of ideas about what actions clubs can take to promote gender equity. Once ideas are agreed upon, they can be added to the Club Gender Equity Action Plan.
- Club and organisations need to consider developing strategies with an intersectional approach. That is, considering additional barriers faced by some women, girls, and gender diverse people (e.g. racism, ableism, homophobia, transphobia, and ageism).
- There may be people who don’t feel comfortable discussing their opinion in front of the group, so an anonymous member’s survey should ideally also be conducted.
- Consider how Yarra’s [Community Grants](#) may be able to activate your action plan.



Club Gender Audit – Gender Impact Assessment

Use this Club Gender Audit to gather data and identify challenges and opportunities for gender equity within your club or organisation.

Focus on choosing a range of actions that can be done in the short, medium and long term, with SMART goal setting (specific, measurable, achievable, relevant, timely). Priorities and actions shouldn't all need to occur at once; and should be measurable and achievable. The gender audit will help you develop a Gender Equity Action Plan.

Who's at your club?

(Complete using numbers)	Women/girls	Men/boys	Gender diverse people	Prefer not to say
Coaches				
Players				
Volunteers				
Committee Members				
Officials (e.g. administrators)				
Others (e.g. supporters and spectators)				

Facilities

Facilities	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Our club notifies the council or facility owner of recommended changes to make facilities accessible for women, girls and diverse genders in our club.				Learning (1)	
Lighting is switched on for all teams in the evenings.				Developing (2)	
The best facilities are equally allocated to all players, club members and workforce.				Developing (2)	
There is a club policy for leaving facilities safely at night.				Developed (3)	

N.B – Yarra City Council recognises its responsibility to provide gender equitable access at its facilities. If your club and members recognise any barriers to equal access for women, girls and diverse genders, you are encouraged to report your concerns to us at recreation@yarracity.vic.gov.au, referencing ‘Gender Equitable Access’.



Club Culture – (Equality in Treatment, Education and Influence, Supporting a Positive Culture)

Club Culture	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Our club offers training and support to club leaders and members through a gender and cultural awareness session.				Learning (1)	
The club Code of Conduct is reviewed/ renewed annually to support inclusion, gender equality and a zero-tolerance policy on sexist behaviour. It is signed by club members.				Learning (1)	
Club leaders access training on how to recognise and respond to sexist and homophobic behaviour.				Developing (2)	

Club Culture	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Women, girls and diverse genders are involved in decision making to address issues that affect them.				Developing (2)	
Genders are paid equally for the same roles (officiating, coaching, etc).				Developing (2)	
Our club gives equal recognition to all awarded teams and players.				Developing (2)	
The social calendar is varied with events that are inclusive for all members.				Developed (3)	
Equipment audits are held to ensure it is shared across the club equitably.				Developed (3)	

Club Culture	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Our club offers gender equality and active bystander training for members on an annual basis.				Developed (3)	
Small grant applications and fundraising are pursued to showcase and celebrate the role of diverse members within the club.				Developed (3)	
Our club actively promotes and supports campaigns around gender equality through events and media (e.g. Fair Play Code, Call it Out).				Developed (3)	
Role models are invited to speak to all players and members.				Excelling (4)	

Governance and Leadership

Governance and Leadership	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Our club adheres to the Change Our Game Fair Access and Yarra City Council Sportsground and Facilities Allocation policies.				Learning (1)	
Club leaders plan for how to support and encourage women and girls into leadership roles.				Developing (2)	
A review of club policies and the constitution has taken place, to embed equality within our practice.				Developing (2)	
We hold an annual anonymous members survey on safety and inclusivity within the club.				Developing (2)	

Governance and Leadership	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Increased gender balance is evident in all club roles (with those roles not reinforcing stereotypes).				Developed (3)	
Committee positions in the club can be shared (and mentored).				Developed (3)	
Our club has a Member Protection Information Officer (or equivalent) to support with concerns of discrimination or otherwise.				Developed (3)	
Gender diversity is evident on the club board/committee, and across leadership roles.				Developed (3)	
Our club actively consults with women to support them to move into leadership roles.				Developed (3)	

Governance and Leadership	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Mentors are available to assist women/girls to move into different roles that interest them.				Excelling (4)	
Our club has a member protection policy which is communicated to all members.				Excelling (4)	
All policies and procedures relevant to inclusion and diversity are communicated to all club members (and are visible on club channels for non-members who may be thinking of joining).				Excelling (4)	



Participation

Participation	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Women, girls and gender diverse people are consulted about how they want to participate.				Learning (1)	
Our club plans and reviews for how to develop participation pathways for diverse groups through playing and other roles (leadership, coaching, officiating).				Learning (1)	
Participation is encouraged in a range of different ways including competitively - as a social sport, modified rules, non-competitive and low commitment.				Developing (2)	

Participation	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
The club provides opportunities and pathways for women, girls, and gender diverse people to participate in all areas of the sport, including as players, coaches, umpires, volunteers, and committee members.				Developing (2)	
Our club identifies and actively reduces barriers for diverse audiences to participate in provision.				Developing (2)	
Transgender or gender diverse people (including young people and children) are given the option of which team they want to play/train with and are supported in their choice.				Developed (3)	

Promotion and recruitment

Promotion and recruitment	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Our club recognises and supports events that promote inclusion.				Developing (2)	
Club media is representative of a cross section of our members and community, and our marketing engages a diverse audience.				Developing (2)	
Strategies are developed and used to recruit women/girls and diverse audiences.				Developed (3)	
Information about the club is provided accessibly (i.e. using language inviting to diverse genders, other languages spoken by residents).				Excelling (4)	

Promotion and recruitment	Yes, we always do this	Yes, we sometimes do this	No, we need to work on this	Maturity Level	Comments or examples
Our club has a trained Welcome Officer (or equivalent) that welcomes all new members to help them settle into the club.				Excelling (4)	

Club Gender Equity Action Plan

Use the Club Gender Equity Action Plan template to help your club or organisation plan and implement strategies for gender equality. You will use the areas identified in your club gender audit to create a solid plan for action to achieve your specific goals. Your gender equity action plan should be revised regularly and informed by a gender audit (in the previous section).

This Club Gender Equity Action Plan is designed to be facilitated by an expert in gender equality and sport (for example, someone from a women's health organisation, regional sports assembly or local council). Clubs and organisations will be guided through this process. For ideas of actions that address the gendered drivers of violence go to [Safe and Inclusive Sport: Preventing Gender-Based Violence](#).



Facilities

Our club aims to:

Write the aims here

Choose 1-3 of these goals for your club or make your own:

- Provide facilities that are suitable for people of all genders and abilities.
- Ensure our facilities are used in a fair and equitable manner.
- Ensure our facilities are safe, welcoming and inclusive for everyone.

Actions to achieve these goals	Timeframe	Responsibility (e.g., an individual person or whole committee)	How we know we have achieved the goal	Who can help?	Monitoring			Comments
					On track Yes/No	Not on track Yes/No	Complete Yes/No	

e.g. Install temporary lighting to allow players to leave training safely at night

2 months

Club operations lead, Yarra City Council

Lighting installed

Yarra City Council

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Club culture

Our club aims to:



Choose 1-3 of these goals for your club or make your own:

- Show consistent and clear leadership by setting the standard of zero tolerance in our club towards sexist or homophobic attitudes, language, and discriminatory behaviour.
- Value and promote good sporting behaviour, equality and respect on and off the field.
- Support all people (including men and boys) to promote gender equity in the club and understand the broad range of benefits gender equality has for our club including the prevention of gender-based violence and healthy masculinities.

Leadership and Governance

Our club aims to:

Write the aims here

Choose 1-3 of these goals for your club or make your own:

- Promote women's, girls' and gender diverse people's voices and perspectives equally with boys' and men's on and off the field.
- Have gender diversity in leadership, including coaching and committee positions.
- Regularly review how equal, safe, welcoming, and inclusive our club is for everyone, particularly women, girls, and gender diverse people, and continuously make improvements.
- Make gender equality at our club 'business as usual'.

Actions to achieve these goals	Timeframe	Responsibility (e.g., an individual person or whole committee)	How we know we have achieved the goal	Who can help?	Monitoring			Comments
					On track Yes/No	Not on track Yes/No	Complete Yes/No	

e.g. Source grant for a coaching qualification for female members

By end of current season

Committee, grants lead

Funding acquired, members complete the course

Yarra City Council, State Sporting Association

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--	--	--	--	--	--	--	--	--

Participation

Our club aims to:

Write the aims here

Choose 1-3 of these goals for your club or make your own:

- Provide a range of opportunities and pathways for everyone to participate in all aspects of our club and activities.
- Value women's, girls' and gender diverse people's involvement and promote their participation in all roles.
- Provide opportunities for men and boys to challenge gender stereotypes and promote healthy environments for everyone in our club.
- Support all women and gender diverse people to participate by recognising that some face multiples barriers other than gender.
- Aim to better include women, girls and gender diverse people who are Aboriginal/Torres Strait Islander, older, Culturally and Linguistically Diverse (CALD), have a disability, and/or identify as LGBTIQ+.

Promotion and Recruitment

Our club aims to:

Write the aims here

Choose 1-3 of these goals for your club or make your own:

- Use our internal and external communications, social media, marketing, and events to demonstrate our club's commitment to gender equality.
- Ensure our communications are gender inclusive.
- Listen and respond to the needs of women, girls and gender diverse people around ways they want to be included and acknowledged.



Action Plan Agreement

Both club and council representatives sign below to confirm agreement with the actions in this plan.

Agreed by club representative (name):

Agreed by council representative (name):

Signature:

Signature:

Date:

Date:

Additional Support

Tips for Change:

- ✓ Don't see this as a separate or standalone piece of work. It will be easier to implement change when inclusion is embedded within the values and practices of the club.
- ✓ Bring in collaborators from across the club and encourage ideas from a range of roles and backgrounds (committee, volunteers, coaches, officials, members, families...)
- ✓ Set times to incrementally review progress against your priorities.
- ✓ Shout about the good work you're already doing. Promote inclusive practice on your digital platforms, share learning with other clubs, and seek grants to activate your ideas.

Resources:

[Fair Access Policy Roadmap](#) – This framework is being delivered through the Office for Women in Sport and Recreation.

[Game Plan](#) – We encourage all clubs to register for this free platform from the Australian Sports Commission. Easily assess your club capability and access free learning and resources, including on women and girls in sport.

[City of Yarra Grant Finder](#) – Do you need additional resource to be able to deliver effectively on some of your plans? Head here to find the right grant for you. Yarra City Council also holds annual community grants, launching in June each year.

[Clearinghouse for Sport](#) – A large range of information, resources and ideas on how to improve gender equity in sport.

Yarra City Council's Recreation Team are here to help. For a bespoke conversation to guide you through this document, support the development of ideas, or to promote the good work you've been doing, please contact us at: recreation@yarracity.vic.gov.au





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