

Active Victoria

A strategic framework
for sport and recreation
in Victoria 2017 - 2021





The department proudly acknowledges Victoria's Aboriginal community and their rich culture and pays respect to their Elders past and present. We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely. We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

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"Melbourne sporting precinct" by Roberto Seba



Minister's Foreword



Victoria is the sport and recreation capital of Australia.

Sport and active recreation is an integral part of our state.

It is essential to our health and wellbeing. Our sense of belonging.
Our connection to our community.

It means that across thousands of local facilities, parks, playgrounds
and reserves, some 3.9 million Victorians play sport or engage in
activity every week.

At the same time, sport and recreation also brings significant economic
and cultural benefits to our state.

In 2016 sport and recreation added \$8.5 billion to Victoria's economy,
and the equivalent of 65,000 full time jobs.

It is underpinned by our world-class facilities, our strong calendar of
events and our unrivalled volunteer culture.

In short, a more active Victoria is a stronger, healthier, better Victoria.

For all these reasons and more, supporting sport and active recreation
is a high priority for the Victorian Government.

Building on our existing achievements requires a coordinated
approach. Local councils, the Federal Government, sporting
associations and local community clubs all play a key role.

Through this strategy, we provide a framework to work together.

Active Victoria is our plan to strengthen the sport and recreation
sector, boost participation and ensure every Victorian has the
chance to be involved.

The Hon. John Eren MP

Minister for Sport



Strategic framework at a glance

Sport and active recreation leads to:



Healthier Victorians



Economic growth & jobs



Community cohesion



Liveability

Key terms:

Sport: 'structured, competitive activity'

Active Recreation: 'leisure time, non-competitive, physical activity'

Changes and challenges:

- Growing population
- Ageing population
- Changing lifestyles and expectations
- Meeting physical activity targets
- Increasing female participation in sport
- Broader and more inclusive participation
- Meeting sport and recreation needs in growth corridors
- Land availability in inner city and established suburbs
- Building rural and regional opportunities
- Maintaining Victoria's competitive edge in sport and events
- Future-proofing sport and recreation
- Strengthening system resilience and capacity
- A changing high performance system.

Our vision:



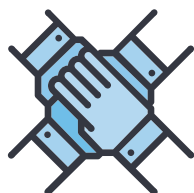
More active

An increased proportion of Victorians participate in sport and active recreation.



More diverse and inclusive

An inclusive system that provides all Victorians with the opportunity to be involved.



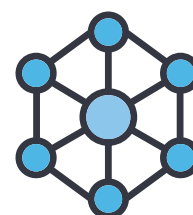
Collaborative

Well-planned and connected investment that maximises participation and health, economic, community and liveability benefits.



Robust, flexible, sustainable and affordable

A sustainable and efficient approach that responds to changing demands and provides flexible and affordable choices for participants.



Broad-based and connected

An integrated system that addresses the different demands, contributors and structure of community sport, active recreation and high-performance sport and events and maximises the pathways and connections across the system.

Strategic directions:



1. Meeting demand

- Increase the capacity of sport and active recreation infrastructure.
- Create flexible and innovative participation options.
- Find new sources of investment.
- Invest in a network of international, metropolitan, regional and local infrastructure.



2. Broader and more inclusive participation

- Build inclusion into the system.
- Provide affordable participation options.
- Address racism, discrimination and harassment.
- Continue investment in female participation.
- Support increased participation of Aboriginal Victorians.
- Provide support and flexible participation options for other under-represented communities including people with disability, LGBTI people and disengaged youth.



3. Additional focus on active recreation

- Create a model that supports the structure and needs of active recreation.
- Provide information and encouragement to support non-organised and unstructured physical activity.
- Invest in infrastructure that enables active recreation.



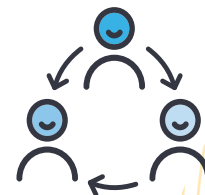
4. Build system resilience and capacity

- Support volunteers and the sport and active recreation workforce.
- Encourage good governance and diverse leadership.
- Develop a strong evidence base and analytical capacity.
- Address reputational risk and threats to integrity.



5. Connect investment in events, high performance and infrastructure

- Invest in state and regional facilities that underpin Victoria's event calendar.
- Create new trade and business opportunities through 'sport diplomacy'.
- Strengthen linkages between events and high performance sport and grassroots sport.
- Develop pathways to excellence.
- Provide new and integrated support for high performance athletes across the Victorian Institute of Sport, regional academies and sports.



6. Work together for shared outcomes

- Develop agreed priorities for collaborative action.
- Ensure complementary investment to create collective impact.

Changes and challenges

Sport and active recreation is a large part of the cultural, social and economic life of Victoria. It is a strong and diverse system with many investors, participants and opportunities.

But we cannot rest on our laurels. Changes must be made to maximise the contribution sport and active recreation makes to Victoria's economy, community cohesion and liveability, and to the health and wellbeing of Victorians.

Our changing population

Victoria's population will almost double in the next four decades. This, and increasing the proportion of Victorians who regularly participate in sport or active recreation, will increase demand for programs, infrastructure and opportunities.

Our population is also ageing and growing in diversity, creating the need for a wider variety of sport and recreation options. The varying levels of population change in rural and regional Victoria will also need to be considered.

Changes in work patterns and lifestyle, and cost, time and transport issues, are all driving people to active recreation options that best fit individual circumstances.

Not enough of us are physically active

Around 3.2 million Victorians do not currently meet the recommended level of weekly physical activity.¹ Women participate in sport at half the rate of men. And significant sections of Victoria's population have substantially lower levels of participation in sport and active recreation (see figure 9).

We must create new opportunities for Victorians to get active.

Future-proofing sport and recreation

Sport and active recreation will become increasingly significant as Victoria continues its shift to a knowledge and service-based economy.

Maintaining a competitive edge as Australia's sport and events capital is essential to continued growth of tourism and trade and business opportunities.

It means our sport and recreation infrastructure must be future-proofed to meet both changed and increasing demand and the impacts of climate change.

Key systems and structures that underpin the capacity of the sport and recreation system – quality research, data and analysis, skilled volunteers/workforce, good governance, effective integrity processes – need to be built on and improved.

Meeting these challenges

Victoria's vibrant sport and recreation system is the result of collective effort and investment by sport and active recreation organisations and all levels of government.

Meeting future challenges will require the involvement and ownership of everybody in the sport and active recreation system. This strategic framework identifies the vision, key challenges and strategic directions to guide future planning and investment by all those involved.

1. Marsden Jacob Associates, 2017 (unpublished), The economic impacts of active recreation in Victoria





Benefits of sport and active recreation

Victorians' involvement in sport and active recreation makes us **healthier**. Increasing the rate of physical activity by 10 per cent has been estimated to reduce physical-inactivity-related deaths by 15 per cent and new cases by 13 per cent.²

Sport and active recreation creates **economic growth and jobs** and added approximately \$8.5 billion to Victoria's economy in 2016.³

Sport and active recreation brings people together and builds **community cohesion**. It connects Victorians to their communities, healthcare, education, training and economic opportunities.

Sport and active recreation makes a significant contribution to Victoria's **liveability**. This is a key to attracting and retaining the highly mobile workforce of Victoria's future knowledge and service based economy.

Our vision for sport and active recreation

A strong and connected sport and active recreation system that helps make Victorians **healthier**, creates **economic growth and jobs**, builds **community cohesion** and contributes to our **liveability**.

Sport and active recreation in Victoria will be:

More active

An increased proportion of Victorians regularly participate in sport or active recreation.

More diverse and inclusive

Inclusive sport and active recreation that provides all Victorians with opportunities to be involved.

Robust, flexible, sustainable and affordable

A sustainable and efficient system that responds to changing demands and provides flexible and affordable choices.

Broad-based and connected

A system that addresses the different demands, contributors and structure of sport and active recreation and maximises connections across the system.

Collaborative

Well-planned and connected investment that maximises participation and health, economic, community and liveability benefits.

2. VicHealth, 2016, Physical activity and sedentary behaviour

3. Marsden Jacob Associates (unpublished), 2017, The economic impacts of active recreation in Victoria



Sport and active recreation in Victoria

Who is involved?

Sport

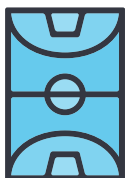
- State government
- Local government
- Federal government
- Schools
- Sports
- Community organisations
- Commercial facility, event and program providers

Active Recreation

- State government
- Local government
- Federal government
- Schools
- Community organisations
- Commercial facility, event and program providers

What is involved?

Sport



16,000

community sporting clubs

More than

90

Victorian government funded major and significant sporting events each year



9,500

community sport facilities



44

state facilities supporting high performance sport events



30

professional teams playing in national competitions



High performance sport

Victorian Institute of Sport and other high performance centres

Active Recreation



Adventure and lifestyle activities

- non structured recreation
- nature based recreation
- camping



Gyms and leisure centres



Roads and footpaths



More than

2,000

trails



Over

10,000

parks, playgrounds and reserves

Resulting in...

Participation:⁴



3.9 million

Victorians 15 or older participating in sport or active recreation at least once a week

2.5 million

Victorians 15 or older participating in sport at least once a week

3.1 million

Victorians 15 or older participating in active recreation at least once a week

111 million

times Victorians aged 15+ years participated in sport in 2016

690 million

times Victorians aged 15+ years participated in active recreation in 2016

Economic growth and jobs:⁵

\$8.5 billion



Gross value added attributable to sport and active recreation

\$8.1 billion

Estimated total spending on active recreation

\$3.5 billion

Gross value added by sport (2016)

\$5 billion

Gross value added by active recreation (2016)

15,000

Estimated full time equivalent jobs attributable to sport

50,000

Estimated full time equivalent jobs attributable to active recreation

4. Australian Sport Commission, 2016, AusPlay Survey
Marsden Jacob Associates, 2017 (unpublished), The economic impacts of active recreation in Victoria
Marsden Jacob Associates, 2017 (unpublished), The economic impacts of sport in Victoria

5. Marsden Jacob Associates, 2017 (unpublished), The economic impacts of active recreation in Victoria
Marsden Jacob Associates, 2017 (unpublished), The economic impacts of sport in Victoria

Health and wellbeing:⁶



\$245 million

lifetime avoided health costs by increasing activity of physically inactive Victorians



\$3.1 billion

lifetime workplace productivity impact by increasing activity of physically inactive Victorians

Community cohesion:



580,000

Volunteers in sport⁷



16,000

Sporting clubs

Liveability:



6

Consecutive years Melbourne voted "world's most liveable city"



9 million

Attendees at events at our major venues every year



**Sport Business
Ultimate Sport
City of the
Decade**

6. Marsden Jacob Associates, 2017 (unpublished), The economic impacts of active recreation in Victoria

7. Australian Bureau of Statistics, 2012, Volunteers in sport

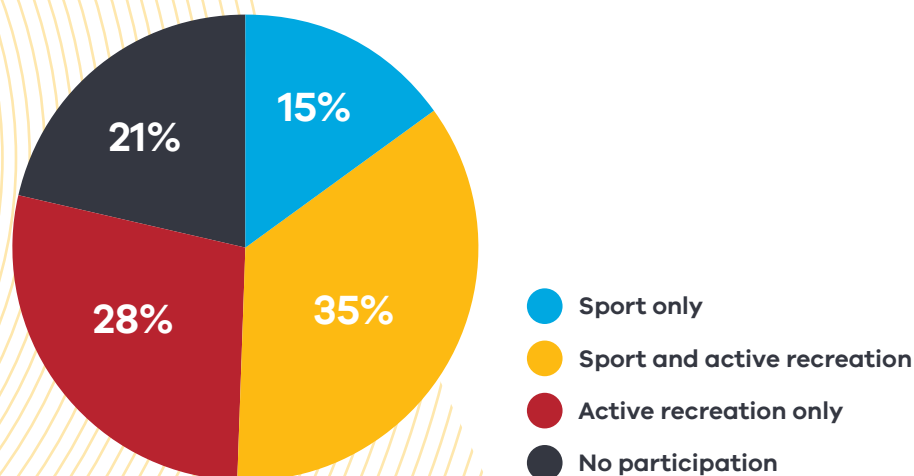


Victoria's sport and active recreation system

Active recreation and sport are major contributors to overall levels of physical activity. Sport involves structured, competitive activity, while active recreation can be defined as leisure time physical activity undertaken outside of structured, competitive sport. Active recreation makes up 67 per cent and sport 18 per cent of the total time spent on discretionary physical activity.

AusPlay data indicates that almost 3.9 million Victorians over 15 (79 per cent of the population) are involved in a sport or active recreation activity at least once each week (see Figure 1).

Figure 1: Participation of Victorians aged 15 years or over at least once per week⁸



8. Australian Sport Commission, 2016, AusPlay Survey



An interconnected system with many key players

Investments from sport and active recreation bodies, commercial operators and all three levels of government interconnect and reinforce each other to produce a strong and vibrant sport and active recreation system (see Figure 2).

Figure 2: Interconnected investment in sport

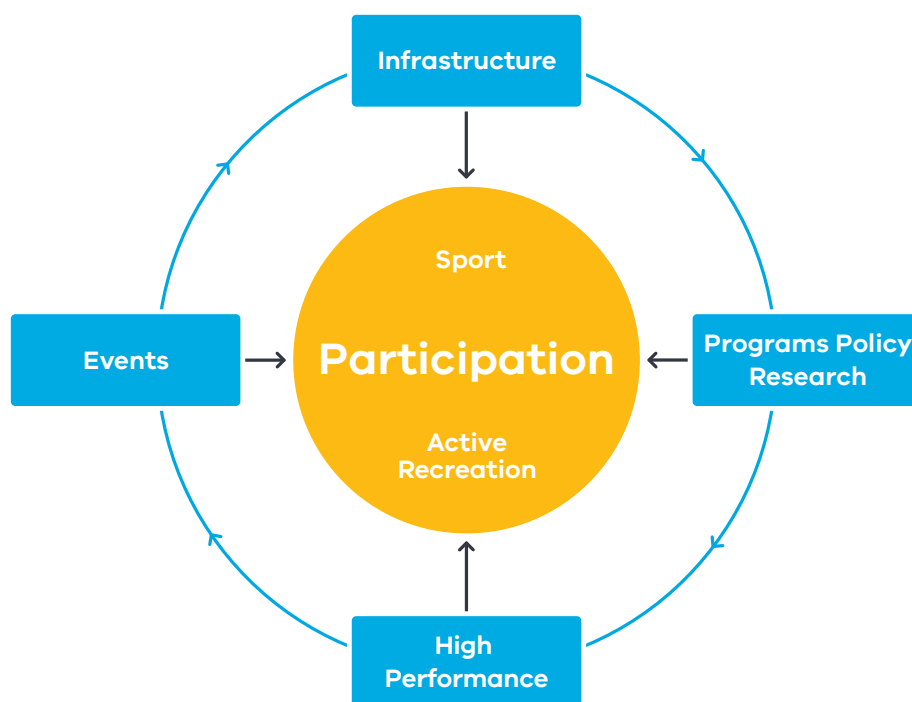


Figure 3: Partners working together



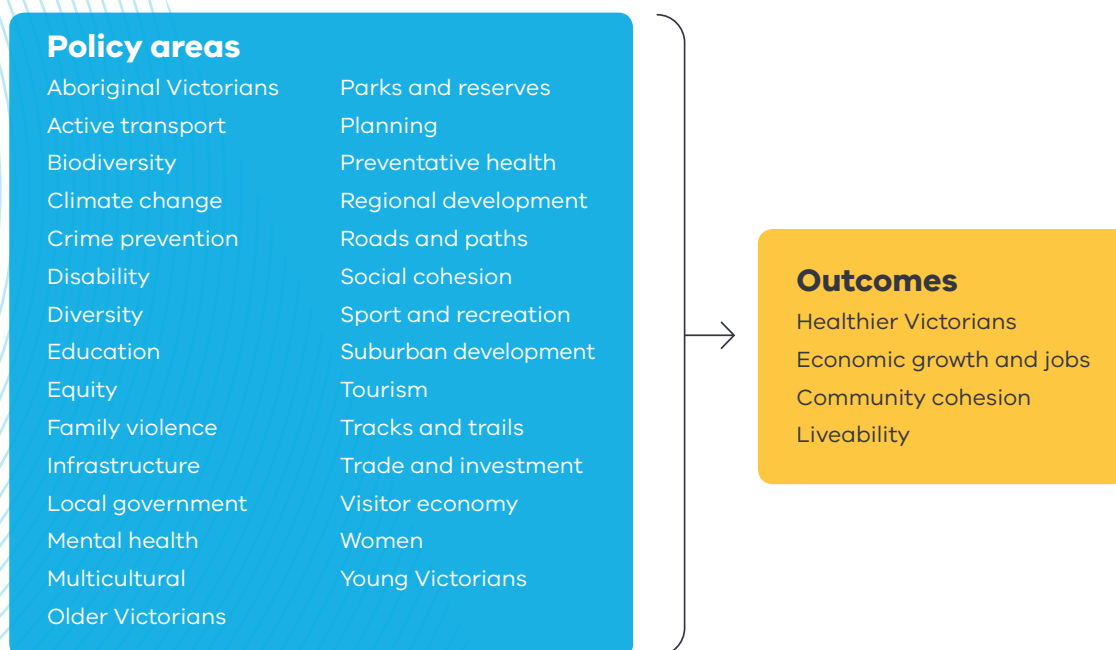
Sport and active recreation in Victoria has many key players and partners working together to achieve higher levels of sport and active recreation participation (see Figure 3).

Victorian Government involvement in our sport and active recreation system involves a wide range of state departments and agencies, reflecting both the integral role of sport and recreation in Victoria's social and cultural life and the impact it has on Victoria's health

and wellbeing, economy, community cohesion and liveability (see Figure 4).

This means that actions to implement *Active Victoria* will be informed by and interact with related strategic directions, principles and actions as outlined in, for example, *Plan Melbourne* and regional growth plans, the *Victorian Visitor Economy Strategy*, *Health 2040: Advancing health access and care*, and Victorian and municipal public health and wellbeing plans.

Figure 4: State government involvement in sport and active recreation



Achieving our vision for sport and active recreation in Victoria will require collaboration between people and organisations across the not-for-profit and private sectors and the various levels of government.

There are opportunities to do better...

Victoria's rate of participation in sport and active recreation is higher than the national average, but 21 per cent of Victorians are not involved in any form of sport or active recreation. In addition, many other Victorians are not sufficiently physically active to obtain the health benefits of that activity.

Australia's *Physical activity and sedentary behaviour guidelines* recommend that adults do 2.5–5 hours of moderate, or 1.25–2.5 hours of vigorous, physical activity per week. Around 3.2 million Victorians (almost 60 per cent of us) do not reach the recommended levels of physical activity.

Participation in sport falls significantly in the late teenage and young adult years, and half as many women as men participate in sport (see Figure 5). There is also a significant drop in total sport and recreation activity as people age (see Figures 6 and 7).

Figure 5: Male and female participation in sport⁹

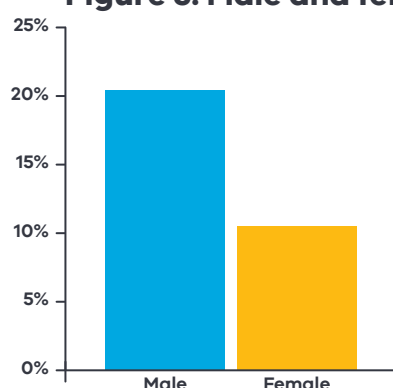


Figure 6: Participation rate in sport by age and gender⁹

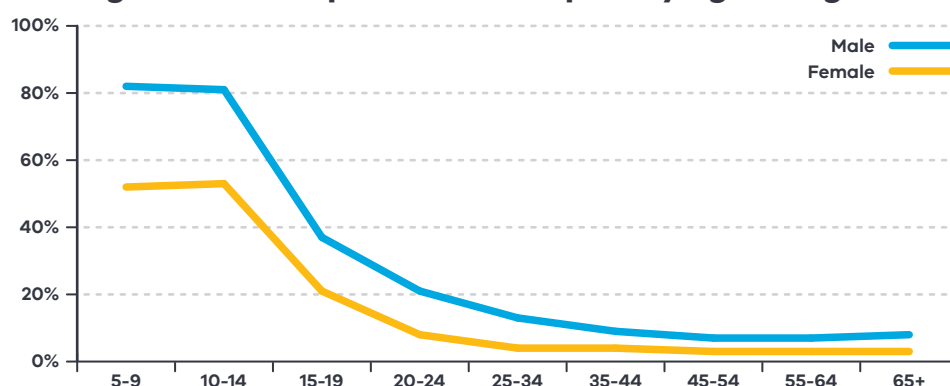
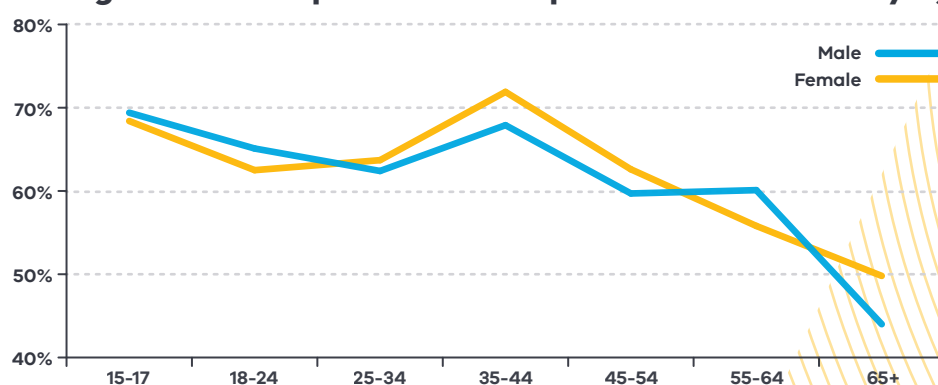


Figure 7: Participation rate in sport and recreation by age and gender¹⁰

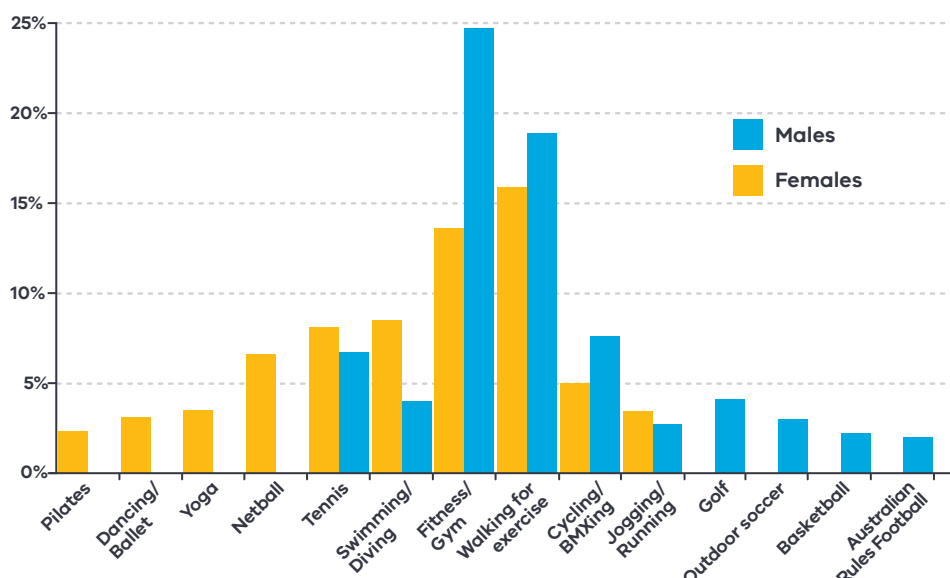


9. Sport and recreation spatial 2016, Sport participation rates - Victoria 2016

10. Australian Bureau of Statistics, 2014, Participation in sport and physical recreation



Figure 8: Popular activities by gender¹¹



The decrease in sport is partially made up by increased participation in active recreation. Participation levels among women are significantly higher than men in non-competitive activities (see Figure 8).

The lower participation levels of women in sport limits the benefits of social connectedness and community cohesion provided by organised and structured community level sport.

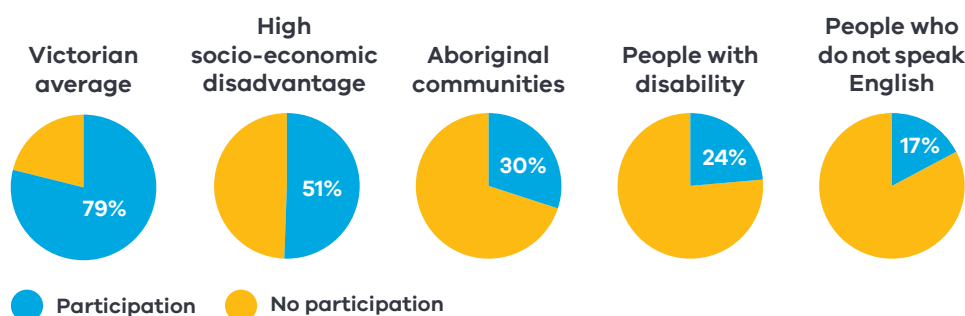
Lower levels of female participation in sport reflect deeply entrenched practices, cultural norms and stereotypes in our broader society.

Getting women and girls more involved in all roles in sport and active recreation and providing females with the same opportunities as men are essential elements in creating a broader and more inclusive state.

There are other significant groups of Victorians who are less likely to participate in sport or active recreation, including Aboriginal Victorians, people with a disability, people with poor health, recently arrived migrants and those with little or no English, and people with low incomes or living in areas of relative socioeconomic disadvantage. (see Figure 9).

These lower levels of participation affect Victorian's health and wellbeing and connection to community. They also represent lost opportunities to grow Victoria's sport and active recreation sector and the Victorian economy.

Figure 9: Lower levels of participation in sport and recreation¹²



Discrimination and harassment continues to be a sizeable barrier to participation for many Victorians. Although there is no reliable data on the proportion of lesbian, gay, bisexual, trans and gender diverse and intersex (LGBTI) people who participate in sport, a 2015

international survey found that 73 per cent of survey respondents felt that sport was not a safe environment for lesbian, gay and bisexual participants and 82 per cent of LGBTI sport participants said they witnessed homophobia in sport.¹³

11. Australian Bureau of Statistics, 2014, Participation in sport and physical recreation

12. Australian Bureau of Statistics, 2012, Sport and Recreation: A Statistical Overview

13. Denison E, Kitchen A, 2015, Out on the Fields

Strategic direction one



Meeting demand

Increasing the level of participation of Victorians in sport and active recreation will boost demand for infrastructure, programs and opportunities.

Our population will also grow, almost doubling from 5.5 million in 2011 to 10.1 million by 2051, increasing this demand further.

The majority of this population growth will occur through increased population density in established areas. Greater Melbourne is expected to grow to 8 million people and Victoria's regions will grow to 2.1 million people by 2051.

The mix of sport and active recreation activities enjoyed by Victorians is also changing. Time and lifestyle pressures mean Victorians are looking for more flexible options that better fit their circumstances.

Key areas of change:

More demand for sport and active recreation opportunities – and for different options for participation – will require new approaches and resources.

Increasing capacity of facilities and infrastructure

- New and existing infrastructure that 'works harder for longer'. This includes lighting, more durable turf/synthetic/hybrid surfaces, and multi-sport spaces.
- High-capacity regional sport and active recreation facilities and infrastructure complementing local community facilities.
- Maximised use of existing spaces (for example, Parks Victoria land, school land, government surplus land, tracks, trails, paths and roads).
- Designing infrastructure in accordance with universal design principles and to be resilient to future risks.
- Investment in female sport participation.
- Balanced investment across rural and regional and metropolitan Victoria.
- Investment across the facility network to ensure venues meet changing demands.
- Integrated school and community sport and recreation infrastructure.

Increased participation opportunities

- Actions to support increased capacity of sporting clubs and recreation providers.
- Better connection of schools and health providers with the sport and recreation system.

Flexible and innovative options

- More flexibility in the timing and type of activities offered to recognise our changing population and increasingly busy lifestyles.
- Modified versions of sports that better meet the needs of potential participants
- More teams and competitions aimed at retaining players who enjoy playing sport but are not playing at the highest level within their club or age group.
- Support for new sports and active recreation opportunities, including those involving emerging technologies



Finding new sources of investment

- Development of commercial and sponsorship opportunities and other potential income streams.
- 'Pay for play' and other non-membership-based options.
- Encouraging the private sector to offer more structured and unstructured sport and active recreation opportunities.
- Investment in new sport and recreation infrastructure at the same time we plan for residential and community development.

What does change look like?

- Increased levels of regular participation in sport and active recreation.
- A mix of local and regional sport and recreation facilities that have the capacity to cater for a larger population and higher participation levels.
- Sport and active recreation use of community spaces integrated with other community uses.
- Close and effective relationships between community sporting clubs, active recreation providers and schools to increase opportunities for participation.
- Well-planned, high-capacity infrastructure integrated with residential developments that are resilient to future risks and meet universal design principles.
- Infrastructure and programs that reflect the needs of local and regional communities.
- Sport and recreation providers offering a range of inclusive, high-quality and flexible opportunities for participation.
- Higher retention rates and reduced churn, particularly among adolescent participants.
- A network of facilities that meets the range of participation, athlete development and event demands.



Strategic direction two



Broader and more inclusive participation

Participation in sport and active recreation is not evenly spread across our state. This comes at a cost to both people who are not participating and to Victoria as a whole.

Participation in sport falls significantly in the late teenage and young adult years and there is also a significant drop in total sport and recreation activity as people age.

There are significant groups of Victorians whose participation in sport or active recreation is well below the state average. Aboriginal Victorians, people with a disability, people with poor health, recently arrived migrants, and those with little or no English all have significantly lower levels of participation. People with low incomes or living in areas of relative socio-economic disadvantage are also much less likely to engage in any sport or active recreation activity.

Discrimination and harassment continues to be a sizeable barrier. This is of particular significance in the case of Aboriginal Victorians and LGBTI Victorians.

Although the rate of participation by women and men is approximately the same when sport and active recreation is combined, participation in sport by women and girls is only half that of men and boys.

Key areas of change:

Operational structure of sport and active recreation

- Access for low-participation population groups prioritised for both programs and infrastructure investment.
- Inclusive participation built into the basic operational model of sport and active recreation providers.
- Adoption of universal design in both infrastructure and program delivery to increase the proportion of Victorians able to use programs and infrastructure.
- Development of affordable options for participation in sport and active recreation.
- Training and other support provided to clubs and recreation providers, and their staff and volunteers, to establish and maintain safe and inclusive spaces for sport and recreation, and to mitigate unconscious bias.

Addressing racism, discrimination and harassment

- Sport and active recreation organisations are supported to address racism, sexism, homophobia and other forms of discrimination and harassment.
- All sport and active recreation organisations have codes of conduct in place and policies to ensure their implementation.

Increasing the participation of women in sport

- Mandated gender balance and good governance principles across sport and active recreation organisations.
- Reformed recruitment practices and processes within sport and active recreation.
- Female-friendly sport and active recreation infrastructure and facilities.



What does change look like?

- Broader participation in sport and recreation across Victoria and fewer barriers to participation.
- Increased levels of participation by Victorians from underrepresented groups.
- Sport and active recreation is a safe and inclusive space.
- Inclusive participation is the default operational model for sport and recreation providers.
- Infrastructure and programs are designed to ensure that all sport and recreation participants can be active, included and comfortable.
- At least 40 per cent of board members of sport and active recreation organisations are female.
- The creation of Australia's first Office for Women in Sport within Sport and Recreation Victoria.
- Female-friendly infrastructure and facilities.
- Increased capacity of sport to attract, engage with and retain Aboriginal participants.
- World-class training and event environments for high performance and professional women's teams.
- Strong and diverse leadership across sport and active recreation.
- Build the capacity of sports, clubs, and active recreation organisations to support participation by women and girls.

Leadership

- Strong leadership driving increased diversity and participation.
- Increased diversity of leadership and management to provide a broader base of experience and knowledge for organisations to draw on.

Strategic direction three



Additional focus on active recreation

More Victorians participate in active recreation than in organised sport.

Adult Victorians spend 736 million hours a year on physical recreation, exercise and sport. Eighty per cent of these hours are spent in active recreation and 20 per cent in sport.

The three most common activities – walking, fitness and gym, and jogging or running – make up 44 per cent of all recorded sport and recreation activity.

This means that increasing participation in active recreation offers the best opportunity to improve Victorian's health and wellbeing. Physical activity in outdoor green spaces is also strongly connected to health and wellbeing.

Active recreation in Victoria does not, however, have the consistent organisational structure that state sporting associations provide. This presents challenges in achieving coordinated effort among stakeholders.

The diverse nature of the active recreation system, with its mix of providers and activities, also requires different models of support.

Key areas of change:

- More focus on active recreation from all levels of government, to improve active recreation opportunities, programs and infrastructure.
- Engagement of health and mental health providers to improve health and wellbeing of Victorians.
- School-based actions to improve children's physical literacy and levels of physical activity.
- The development of agreed priorities for investment across both government and nongovernment sectors to support the growth of active outdoor play.
- More information and encouragement of Victorians to participate in unstructured and non-organised recreation activities.
- Increased capacity of stakeholders to respond to demand with a wide range of safe, accessible and high-quality active recreation opportunities.
- Planning for active recreation infrastructure connected to other community uses and urban development.
- Connecting planning and development of outdoor recreation to nature-based tourism opportunities, with particular emphasis on potential benefits to regional economies.
- Maximising the potential of existing spaces to be used for active recreation.
- 'Incidental' use for active recreation of other infrastructure (such as footpaths, roads, tracks and trails) considered in the planning of that infrastructure.



What does change look like?

- Increased levels of regular participation in active recreation.
- 20 per cent increase in the number of adolescents doing sufficient physical activity by 2025.
- 10 per cent increase in the number of adults doing sufficient physical activity by 2025.
- Improved physical literacy and levels of physical activity of Victorian students.
- An increased focus on unstructured outdoor activity (nature play) in the early years that underpins lifelong physical activity.
- Close relationships between health and mental health providers and active recreation organisations to link Victorians to active recreation opportunities and better health and wellbeing.
- Easily accessible and reliable information on active recreation opportunities available to Victorians of all ages, including under-active groups.



Strategic direction four



Build system resilience and capacity

The ability of sport and active recreation to create participation opportunities and grow those opportunities relies on having the right systems and structures.

Increased research, data collection and evaluation provides a starting point for future planning and growth.

Our 580,000 volunteers are central to the effective operation of community sport and active recreation in Victoria. Volunteers are more likely to stay involved if they are supported. This feeds into member retention and boosting participation numbers.

Good governance is needed to grow participation. It enables organisations to respond to, and take advantage of, changing demand.

Match-fixing, performance-enhancing drugs and other forms of corruption threaten the integrity and reputation of sport, and its ability to attract participants, partners and commercial opportunities. Other 'reputational threats' such as illicit drugs, misuse of alcohol, violence and inappropriate behaviour also need to be addressed.

Key areas of change:

A strong evidence base

- Consistent system-wide data collection and sharing.
- Evaluation and analysis of what is happening, and what is working.
- Prioritising research into low participation levels within underrepresented communities for which there is currently limited available information.
- Open access to research and information.

Supporting volunteers, participants and the workforce

- Responsive processes, that acknowledge the reasons volunteers choose to be involved, and appropriate facilities for training and development, to make it easy for volunteers to become and stay involved.

- Minimising injury and reducing the impact of injury through improved training programs, resting participants and managing recovery, health and wellbeing
- Support for volunteers, participants and the workforce to manage their mental health and wellbeing.

- Governance

- Clarity of roles and responsibilities of board members and other leaders of sport and active recreation organisations.
- Well-documented and well-understood dispute-resolution systems within sports and active recreation bodies.
- Financial stability and sustainability of sport and active recreation organisations

Addressing sport integrity

- Increased awareness within sport and active recreation organisations of threats to integrity and reputational risk.
- Sport and active recreation organisations supported to develop policies and procedures to address these risks.

What does change look like?

- Consistent data, research and analysis of information that is available to, and can be applied by, system participants.
- Training and support of volunteers is provided in ways that minimises any additional time commitment required of volunteers.
- Volunteers and employees of sport and active recreation bodies are confident in both their skills and knowledge and in the support available to them in fulfilling their role.
- Higher retention rates through increased mental health and wellbeing.
- Greater awareness of injury prevention and management.
- Sport and active recreation bodies are well governed, with clear and effective governance, leadership and succession structures.
- All sports have well-documented and clearly understood policies and processes for resolving disputes within that sport.
- Sport and active recreation bodies are financially stable and their organisational structures, activities and programs are sustainable.
- Clubs and their volunteers are aware of the potential risks to the integrity of community-level sport, and have the necessary information and support to avoid or address those risks.



Strategic direction five



Connect investment in events, high performance and infrastructure

Victoria is the major events capital of Australia. We are the envy of our interstate and international competitors due to our infrastructure, high performance programs and events calendar.

Major and significant sporting events encourage grassroots participation, build our capacity to deliver future events, provide legacy programs and facilities, provide opportunities for Victorian businesses to connect with overseas markets and deliver significant economic benefits.

High performance sport and elite athletic performances provide inspiration, entertainment and pride to Victorians. Victoria is a unique market boasting 30 professional teams playing in national competitions and home annually to over 90 major sporting events.

To maximise the benefits from high performance sport and events, an integrated approach is required to deliver facilities that support:

- major and regionally significant events
- supporting representative, state and national teams
- the peak of the elite athletes' pathway
- administration of the wider sports system.

This network of facilities have flow on benefits that include opportunities for wider community use, creating local jobs and economic and tourism benefits through direct attendances and promotion of Victoria.

Infrastructure, and the programs and policies it supports, are key enablers of high performance sport and event delivery.

Key areas of change:

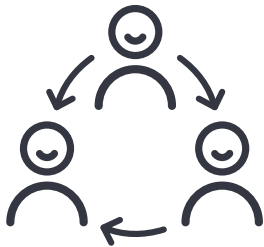
- Getting the best results from our high performance system, state facilities and events calendar requires integrated investment.
- Ensuring we have a diverse events calendar by building and maintaining Victoria's capacity to attract and retain major and significant events.
- Supporting state-level and professional sporting teams.
- Supporting athlete development with quality high performance coaching, training, sports science and recovery facilities.
- Facilities that support the state wide administration of sport, including workforce, coaching and referee development.
- Ongoing planning and investment to renew Victoria's network of state-level facilities.
- The development of 'sport diplomacy' to provide opportunities for Victorian businesses to connect with overseas markets and investment opportunities.
- Strong linkages – and clear pathways to excellence – between high performance and community sport.
- Planning for programming and use integrated in the planning of new or renewed infrastructure.
- Talent identification programs and support for coaches that maximises the opportunity for promising young athletes to engage in high performance sport.
- Increased engagement and sharing of high performance expertise with community sport to help develop promising athletes and coaches across Victoria.

What does change look like?

- A Victorian events calendar that attracts and retains national and international sporting events, creates legacy opportunities for grassroots sport and provides a national and international platform for Victoria.
- A network of facilities that supports major and significant events, high performance athletes and professional teams, with an agreed plan for renewal and development.
- Programs with clear pathways between high performance and community sport that maximise the competitiveness of Victorian athletes.
- An integrated high performance sport system across metropolitan Melbourne and regional Victoria including the Victorian Institute of Sport, Regional Academies of Sport, individual sports, Regional Sport Assemblies and university partners.



Strategic direction six



Work together for shared outcomes

The continued development of sport and active recreation depends on collaboration across the not-for-profit and private sectors and all levels of government.

Complementary effort and investment by sport and recreation organisations, governments and private providers can multiply the impact of that effort and investment.

By integrating sport and active recreation with other policy goals, the State Government and local councils can strengthen both the outcomes for sport and active recreation and the health, community cohesion, economic and liveability benefits for Victorians.

Key areas of change:

- Successful system wide collaboration will rely on the development of agreed priorities, complementary investment and the coordination of action.
- Joined-up planning across regions and across sports with coordinated, whole-of government action.
- Joint action and investment by sport and recreation organisations, councils and the Victorian Government.
- Better connections between sport and recreation organisations, councils and the Victorian Government.
- Planning for sport and active recreation infrastructure and use connected to planning for other community uses and urban development.
- Investment in new community sport infrastructure integrated with planning for residential development and growth.
- Coordinated action across the Victorian Government to meet shared objectives and outcomes.



What does change look like?

- Planning for sport and recreation infrastructure is integrated with planning for other community infrastructure, residential development and growth.
- State and municipal sport and recreation plans inform, and are informed by, Victorian and municipal health and wellbeing plans.
- School and community sport and recreation facilities are developed and managed to support both education and community sport and recreation outcomes.
- Victorian Government support for, or connection with, sport and active recreation is coordinated to maximise the health, economic, community and liveability outcomes for Victorians.



