



# Getting Our Community Active

Sport and Recreation Strategy 2015-24

Implementation Plan



## About this document

The City of Port Phillip's *Sport and Recreation Strategy 2015-24* 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 2015-24*

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 2015-24: 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 2015-24: 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

The City of Port Phillip is grateful for the contribution of the many sport and recreation club or community group representatives who completed surveys and/or provided feedback.

We also thank the residents of the City of Port Phillip who responded to surveys or provided other input into the study.

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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## 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)
<b>People</b>	Increase in participation in sport and recreation across informal activities	>10%	Sport and recreation participation survey Sport and recreation customer service survey
	Maintain 12% proportion of population that participate in formal sport and recreation	>12%	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
<b>Places</b>	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
<b>Processes</b>	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.

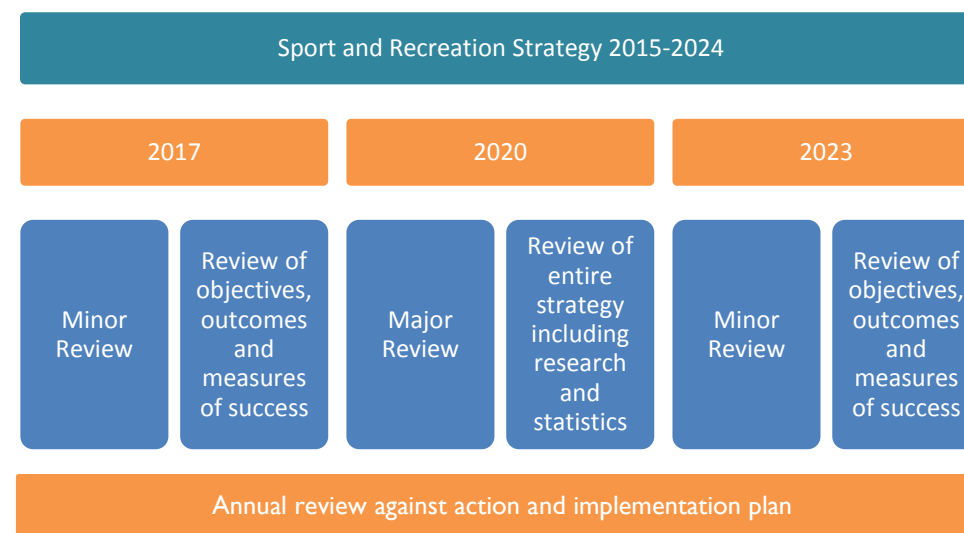
### REVIEW PROCESS

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.







## FOCUS AREA I - PEOPLE

### GOAL

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

### ACTIONS

I.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

I.2 Increase awareness of the sport and recreation opportunities and services that are available in the City of Port Phillip

I.3 Strengthen existing relationships with external organisations to enhance the range of sport and recreation opportunities available to the Port Phillip community

I.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 informal activities
2. Maintain 12% proportion of population that participate in formal sport and recreation
3. 10% increase in the participation of people in the demographics identified as being at risk to non-participation
4. 80% overall customer 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 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

**ACTION 1.1 – PROVIDE TRAINING AND SUPPORT TO BUILD THE CAPACITY OF SPORT AND RECREATION CLUBS AND COMMUNITY GROUPS TO ENHANCE OPPORTUNITIES TO THE WIDER COMMUNITY**

No.	Task	Responsible Department	Supporting Department	Resources
I.1.1	Create a Sport and Recreation Development Plan - identify appropriate training and education opportunities - review current club management strategies and future needs	Sport and recreation	n/a	Existing staff time
I.1.2	Create and promote an annual Sport and Recreation Development Calendar	Sport and recreation	n/a	Existing staff time Existing operational budget
I.1.3	Promote suitable resources to assist clubs improve club administration and governance	Sport and recreation	n/a	Existing staff time
I.1.4	Advocate for peak bodies to coordinate suitable development opportunities for groups within Port Phillip - this may involve Council hosting training/information sessions	Peak sporting bodies	Sport and Recreation	Existing staff time Existing operational budget
I.1.5	Develop and publish an annual Sports Club Report - reporting on club membership figures, club programs and initiatives, and results of annual sports club survey	Sport and recreation	n/a	Existing staff time

**ACTION 1.2 - INCREASE AWARENESS OF THE SPORT AND RECREATION OPPORTUNITIES AND SERVICES THAT ARE AVAILABLE IN THE CITY OF PORT PHILLIP**

No.	Task	Responsible Department	Supporting Department	Resources
I.2.1	Develop a brand for Port Phillip as a means of promoting sport and recreation and its benefits to the community.  This may include: - communication strategy - website upgrades - participation campaigns - certification of programs - merchandise	Sport and recreation	Communications and engagement  Business technology	Existing staff time  New non capital task
I.2.2	Create, maintain and distribute a 'sport and recreation in Port Phillip' database/guide	Sport and recreation	Communications and engagement	Existing staff time  New operational task
I.2.3	Develop an interactive map that shows information on all sport and recreation infrastructure in Port Phillip	Business technology	Sport and recreation	Existing staff time
I.2.4	Distribute seasonal sport and recreation newsletter	Sport and recreation	Communications and engagement	Existing staff time

**ACTION 1.3 – STRENGTHEN RELATIONSHIPS WITH EXTERNAL ORGANISATIONS TO ENHANCE THE RANGE OF SPORT AND RECREATION OPPORTUNITIES AVAILABLE TO THE PORT PHILLIP COMMUNITY**

No.	Task	Responsible Department	Supporting Department	Resources
<b>1.3.1</b>	Develop a Memorandum of Understanding (MoU) that clearly defines the expectations of each party between Council and the following organisations: - State Sports Centres Trust (SSCT), - Life Saving Victoria (LSV) - Parks Victoria (PV)	Sport and recreation	Governance State Sports Centre Trust Life Saving Victoria Parks Victoria	Existing staff time
<b>1.3.2</b>	Develop an active and engaged network of sport and recreation professionals in Port Phillip through ongoing communication and promotion of programs and services	Sport and recreation	n/a	Existing staff time
<b>1.3.3</b>	Work with schools to create partnership opportunities for utilising existing sporting facilities on school land	Sport and recreation	Local schools Department of Education and Training	Existing staff time New operational budget

**ACTION 1.4 – WORK TO OVERCOME EXISTING BARRIERS TO PARTICIPATION IN SPORT AND RECREATION AND IDENTIFY OPPORTUNITIES TO INCREASE INFORMAL PARTICIPATION**

No.	Task	Responsible Department	Supporting Department	Resources
<b>1.4.1</b>	Review existing participation programs, such as Leisure and Lifestyles, to ensure that introductory programs overcome barriers to participation in sport and	Sport and Recreation	n/a	Existing staff time

No.	Task	Responsible	Supporting	Resources
	recreation			
<b>1.4.2</b>	Investigate opportunities to source sponsorship and/or grant/funding opportunities for the delivery of events/programs that help increase participation in sport and recreation	Sport and recreation	City business	Existing staff time
<b>1.4.3</b>	Identify opportunities to increase the use of existing parks and open space for casual and unstructured recreation opportunities	Sport and recreation	Open space Parks services	Existing staff time
<b>1.4.4</b>	Develop a network of trails through parks and open space areas to encourage walking, jogging and running	Sport and recreation	Open space	Existing staff time
<b>1.4.5</b>	Regularly survey the community to establish trends in sport and recreation participation	Sport and recreation	Health and wellbeing	Existing staff time
<b>1.4.6</b>	Support and promote walking groups and other group based initiatives that facilitate greater participation in sport and recreation	Sport and recreation	n/a	Existing staff time
<b>1.4.7</b>	Develop communication materials to promote the use of walking and cycling trails, outdoor exercise equipment, skate/BMX sites and other informal recreational assets	Sport and recreation	Communications and engagement	Existing staff time
<b>1.4.8</b>	Review and upgrade signage and information to enhance participation in activities along the foreshore, trails, parks and open space areas	Open space	Sport and recreation Foreshore	New capital budget





## 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 unconditional 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



**ACTION 2.1 – ENSURE THAT ALL SPORTING SURFACES AND ASSOCIATED FACILITIES ARE FIT FOR PURPOSE WHILE MEETING ENVIRONMENTALLY SUSTAINABLE OBJECTIVES**

No.	Task	Responsible Department	Supporting Department	Resources
2.1.1	Apply continuous improvements to sportsground maintenance to ensure relevant standards are achieved across all sporting surfaces and infrastructure	Parks services	Sport and recreation	Existing staff time New operational budget
2.1.2	Investigate the use of synthetic surfaces at current sport and recreation sites to enhance their durability and increase use	Sport and recreation	Open space Parks services Sustainability	Existing staff time
2.1.3	Establish an annual capital works request process to consult with sport and recreation clubs regarding facility maintenance and upgrade requirements	Sport and recreation	n/a	Existing staff time
2.1.4	Ensure any infrastructure upgrades incorporate environmentally sustainable and universal design principles without compromising fit for purpose status	Sustainability	Sport and recreation Capital project services Building maintenance Parks services	Existing staff time

**ACTION 2.2 – ENSURE SPORT AND RECREATION INFRASTRUCTURE IS DEVELOPED AND UTILISED AS COMMUNITY ASSETS THAT FOSTER THE CONNECTION OF PEOPLE TO EACH OTHER IN THE PORT PHILLIP COMMUNITY**

No.	Task	Responsible Department	Supporting Department	Resources
2.2.1	Develop sport and recreation infrastructure as integrated multi-use venues by ensuring adequate spaces and/or fit-out	Sport and recreation	Community connect Business technology	Existing staff time New capital budget

No.	Task	Responsible Department	Supporting Department	Resources
	requirements are adopted during the planning phase		Capital project services	
2.2.2	Prioritise recreation and sporting infrastructure improvements that: - increase participation - meet needs of identified target groups - increase asset's functional life and reduce maintenance - meet an identified gap in current provision - may be co-located with other community infrastructure	Sport and recreation	n/a	Existing staff time
2.2.3	Review all occupancy agreements for the use of Council assets with a view for wider community benefit and equity	Property	Sport and recreation	Existing staff time
2.2.4	Encourage clubs to establish 'sinking funds' to assist with capital improvements and the purchase, maintenance and replacement of specialised surfaces and equipment that are required solely for the sport	Sport and recreation	n/a	Existing staff time
2.2.5	Activate underutilised sportsgrounds to increase their capacity for hosting organised sport	Sport and recreation	Parks services	Existing staff time New capital budget



**ACTION 2.3 – EXPLORE INNOVATIVE AND UNCONDITIONAL USES OF SPACES AND SUPPORT NON-TRADITIONAL, UNIQUE OR UNDER-REPRESENTED SPORT AND RECREATION OPPORTUNITIES**

No.	Task	Responsible Department	Supporting Department	Resources
2.3.1	Support the ongoing operation and hosting of non-traditional, unique or underrepresented sporting opportunities	Sport and recreation	Project services Open space	Existing staff time New capital budget
2.3.2	Undertake a recreation needs study to identify future provision requirements for sport and recreation infrastructure	Sport and recreation	Open space	New non capital budget
2.3.3	Investigate opportunities to partner with adjoining Councils and private providers to develop regional/sub-regional facilities	Sport and recreation	External Council's	New capital budget External funding
2.3.4	Plan provision requirements for outdoor exercise equipment throughout Port Phillip that caters for the community's needs	Open space	Sport and recreation	Existing operational budget New capital budget

**ACTION 2.4 – ENSURE THAT FISHERMAN'S BEND URBAN RENEWAL AREA IS APPROPRIATELY PLANNED FOR FUTURE SPORT AND RECREATION NEEDS**

No.	Task	Responsible Department	Supporting Department	Resources
2.4.1	Advocate for the appropriate provision of sport and recreation opportunities in the planning and development of the precinct - prioritise the development of mixed-use infrastructure that provides for a range of	Sport and recreation	Open space Placemaking Melbourne planning authority	Existing staff time

uses				
2.4.2	Participate in a regional sport and recreation planning network with the City of Melbourne and City of Maribyrnong to discuss needs for key growth areas such as IMAP	Sport and recreation	City of Melbourne City of Maribyrnong	Existing staff time



## 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

**ACTION 3.1 – ACHIEVE A REPUTATION OF EXCELLENCE IN THE MANAGEMENT AND PROVISION OF SPORT AND RECREATION TO THE PORT PHILLIP COMMUNITY**

No.	Task	Responsible Department	Supporting Department	Resources
3.1.1	Acquire and implement relevant software systems for continuous process improvement (i.e. bookings software, online enablement)	Sport and recreation	Business technology	New operational budget
3.1.2	Use Council's 'Social Justice Charter' as a guide to inform processes and practices	Sport and recreation	Access and ageing	Existing staff time
3.1.3	Implement cost efficient measures to enable the ongoing provision of sport and recreation services at current or improved levels with little to no additional financial resources	Sport and recreation	n/a	Existing staff time
3.1.4	Implement a behaviour change program modelled on the 'Save it for the game' initiative to reduce energy consumption at sporting facilities	Sustainability	Sport and recreation	Existing staff time

**ACTION 3.2 – ENSURE THAT POLICY AND/OR STRATEGIC DOCUMENTS EXIST TO GUIDE ALL DECISION MAKING IN THE MANAGEMENT AND PROVISION OF SPORT AND RECREATION SERVICES TO THE PORT PHILLIP COMMUNITY**

No.	Task	Responsible Department	Supporting Department	Resources
3.2.1	Develop a range of policies to provide clear and transparent guidelines for decision making regarding sport and recreation in Port Phillip: <ul style="list-style-type: none"> <li>• Fees and charges policy</li> <li>• Sportsground allocation policy</li> <li>• Sport and recreation</li> </ul>	Sport and recreation	Whole of Council	Existing operational budget

No.	Task	Responsible Department	Supporting Department	Resources
	infrastructure standards policy <ul style="list-style-type: none"> <li>• Capital contribution policy</li> <li>• Commercial recreation policy</li> <li>• Personal training policy</li> <li>• Sports ground lighting policy</li> <li>• School use of open space policy</li> <li>• Lifesaving club provision policy</li> <li>• Albert Park (Parks Victoria) infrastructure contributions policy</li> <li>• Leisure and Lifestyle program policy</li> <li>• External partnerships policy (including funding provision)</li> <li>• Grant applications selection criteria/guidelines</li> </ul>			
3.2.2	Undertake annual infrastructure audit to assess condition of all sport and recreation facilities and associated infrastructure	Sport and recreation	Building maintenance Capital project services Asset management	Existing operational budget
3.2.3	Develop a 'Sport and Recreation Infrastructure Plan' <ul style="list-style-type: none"> <li>- to strategically determine the ongoing management, maintenance and development of new and existing sport and recreation infrastructure</li> <li>- include a Forward Works Plan to coordinate infrastructure capital works</li> </ul>	Sport and recreation	Building maintenance Capital project services Asset management	Existing operational budget



No.	Task	Responsible Department	Supporting Department	Resources
	and prioritise works based on its ability to: <ul style="list-style-type: none"> <li>- meet specific activity requirements</li> <li>- increase the asset's lifecycle</li> <li>- enable co-location of other services</li> <li>- increases or maintains participation</li> <li>- achieves environmentally sustainable initiatives</li> </ul>			
<b>3.2.4</b>	Develop proactive maintenance schedules for all sport and recreation infrastructure	Sport and recreation	Building maintenance Capital project services Asset management	Existing operational budget
<b>3.2.5</b>	Review Sports Club User Manual to ensure clear and up to date guidelines exist for all sporting clubs allocated use of sporting infrastructure	Sport and recreation	n/a	Existing staff time

### ACTION 3.3 – DELIVER CROSS-COUNCIL INITIATIVES THAT DIRECTLY ENHANCE SPORT AND RECREATION OPPORTUNITIES IN PORT PHILLIP

No.	Task	Responsible Department	Supporting Department	Resources
<b>3.3.1</b>	Implement the 'Open Space Water Management Plan' to achieve the following sustainable outcomes without negatively impacting the quality of services provided: <ul style="list-style-type: none"> <li>- convert all grass species to warm season</li> <li>- reduce reliance on potable water</li> <li>- implement stormwater</li> </ul>	Parks services	Sustainability Sport and recreation	Existing operational budget New capital budget External funding

No.	Task	Responsible Department	Supporting Department	Resources
	harvesting projects <ul style="list-style-type: none"> <li>- investigate use of synthetic surfaces</li> <li>- implement irrigation system upgrades</li> <li>- review turf management practices and develop new service specifications</li> <li>- continue to educate sporting clubs regarding quality expectations in respect to water management practices</li> </ul>			
<b>3.3.2</b>	Work with the State Government and other peak bodies to implement the 'Victorian Cycling Strategy' and Port Phillip's 'Walk and Bike Plans', highlighting the role of each plans key strategies and actions influence on physical activity levels	Sustainable transport	Sport and recreation State government	Existing operational budget New capital budget External funding
<b>3.3.3</b>	Actively promote the important role sport and recreation plays in achieving the 'Municipal Health and Wellbeing Plan' key strategies pertaining to: <ul style="list-style-type: none"> <li>- social inclusion and connectedness</li> <li>- social and cultural diversity</li> <li>- vibrant and changing communities</li> <li>- responsive and coordinated services</li> <li>- sustainability</li> <li>- transport and mobility</li> <li>- access and affordability</li> <li>- housing and homelessness</li> <li>- safety</li> </ul>	Health and wellbeing	Sport and recreation	Existing operational budget New capital budget External funding
<b>3.3.4</b>	Implementation of the 'Access Plan' particularly in respect to the influence of the following	Access and ageing	Sport and recreation	Existing operational budget

No.	Task	Responsible Department	Supporting Department	Resources
	<p>key strategies in the provision of sport and recreation services:</p> <ul style="list-style-type: none"> <li>- Ensure the range of events, programs and services provided and supported by Council are accessible and inclusive and support community connections and celebrations of diversity</li> <li>- Ensure that spaces in the public realm are well supported by accessible community infrastructure and access supports that link key elements and connect people successfully to places</li> <li>- Continue to develop the accessibility of Port Phillip beaches, foreshores, open spaces and play spaces to provide residents and visitors with a variety of experiences and activities</li> </ul>			<p>New capital budget</p> <p>External funding</p>
3.3.5	<p>Implement the 'Play Space Strategy' key priorities of:</p> <ul style="list-style-type: none"> <li>- Upgrade and develop existing play spaces over the creation of new play spaces as existing distribution levels is adequate</li> <li>- Increase the number of play opportunities available for older children across the municipality</li> <li>- Increase access for all abilities and backgrounds to play spaces across the municipality</li> </ul>	Open space	<p>Sport and recreation</p> <p>Parks Services</p> <p>Asset management</p>	<p>Existing operational budget</p> <p>New capital budget</p> <p>External funding</p>

No.	Task	Responsible Department	Supporting Department	Resources
3.3.6	<p>Implement strategies in a sport and recreation context that will help achieve the 'Event Strategy' goals of:</p> <p>The City of Port Phillip aims to plan, attract and direct events to ensure our city is welcoming, healthy, safe and vibrant for all.</p> <p>Through:</p> <ul style="list-style-type: none"> <li>- procurement and partnerships</li> <li>- assessing, approving and maintaining</li> <li>- producing our own events</li> </ul>	Events	Sport and recreation	Existing operational budget
3.3.7	<p>Achieve the following 'Towards Zero: Sustainable Environment Strategy' commitments ensuring that they do not negatively impact service provision:</p> <ul style="list-style-type: none"> <li>- zero greenhouse gas emissions in Council operations</li> <li>- 70% reduction in Council's potable water use</li> <li>- 80% reduction in council waste to landfill</li> <li>- all council buildings and facilities minimise their environmental impact</li> <li>- increasing the percentage of built form in the municipality incorporating sustainable design</li> </ul>	Sustainability	<p>Sport and recreation</p> <p>Capital project services</p> <p>Building maintenance</p> <p>Parks services</p> <p>Asset management</p>	<p>Existing operational budget</p> <p>New capital budget</p> <p>External funding</p>

No.	Task	Responsible Department	Supporting Department	Resources
3.3.8	<p>Implement strategies in a sport and recreation context that will help achieve the <i>'Family, Youth and Children Strategy'</i> goals of:</p> <ul style="list-style-type: none"> <li>- integrated service response</li> <li>- positively influence health and wellbeing outcomes for families, young people and children</li> <li>- address inequality, affordability and accessibility issues for families, young people and children</li> </ul>	Family, youth and children	Sport and recreation	<p>Existing operational budget</p> <p>New capital budget</p> <p>External funding</p>
3.3.9	<p>Achieve actions outlined in the <i>'Middle Years and Youth Commitments'</i> with particular focus to:</p> <ul style="list-style-type: none"> <li>- create opportunities for young people to participate in relevant, fun activities where they can learn, make friends and use their time constructively</li> <li>- create physical infrastructure that provides young people opportunities to have fun, connect socially with their peers, learn and get involved with their community</li> <li>- create opportunities specifically targeted at middle years young people where they can learn, have fun, get active and make friends.</li> <li>- provide physical infrastructure that creates pathways into Youth Places and gives middle years young people opportunities have fun, be active and connect socially with their peers.</li> </ul>	Youth services	Sport and recreation	<p>Existing operational budget</p> <p>New capital budget</p> <p>External funding</p>









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