

# The Game Plan:

## A PLAN FOR ORGANISED SPORT AND ACTIVE RECREATION IN THE CENTRAL HIGHLANDS

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**Central Highlands**  
Regional Council

Central Highlands Regional Council

152 of 403







## ACKNOWLEDGMENTS

# Contents

Message from the Mayor	4
Message from the Chair of GPAC	5
Strategic Context	6
Our goals	8
Purpose	8
Goals	8
Objectives	10
Our priorities	10



# Message from the Mayor

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Sport and recreation are an integral part of the Australian way of life and provide the opportunity for all in our communities to be engaged in healthy lifestyles, no matter your age and ability.

It engages our youth, promotes cohesiveness and provides exciting pathways for those that want to achieve greater skills in their preferred sport or recreation.

All these opportunities, in individual or team pursuits, are usually supported by a mix of club structures, volunteers, school and importantly council in various forms.

There is a significant financial investment by those organisations and a significant 'in kind' cost that is provided by many volunteers and others.

The Game Plan is a comprehensive planning initiative to provide certainty, support and structure to our clubs, groups and sporting bodies.

It will seek to consolidate good clubs and organisations, build on the historical strength of communities and provide certainty of tenure.

This will ensure that future council support is well targeted, equitable and supportive of those that successfully manage their respective sport and recreation interests.

A better knowledge of what we like to play and how many of us like to play gives our council greater leverage for funding and a better basis for planning.

The Game Plan provides a better coordinated, better resourced partnership for sport and recreation in our region and will consolidate its important role in the liveability of our diverse communities.



Mayor Kerry Hayes





# Message from Chair of GPAC

Prior to kicking off on this journey council identified that there were inconsistencies in investment in sport and active recreation across the region.

There was no clear and consistent framework that supported clubs to their fullest potential and this has led to some clubs being hamstrung.

Traditionally, council has been reactive when delivering on the needs of sport and active recreation due to a poor understanding about what clubs need. This was the motivation to make a change.

The Game Plan Advisory Committee will focus on delivering a way forward for sport and recreation in the Central Highlands. It has identified that participation in sport and recreation galvanises our community, provides a platform for people to lead healthier lives, teaches our youth valuable life skills, and creates more inclusive communities.

We have listened to the Central Highlands' community and are working towards a framework that

enables council to achieve a greater level of efficiency through informed expenditure in our communities.

We also continue to observe the disparities with the number of applications for grant funding being made from the Central Highlands on a relative per capita basis to our metropolitan counterparts. We want more of the pie!

The Game Plan proposes a vision for where council wants sport and recreation to be in the Central Highlands in 10 years. It will empower regional clubs and enable them to focus on what they know best – the provision of sport and recreation.



Councillor Alan McIndoe

# Strategic Context

Central Highlands Regional Council

Corporate Plan 

Council's **Corporate Plan** is the driver behind the **Game Plan**, with each key priority area guiding an outcome for sport and active recreation in the Highlands.

Parks People Play



A plan for parks in the Central Highlands

The **Game Plan** works in closely with **Parks People Play**: A plan for parks in the Central Highlands, which categorises facilities and aids in the development of maintenance standards.

The Game Plan

A plan for organised sport in the Central Highlands



The **Game Plan** is a 10-year plan for organised sport and active recreation in the Central Highlands region. It outlines the goals and aspirations for our sporting clubs, facilities and programs.

Tenure Framework



A policy for sport and active recreation organisations

The framework is all about club development – building relationships, open communication, setting key performance indicators and maintaining organisational structures.

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## Purpose

The purpose of the **Game Plan** is to provide clear direction and guide policy development for the future of sport and active recreation that supports adaptable, sustainable facilities and promotes active participation and a connected community.



In 2028, sport in the Central Highlands enriches the lifestyles of our active community, sport will be accessible, inclusive and provide opportunities for all.



# Our Goals

## WHERE WE WANT TO BE



“ **Communication and collaboration are the key – not only between Council and Clubs. Let's embrace the Game Plan and start communicating better between ourselves as sport and rec associations, private facilities, schools and other stakeholders across our entire region.**”

Lyn Brown  
GPAC Committee Member



# Game Plan Advisory Committee

Council recognises and supports the role of sport in healthy active lifestyles and community connectedness.

The Game Plan Advisory Committee was established to develop and implement council's plan for organised sport and active recreation in the region. The committee consists of three passionate community members, five councillors and two council staff members.

The establishment of the committee provides an important forum for identifying issues and opportunities

relating to community facilities and advising council about effective policy, service provision and investment within the Central Highlands region.

The committee have held Tenure Framework direction sessions, and will continue to meet regularly to map the Plan.

This process has also included regional collaboration with other councils, including Cairns Regional Council, Moreton Bay Council and Logan City Council.

**“ For me, I have always been keen on up-skilling the community members so they can be on committees with a good skill set. Those skills are transferrable to the workplace and professional careers, so I see the support council will be providing as a benefit to the club itself and to individual committee members.”**

Danielle Spiccia  
GPAC Committee Member



# Objectives



## Sustainable

Sport and active recreation in the Central Highlands is viable and has a positive impact on the community from now and into the future.

### STRATEGIES

- Making informed decisions for the future of sport and active recreation
- Sporting facilities that will make for safe play
- That our facilities are working more effectively and resources are at optimal use
- Strong healthy clubs that will support the growth of sport and active recreation

### MEASURES

- All decisions and planning for sport and active recreation align with council plans and strategies
- Audits are carried out on all facilities and implementation plan completed by 2018
- Multi-use and shared facilities through council's Parks, People, Play: A plan for parks in the Central Highlands
- Club development toolkits are completed annually from 2018



## Collaborative

Council and clubs work together to capitalise on opportunities to ensure sport and active recreation is inclusive and accessible to all.

### STRATEGIES

- Council and club working together to meet tenure framework obligations
- Council communicating and collaborating with clubs to plan and develop facilities in line with council plans and strategies
- Build relationships with external stakeholders including SSO's, State and Federal government

### MEASURES

- An increased number of facility development plans and shovel-ready projects
- An increased number of funding applications submitted across the region

# Our priorities

- Progress frameworks, policies and procedures to ensure decision making is informed and aligns with council planning
- Implement Tenure Framework and ensure that 100% of sport and active recreation organisations on council-owned and controlled land will be on a tenure agreement
- Partner with sport and active recreation organisations to identify facility needs
- Partner sport and active recreation organisations to measure current participation levels and projections
- Partner with sport and active recreation organisations to identify further opportunities for participation
- Support the planning and delivery of fit-for-purpose sport and active recreation infrastructure
- Complete condition audits and gap analysis on council-owned and

controlled land used for sport and active recreation

- **Parks People Play**, categorise, action plan
- Deliver online resource centre
- Build relationships with external stakeholders including:
  - State/National Sporting Bodies
  - State Sporting bodies





## Active Clubs

Our clubs have the capacity to grow their respective sports and increase participation for all ages.

### STRATEGIES

- Clubs are proactive and are able to identify and capitalise on opportunities
- Clubs will engage with community through activating the space
- Increased overall to participation in sport and active recreation
- Increased competition and opportunities for our community to participate in sport and active recreation

### MEASURES

- Implement Sport and Recreation Grants Program to align with the needs of our clubs
- Development opportunities held annually to support the needs of clubs
- An increase in participation in line with our priorities.
- Regional collaboration between sporting and active recreation organisations in the Central Highlands.



**The Game Plan is a support mechanism for all sporting clubs and organisations in the Central Highlands, enabling a collaborative approach to sustainable sport and active clubs focusing on and improving active participation."**

Clinton Adams  
GPAC Committee Member



## Progressive

Clubs and facilities in the Central Highlands are well-planned to adapt to trends and optimise on technologies.

### STRATEGIES

- Create an effective policy that is consistent and transparent across the region and clearly outlines roles and responsibilities of council and club
- Ensure that technologies support the capacity building of our clubs
- Our facilities are adaptable and energy efficient and support future trends and participation in sport and active recreation

### MEASURES

- One-stop-shop for sport and active recreation organisations to find any club development and planning information
- Clubs will be on tenure agreement within 2 years and implementation of tenure framework by 2019
- Implementation of Parks People Play: A plan for parks in the Central Highlands action plan

- State/Federal Governments
- Schools

- Implement Sport and Recreation Grants Program that aligns with the Game Plan and tenure framework
- Partner with clubs to submit external funding applications
- Safety and improved facilities aligned with planning

- Healthier clubs
- Deliver on *Corporate Plan* objectives
- Work with external stakeholders including State sporting organisations, Governments and other councils to share and capitalise on resources
- Implementation of Parks, People, Play: A plan for parks in the Central

- Highlands leading to better utilisation and multi-use of facilities
- Support sport and active recreation organisations to increase participation of physical activity (membership/non-membership) across the whole region by 20%
- Sports tourism – increase the number of state and national events in our region



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