

February 25, 2010



Leisure Networks Association Incorporated

Strategic Plan 2010-2013

SUMMARY Version



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2 Chair and CEO's Message

Leisure Networks has a proud history of working with sporting clubs, community groups, people with disabilities and government agencies to make a positive difference to individuals and organisations alike.

The Strategic Plan describes the preferred strategic position and direction for the next 3 years.

A Plan is a set of intentions or aspirations made at a point in time. It is well recognised that Leisure Networks operates in an ever changing, opportunistic environment where government policy and funding can change quickly.

The organisation will continue to respond quickly to such change however it will do so within a decision making framework provided by this Strategic Plan. This means we will be selective and considered about every major decision in the context of where we want the organisation to be in three years time.

Our view of the organisation in three years – our “Preferred Future” – can be described in the following summary:

Leisure Networks will remain a well regarded, sustainable, outcome focused community development agency and leader in sport, recreation, disability and health promotion.

Whilst we will continue to deliver current programs such as Access for All Abilities, Disability Services, PICSAR there will be new and larger programs including the potential to establish a new entity/brand in “sportsaccess”, health promotion projects resulting from renewed Federal and State focus on health and wellbeing, and potentially expand the Disability Planning Facilitation project currently subject to DHS Pilot work.

We will most likely grow in size over the next three years from around 19 people to between 26 to 30 people as we expand our core program areas and implement new projects. This growth will mean changes to office accommodation as the current configuration at Sports House can only accommodate our current staff levels of 20 people.

Whilst developing younger, high potential staff will remain a priority, we aim to have a larger number of full time staff who will stay longer because of a focus on development and retention actions underpinned by larger programs.

The future is bright and exciting for Leisure Networks – an organisation that continues to change, evolve and grow to fill the vital community development space in the Barwon – G21 Region of Victoria.

This Strategic Plan provides the key directions for the journey.

Wendy Miles – Chair

Rob McHenry - CEO



3 About Leisure Networks

Leisure Networks was incorporated on 4th December 1989 as a community-based, not for profit organisation “providing recreational experiences for a targeted group of people with disabilities”.

On 1st March 2001, Leisure Networks merged with the Barwon Region Sports Assembly and a new Committee of Management was elected to govern and set the strategic direction for the new organisation.

Many of the vision, values, principles and challenges found in the first Business Plan (published in July 2001) remain relevant today and have been built on for this new Strategic Plan. One such example is the fundamental principle of “partnerships” being core to the ability of Leisure Networks to influence others and deliver its Vision.

Leisure Networks continues its focus of working to promote and strengthen community sport, recreation and health opportunities for people of all abilities across the Barwon Region of Victoria.

A voluntary Board works with the CEO and twenty full and part time staff to support, facilitate or deliver over twenty programs and initiatives.

Leisure Networks is unique in Victoria. It is unique because it delivers an interdependent combination of direct disability support and planning, community development, health promotion, sport and recreation development programs.

Quickview of Leisure Networks at January 2010

- 8 Board Members (Association Members)
- \$1.4m Expenditure, \$295,000 held as Members Funds
- Administration and overheads expenditure is \$370,000 or approximately 25% of total expenditure
- 97% income from recurrent/non recurrent grants
- Five large and 13 smaller service programs
- Major Funding is from Department of Human Services, Dept of Planning and Community Development, Sport and Recreation Vic, Vic Health
- 20 Staff – 9/20 are full time (45% FT)
- 15 EFT Total
- 2.4 EFT direct client support (ISP) – 3 people
- 9.8 EFT program/project officers – 12 people
- 2.8 EFT admin support – 5 people
- The average length of service for staff is currently 2.5 years
- “Flat, interdependent four teams structure – Sport & Recreation; Healthy Communities; Disability Services; Administration
- Located at Sports House, Moorabool St (near capacity)

More information can be found at: <http://sp.leisurenetworks.org/governance/Shared Documents/Quick Tour of LN.doc>



4 Context

The Leisure Networks Strategic Plan builds on previous Planning work and contains Strategies to achieve the “preferred future” for Leisure Networks.

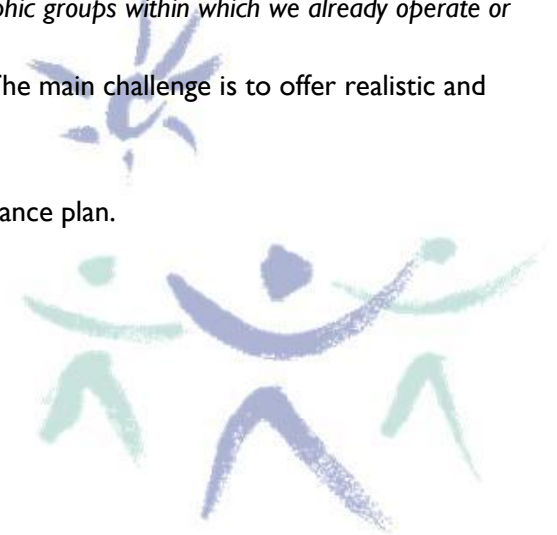
The Plan has been developed in consultation with the Board, employees and informal discussions with a number of stakeholders.

The following have been used to help shape this Plan:

- **LN Risk Management Register** – a list of operational, staff, governance, finance, infrastructure topics that may have negative consequences for the organisation
- **Information Technology Audit** – an independent audit completed in June 2009 that includes actions to bring LN IT to common standards and minimise risk
- **Strategic Plans** – 2004 to 2006 and 2006 to 2009 – used to identify topics that may not have been completed in full and remain relevant today
- **LN Strategic Review** by the Nucleus Group – 22 December 2003 – same as Strategic Plans
- **Board and Staff Surveys and Workshops** – completed in October 2009 as the main input to this Strategy where key issues, opportunities were identified
- **Victorian Government Disability Act 2006** – a Policy statement underpinning what we need to do to deliver services and opportunities for new service provision. Emphasis is on developing Individual Support Packages, Service Re-orientation and client choice – all areas we do or can grow our business.
- **G2I Region Strategic Plan and Health and Wellbeing Pillar Plan (Draft)** – provides supporting evidence for projects such as Sportsaccess, Health Promotion.
- **“Crawford Report” – “The Future of Sport in Australia** – October 2009 - proposes opportunities to raise the focus and investment of Federal and State Government in Sport and Recreation development. Proposes the tendering out of the Active After School Program when the current arrangement ends in December 2010. Proposes that several geographical areas in Australia to undertake targeted community sport and recreation development for nine demographic groups within which we already operate or partner programs.
- **Fair Work Australia – and “Award Modernisation”** means we need to work to new minimum award standards. The main challenge is to offer realistic and competitive terms and conditions for staff compared to other employers in the community sector.

Progress reports will be reviewed by the Board at least every six months and implementation will form part of the CEO performance plan.

It is planned to update the Strategic Plan by December 2012.



5 Our Region and Partners

Our region includes the geographical areas and municipalities of: Greater Geelong; Surf Coast; Colac Otway; Golden Plains (southern) and Queenscliffe. Leisure Networks has, and relies on strong working relationships with the aforementioned Local Government Authorities (LGA's).

Leisure Networks provides services in a Regional and State-wide context as part of a number of groups including: G21 Geelong Region Alliance, Regional Disability Advisory Group; Geelong Region Advisory Network on Disability; the Regional Sports Network Victoria, PICSAR Network, Access for All Abilities Network being some examples.

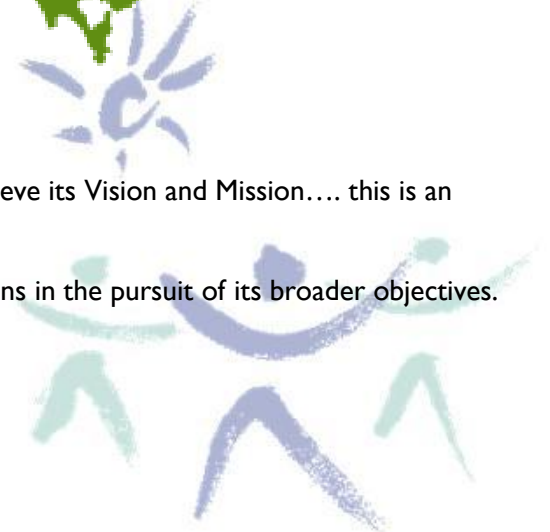
A recent joint venture with SCOPE and Warrnambool City Council delivers Disability Planning services in the South West of Victoria. The Team Leader for this program and two facilitators are based at Leisure Networks in Geelong and Colac with two facilitators employed by and based at Warrnambool City Council.

Leisure Networks is pleased to have long term partnerships with:

- The Victorian Government
 - Department of Planning and Community Development including Sport and Recreation Victoria
 - Department of Human Services
- VicHealth
- Australian Drug Foundation

There is no limit on the type or number of organisations with which Leisure Networks may share expertise and programs to achieve its Vision and Mission.... this is an inherent strength.

Leisure Networks has the ability to provide fee for service and volunteer support to other regions, municipalities and organisations in the pursuit of its broader objectives.



6 Vision, Mission, Values and Operating Principles

Our Vision is strong, capable, healthy, and active communities.

Our Mission

We will achieve our Vision by leadership in:

- supporting sport, recreation clubs and community organisations to be well managed, inclusive and sustainable;
- assisting people of all abilities to identify and pursue their aspirations;
- providing opportunities for more people to be physically active and healthy;
- increasing participation in community building activities.

Our Values are to be:

- inclusive
- innovative
- honest
- enthusiastic
- fair

Operating Principles

To achieve our Vision and Mission we will:

- build the capability of individuals and groups to set and achieve their goals
- work with and through others committed to healthy and active communities
- develop partnerships and networks with government, community, public and private sector
- focus on the sustainability of programs and initiatives over the longer term
- act in non-partisan way at all times
- act against discrimination - treating everyone as “equal” and with respect
- be well governed, effectively managed and a sustainable not-for-profit community organisation.



7 Strategic Plan

The following are the Objectives and Strategies for five Key Result Area in: Services; Our People; Marketing and Communications; Internal Support and; Governance.

7.1 Services

Includes the core business focus of Leisure Networks and addresses the programs, activities and projects delivered by our teams. Leisure Networks aspires to achieve the following objectives and strategies in the knowledge that it is a predominantly government funded community development organisation.

Objective: To provide need based, full cost recovery and quality services that support the achievement of our Vision and Mission.

Strategies:

- Continue with re-currently funded programs whilst transitioning to higher value and longer tenure programs.
- Maintain and increase the number of sport, recreation clubs and community organisations and individuals receiving LN services.
- Create and engage in partnerships to help achieve our Vision.
- Further develop the Leisure Networks customer centred planning and delivery model

7.2 Our People

Includes Human Resources, Industrial Relations, staffing, structure, training, remuneration, OH&S, quality systems, performance planning/mgmt

Objective: To be an employer of choice that provides staff with a positive, supportive, rewarding work environment.

Strategies:

- Attract and retain quality staff with the right mix of skills, knowledge and experience to deliver the Vision



7.3 Marketing and Communications

Includes the brand, image, marketing, communication and promotion approaches of Leisure Networks

Objective: To protect and strengthen the organisations' brand, image and service program awareness

Strategies:

- Build brand and product awareness amongst target groups
- Ensure effective stakeholder communication

7.4 Internal Support

Includes Finance, Contracts, Leases, IT, Telecoms, Record/Knowledge Management, Business Development, Fleet, Accommodation etc

Objective: To provide quality, value adding, efficient and effective support services to the organisation

Strategies:

- Identify and implement efficiencies in delivering support services
- Provide efficient technology systems
- Provide office facilities and equipment to accommodation current and future operational needs

7.5 Governance

Includes Board operation, compliance, strategy, policy, risk, finance, performance reporting, decision making and direction of the CEO in managing the operations of Leisure Networks and responsibilities as an employer.

Objective: To remain a well governed, effectively managed and sustainable not-for-profit community organisation.

Strategies:

- Set and achieve the strategic plan
- Operate an effective Board with a minimum of nine voluntary members contributing a range of skills and experience
- Ensure all (Association) compliance, audit, risk management, contract, insurance, OH&S and legislative requirements are met.

