Together More Active
Building the capacity of the Victorian sport and recreation sector
Application guidelines
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Accessibility

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Victoria is the home of sport and recreation. We are the nation’s sporting capital, home to over 100 state sport and recreation organisations with one third of Australia’s national sport organisations and more than 16,000 clubs.

The sport and recreation sector plays a fundamental role in helping millions of Victorians participate, and reach their potential in sport and active recreation.

That’s why the Victorian Government is proud to partner with our sport and recreation sector to create pathways and opportunities for people of all ages, backgrounds and abilities to realise their sporting dreams and enhance their lives through active living.

The Together More Active program supports initiatives that improve the operation and sustainability of organisations to create more participation opportunities for Victorians and increase the capacity of the sport and recreation sector.

New grant opportunities are available for organisations keen to make a difference.

We’re looking for evidence based and innovative initiatives that help increase participation and diversity in clubs, encourage gender equality, strengthen integrity, develop our coaches, officials and volunteers, and assist people from all-abilities and backgrounds to participate. We want all Victorians to have access to and be welcomed at all our sporting fields, recreation reserves, courts, pools, gyms and throughout the great outdoors.

I strongly believe that every Victorian seeking to participate deserves a sporting chance.

I look forward to seeing even more Victorians reaping the benefits of active participation through projects backed by Together More Active.

The Hon Martin Pakula MP
Minister for Tourism, Sport and Major Events
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Sport and recreation plays an integral role in the lives of many Victorians.

Sport should be inclusive and accessible for all, regardless of background, socio-economic circumstances or geographic location. The Victorian Government recognises that not everyone enjoys the same opportunity to be involved in sport and active recreation, and in response is supporting participation initiatives that will deliver increased physical activity and social inclusion outcomes across the state.

Together More Active supports the Victorian Government’s commitment to improving all aspects of sport and recreation, making a significant contribution to:

- healthier Victorians
- economic growth and jobs
- community cohesion
- liveability.

Providing funding support over four years (2019-2023), Together More Active replaces the Supporting Victorian Sport and Recreation program (2016-2019).

Together More Active aligns with Victorian Government priorities and supports the key aim of increasing overall participation in sport and recreation across the state. The program supports greater participation outcomes by focusing on two overarching themes:

- building a more sustainable sport and recreation sector
- increasing the equity, diversity and inclusiveness of the sport and recreation industry.

Together More Active is informed by the six strategic directions set out in Active Victoria – A strategic framework for sport and recreation in Victoria 2017-2021:

1. Meeting demand
2. Broader and more inclusive participation
3. Additional focus on active recreation
4. Building system resilience and capacity
5. Connecting investment in events, high performance and infrastructure
Together More Active has two separate and complementary streams.

2.1 Foundation funding
Available to recognised state sporting associations and state recreation organisations, foundation funding establishes a partnership with the Victorian Government. It supports the breadth of operations undertaken by the organisation and assists with planning, policy and business development.

Foundation funding of up to $20,000 annually will be offered over a four year period (2019-2023) and will require organisations to:

- provide a ‘whole of organisation’ approach to reporting
- promote the partnership to its members and the broader community
- provide opportunities for the Victorian Government to engage with its flagship activities
- progress identified actions to strengthen business practices and policies.

2.2 Project funding
Available to recognised state sporting associations, state sport and recreation bodies, regional sport assemblies and regional academies of sport, as listed on Sport and Recreation Victoria’s website*, project funding assists the development and delivery of programs that support participation outcomes or build system resilience and capacity.

Project funding is provided for up to two years, with the opportunity of continuation for an additional two years based on project outcomes.

Project funding will support initiatives that:

- increase participation outcomes and support pathways
- increase equity, diversity and inclusiveness
- deliver opportunities for underrepresented population groups
- build social cohesion and employment pathways
- strengthen integrity, safety, governance and leadership
- develop the workforce including volunteers
- boost club development and capacity.

3. Funding Levels

The total level of funding, including foundation and project funding, for each organisation, will be determined by its capacity and reach. Each organisation will be categorised 1-5. The following table provides a guide to the total funding level for each category.

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Funding Amount</th>
<th>Scale of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>up to $40,000 annually</td>
<td>One project up to $20,000</td>
</tr>
<tr>
<td>2</td>
<td>up to $50,000 annually</td>
<td>Multiple projects up to $30,000 per project</td>
</tr>
<tr>
<td>3</td>
<td>up to $90,000 annually</td>
<td>Multiple projects up to $40,000 per project</td>
</tr>
<tr>
<td>4</td>
<td>up to $140,000 annually</td>
<td>Multiple projects up to $60,000 per project</td>
</tr>
<tr>
<td>5</td>
<td>To be assessed based on regional and demographic reach</td>
<td>To be assessed based on regional and demographic reach</td>
</tr>
</tbody>
</table>

Organisations will be informed of their category as part of an information pack at the opening of the application period.

Organisations are encouraged to apply for up to the total funding amount available to their category. A structured moderation process will be applied to ensure that funding is appropriately shared across categories and organisations. It is expected that most organisations will not receive the maximum amount under their allocated category.
4. Eligibility

The program is open to recognised state sporting associations, state sport and recreation bodies, regional sport assemblies and regional academies of sport, as listed on Sport and Recreation Victoria’s website*.

Eligible organisations must meet the following criteria:

- non-government, not-for-profit and registered as an incorporated body
- have a current strategic plan, annual report and an audited financial statement
- uphold high standards of integrity and comply with the *Fair Play Code*
- implement and maintain policies relating to member protection and child safe standards
- achieve and maintain 40 per cent women on their board or have an Office of Women in Sport and Recreation approved work plan to meet this requirement.

If a national sporting organisation is the recognised state sporting association, funding will be subject to the capacity and authority of Victorian based staff to engage with Sport and Recreation Victoria and the organisation’s ability to align the investment with Victorian based outcomes.

Ineligibility

While local councils, schools, clubs, leagues and competition associations are ineligible to apply, collaboration is encouraged in project design and implementation.

5. Overview of the funding model

5.1 Program principles

The Victorian Government recognises the enormous benefit in partnering with the sector to create more opportunities for Victorians to become more active and engaged in sport and recreation. Together More Active builds on previous initiatives and investments to encourage new and innovative approaches to the delivery, accessibility and sustainability of sport and recreation.

The Victorian Government’s priorities identified in Active Victoria align with those of the sector as set out in the strategic plans of sport, recreation and sector support organisations across the state. Together More Active seeks to support and strengthen the sector in the implementation of their strategic objectives through alignment with government priorities. Investing in these common areas of interest is the key focus of Together More Active, and supports the ultimate goal of increasing participation across the state as measured by members and registered participants.
The program seeks to provide a more flexible approach, minimising administration and maximising the visibility of achievements.

Whole of organisation reporting will enrich the story we tell about the impact of sport and active recreation and the value it adds to the lives of Victorians. Branding of projects that align with the Victorian Government’s Access for All Abilities, Change Our Game and other priorities will strengthen the visibility of the investment through consistent messaging and a collaborative approach to social media and marketing.

The program is structured to provide a level of funding assurance to assist forward planning, with scope to extend successful initiatives across the four year period, or invest in new projects.

A collaborative relationship with funded organisations will be a feature of the program, providing support to the design and delivery of projects across their lifespan. Project control groups will embed the collaboration with Sport and Recreation Victoria and project stakeholders, and provide a vehicle to mitigate risks, streamline reporting, collect real time data and develop timely case studies to showcase success.
6. Funding streams

6.1 Foundation funding

Foundation funding establishes a partnership with the Victorian Government. It supports the breadth of operations undertaken by the funded organisation and assists to strengthen planning, policy and business operations to:

- **meet legislative requirements**, such as child safe standards and consumer protection laws
- **meet government expectations**, such as gender equality, maintaining board quotas and policies and practices that adhere to the Victorian Government’s *Fair Play Code*
- **advance the priorities of Active Victoria**, such as integrity, affordability, diversity and inclusion.

Up to $20,000 is available annually for four years to recognised state sporting associations and state recreation organisations who have primary responsibility for the delivery of participation activities and initiatives within their specialist sport and active recreation areas. Eligible organisations will be required to:

- commit to actions that strengthen business practices and operations such as strategic/business plans, inclusion action plans, gender equality action plans, workforce development plans and Reconciliation Action Plans*
- provide a whole of organisation report annually, detailing participation and workforce data, including information related to government priority areas (for example, Aboriginal participation, women and girls, disability, etc.)
- provide timely and detailed case studies, social media opportunities and other information on request
- advise of opportunities to involve the Minister for Tourism, Sport and Major Events and government representatives in key events and milestones
- meet communication and marketing branding obligations
- support initiatives and campaigns such as promoting Change Our Game, providing content for AAA Play and supporting Premier’s Active April, including for example offers and prizes
- provide nominations for, and promote the Victorian Sport Awards
- subscribe to Play by the Rules and advocate the same to members and affiliates
- contribute to the evaluation of *Together More Active*.

*Prioritising actions to strengthen business practices and policies will vary depending on the organisation. Specific actions and timeframes will be identified in partnership with Sport and Recreation Victoria.*
### 6.2 Project funding

Available to recognised state sporting associations, state sport and recreation bodies, regional sport assemblies and regional academies of sport, project funding assists the development and delivery of programs that support participation outcomes or build system resilience and capacity.

Project funding is provided for up to two years, with the opportunity to apply for an additional two years based on the project design and outcomes.

Project funding themes include:

<table>
<thead>
<tr>
<th>Equity, Diversity and Inclusion</th>
<th>Capacity and Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Women and girls</td>
<td>• Governance &amp; leadership</td>
</tr>
<tr>
<td>• People with disability</td>
<td>• Workforce development</td>
</tr>
<tr>
<td>• Aboriginal Victorians</td>
<td>• Safety and integrity</td>
</tr>
<tr>
<td>• Lesbian, gay, bisexual, transgender &amp; intersex</td>
<td>• System improvement and innovation</td>
</tr>
<tr>
<td>• Culturally &amp; linguistically diverse communities</td>
<td>• High performance</td>
</tr>
<tr>
<td>• Socio-economically disadvantaged groups</td>
<td>• Club development</td>
</tr>
<tr>
<td>• Disengaged youth</td>
<td></td>
</tr>
<tr>
<td>• Senior Victorians</td>
<td></td>
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</tbody>
</table>

More information to guide project design is available in Appendix A.
Together More Active will not fund:

- the general running costs of an organisation (e.g. day to day expenses such as rent, gas, electricity and insurance costs)
- sport and recreation organisations not recognised by Sport and Recreation Victoria. Exemptions may be made for sport and recreation organisations that directly contribute to participation opportunities for disadvantaged groups, or support the capacity of the sector
- uniforms, hospitality, monetary prizes, trophies, capital works, equipment, the staging of national championships, sports science testing or travel to state, national or international competitions.

7. What will not be funded
8. The Expression of Interest process

8.1 Foundation funding Expressions of Interest

Organisations eligible for foundation funding may submit only one Expression of Interest (EOI) up to the maximum funding amount ($20,000 per year).

8.2 Project funding Expressions of Interest

Organisations may submit multiple EOIs for project funding. Project funding EOIs should outline the maximum funding required for each individual project, and should align with key outcomes of project funded initiatives outlined in Appendix A.

8.3 Assessment of Expressions of Interest

EOIs are highly competitive. It is recommended that organisations attend an information session and discuss applications with a Sport and Recreation Victoria representative as early as possible in the application period.

All responses will be assessed by an independent panel based on the information provided in EOI applications. A moderation process will apply to ensure funding is appropriately shared across categories and organisations.

Competitive Expressions of Interest will:

- demonstrate alignment to government priorities as set out in these guidelines
- deliver effective, measurable and sustainable outcomes
- demonstrate a link between the organisations strategic plan or development plan and the proposed initiatives
- demonstrate a compelling rationale for the project, sound evidence base or a commitment to build an evidence base, clear objectives, achievable timelines and value for money.

8.4 How to submit an Expression of Interest

Step 1: Check your eligibility

Check the detailed information contained in these guidelines to see if your organisation and proposed project is eligible. Other important information can be found on the Sport and Recreation website at www.sport.vic.gov.au/grants-and-funding/our-grants/together-more-active.

Step 2: Attend an information session

Make time to discuss your application with your Sport and Recreation Victoria representative.

Step 3: Apply online

Currently recognised organisations will receive an email detailing the EOI process. This will include a link to apply through the grants online portal. Organisations are required to confirm their receipt of this email by replying to sportprograms@sport.vic.gov.au.

Please ensure you have the information required on hand, including all relevant documentation, and click on ‘Start new application’ to submit your application through Grants Online. You will receive an Application Number when you submit an application online. Please quote your Application Number in all correspondence relating to your application.

Advantages of applying online

Submitting your application online through Grants Online ensures it is received by Sport and Recreation Victoria immediately and can be processed in the most efficient way. If you require assistance with applying online, please contact your relevant Sport and Recreation Victoria representative.

Attaching required information

Documents can be attached to your online application in acceptable file types (e.g. Word, Excel, PDF, or JPEG). Maximum file size must not exceed 10MB.

When submitting your application online check carefully to ensure all your attachments have been uploaded.
8.5 Timelines and conditions

Applications must be lodged during the EOI phase which will open on 24 April 2019 and close on 27 May 2019.

Organisations will be provided with program guidelines and an information pack at the opening of the Together More Active EOI period.

<table>
<thead>
<tr>
<th>Program funding timelines</th>
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</thead>
<tbody>
<tr>
<td><strong>Milestone</strong></td>
</tr>
<tr>
<td>Information pack and guidelines provided</td>
</tr>
<tr>
<td>Expressions of Interest open</td>
</tr>
<tr>
<td>Information sessions held</td>
</tr>
<tr>
<td>Expressions of Interest close</td>
</tr>
<tr>
<td>All applicants notified of outcome</td>
</tr>
<tr>
<td>Commencement of delivery</td>
</tr>
</tbody>
</table>
Successful applicants must enter into a funding agreement with the Department of Jobs, Precincts and Regions. Funding agreements set out the details of all parties and their commitments and obligations to each other, and set out the general terms and conditions of funding.

Different terms and conditions apply to different types of grants and funding recipients. These terms and conditions are not negotiable. Your Sport and Recreation Victoria representative will be able to discuss the requirements of funding agreements during the EOI process.

9.1 Conditions of funding

The following conditions will apply to all organisations that receive funding.

- the funding recipient (or funds manager) must enter into a funding agreement with the Department of Jobs, Precincts and Regions which sets out the conditions and reporting requirements
- be non-government, not-for-profit and registered as an incorporated body at the time of application and for the project duration. If an applicant organisation is not registered as an incorporated body, it must arrange for a legally constituted organisation to manage the funds
- possess an Australian Business Number (ABN) or provide a completed Australian Tax Office form (statement by a supplier) so that no withholding tax is required from the grant payments
- funding to organisations not registered for GST will be made exclusive of GST
- comply with the expectations of the Victorian Anti-doping Policy 2012. Further information about this can be found at www.sport.vic.gov.au/publications-and-resources/integrity-sport/anti-doping
- maintain 40 per cent women on board quota. In the instance that a funded organisation’s board quota falls below 40 per cent, Sport and Recreation Victoria must be immediately notified
- funds must be spent on the activity as described in the application. Any proposed variation to the approved activity must be approved prior to implementation
- funding recipients will be required to provide relevant data to Sport and Recreation Victoria for analysis upon request, and as required by the terms of the agreement
- have satisfactorily met reporting requirements on any previous funding received from Sport and Recreation Victoria.

9.2 Acknowledging Victorian Government support and promoting success

Successful applicants must acknowledge the Victorian Government’s support of funding from Together More Active. Promotional guidelines form part of the funding agreement and include the requirement that all activities acknowledge Victorian Government support through logo presentation on any activity related publications, media releases and promotional material.

Successful applicants may be required to contribute information on activity outcomes for use in program evaluation reviews or the Department of Jobs, Precincts and Regions’ marketing materials.
9.3 Payments
Payments will be made to recipients when:
• the funding agreement has been signed by both parties
• funding recipients provide reports and are approved by Sport and Recreation Victoria
• other terms and conditions of funding continue to be met.

9.4 Privacy
The Department of Jobs, Precincts and Regions is committed to protecting your privacy. We collect and handle any personal or health information about you or a third party in your application, for the purpose of administering your funding application and informing the public of successful applications.

In order for us to administer your funding application effectively and efficiently, we may need to disclose your personal or health information with others for the purpose of assessment, consultation, and reporting. This can include departmental staff, members of parliament and their staff, external experts, such as members of assessment panels, or other government departments. If you intend to include personal information about third parties in your application, please ensure that they are aware of the contents of this privacy statement.

Any personal information about you or a third party in your correspondence will be collected, held, managed, used, disclosed or transferred in accordance with the provisions of the Privacy and Data Protection Act 2014 (Vic) and other applicable laws.

To obtain a copy of the Department of Jobs, Precincts and Regions Privacy Policy or for information about how to access information about you held by the department, please email Sport and Recreation Victoria on sportprograms@sport.vic.gov.au

For preliminary information on this, or any other grant program please contact your relevant Sport and Recreation Victoria representative or Sport and Recreation Victoria on sportprograms@sport.vic.gov.au
This guiding note provides additional detail to inform the scope of project applications.

1. Diversity and inclusion

Victoria is the proud home to a diverse population. However, participation data and research shows that some communities are less engaged or excluded from sport and recreation activities. Together More Active aims to boost participation opportunities for under-represented communities, increasing the equity, diversity and inclusiveness of the sport and recreation sector. These under-represented groups include, but are not limited to:

- women and girls
- people with disability
- lesbian, gay, bisexual, transgender and intersex (LGBTI) people
- people from culturally and linguistically diverse (CALD) backgrounds and those who are newly arrived to Australia
- people experiencing socio-economic disadvantage
- disadvantaged and disengaged youth
- seniors.

1.1 Women and Girls

The establishment of the Office for Women in Sport and Recreation (OWSR) in 2017 has harnessed the collective effort of the sector to respond to the nine recommendations arising from the 2015 independent Inquiry into Women and Girls in Sport and Active Recreation. All projects funded through Together More Active will demonstrate not only the broad impact they will have on participation outcomes or organisational capacity, but also how investment will advance gender equality.

Targeted projects designed to increase participation for women and girls are welcomed, particularly in underrepresented population groups (see descriptors 1.2 – 2 in the appendix).

Change Our Game - Workforce Development

Using the platform of Together More Active, OWSR seeks to partner with sector organisations to grow workforce opportunities for women and girls to take up different roles, paid and volunteer, at all levels in sport and recreation.

Building on investment in 2017-2018, and as part of the Change Our Game initiative, OWSR will fund improvements to recruitment processes and assist the delivery of training and additional support to upskill and empower women to realise their career aspirations in coaching/instruction, officiating and administration. Projects should be designed to achieve the following short term and long term outcomes:

- **recruitment**: more women and girls appointed to paid and voluntary roles
- **training**: more women and girls developing skills and obtaining experience in the sport and recreation sector
- **career pathways**: more women and girls progressing into senior roles
- **retention**: better experiences resulting in improved ratio of women and girls staying in the workforce
- **role models**: increased visibility of women and girls in the workforce.
1.2 People with Disability - Access for All Abilities

Approximately 1 in 5 Victorians have a physical or cognitive disability. Furthermore, any Victorian may acquire a disability at any point in their life. Compared to 79 per cent of all Victorians, only 24 per cent of people with disability participate in sport and physical activity. Together More Active continues the Victorian Government’s commitment to increase participation opportunities for people with disability, with an emphasis on Access for All Abilities projects and initiatives that result in sustainable participation opportunities.

Applicants applying for Access for All Abilities funding will require an Inclusion Action Plan (IAP) or strategy in place demonstrating the organisation’s commitment to people with a disability. Projects funded through Together More Active will demonstrate the link with the organisation’s IAP and will:

- be aligned with Universal Design principles
- demonstrate a community engagement and co-design approach to program design and delivery
- deliver sustainable participation opportunities
- include an evaluation framework for program initiatives.

Projects may also include initiatives to embed inclusion across the organisation such as inclusion training, employment, board representation, communication strategies and ambassador programs.

1.3 Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people

Discrimination and harassment continues to be a significant barrier for many Victorians. Sport and recreation settings should be safe and welcoming for all, however many members of the LGBTI community either feel that sport does not provide a safe environment or have witnessed homophobia in sport.

Together More Active seeks to boost investment across the sector to address barriers and grow participation opportunities for LGBTI Victorians. Applicants may submit projects to support strategy development, new products and programs that provide entry points and pathways to existing programs. Community engagement and co-design will underpin funded projects.

1.4 Culturally and Linguistically Diverse

Sport and recreation can be a universal activity that brings people together from all walks of life, where involvement celebrates similarities, not differences. The lives of established, recently arrived migrants and the broader community can be enriched through well designed sport and recreation initiatives.

Together More Active will invest in projects co-designed, placed based and supported by community partners.
1.5 Socio-Economically Disadvantaged
While cost is a barrier for some Victorians, so too is the availability of local opportunities in some disadvantaged communities. Almost 50 per cent of people in communities experiencing high socio-economic disadvantage do not participate in sport and physical activity.

Together More Active will support innovative projects to grow participation for those who are missing out. Funded projects will demonstrate an understanding of local needs and involve partners that connect people with opportunities to participate.

1.6 Disengaged Youth
Sport and recreation settings, including traditional club based programs and non-traditional outreach programs provide engaging non-threatening environments for “at risk” youth. Together More Active seeks to support projects that provide young people with opportunities to build their social connectedness, advance their skills, support formal training and links to employment opportunities. Funded projects will be evidence based, demonstrate connections with youth justice programs, education and training programs and employment services.

1.7 Seniors
Traditional competitive sport is not for everyone, however involvement in physical activity programs and groups can reduce social isolation and maintain the physical and mental wellbeing of older Victorians. Projects supported by Together More Active will include programs that create new participation opportunities for seniors or maintain the engagement of seniors in sport and recreation settings.

2. Aboriginal people
Together More Active will support State Sporting Associations to conduct projects with a view to linking Aboriginal community organisations and groups to opportunities to engage in sport and recreation. Funded organisations will build their commitment to providing safe settings, free from discrimination where Aboriginal Victorians have a voice, feel welcomed and can contribute to the delivery of sport and recreation programs.

Projects could include initiatives that:
• build cultural awareness, education and training
• develop leadership
• support coaches and officials
• advance representation
• grow participation.

3. Governance and leadership
The Victorian Government is committed to supporting the implementation of strong governance standards and opportunities for leadership development. Good governance practices are vital to effective and efficient operations.

Projects funded through Together More Active may include:
• governance reform, amendments to constitutions and enhanced recruitment practices
• leadership programs focusing on boards, committees, senior and emerging staff
• education and guidance for board members and staff on governance and inclusion practices
• updating policies and procedures.
4. Workforce development

The delivery of sport and recreation is reliant on the skills of more than 70,000 people in paid employment and more than 580,000 volunteers across over 16,000 sporting clubs. The resilience and capacity of the sector is dependent on the support and development provided to our workforce. Responding to the increase in demand for sport and recreation opportunities and the interest in different participation options requires new approaches and resources.

Together More Active will fund initiatives that build workforce capacity and invest in our volunteers with an emphasis on coaching and officiating, volunteers and sport development staff.

For projects specifically relating to gender equality, see section 11 Women and Girls.

6. System improvements and innovation

Sport and recreation like other industries face the challenges that come with changes in technology, shifts in social norms, increasing expectations of stakeholders and the need to do more with less. Changes to systems, policies, culture and processes are critical to ensuring organisational sustainability and growth.

Business innovation can also mean responding to a market segment that is seeking different membership options, participation products and delivery settings.

Together More Active seeks to support projects that deliver sustainable outcomes and may include:

- enhancing policies, systems or processes
- delivering solutions that directly impact the cost of participation, including business efficiencies
- improving data collection and reporting processes
- translating an idea into a new product or service
- expanding programs into new regions and communities.

5. Safety and integrity

In July 2018, the Victorian Government launched the Fair Play Code, which replaced the Victorian Code of Conduct for Community Sport. Underpinned by the principles of integrity, respect, responsibility, fairness and safety, organisations funded through Together More Active must demonstrate adherence to, and enforcement of, the Fair Play Code.

Funding will be made available for initiatives that embed the Fair Play Code across an organisation and may include a particular focus on:

- strengthening systems to prevent and respond to discrimination, harassment, bullying, abuse, intimidation, victimisation or vilification of others
- updating governance documents including constitutions, codes of conduct and member protection policies
- supporting clubs to audit and improve systems
- implementing child safe standards
- training Member Protection Information Officers.
7. High performance

Victoria has an exceptional track-record of sporting success that binds communities, builds state pride and inspires future generations to strive towards their own personal excellence in any pursuit. The groundwork starts in local settings and is advanced through well-designed programs, highly skilled coaches and officials, and opportunities to train with and compete against the best.

With a focus on emerging talent, Together More Active seeks to support gaps in development pathways and programs. Funded projects will include initiatives that connect the community with high performance activities where the positive values of sport and sportsmanship are celebrated.

8. Club development

Sporting clubs play an integral role in shaping and supporting local communities. The dedication of volunteers underpin the culture, governance, operations and programming of most clubs across the state. Community expectations, legal obligations and affiliation responsibilities require an increasing level of professionalism, which requires dedicated support.

Together More Active will assist projects that build club capacity. Initiatives may include activities that:

- strengthen local governance and leadership
- support volunteer recruitment and retention
- provide training for coaches and officials
- embed the Fair Play Code
- increase equity, inclusiveness and diversity
- boost participation outcomes.