

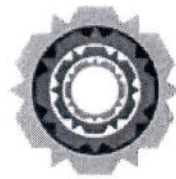


CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

POLICY

SPORT AND RECREATION POLICY FRAMEWORK (POLICY NUMBER 43752)

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CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Department of Sport, Recreation and Amenities

Sport and Recreation Policy Framework, 2015

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DEFINITIONS

"City"	means the City of Cape Town, a municipality established by the City of Cape Town Establishment Notice No. 479 of 22 September 2000, issued in terms of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998), or any structure or employee of the City acting in terms of delegated authority.
"Community Centre"	means a building accommodating many community activities, like meetings and family celebrations.
"Code"	means the organized sports environment and refers to the different sports types such as the code of football or the code of rugby.
"Club"	means the lowest unit of organization within a sports code.
"Event"	means planned public, sporting or social occasion.
"Indoor Sport Centre"	means large hall, sometimes with smaller halls, change rooms and spectator seating, purpose built for active indoor recreational activities which are not suited for the outdoors.
"Formal Sports Facility"	means a purpose built indoor or outdoor facility enabling competitive rules-based play, where results are important, and recorded, and usually used by teams belonging to a club.
"Municipal Facility Management Committee"	means the coordinating committee at a sports ground that represents the different regular users of the facility.
"Local facility level"	means reference to a single facility located in a local neighbourhood where users of the facility reside in the neighbourhood/s surrounding such facility.
"Area Level"	means reference to a geographical area that entails a number of local facilities making up an area.
"District Level"	means reference to a geographical area that entails a number of local areas making up a district.
"City Level "	means reference to the entire city's geographical area entailing the combined number of districts.
"Partnership"	means an arrangement in which parties agree to cooperate to advance their mutual interests
"Recreation"	means leisure activities people undertake for enjoyment or to maintain and improve their health and well-being.
"Recreation Hub"	means a location where recreational activities are normally coordinated from a designated community centre, but is not confined to the physical building known as the community centre.
"Sports ground complex"	means an area suitably zoned, graded and maintained for active recreation purposes, usually fenced with access control, and a parking area, clubhouse/s, and sometimes a small grandstand or

	pavilion.
"Single-code sports ground complex"	means a sports ground used for only one sporting activity, for example a tennis, bowling or squash club.
"Multi-Purpose complex"	means a complex that offers multiple recreational opportunities that may include a sports ground complex, an indoor sports centre as well as a multi-code sports ground.
"Multi-code sports ground complex"	means a sports ground used for more than one sporting activity, like rugby/ soccer in winter, and cricket in summer
"Stadium"	means a sports ground complex with grandstand or pavilion, parking area, and sometimes club facilities.
"Volunteer"	Means a person who freely offers to take part in an enterprise or undertake a task normally with no financial remuneration

ACRONYMS AND ABBREVIATIONS

CBO	Community Based Organisation
IDP	Integrated Development Plan
MFMA	Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
MFMC	Municipal Facility Management Committee
NDP	National Development Plan
NGO	Non-Governmental Organisation
NSRP	National Sport and Recreation Plan
SDS	Social Development Strategy
SRA	Sport Recreation and Amenities Department

1. VISION STATEMENT

Access to sport and recreational opportunities is important in building healthy, liveable, multi-opportunity and inclusive communities. The City's vision is to use recreation to encourage social cohesion, promote mental and physical development and well-being, as well as help combat antisocial behaviour. In achieving this vision, the City is committed to providing attractive, safe, accessible and sustainable spaces where the citizens of Cape Town can engage in active and passive recreation.

Cape Town is rich with spaces for recreation, with a range of sporting facilities, 307km-long dynamic coastline, beautiful beaches and extensive public open space network of parks, nature reserves and wetlands. There are many role players involved in providing sport and recreation opportunities, including all three spheres of government, civil society, private enterprise and sports federations and clubs, as outlined under role players and stakeholders.

The City's Sport and Recreation Department has an important role to play in providing and managing City owned sports complexes, fields, stadiums, swimming pools, halls and resorts, and providing, facilitating and publicising programmes which encourage people to make use of these facilities.

2. PROBLEM STATEMENT

Schedule 5 B of the Constitution of the Republic of South Africa, 1996 allocates the functional areas of local sport facilities, municipal parks and recreation to Municipalities. Many citizens of Cape Town do not have adequate spaces and programmes where they can engage in sport and recreation. The City can assist in meeting this need, particularly in previously under-served areas, by providing accessible, affordable and safe recreational facilities.

Currently, the City's sports and recreation facilities are in some cases underutilised, whilst there is a large sector of the population of Cape Town which is inactive. The City needs to ensure that sport and recreation facilities and programmes provide opportunities for mass participation and engagement in active recreation activities rather than focussing exclusively on formal sports development. A variety of programmes need to be provided that appeal to broad sectors of the population, including marginalised groups, to optimise the usage of these facilities.

There are limited financial and human resources for community facilities provision and their management, operations and maintenance. Also, the City is not always

best placed to provide relevant programmes in municipal facilities. We must work with partners within the sports associations, private sector and NGOs to meet the needs of communities, in order to ensure that facilities and programmes are provided and managed in a sustainable and cost effective manner.

A number of role players are involved in the delivery of sport and recreational activities and events and it is important that structures are in place which allow these role players to communicate and collaborate effectively with each other and the City.

Sport and recreation programmes must be developed to meet community needs on an equitable basis and wishes and the impact of these programmes in reducing social ills and contributing to the wellbeing of communities must be measured and reported on.

Sport and recreation provides an opportunity for people to enter into social and economic networks, to use their leisure time constructively and build their self-esteem and confidence.

Finally, there is a lack of guidance on policy and strategy at a national, provincial and local level of government around the provision of facilities, their maintenance, programmatic choice and management. There is a need for a City-level policy framework and an associated set of policies to provide guidance on decision-making around sports and recreation facility provision, management and programmes.

3. DESIRED OUTCOMES

- 3.1 The Policy Framework identifies priorities for promoting and expanding access to sport recreation opportunities and creates a set of parameters to achieve this priority through detailing specific policies and how they fit together in a logical way to achieve the broader outcomes and associated mental and physical health benefits of active recreation.
- 3.2 As mentioned, the City recognises the impact of sport and recreation as factors that contribute towards the following outcomes:
 - 3.2.1 Improvements in the health of the general public through increased levels of activity that leads to higher levels of fitness.
 - 3.2.2 Community empowerment and development, social cohesion and nation building.

- 3.2.3 Personal empowerment, development and capacity building which has the potential to result in a reduction in teenage pregnancy, truancy, unemployment and an increase in school attendance and the number of high school graduates and youth employment.
- 3.2.4 Providing alternatives to antisocial behaviour which holds the potential to bring about a reduction in substance abuse, vandalism, theft and gang membership.
- 3.3 In order to achieve these outcomes, the policy framework is designed to achieve four objectives.
 - 3.3.1 Provision of facilities: Sport and recreation facilities must be designed, provided, maintained and managed in a manner which promotes an active citizenry, be it through formal or informal sport and active and passive recreation participation.
 - 3.3.2 Optimal Management of facilities: The City will manage sport and recreation facilities in a manner that ensures equitable access and sustainability of facilities, reducing the maintenance liability to the City through promoting a sense of ownership and responsibility amongst sport and recreation organisations and individuals.
 - 3.3.3 Developmental programmes: The City will use sport and recreation to contribute to the enhancement of the social fibre of communities thereby actively improving the quality of life of residents. Sport and Recreation programmes can be used to promote social cohesion as well as create an enabling environment for the development of local communities to become independent, self-reliant and connected.
 - 3.3.4 Engagement with stakeholders: The City must provide sport and recreation services on an equitable basis that respond to the needs of a variety of stakeholders' formal organized sports federations and their affiliated clubs, informal structures or organizations that do not participate in structures of formal organized sports fraternity and professional entities such as professional football clubs that are commercial entities as well as local users of facilities who are located within the immediate surrounding neighbourhoods of facilities and beneficiaries of programmes. This process will be enhanced by effective and constructive communication that enables all stakeholders to interact with the City in a fair and transparent manner.

Together these objectives aim to promote sustainable and expanded access to sport and recreational opportunities and programmes for people living in and visiting the City in order to achieve the social goals outlined in 3.2.

3.4 The Sport and Recreation Policy Framework is a high level strategic guide rather than specific operational directives. It is centred on the four objectives outlined in clause 3.3 that inform resource allocation in delivering sport and recreation services.

3.5 The Framework does not provide the content of operational policies and plans required to effectively implement the sport and recreation services to residents of Cape Town.

3.6 The development of these operational policies and plans will be guided by and be in accordance with the objectives of this framework outlined below.

Overview of the policy framework

SRA Policy Framework								
Focus Area	Provision of Facilities		Management of Facilities			Developmental Programmes		Engagement with Stakeholders
Objective	Provide recreation facilities which contribute to residents wellbeing		Optimally manage of sport and recreation facilities			Optimise sport & recreation as a community development tool		Develop & formalise channels of communication with stakeholders
Theme	Facility Provision & Management					Programmes: Getting People Active		
Type	Sports grounds,	Recreation hubs	Community centres	Swim pools	Beaches & resorts	Partnerships	Volunteers	Programmes& events
Policy	Policy on the Provision of Sport & Recreation Infrastructure Resorts Management and Development Policy Specific policy for infrastructure (e.g. lighting) Individual facility Master plans, Beaches & Resorts Plans Booking System & Conditions					Policy on Programme provision Policy on Municipal facility Management Committees Policy on development and management of stakeholder partnerships Communication Framework Management Agreements, Cooperative Agreements		
Internal tools	SOP: management and maintenance of facilities Minimum maintenance standards; SOP- Booking System & Conditions					Social Analysis & Needs Identification Programme & Events Implementation Schedule Standard Operating Procedures		

4. STRATEGIC INTENT

This policy framework is informed by a number of strategy documents that inform the City's priorities.

4.1 National Development Plan, 2013

The foreword to the NDP notes that the "plan is to change the life chances of millions of our people, especially the youth; life chances that remain stunted by our apartheid history." Chapter 15 of the NDP suggests that one way to promote social cohesion across society is through providing opportunities for "Daily interactions on an equal basis that build social cohesion and common understanding"

The NDP makes the further point that the promotion of social cohesion is also "linked to the need for local government to provide green spaces and community sport and recreational facilities to enable interaction."

4.2 National Sport and Recreation Plan, 2012

The NSRP is the national strategic plan for the provision of sport and recreation. It is based on five strategic pillars namely: 'Active Nation', 'Winning Nation', 'Enabling Environment', 'Transversal Issues'; and "Sport as a tool"

The NSRP identifies the roles and responsibilities of the different spheres of government. It sees municipalities as key actors in building an active nation, creating an enabling environment and using sport as a tool to develop communities.

This Policy Framework seeks to align the provision of sport and recreation services in the City with these pillars of the NSRP. This requires that the City should have a clear policy framework to guide the work of the Sport, Recreation & Amenities Department and its collaboration with both internal and external role players.

4.3 Integrated Development Plan, 2012-2017

The Policy framework is aligned with the City's Integrated Development Plan (IDP). The strategic focus areas (or 'pillars') that inform the policy are:

The Caring City: One of the main objectives of this focus area is to provide reasonable access to social services for those who need it. It has a clear focus on reaching and creating opportunities for the marginalised and vulnerable sectors of society through the delivery of Sport and Recreation services.

An Inclusive City: This pillar aims to provide facilities that make citizens feel at home. Hence, there is a focus on the engagement of communities in the planning, provision and management of facilities as well as the provision of programmes. Through the promotion of recreation programs that focus on social cohesion and building bridges between communities, this policy framework aims to give effect to this vision.

4.4 Social Development Strategy, 2013

The provision of services in the sport and recreation sphere contributes towards the objective of the Social Development Strategy (SDS), in that it fosters social integration, provides alternatives to anti-social behaviour, builds strong communities and families, and builds capacity in areas of poverty and social disintegration.

The SDS refers specifically to the role of the Sport, Recreation and Amenities Department in relation to the lever "Promotes and foster social interaction through recreational and active citizen opportunities". This framework gives effect to that goal.

4.5 OneCape 2040 and the City Development Strategy, 2012

The OneCape 2040 strategy of the Western Cape Economic Development Partnership has six "transitions" which has been encapsulated in the City Development Strategy.

The Settlement Transition" articulated in these documents guides this policy framework. This transition focuses on building healthy neighbourhoods and communities with accessible public services that provide a range of opportunities.

5. POLICY PARAMETERS

This policy applies to municipal competencies within the current core business of the Sport, Recreation & Amenities Department relating to Schedule 5B include providing and managing:

- 5.1 Sport complexes, sports fields and sport centres (formal codes)
- 5.2 Recreation Hubs,
- 5.3 Community Centres (including halls)
- 5.4 Swimming pools
- 5.5 Beaches and Resorts
- 5.6 Recreation opportunities (listed as Municipal Parks and recreation in schedule 5B)

6. ROLEPLAYERS AND STAKEHOLDERS

- 6.1. While the Sport, Recreation and Amenities (SRA) Department in Community Services is the principle role player responsible for implementation, review and evaluation of this policy framework, it shall maintain sustainable and constructive relationships and channels of communications with the wide range of sport and recreation stakeholders in order to provide, enable and facilitate the provision of facilities and programmes for recreational purposes.
- 6.2. The relevant internal role players in relation to transversal implementation of the policy framework are:
 - 6.2.1 Community Services Directorate;
 - 6.2.2 Tourism, Events and Economic Development Directorate;
 - 6.2.3 Energy, Environmental and Spatial Planning Directorate;
 - 6.2.4 Social Development & Early Childhood Development Directorate;
 - 6.2.5 Safety and Security Directorate;
 - 6.2.6 Human Settlements Directorate;
 - 6.2.7 Health Directorate.

- 6.3. The external role players relevant to the implementation of the policy framework are summarised as follows:
- 6.3.1. Formal sports sector responsible for formal sports competitions and development of their sports through fixtures and training in the respective codes of sport such as:
 - 6.3.1.1 Amateur Sports Clubs;
 - 6.3.1.2 Professional Sports Clubs;
 - 6.3.1.3 National Sports Federations;
 - 6.3.1.4 Provincial Sports Federations;
 - 6.3.1.5 Local Sports Federations;
 - 6.3.1.6 Local Sports Clubs.
 - 6.3.2 Informal Sport and Recreation Communities, NGOs, CBOs that use City facilities and participate in provision of programmes.
 - 6.3.3 Local Coordinating structures including Municipal Facility Management Committees (MFMCs), District Sports Councils as well as the City Sports Forum.
 - 6.3.4 Private sector businesses and organisations who engage through partnerships, collaborations and sponsorships with the City.
- 6.4 Government Sector bodies such as:
- 6.4.1 National Department of Sport and Recreation who focusses on national policy development and support for national federations in both sport development as well as elite athlete development as outlined in the NSRP.
 - 6.4.2 Western Cape Provincial Government Department of Cultural Affairs and Sport responsible for direct support to provincial federations and the development of the sport as well as elite athlete development at provincial level as outlined in the NSRP.

7. REGULATORY CONTEXT

7.1 The Constitution of the Republic of South Africa, 1996

Schedule 5B of the Constitution allocates the following functional areas to municipalities: beaches and amusement facilities, local amenities, local sport facilities and municipal parks and recreation.

7.2 National Sport and Recreation Act, 1998 (Act No.110 of 1998)

This Act provides for matters related to the promotion and development of sport and recreation and the co-ordination of the relationships between Sport and Recreation South Africa (national department) and the Sports Confederation, national federations and other agencies. It also aims to implement measures aimed at correcting imbalances in sport and recreation.

7.3 Other relevant legislation, policy and informing documents

This section lists the relevant legislation, policies and informing documents that provide context to this Recreation Policy Framework:

- (a) South African Schools Act (Act No.84 of 1996)
- (b) Safety at Sports and Recreational Events Act, 2010 (Act No.2 of 2010)
- (c) Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000)
- (d) Local Government Municipal Structures Act, 1998 (Act No. 117 Of 1998)
- (e) Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- (f) Municipal Asset Transfer Regulations, 2008
- (g) City of Cape Town Events Policy, 2013
- (h) Cape Town Municipal Planning By-law
- (i) Urban Design Policy, 2013
- (j) City Parks Development Policy (Review – January 2014)
- (k) City of Cape Town Volunteer Policy, 2014
- (l) City of Cape Town Public Parks By- Law, 2010
- (m) City of Cape Town: Informal Trading By-Law, 2009

8. OBJECTIVE 1: PROVIDE RESIDENTS WITH ACCESS TO RECREATION FACILITIES

The City shall ensure, depending on available resources and within reason, that residents are provided with the recreation facilities that they want, in order to develop happy, healthy, active people, strong families and integrated communities. This will be achieved through:

8.1 Location of facilities

- 8.1.1 The City will support access to recreation facilities by a range of travel modes by locating facilities on major routes, pedestrian ways and commercial centres in accordance with the Cape Town Spatial Development Framework and specifically Strategy 3, which refers to the encouragement of integrated settlement patterns, ensuring equitable distribution of social facilities, recreational space and public institutions.
- 8.1.2 Wherever possible, new City recreation facilities will be located in multi-purpose complexes, including multi-code sports grounds within such a complex, with compatible government and private facilities, to integrate services, reduce operating costs and increase safety.
- 8.1.3 This approach will be expanded on in the Policy on the Provision of Sport and Recreation Infrastructure.

8.2. Design of facilities

8.2.1 Future design of sport and recreation facilities will be in accordance with the City's Urban Design Policy which seeks to ensure that new developments

8.2.1.1 contribute to improved quality of the public realm and public spaces,

8.2.1.2 contribute to the creation of safe and secure communities,

8.2.1.3 promote development intensity, diversity and adaptability; and

8.2.1.4 protect, value and enhance the natural environment through sustainable design.

8.2.2 Future facilities will be designed with flexibility and adaptability in mind and, where possible, avoid single code usage.

8.2.3 The City will adopt a citizen-centred design methodology and engage communities to ensure design of facilities take into consideration the reasonable needs and desires of the community concerned.

8.2.4 The provision of lighting and other infrastructure developments for facilities will be covered in the Policy of the Provision of Sport and Recreation Infrastructure.

8.3 Type of facilities

8.3.1 The City believes that all types of facilities are important, from a neighbourhood sports field to a regional multipurpose sports centre.

8.3.2 The Policy on the Provision of Sport and Recreation Infrastructure will set out the basis on which each type of facility will be provided. This will be informed by the Cape Town 2032 Social Facilities Plan.

8.3.3 The types of facilities provided should respond to an existing community need or want, and resources within the community. The City should invest in developing profiles that represent the diversity found within each community and their recreation preferences.

8.3.4 The Resorts Management and Development Policy shall set out the development of resorts which form a special category of recreational facilities.

8.4 Funding of new facilities

8.4.1 The City supports the sharing of multifunctional facilities by different sports codes.

8.4.2 Community partnership shall be encouraged at the local facility level, district level and area level in order to develop innovative funding arrangements with the other sectors such as private business and the general sports fraternity including federations as well as NGO sector, to fund new facilities as well as to reduce operating costs.

8.4.3 The City will proactively engage, where relevant, the private sector and philanthropic organisations to seek donations, sponsorships, Corporate Social Investment support and other innovative funding options to build, develop and maintain recreational facilities.

8.5 Rationalising facilities

8.5.1 Because the City has developed through merging smaller municipalities into larger municipalities there are many facilities such as town halls and open spaces that are surplus to requirement.

8.5.2 The City will initiate a process to rationalise such facilities so that we are able to provide and operate new facilities where they are needed rather than maintain and secure unwanted and little used facilities in older areas.

8.5.3 The rationalisation of facilities will take into account facilities provided by other role players as listed under role players and stakeholders, in order to prevent the duplication of services.

8.5.4 The City will investigate maximising the capacity of existing resources through various mechanisms, such as public sector or private sector as referred to in clause 7.4.2. to reduce unnecessary operating expenditure.

9. OBJECTIVE 2: OPTIMAL MANAGEMENT OF SPORT AND RECREATION FACILITIES

9.1 Maintenance

9.1.1 The City will adopt a uniform set of Minimum Maintenance Standards for each category of facility, which will be the primary mechanism to monitor the service levels in City-owned facilities.

9.1.2 The City shall adopt a maintenance programme for all facilities taking into account both winter and summer codes.

9.2 Management

9.2.1 Individual facilities are managed by Facility Managers or Principal Facility Officers who report to Area Managers who in turn report to District Managers.

- 9.2.2 The City actively promotes the maximum use of all sport and recreation facilities through facilitating the involvement of as many sport codes, both well-known and lesser-known at facilities through cooperative and coordinating management structures.
- 9.2.3 User groups such as MFMCs, representing the users of facilities, will assist the City in ensuring optimal use of facilities and avoiding over-use.
- 9.2.4 Where Municipal Facility Management Committees currently exist, they may play a coordinating role, to be outlined in a separate Policy, so as to enhance the interaction between the SRA department and the regular users who consistently use a facility during the year in either the winter or summer sport seasons.
- 9.2.5 Management of facilities through agreements will be contractually concluded in accordance with the MFMA.
- 9.2.6 Resorts shall be managed by the City or through the use of, for example, management contracts, concession contracts or cooperative agreements with partners. These management options shall be set out in the Resorts Management and Development Policy.

9.3 Bookings

- 9.3.1 The City aims to provide equitable and affordable access to facilities to all individuals and groups irrespective of age, gender, ethnicity and ability through coordinating a transparent and fair booking system for regular and ad hoc users. This system may involve a local coordinating structure such as the MFMC where users are represented at facilities where these exist.
- 9.3.2 A standard bookings system will operate at all sports field complexes and individual facilities for the use of the playing surfaces and facilities in accordance with the tariff schedule adopted annually by full Council. A Standard Operating Procedure on the booking of facilities will be developed by the Sport, Recreation and Amenities Department.
- 9.3.3 Bookings for the use of facilities will not be done at each individual facility but through a centralised booking system with booking offices in the different districts and areas.
- 9.3.4 The City shall look at reform measures to improve the booking systems in order to promote the maximum use of facilities. These include inter alia electronic booking and payment mechanisms.

10. OBJECTIVE 3: USE SPORT AND RECREATION AS A COMMUNITY DEVELOPMENT TOOL

- 10.1 Through the development of facilities and delivery of services relating to sport and recreation, the City strives to contribute to the enhancement of individuals and communities and to connect people to local social and economic networks.
- 10.2 The choice of programmes and their implementation will be based on targeting zones of poverty and social disintegration as identified by the City within the context and priorities set out in the Social Development Strategy.
- 10.3 Recognising the limitations of the organised, formalised sports environment that focuses on competition, the City's programmes shall target the groups and individuals not involved in organised sport, thus providing opportunities for marginalised groups and those physically inactive as outlined in the Policy on Sport and Recreation Programmes. The goal is mass participation, which entails encouraging as many people as possible to take up active lifestyles, rather than elite participation which provides activities only for top athletes.
- 10.4 The City promotes the innovative use of existing spaces and infrastructure to implement programmes that involve a variety of participants including both well-known and lesser known sport and recreation activities and services, these might be:
 - 10.4.1 Programmes & activities such as sports, games, arts or clubs
 - 10.4.2 Support services such as adult education, literacy, numeracy and bridging
 - 10.4.3 Community hub services such as facility hiring and hosting for community activities or groups such as child care or neighbourhood watches
- 10.5 The City's aim is to provide programmes 'according to the reasonable wants and the needs of the citizens' that produce a measurable impact on community dynamics and individual wellbeing. The City will regularly evaluate all programmes as outlined in the Policy on Sport and Recreation Programmes to determine the impact and effectiveness in terms of the outcomes listed in 3.2. The following diagram outlines the process that the Sport and Recreation department will follow in providing and facilitating programmes:



- 10.6 The City will actively seek to strengthen partnerships at a local community level with the various role players listed under role players and stakeholders to facilitate the objectives and outcomes listed in clause 3.2.
- 10.7 The City facilitates the enhancement of local community sport and recreation organisations through the development of facilities and delivery of programmes that encourages independent development of these organisations. This may include capacity building at a local level.
- 10.8 To augment the limited human resources of the SRA department, the City shall recruit, train and coordinate volunteers in accordance with the City's Volunteer Policy.
- 10.9 Guidance around the decision-making on the choice, selection, resourcing and evaluation of programmes shall be set out in the "Policy on Sport and Recreation Programmes."
- 11. OBJECTIVE 4: FORMALISE CHANNELS OF COMMUNICATION WITH STAKEHOLDERS**
- 11.1 To provide, enable or facilitate the provision of facilities and programmes for recreational purposes, the City shall maintain constructive communication with the wide range of Stakeholders including:
- 11.1.1 Government: National Department of Sport, Provincial Department of Sport

- 11.1.2 Amateur and Professional Sport bodies: National, Provincial, Local Sport Federations and Local Sport Clubs
- 11.1.3 Informal Sport and Recreation: Communities, NGOs, CBOs
- 11.1.4 Private Sector
- 11.1.5 Users of local sports field complexes and other facilities.
- 11.2 The SRA department will create constructive communication linkages between civil society and the City relating to sport and recreation matters based on the knowledge that:
 - 11.2.1 There are a range of interested stakeholders in both the formal and informal sporting sector and the groups are embedded in a complex social environment;
 - 11.2.2 Collective collaboration is necessary to deliver programmes that meet community needs;
 - 11.2.3 Structures need to engage at various levels namely: local facility level, district level and city level;
 - 11.2.4 Institutional relationships already exists that can be constructively used to facilitate and coordinate communication; and
 - 11.2.5 Local communities, especially users of facilities, should be engaged to consolidate this process of creating a constructive communication link between the City and the civil society in relation to sport and recreation matters.
- 11.3 The City may provide capacity support, subject to available resources, for the continuation of certain activities of roleplayers, provided that they are responding to a community need.
- 11.4 Interaction at local facility level will be through a set of representative coordinating structures and processes that reflects representation and involvement of all the different users of a facility to ensure inclusivity and equitable engagement with user groups and codes.
- 11.5 The City recognises that users of local sports field complexes have an institutional arrangement at local facility level, district level and City level which institutionalises the interaction between the City and the local sports and recreation fraternity, however this should not override any of the principles set out in this policy framework or prevent access, optimal use and management of facilities.
- 11.6 Regular users of formal sports facilities, especially sports field complexes may be included as part of a coordinating structure at that local facility.

12. PROGRAMMES IMPLEMENTATION

- 12.1 The Sport and Recreation Policy Framework is the overarching strategic policy which informs the drafting of specific operational policies and standard operating procedures relevant to the core business of the Sport Recreation and Amenities Department.
- 12.2 The Sport Recreation and Amenities Department will be responsible for the implementation of the Policy Framework and will develop the following policies identified in this framework as well as any others, as the need arises:
 - 12.2.1 Policy on the Provision of Basic Sport and Recreation Infrastructure
 - 12.2.2 Policy on the Provision of Sport and Recreation Programmes
 - 12.2.3 Policy on Municipal Facility Management Committees
 - 12.2.4 Resorts Management and Development Policy
- 12.3 This policy framework will apply with immediate effect after approval by Council.

13. MONITORING, EVALUATION AND REVIEW

- 13.1 The monitoring and evaluation of this framework is linked to the development and implementation of the policies informed by the policy framework.
- 13.2 The overall effectiveness of this policy framework and the aforementioned policies should ultimately be assessed in terms of the vision statement set out in clause 1 and the outcomes set out in clause 3 and also by the numbers of people who are able to access and participate in recreational spaces.
- 13.3 On-going monitoring and evaluation of the policy framework will occur as the operational policies and standard operating procedures are developed.
- 13.4 The policy framework will be reviewed every two years by the SRA department.