



# Getting Our Community Active

Sport and Recreation Strategy 2015-2024

## About this document

The City of Port Phillip's *Sport and Recreation Strategy 2015-2024* provides a framework which achieves our objective of developing a shared vision for Council and the community, to guide the provision of facilities and services to meet the needs of the Port Phillip community over the next ten years.

The documents prepared for this strategy are:

### *Volume 1. Sport and Recreation Strategy 2015-2024*

This document outlines the key strategic directions that the organisation will work towards to guide the current and future provision of facilities and services to meet the needs of the Port Phillip community over the next ten years.

### *Volume 2. Getting Our Community Active – Sport and Recreation Strategy 2015-2024: Implementation Plan*

This document details the Actions and Tasks and the associated Key Performance Indicators KPI's required to achieve Council's defined Goals and Outcomes.

### *Volume 3. Sport and Recreation Strategy 2015-2024: Background Report*

This document presents the relevant literature that has been reviewed, an assessment of the potential demand for sport and recreation in Port Phillip, analysis of the current supply of sport and recreation opportunities in Port Phillip, and outlines the findings from consultation with sports clubs, peak bodies, schools and the community.

## Acknowledgements

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The City of Port Phillip is also grateful for the support and guidance provided by council officers, representatives of government agencies, educational institutions and non-government agencies who gave freely of their time to provide input into the strategy.

## Disclaimer

This document has been developed by the City of Port Phillip's Sport and Recreation Service Unit.

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such.


This is a strategic document which deals with technical matters in a summary way only.

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## WHY ARE WE WRITING A STRATEGY?

### PURPOSE OF THE STRATEGY

To develop a shared vision for Council and the community to guide the provision of sport and recreation facilities and services to meet the needs of the Port Phillip community over the next ten years.

The strategy will:

1. Provide a vision for sport and recreation in Port Phillip
2. Define Council's role in facilitating sport and recreation opportunities to the Port Phillip community
3. Identify ways Council can engage and support our local community to participate in sport and recreation
4. Provide guidance to shape our local places and investment in Port Phillip's sport and recreation infrastructure
5. Respond in a coordinated manner to the changing sport and recreation participation trends

### DELIVERING THE COUNCIL PLAN

The Sport and Recreation Strategy considers sport and recreation at a municipal level and has been designed to be a driver in the successful implementation of our Council Plan.

The Sport and Recreation Strategy will act as an enabler for Council to achieve its vision through successful implementation of the key actions and objectives within the strategy.

It will also seek to be a conduit for the organisation to achieve goals as set out in other Council strategy's and plans. As such, a whole of organisation approach has been taken in the development of the strategy.

### OUR VISION

*'an engaged and connected community that utilise the large and diverse network of local sport and recreation opportunities, to achieve their health and wellbeing goals'*

## WHAT IS SPORT AND RECREATION?

### COMMUNITY DEFINITION

When the Port Phillip community was asked ‘what does sport and recreation mean to you?’ there was a clear theme of the connection of sport and recreation to the social aspects of life, and a broader sense of health and wellbeing, with ‘**community**’, ‘**social**’, ‘**life**’, ‘**people**’, ‘**fun**’, ‘**health**’ and ‘**enjoy**’ key words regularly used.

Figure 1 – Community definition of sport and recreation key words



### GOVERNMENT DEFINITION

The Australian Bureau of Statistics<sup>1</sup> (ABS) defines **sport** as ‘An activity involving physical exertion, skill and/or hand-eye coordination as the primary focus of the activity, with elements of competition where rules and patterns of behaviour governing the activity exist formally through organisations.’

Similarly, the ABS provides a definition of **physical recreation** as ‘An activity or experience that involves varying levels of physical exertion, prowess and/or skill, which may not be the main focus of the activity, and is voluntarily engaged in by an individual in leisure time for the purpose of mental and/or physical satisfaction.’

### STRATEGY DEFINITION

For the purpose of this strategy ‘sport and recreation’ encompasses activities that involve physical activity to achieve health and well-being benefits.

## WHY PLAN FOR SPORT AND RECREATION?

### HEALTH BENEFITS

Physical activity is of clear benefit in seven of the nine Australian national health priorities and is ranked second only to tobacco control as the most important factor in promoting good health and preventing chronic disease in Australia<sup>2</sup> - yet less than a third of Australians are getting enough physical activity to benefit their health.

Physical inactivity has been estimated to cost Australia more than \$719 million a year, and account for; 6.6 per cent of the burden of disease and injury in Australia, 22 per cent of heart disease, 11 per cent of stroke, 14 per cent of diabetes, 10 per cent of breast cancer, and 16,178 premature deaths per year in Australia.

## COUNCIL'S ROLE

As the level of government with the closest connection to their community, local government is increasingly acknowledged as having an important role to play in creating healthy and connected communities through:

- engaging and supporting local **people** through programs and promotion,
- shaping local **places** through effective planning and production, and
- implementing efficient management **processes** through local plans and policies

However, it must be acknowledged that all three levels of government play key roles in the provision of sport and recreation to the greater community, often working collaboratively to achieve great community outcomes.

The National Sport and Active Recreation Policy Framework<sup>3</sup> provides a guide for the development and alignment of policies, strategies and programs for Governments, defining priority areas for cooperation and clarification around the role expected of each layer of Australian sport; Federal, State and Local government and National/State Sporting Organisations.

The table below identifies the agreed expectations of local government and some particular expectations that are often placed on local government that are supposed to be the role of other bodies.


Figure 2 – National Sport and Active Recreation Policy Framework expectations

Local government	State and federal government	State government and NSO/SSO's
<ul style="list-style-type: none"> <li>• facilitating a strategic approach to the provision of sporting and active recreation infrastructure</li> <li>• establishing local management and access policies for facilities</li> <li>• supporting and coordinating local service providers</li> <li>• supporting and partnering with non-government organisations that enable participation</li> <li>• incorporating sport and recreation development opportunities in Council plans</li> <li>• investment in sport and active recreation infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• funding and support for elite sport, including investment in major infrastructure and events</li> <li>• programs and direct funding to improve participation outcomes to targeted populations (e.g. disabled, Indigenous, rural/remote, CALD, women, etc.)</li> <li>• funding of infrastructure and planning grants</li> </ul>	<ul style="list-style-type: none"> <li>• elite sport management</li> <li>• undertake sports development initiatives including club and volunteer training</li> <li>• state and regional facility development</li> </ul>

<sup>1</sup> Defining Sport and Physical Activity, Australian Bureau of Statistics, 2008.

<sup>2</sup> VicHealth Action Agenda for Health Promotion, VicHealth, 2014.

<sup>3</sup> National Sport and Active Recreation Policy Framework, Commonwealth of Australia 2011



## WHAT HAVE WE LEARNT?

### SPORT AND RECREATION IN PORT PHILLIP

Within the City of Port Phillip there is:

- an estimated 56,000 residents participating in sport and recreation daily, and a further 39,000 participating 2-3 times a week
- an estimated 20,000 sports club members
- more than 120 different sporting clubs
- over 100 different sports fields/courts/greens
- two adventure playgrounds
- two skate spaces and one BMX track
- 11 km of foreshore
- ten outdoor basketball/netball courts (seven full court, three half court)
- 12 beach volleyball nets
- three outdoor ping pong table
- three designated outdoor exercise equipment areas
- three outdoor petanque piste's
- 17 school sites that include over 50 different sport and recreation facilities
- 14 community facilities/buildings owned and operated by the City of Port Phillip
- 65 different events of a sport and recreation nature each year
- 11 licenced commercial recreation operators
- 30 registered personal trainers
- in excess of 80 aquatic, health and fitness facilities/providers
- over 50 programs, services and partnerships

These various opportunities to participate in sport and recreation are provided and managed by the City of Port Phillip, State Government and commercial providers collectively.

In addition to providing opportunities to participate in amateur level sport and recreation, Port Phillip is also home to a number of semi-professional and state/national level sport and recreation opportunities:

- Port Melbourne Cricket Ground is home to Port Melbourne Football Club who play in the Victorian Football League
- J.L. Murphy Reserve is home to Port Melbourne Soccer Club who play in the National Premier League Victoria
- Within Albert Park is the State Sport Centres Trust (SSCT) managed Lakeside Stadium (home of National Premier League Victoria side South Melbourne Football Club, Athletics Victoria and the Victorian Institute of Sport) the Melbourne Sports and Aquatic Centre (MSAC) is a host venue to a range of state and national events and the Sports House is home of a number of state and national level sport and recreation organisations.

## CHALLENGES FACING COUNCIL

Consultation and background research has identified a number of challenges that the organisation faces in the delivery, development and provision of sport and recreation services to the Port Phillip community including:

- Major population growth is anticipated in the municipality with lack of Council owned land available to be developed for sport and recreation needs
- Current sporting facilities are at or near capacity for formal sports use
- Increasing costs of maintaining and renewing an ageing asset base
- Council's provision of sport and recreation services to the Port Phillip community is currently run at a significant financial loss due to large concessions and subsidies offered
- Increased expectations and competing interests for budget expenditure with limited increase in available revenue
- State Sporting Organisation requirements are often changing and are becoming increasingly unachievable / unsustainable for multi-purpose community facilities
- Port Phillip's status as an iconic location and tourist destination attracts large numbers of travellers, backpackers and visitors and as such there has been a rise in the commercialisation of sport and recreation activities and opportunities
- Changing trends in sport and recreation participation resulting in a rise in demand for informal opportunities
- Australia, among many other countries, faces an ageing population which will alter the types of sport and recreation activities undertaken
- Access and affordability are the key determinants of not participating in sport and recreation activities
- While the City of Port Phillip on a whole is a relatively affluent community, there are known areas and groups that experience significant disadvantage

## COMMUNITY CONSULTATION

### SPORT AND RECREATION CLUBS AND STATE SPORTING ORGANISATIONS

#### Participation

- There has been a general increase in membership numbers over the past five years, primarily as a result of an increased population
- Any decline in membership over the past five years is believed to be due to competing interests of participants
- The majority expect their membership numbers to increase over the next five years, predominately in the junior age groups
- Focusing on junior development and providing clear pathways between junior and senior participation, to already having waiting lists that can be capitalised on were reasons put forth to explain the expected increase in membership numbers
- Recreational/social forms of the sport were highlighted as the number one reason for SSO's expected growth in their sport

#### Facilities

- Over three quarters of SSO's believe the current number of clubs and opportunities in Port Phillip are not sufficient to meet the demands of their sport
- It was expressed that the current quality of facilities are not up to the required standard for current participation levels
- Clubs ranked the 'development of adequate facilities' as the most effective way of attracting and retaining members
- Clubs also ranked 'better playing facilities' as the most important factor in assisting future growth of their club

#### General

- Participation / membership growth (including volunteers) and obtaining improved playing and training facilities / infrastructure were their top priority
- Clubs and SSO's were both generally satisfied with the current provision of sport and recreation services, programs and their relationship with Council
- The majority of SSO's believe that Council's role is to primarily provide facilities for sport and recreation clubs, and secondly engage in club development initiatives to ensure the long term viability of clubs and volunteers

### RESIDENTS AND COMMUNITY GROUPS

#### Participation

- Community respondents expressed a clear theme of the connection of sport and recreation to the social aspects of life and a broader sense of health and wellbeing
- The majority of respondents participate in sport and recreation every day, while even more participate at least 2-3 times per week
- Walking, cycling and swimming were the three most participated activities, followed by fitness, pilates/yoga, gym and jogging/running

#### Facilities

- A lack of nearby facilities and the affordability of activities were the two main reasons for non-participation in sport and recreation
- The majority of the community respondents participate in sport and recreation activities within Port Phillip utilising the beach/foreshore areas and walking/cycling trails for their sport and recreation activities
- The majority of the community respondents noted that they travel between 1-5km either by bike or car to participate in sport and recreation activities

#### General

- The majority of the community respondents said that they find out about sport and recreation opportunities primarily by word of mouth or the local paper
- Overall, the majority of the community respondents felt they were satisfied with the current level of provision of sport and recreation opportunities in Port Phillip

## NATIONAL TRENDS IN SPORT AND RECREATION PARTICIPATION

### Participation

- According to the ABS nearly two-thirds of the Australian adult<sup>4</sup> and child<sup>5</sup> population participate in sport and recreation
- Of the Australian adults who participate in sport and recreation, more than half participate at least twice weekly on average
- Walking for exercise is the most popular sport and recreation activity, with more than a quarter of Australians participating
- Females were almost twice as likely to walk for exercise than males
- The next most popular activity group was fitness or gym activities, followed by cycling, jogging/running, golf and swimming

### Facilities

- There are a wide range of facilities available to people who participate in sport and physical recreation and not all are purpose built (such as ovals, tennis courts and gymnasiums) with parks, beaches and walking trails often used for exercise and physical activity
- Parks and reserves are the most frequently used facility, followed by indoor sports and fitness centres, and public playing fields and ovals

### General

- People can choose to take part in sport and recreation through either organised or non-organised activities
- Organised activities can be arranged through recreation clubs, sporting or non-sporting associations, and gymnasiums or through a wide variety of other sporting and non-sporting arrangements
- Around a quarter of the population reported participating in organised forms of sport and recreation while almost double that took part in non-organised activity

## DEMOGRAPHIC INFLUENCES ON SPORT AND RECREATION PARTICIPATION

Age, gender, income, ethnicity and education levels are all leading factors that affect an individual's participation level in sport and recreation activities. According to the ABS<sup>6</sup>, those who do not participate in sport and recreation were likely to have one or more of the following characteristics:

<sup>4</sup> Participation in Sport and Recreation, Australian Bureau of Statistics, 2011-12

<sup>5</sup> Children's Participation in Cultural and Leisure Activities, Australia, 2012

<sup>6</sup> Sport and Related Recreational Physical Activity – The Social Correlates of Participation and Non-Participation by Adults, Mike Stratton, Lewis Conn, Charity Liaw and Lisa Connolly (Australian Bureau of Statistics), 2005; and Survey of Participation in Sport and Physical Recreation, Australian Bureau of Statistics, 2009-10.

Figure 1 – Demographic influence on sport and recreation and their relationship to Port Phillip

Characteristic	How does this affect the Port Phillip community? <sup>7</sup>
Those with poor proficiency in English, or born in a non-main English-speaking country	Persons from non-English speaking backgrounds make up 18.1% of the Port Phillip population. Although this number is lower than the Melbourne average of 24.4%, it is still a significant section of the population that must be considered.
Those with below average self-assessed health status	57.1% of persons living within Port Phillip reported that their health was either excellent or very good as compared to the Victorian State average of 54.3%. This indicates that there is potentially 42.9% of the Port Phillip population that are at risk to non-participation in sport.
Females, most significantly those aged 25-44 years	Currently, 50.4% of the Port Phillip population are female. With over 20% in the 25-44 year old age group, a particularly at-risk group to non-participation in sport and recreation.
Those aged over 45 years of age, both male and female	Persons over the age of 45 are another key group susceptible to non-participation in sport and recreation activities. This segment constitutes 32.7% of the population – a figure that is expected to increase over the next ten years with an aging population, and hence plans must be put in place now to cater for future demand.
Those who may have limited access to transport	26.2% of the Port Phillip population use public transport, which is almost double the Melbourne. However, the rate of car ownership is significantly lower in Port Phillip with nearly double the amount of households in Greater Melbourne having access to two cars compared to Port Phillip. In addition, only 46.6% of Port Phillip households have one car, and 17.4% of households have no car. This is significant when planning for sport and recreation and its links with public transport.
Those with characteristics associated with lower socio-economic status	Although Port Phillip has quite an affluent community overall, 16% of households are classified as low income. Such large numbers of low income households reinforces the significance of the affordability and access to sport and recreation. In addition, the SEIFA index of disadvantage shows there are a number of smaller areas that score significantly low on the index (such as around social housing). This highlights the need to effectively plan for the specific needs of these areas.
Those not in the labour force	Over 95% of the Port Phillip adult community are in some form of employment, demonstrating that this characteristic may not effect sport and recreation participation in a significant way, however must still be considered when planning sport and recreation services.

<sup>7</sup> Data sourced from Census of Population and Housing - Basic Community Profile: Port Phillip, Australian Bureau of Statistics, 2012; Port Phillip Wellbeing Report, Community Indicators Victoria, 2007; City of Port Phillip Community Profile, .id.com.au, 2014



## CHANGING TRENDS IN SPORT AND RECREATION PARTICIPATION

Australians love sport. It always has been, and will continue to be, part of our cultural identity. From playing backyard cricket to the big stage of the MCG on AFL Grand Final Day, the majority of Australians<sup>8</sup> play, watch and enjoy sport.

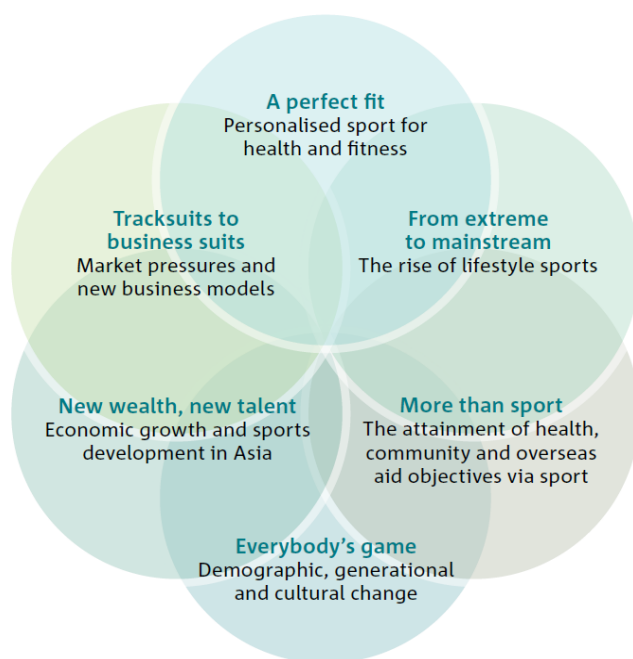
The Future of Australian Sport report<sup>9</sup> states that sports played in Australia, as well as how and why we play them, are changing over time.

The report identifies six megatrends that may redefine the sport sector over the next 30 years.

A megatrend represents an important pattern of social, economic or environmental change.

Megatrends occur at the intersection of multiple trends and hold potential implications for policy and investment choices being made by community groups, industry and government.

Figure 2 – The Future of Australian Sport - Six Megatrends



<sup>8</sup> Participation in Sport and Recreation, Australian Bureau of Statistics, 2011-12

<sup>9</sup> The Future of Australian Sport, Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Australian sports Commission (ASC), 2013.

Figure 3 – The Future of Australian Sport megatrends<sup>10</sup>

### Megatrends

#### A Perfect Fit

Individualised sport and fitness activities are on the rise. People are fitting sport into their increasingly busy and time-fragmented lifestyles to achieve personal health objectives. Participation rates in aerobics, running and walking, along with gym memberships, have all risen sharply over the past decade, while participation rates for many organised sports have held constant or declined. We are increasingly playing sport to get fit rather than getting fit to play sport.

#### From Extreme to Mainstream

There is a rise in lifestyle, adventure and alternative sports which are particularly popular with younger generations. These sports typically involve complex, advanced skills and have some element of inherent danger and/or thrill seeking. They are also characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through these sports.

#### More than Sport

The broader benefits of sport are being increasingly recognised by governments, companies and communities. Sport can help achieve mental and physical health, crime prevention, social development and international cooperation objectives. Sport for children and adults is an effective means of helping to reduce the rising rates of obesity and chronic illness. If managed appropriately, it can be an effective mechanism to help achieve social inclusion for marginalised groups and reduce crime rates.

#### Everybody's Game

Australia and many other countries face an ageing population. This will change the types of sports we play and how we play them. There are indications that Australians are embracing sport into their old age. To retain strong participation rates, sports of the future will need to cater for senior citizens. They will also need to cater for the changed cultural make-up of Australia.

#### Tracksuits to Business Suits

Market forces are likely to exert greater pressure on sport in the future. Loosely organised community sports associations are likely to be replaced by organisations with corporate structures and more formal governance systems in light of market pressures.

#### New Wealth, New Talent

Population and income growth throughout Asia will create tougher competition and new opportunities for Australia both on the sports field and in the sports business environment. Asian countries are investing heavily in sport capabilities and have rapidly improved elite level outcomes.

<sup>10</sup> The Future of Australian Sport, Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Australian sports Commission (ASC), 2013.



## WHAT ABOUT THE FUTURE?

### OPPORTUNITIES TO CONTINUE TO DELIVER QUALITY SPORT AND RECREATION SERVICES

In an effort to respond to the challenges facing Council there are a number of opportunities that we must acknowledge and promote to ensure continued delivery of quality sport and recreation opportunities to the Port Phillip community now and into the future.

Such opportunities include:

- Design solutions that deliver greatest outcomes for the community, now and in the future
- Respond to the challenges of growth by developing novel, unique, innovative and flexible service delivery options that can adapt to a changing environment
- Identify non-rate revenue options to enable us to deliver community outcomes
- Achieve greater outcomes from similar investment
- Provide fit-for-purpose facilities
- Prioritise multi-use facilities to ensure the greatest benefit to the community
- Advocate for non-traditional sporting schedules (training and competition times)
- Develop clear guidelines for the equitable and financially sustainable allocation of facilities that provides the greatest community benefit
- Recognise the vital role that state government departments play in the provision of facilities that are vital to the sporting landscape in Port Phillip – including Lakeside Stadium, Melbourne Sports and Aquatic Centre, Albert Park Reserve and others

Additionally, the findings from the Future of Australian Sport report will play a significant role in shaping policy, investment and strategic planning, and has been a key driver in the development of this strategy.

Local government has an opportunity to adapt to the changing trends in sport and recreation participation and increase its provision of non-organised recreational assets (such as outdoor gym equipment), recreation-based services (such as health and wellbeing programs) and support to lifestyle and adventure sport pursuits (such as skate, bmx and water-based activities), to ensure the future needs of our local community is met now and in the future.

Figure 4 – The Future of Australian Sport megatrends and the opportunities they present for Port Phillip

## Megatrend

### A Perfect Fit

- Understanding that there may be limited open space available for formal sport and recreation due to municipal growth, these learning's provide a catalyst to consider provision of alternative recreation opportunities within the area
- Increase the provision of recreation based infrastructure to facilitate the changing trends in participation (such as outdoor fitness equipment, inter-generational playgrounds, multi-sport court areas)
- Improve the quality and functionality of existing sport and recreation infrastructure
- Make the most of Port Phillip's natural assets as opportunities for participation in sport and recreation (such as utilising the foreshore for land and water-based activities)
- Effectively manage the competing demands for the use of public open space

### From Extreme to Mainstream

- Continue to provide infrastructure that supports lifestyle, adventure and alternative sports (such as skate and BMX facilities, rock climbing elements etc.)
- Continue to partner with private providers in the provision of these sports (such as through the management of licence and permitting requirements with kite boarding, stand-up-paddle boarding and kayaking in Port Phillip Bay)

### More than Sport

- Establish clear policy direction for the management of sport and recreation in Port Phillip as a tool to achieve health and wellbeing outcomes
- Continue to establish partnerships with other organisations in the provision of sport and recreation opportunities to foster greater health and wellbeing outcomes for our community (such partnerships include MSAC, Parks Victoria, Life Saving Victoria, PCYC and many others in the provision of programs to the community)
- Use sport and recreation as a driver for place-making and activation across our community to achieve optimal social, physical, mental health outcomes and economic benefits for our community

### Everybody's Game

- Actively seek to reduce barriers to sport and recreation participation
- Increase awareness of the diverse sport and recreation opportunities that are available in Port Phillip
- Continue to provide opportunities for all members of the community to participate in

sport and recreation through effective programming (CoPP Leisure and Lifestyle program), infrastructure upgrades (DDA compliance upgrades) and partnership approaches (MSAC Service Agreement)

- Encourage, educate and provide support for the coordination and development of participation strategies across all sport and recreation providers to benefit the wider community

### Tracksuits to Business Suits

- There has been an increase in the commercialisation of sport and recreation opportunities in Port Phillip with a rise in the number of private businesses operating sport and recreation based activities (such as kiteboarding, kayaking, stand-up paddleboarding, fitness training and pay-as-you-play leagues and competitions). We have an opportunity to continue to support these activities as viable options for community participation
- As sports administration continues to become more and more professional and formalised, we have an opportunity to continue providing effective training and support to help clubs adapt to these changes

### New Wealth, New Talent

- As our population continues to grow there will be an increase in all forms of sport and recreation
- Participation in traditional organised sport (such as soccer, cricket, netball etc.) will grow and increase the demand placed on existing facilities. These facilities need to be effectively planned, maintained and upgraded to ensure they are used at optimal levels
- Additionally, the number of people participating in informal recreation based activities and forms of sport will grow (likely at a quicker rate) and increase the demand for provision of alternative infrastructure and programming. We have an opportunity to evolve with the changing times and provide an increased service in this area

## FOCUS AREAS

The strategy is built on three focus areas and 11 actions to enable us to achieve our vision of 'an engaged and connected community that utilise the large and diverse network of local sport and recreation opportunities to achieve their health and wellbeing goals.'

The focus areas and actions are based on answering three simple questions:

1. Who is participating in sport and recreation?
2. Where are they participating?
3. How can we best support this?



## FOCUS AREA I - PEOPLE

### GOAL

*Provide and facilitate a diverse range of sport and recreation programs and services to the Port Phillip community*

### ACTIONS

- 1.1 Provide training and support to build the capacity of sport and recreation clubs and community groups to enhance sport and recreation opportunities to the wider community
- 1.2 Increase awareness of the sport and recreation opportunities and services that are available in the City of Port Phillip
- 1.3 Strengthen existing relationships with external organisations to enhance the range of sport and recreation opportunities available to the Port Phillip community
- 1.4 Work to overcome existing barriers to participation in sport and recreation and identify opportunities to increase informal participation

### KEY PERFORMANCE INDICATORS

1. 10% increase in participation in sport and recreation across a range of both formal and informal activities
2. 10% increase in the participation of people in the demographics identified as being at risk to non-participation
3. Achieve 80% satisfaction in overall community and sporting club satisfaction levels

### INCREASE IN OVERALL COMMUNITY AND SPORTING CLUB SATISFACTION LEVELS KEY DELIVERABLES

- › Sport and recreation brand and an enhanced online presence
- › Sport and recreation in Port Phillip guide
- › Sport and recreation in Port Phillip map
- › Sport and recreation development plan
- › Annual sport and recreation training and development calendar
- › Annual sports club survey and report
- › Management of commercial recreation operators
- › Hosting of participation programs

### OUTCOME

Our community is full of engaged and well-connected people that achieve their health and wellbeing goals through participation in our large and diverse sport and recreation network



## FOCUS AREA 2 - PLACES

### GOAL

## *Plan, provide and maintain quality sport and recreation spaces for the Port Phillip community*

### ACTIONS

- 2.1 Ensure that all sporting surfaces and associated facilities are fit for purpose while meeting environmentally sustainable objectives
- 2.2 Ensure sport and recreation infrastructure is developed and utilised as community assets that fosters the connection of people to each other
- 2.3 Explore innovative and unconventional uses of spaces and support non-traditional, unique or under-represented sport and recreation opportunities
- 2.4 Ensure that the Fisherman's Bend Urban Renewal Area is appropriately planned for the future community's sport and recreation needs

### KEY PERFORMANCE INDICATORS

1. Increase in the use of recycled water at sporting facilities and reserves to meet Towards Zero targets
2. 100% of sport and recreation facilities are fit-for-purpose

### KEY DELIVERABLES

- › Annual sport and recreation infrastructure review
- › Sporting infrastructure forward works plan
- › Annual sports club survey
- › Outdoor exercise equipment needs assessment
- › Sport and recreation facility needs assessment
- › Installation and upgrade of recreation infrastructure
- › Installation and upgrade of public space signage
- › Regional sport and recreation planning network for Fishermans Bend

### OUTCOME

Our community is provided with a range of sport and recreation infrastructure that is of high quality and meets a diverse range of needs



## FOCUS AREA 3 - PROCESSES

### GOAL

## *Ensure good governance in the management of sport and recreation in Port Phillip*

### ACTIONS

- 3.1 Achieve a reputation of excellence in the management and provision of sport and recreation services to the Port Phillip community
- 3.2 Ensure that a policy and/or strategic document exists to guide all decision making in the management and provision of sport and recreation services to the Port Phillip community
- 3.3 Deliver cross-council initiatives that directly enhance sport and recreation opportunities in Port Phillip

### KEY PERFORMANCE INDICATORS

1. Delivery of 100% of the actions and tasks in the Implementation Plan
2. 100% of sports clubs have active Business Plans lodged with Council

### KEY DELIVERABLES

- › Suite of policies produced and adopted
- › Sport and Recreation Infrastructure Plan developed
- › Bookings management system implemented
- › Annual infrastructure audit
- › Maintenance schedules developed and implemented
- › Sports Club User Manual updated and published
- › Implementation of council-wide initiatives and plans/strategies

### OUTCOME

Sport and recreation opportunities are to be provided to our community at an industry recognised level, with clear and efficient decision-making processes

## IMPLEMENTING THE PLAN

### KEY ACTIONS AND TASKS

To ensure that we can deliver the goals identified in each of the three focus areas, 11 key actions with a combined 56 specific tasks have been identified to be undertaken over the next ten years.

The required resources to complete each task are detailed to identify the Council department and/or external body that is responsible for the task, or that play a supporting role in its implementation, and any funding required for completion.

### KEY PERFORMANCE INDICATORS

Six key performance indicators have been developed to provide broad monitoring of the overall outcomes to be achieved by the implementation of this strategy.

Figure 6 - Sport and Recreation Strategy 2015-24 Key Performance Indicators

Focus area	KPI	Target	Source(s)
People	Increase in participation in sport and recreation across a range of both formal and informal activities	>10%	Sport and recreation participation survey Sport and recreation customer service survey
	Increase in the participation of people in the demographics identified as being at risk to non-participation	>10%	Sport and recreation participation survey Sport and recreation customer service survey
	Overall customer satisfaction levels	>80%	Sport and recreation customer service survey
Places	Increase in the use of recycled water at sporting facilities and reserves to meet Towards Zero targets	155ML	Public Space water use database
	Sport and recreation facilities are fit-for-purpose	100%	Sport and recreation infrastructure review
Processes	Actions and tasks in the Implementation Plan are delivered	100%	Sport and recreation annual report
	Sports clubs have active Business Plans lodged with Council	100%	Sport and recreation annual report

## FUNDING THE PLAN

Primarily, the actions and tasks identified to achieve this plan will require minimal additional financial expenditure. Much of the work is to be undertaken within Council's regular operations, with an emphasis on identifying efficiencies in the provision of sport and recreation services to the Port Phillip community.

Any actions that have identified funding outside of the current operational budget will be reliant on additional funding such as government grants, external sources and/or increased Council investment if required.

### REVIEW PROCESS

Being a ten year strategy, a comprehensive review process will be required to ensure long-term validity of the strategy's content and guiding principles.

An annual review process will be undertaken to monitor the strategy's success in line with the action and implementation plan timeline and to ensure the organisation is on track with priorities of the current Council.

Minor structural reviews will be undertaken in 2017 and 2023 to ensure the strategy's key directions evolve and adapt with the changing sport and recreation landscape and Council's future corporate plans.

A major review of the Strategy will be undertaken in 2020 and will involve a comprehensive review of all research and statistics utilised in the production of this 2015 Strategy to ensure the document remains relevant and appropriate. At this review stage, it may be determined that the production of a new Sport and Recreation Strategy is required.

