



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

POLICY

SPORT AND RECREATION PROGRAMMES (POLICY NUMBER 43751)

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CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Department of Sport, Recreation and Amenities

Sport and Recreation Programmes Policy, 2015

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DEFINITIONS AND TERMINOLOGY

"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, 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.
"Club"	means the lowest unit of organization within a sports code.
"Developmental"	means ... "The progressive improvement in quality of life and social well-being."
"Event"	means a planned public or sporting occasion.
"Partnership"	means arrangement in which parties agree to cooperate to advance their mutual interests
"Programme"	means a planned series of projects, events or activities;
"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.
"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
DCAS	Western Cape Government Department of Cultural Affairs and Sport
DSD	Western Cape Government Department of Social Development
IDP	Integrated Development Plan of the City of Cape Town
IOC	International Olympic Committee
MATR	Municipal Asset Transfer Regulations
MOU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NSRP	National Sport and Recreation Plan
PDR	Plan, Do, Review (Tool for monitoring departmental Service Delivery)
SDS	Social Development Strategy of the City of Cape Town
SDBIP	Service Delivery and Business Implementation Plan
SASCOC	South African Sports Confederation and Olympic Committee
SRA	City Department of Sport Recreation and Amenities
SRSA	National Department of Sport and Recreation
NDP	National Development Plan 2030
TGCSA	Tourism Grading Council of South Africa
UNDP	United Nations Development Programme

1 PROBLEM STATEMENT

- 1.1. In 2010, the City of Cape Town commissioned research to investigate participation levels in sport and recreation as well as the motivators and barriers to participation. According to this research, a large percentage of residents are physically inactive. This finding is supported by other research conducted across the country. It suggests that communities are becoming increasingly sedentary and face several health-related challenges such as obesity and cardio-vascular disease.
- 1.2. In addition, communities in Cape Town face many socio-economic challenges such as unemployment and poverty. Substance abuse, gangsterism, crime, violence against women and children also plague communities.
- 1.3. Research has indicated that participation in well-run sport and recreation activities and programmes are:
 - 1.3.1 Building stronger communities.
 - 1.3.2 Developing cohesion amongst families.
 - 1.3.3 Reducing crime and anti-social behaviour.
 - 1.3.4 Encouraging volunteerism.
 - 1.3.5 Aiding in life skills, leadership and youth development.
 - 1.3.6 Building social capital and more inclusive communities.
- 1.4 It is generally recognised that sport and recreation programmes can play a role in bringing communities together to engage with each other in an environment conducive to breaking down barriers and fostering positive communication as well as promoting active lifestyles which contribute to the benefits highlighted in above.
- 1.5 The Sport and Recreation Policy Framework spells out the broad aims around the choice and provision of programmes in facilities across the city. There is however a need for a more detailed policy that will guide decision-making around the choice, implementation of and support for cost effective and sustainable programmes that will contribute to the development of active and healthy communities.

2 DESIRED OUTCOMES

- 2.1 The primary outcome of the policy is the provision of on-going and sustainable sport and recreation programmes across Cape Town which increases activity levels of the residents of Cape Town and uses sport and recreation as a tool to develop communities. This vision is set out in the Sport and Recreation Policy framework.

- 2.2 The Policy guides the implementation, involvement and support of sports and recreation programmes in the City.
- 2.3 The policy provides guidelines as to what programmes will be implemented and how these programmes will be implemented in order to:
 - 2.3.1 Provide opportunities and access to sport and recreation programmes for people across the lifespan and specifically marginalised or vulnerable groups.
 - 2.3.2 Increase the number of people participating in programmes.
 - 2.3.3 Increase the number of community based sport and recreation clubs and organisations.
 - 2.3.4 Increase the use of City-owned facilities for community developmental purposes.

3 STRATEGIC INTENT

3.1 The National Development Plan 2030

Chapter 15 of the NDP entitled "Transforming society and uniting the country", reflects amongst others on the need to develop -

- 3.1.1 A sense of inclusiveness, i.e.-
 - 3.3.1.2 Increased interaction between South Africans from different social and racial groups;
 - 3.3.1.3 A mobilised, active and responsible citizenry.
- 3.1.2 The NDP further states: "A government can build a soccer field, but it needs a community to organise the league, coach children and cheer on the players." In this respect the type of sport and recreation programmes envisaged by this policy, namely those that focus on participation and social development rather than high performance, lends itself to engendering social inclusivity and the promotion of active citizenry.
- 3.1.3 The NDP further identifies social cohesion as a priority. It indicates that government has a responsibility to "increase opportunities for people to engage with one another".

3.2 The National Sport and Recreation Plan

- 3.3.1 The NSRP identifies the roles and responsibilities of municipalities in relation to facility provision and management as well as the provision of sport and recreation programmes towards building an "Active Nation."

- 3.3.2 In particular the NSRP sets out the objective of municipalities under the pillar "Active Nation" as: "Strategic Objective 1: To improve the health and well-being of the nation by providing mass participation opportunities through active recreation."
- 3.3.3 The NSRP further suggests that the municipality has a role to play in promoting participation in sport and recreation by initiating and implementing targeted campaigns. This policy will provide clear direction as to how the City will achieve this goal.

3.3 Integrated Development Plan

- 3.3.1 This policy aligns with the City's Integrated Development Plan (IDP). The strategic focus areas (or 'pillars') that inform the policy are:
 - 3.3.1.1 **Opportunity City:** Maximise the use of available funding and programmes for training and skills development
 - 3.3.1.2 **Caring City:** Make residents feel at home and provide access to opportunities.
- 3.3.2 Sport and recreation activities forms part of the cluster of social services provided by the City and creates opportunities for marginalised and vulnerable sectors of society.

3.4 City of Cape Town: Social Development Strategy, 2013

- 3.4.1 Effective sport and recreation programmes will make a significant contribution towards the implementation of the Social Development Strategy of the City. These programmes foster social integration, addresses anti-social behaviour, contributes to youth development, build strong communities and families, and increases capacity at local community level especially in areas of poverty and social disintegration.
- 3.4.2 This policy is closely aligned with the following objectives:
 - 3.4.2.1 Build and promote safe households and communities.
 - 3.4.2.2 Support the most vulnerable through enhancing access to infrastructure and services.
 - 3.4.2.3 Promote and foster social integration.

3.5 City of Cape Town: Sport and Recreation Policy Framework

This policy is further informed by the Sport and Recreation Policy Framework. It expands and develops the broader policy guidance set out in objective 3 of the framework.

4 POLICY PARAMETERS

- 4.1 This policy applies to all the sports and recreation programmes supported or implemented by the SRA department of the City of Cape Town.
- 4.2 These programmes are not restricted to formal sport and recreation facilities.
- 4.3 It will not apply to programmes outside of the borders of the City of Cape Town.
- 4.4 Whilst the focus of implementation will be in previously disadvantaged areas, programmes will also be implemented with the specific intention to facilitate social cohesion and break down barriers between communities.
- 4.5 This policy will not focus on talent identification programmes.
- 4.6 This policy has transversal implications. The SRA department must work closely with other City departments responsible for Social Development and Early Childhood Development, Parks, Libraries, Tourism, Events and Economic Development

5 ROLE PLAYERS AND STAKEHOLDERS

- 5.1 To provide, enable or facilitate the provision of programmes the SRA must maintain sustainable and constructive channels of communication and consult with a wide range of stakeholders, these include other Community Services Departments namely Parks and Library Services.
- 5.2 Internal role-players that must be consulted and engaged in the development and roll-out of programmes include-
 - 5.2.1 Social Development and Early Childhood Development Directorate;
 - 5.2.2 Tourism, Events and Economic Development Directorate;
 - 5.2.3 Safety and Security Directorate
 - 5.2.4 City Health Directorate
 - 5.2.5 Corporate Services and Compliance Directorate; and
 - 5.2.6 Energy, Environmental and Spatial Planning Directorate.
- 5.3 The transversal work groups in the Social Cluster aimed at building sustainable and safe communities are also role-players.
- 5.4 External stakeholders that must be consulted in the implementation of this policy and the associated programmes include –
 - 5.4.1 International organisations such as International Olympic Committee, United Nations Development Programme.

- 5.4.2 National Government: SRSA, South African Institute for Drug Free Sport, SASCOC.
- 5.4.3 Western Cape Government: DCAS , DSD.
- 5.4.4 Western Province Sports Council.
- 5.4.5 Sports Federations: National, Provincial and Local.
- 5.4.6 City of Cape Town Sport and Recreation Forum, District Sport and Recreation Councils, Municipal Facility Management Committees, Local Sport and Recreation Councils.
- 5.4.7 Educational Institutions.
- 5.4.8 NGOs and CBOs including the religious sector.
- 5.4.9 Private Sector.

6 REGULATORY CONTEXT

- 6.1 Constitution of the Republic of South Africa, 1996.
- 6.2 National Sport and Recreation Act, 1998 (Act No. 110 of 1998).
- 6.3 The City of Cape Town: Events By-law, 2015.

Frameworks Plans and Strategies:

CITY OF CAPE TOWN: Sport and Recreation policy framework

City of Cape Town: Social Development Strategy, 2013

City of Cape Town: Integrated Development Plan

The National Sport and Recreation Plan

The National Development Plan 2030

7 POLICY DIRECTIVE DETAILS

- 7.1 The City must provide, enable and facilitate sport and recreation programmes within its Municipal boundaries.
 - 7.1.1 In the role of a provider, the City must directly implement sport and recreation programmes through SRA staff.
 - 7.1.2 In the role of an enabler, the City creates an enabling environment for other stakeholders to implement programmes. This shall entail availing resources such as facilities and equipment.
 - 7.1.3 In the role of a facilitator, the City must proactively work with partners in the provision of programmes.

Area or facility prioritisation

- 7.2 The choice of where programmes will be implemented may be determined by:
 - 7.2.1 The socio-economic conditions requiring intervention in areas identified as "high risk areas" in the context of the SDS.
 - 7.2.2 Severe or significant social challenges identified in a particular community.
 - 7.2.3 Human resources available in facilities or grounds.
 - 7.2.4 Interest expressed by the community acquired through research, surveys, questionnaires, focus groups or consultative meetings.
 - 7.2.5 Other available programmes and activities provided in the area by NGOs, CBOs, schools and other organisations.
 - 7.2.6 Availability of volunteer coaches or activity implementers in the community.
- 7.3 The City must provide, enable or facilitate programmes on days and times which respond to the reasonable needs of target groups.

Programme focus

- 7.4 Programmes for these groups will be categorised as follows:
 - 7.4.1 Pre School Children aged 0 to 6 years.
 - 7.4.2 Primary School- going children aged approximately 6 to 12 years.
 - 7.4.3 High school going youth aged approximately 13 to 18 years.
 - 7.4.4 Out of school youth aged approximately 19 to 35 years.
 - 7.4.5 Adults aged approximately 36 to 60 years.
 - 7.4.6 Elderly persons aged 60 years and older.
 - 7.4.7 Parents and families.
 - 7.4.8 Women and Girls.
 - 7.4.9 People with disabilities and special needs.

Choice of Programmes

- 7.5 The choice of what programmes will be provided, enabled or facilitated must be determined by a variety of criteria including -
 - 7.5.1 Interest expressed by the community solicited through research, surveys, questionnaires, focus groups or consultative meetings or any ad hoc requests as and when received.
 - 7.5.2 The proposed or expected sustainability of the programme or activities.

- 7.5.3 The ability of the programme to promote self-reliance, build life skills or capacity, develop personal or social skills, enable teamwork or build social capital.
- 7.5.4 The number of participants that might be included.
- 7.5.5 Human and capital resources available.
- 7.5.6 The cost effectiveness and reach of programmes.
- 7.5.7 The potential of the programme to appeal to currently inactive or disengaged groups.
- 7.6 Although, identifying talented sportspersons is an important element in sports development in that positive, local role models are created, talent identification programmes must not be considered. This is seen to be the focus of sports federations and other spheres of government.
- 7.7 The City will form partnerships to introduce communities to various sports types but the focus will be on creating access rather than high performance sport.
- 7.8 Financial support to individuals or teams attending national or international tournaments must not be considered but the City may avail facilities for fundraising activities in this regard.
- 7.9 Preference will be given to programme implementation in City facilities as opposed to private functions.

Programme categories

- 7.10 Sports and recreation activities which must include:
 - 7.10.1 **Sport programmes**—The focus will be on introducing new sports to communities. For example; gymnastics or surfing. The focus will not be on competitions, leagues and tournaments but rather on inclusivity and fun.
 - 7.10.2 **"Sport For All" programmes:** These are activities based on sport but rules are changed to reach a desired outcome e.g. soccer played with three balls simultaneously and no offside rule.
 - 7.10.3 **Games and play:** activities including board games, and unsupervised free play.
 - 7.10.4 **Holiday programmes:** structured programmes during school holidays.
- 7.11 SRA-managed facilities lend themselves to the implementation of programmes by other City Departments and this may be supported

Annual Flagship Events

- 7.12 SRA may consider supporting or hosting annual flagship events that encourage and incentivise regular and sustained participation in sports and recreation programmes.

Linking sports and recreation programmes to community development

- 7.13 Sport and recreation programmes provide alternatives to anti-social practices, build social skills, facilitate teamwork and community spirit and help to improve physical health of participants and in this way contribute to personal and community development. The City will strive to maximise the impact of SRA programmes as a tool to promote community and personal development by -

7.13.1 Specifically designing programmes with community and personal development objectives and outcomes.

7.13.2 Using the platform of sport and recreation to provide specific life skills initiatives or training such as communication skills and conflict resolution skills.

7.13.3 Providing, enabling or facilitating programmes with specific educational or awareness raising outcomes such as HIV awareness, substance abuse and bullying.

7.13.4 Providing club development programmes that incorporate skills development and capacity building for the members such as administrative skills training.

7.13.5 Hosting activities that involve community members of all ages and so promote social engagement and teamwork, rather than just competition, in order to build stronger communities.

Club Development

- 7.14 The practice of sport and recreation in communities through structured clubs is a valuable development tool. It enables sustainable delivery by communities and the development of important skills such as communication, administration, event planning, fundraising, financial management and conflict resolution.

Programme Planning

- 7.15 Programmes provided, enabled or facilitated by the City must generally, but not exclusively, follow the cycle set out below:

7.15.1 Identify the area of need and the key problem to be addressed.

7.15.2 Identify the type of programme to be implemented based on research and community consultation.

- 7.15.3 Identify key outcomes to be achieved by the programme and indicators of success.
- 7.15.4 Identify resources required to deliver the programme.
- 7.15.5 Ensure that the programme aligns to the SRA focus areas namely:
 - 7.15.5.1 Creating opportunities for participation.
 - 7.15.5.2 Leadership development.
 - 7.15.5.3 Sustained programme delivery.
 - 7.15.5.4 Forming partnerships.
- 7.15.6 Market and advertise the programme in the community.
- 7.15.7 Implement the programme.
- 7.15.8 Evaluate, monitor, and review programme and report on outcomes.
- 7.15.9 Continue or modify programmes based on evaluation.

Facilitating or enabling programmes through partnerships

- 7.16 The City must assume a leadership role in the development of sustainable partnerships for the provision of sport and recreation programmes with various internal and external, governmental and non-governmental role players as outlined in Section 5 of the policy.
- 7.17 Partnerships may be established at various levels including -
 - 7.17.1 Facility level.
 - 7.17.2 Community level.
 - 7.17.3 Area level.
 - 7.17.4 District level.
 - 7.17.5 Departmental level.
 - 7.17.6 City level.
- 7.18 The City shall evaluate potential partners based on the following criteria. The organisation should -
 - 7.18.1 Show evidence of good governance including financial accountability, business plans and a governance structure.
 - 7.18.2 Have access to existing infrastructure and resources to deliver programmes.
 - 7.18.3 Exhibit experience in the delivery of sport and recreation programmes.
 - 7.18.4 Have the administrative and organisational capacity to provide the programme.

- 7.19 The City must enter into mutually beneficial partnerships which meet the following criteria:
- 7.19.1 Measurable and time-bound outcomes.
 - 7.19.2 Based on on-going programmes not events.
 - 7.19.3 Encourage skills transfer and capacity building.
 - 7.19.4 Strive towards participants becoming more active with a leaning towards physical activity.
 - 7.19.5 Similar strategic objectives of the City and share the vision of SRA.
- 7.20 The process to establish partnerships is as follows:
- 7.20.1 Prospective partners must submit proposals on a standardised template to the Director Sport, Recreation and Amenities.
 - 7.20.2 SRA will evaluate the proposals based on the above criteria and respond to all proponents; and
 - 7.20.3 An MOU will be concluded which will outline roles and responsibilities, activities, timelines, indicators, resources and reporting.

Establish sport and recreation hubs

- 7.21 The SRA, in consultation with the community, will identify geographic areas as priority areas for the provision of programmes and specific interventions.
- 7.22 These areas will be selected through the use of the following criteria:
- 7.22.1 High need: the levels of gangsterism and other social ills and risks which might qualify these areas as "high-risk".
 - 7.22.2 High potential: the potential for sport and recreation programmes to make a significant contribution to community development.
- 7.23 SRA will identify Recreation Hubs in these areas from where programmes will be coordinated, facilitated and implemented. They will form the "heart" of the programme.
- 7.24 A hub will be identified by the following:
- 7.24.1 The facility has at least one permanent recreation leader and two general workers.
 - 7.24.2 It is accessible to communities at least between the hours of 08H00 and 20H00 including weekends and public holidays.
 - 7.24.3 It has structured sport and recreation programmes with measurable outcomes at least 5 days a week for a minimum of 3 hours per day.

7.24.4 It has entered into at least one partnership, linked to the provision of sustainable programmes.

7.25 Community Centres that do not meet the criteria outlined in 7.24 above to be formally recognised as hubs may also be used for programmes. SRA will strive to facilitate, coordinate or play an enabling role with the provision of recreation programmes at such centres.

Building capacity

7.26 As part of the enabling and facilitative role of the City, SRA may provide training to staff, community organisations, volunteers and NGO's.

7.27 The training needs will be established through a variety of mechanisms which may include but will not be restricted to:

7.27.1 Skills audits at community level.

7.27.2 Training needs analysis at staff level.

7.28 Training will take various forms including amongst others workshops, seminars, conferences and short courses within the budget capacity of the department.

Marketing and advertising

7.29 The Marketing and Communications Unit (the Unit) situated within SRA must co-ordinate all structured marketing and awareness initiatives. The Unit shall also ensure compliance with corporate rules relating to the brand of the City.

7.30 Marketing and advertising of the programme must be conducted according to a marketing plan determined by the nature of the programme and the intended target group. A variety of mediums will be used including the City website, social media, leaflets, posters, radio and newsletters.

Monitoring and evaluating programmes

7.31 Programme evaluation shall be included in the design and planning of programmes in order to determine the impact and effectiveness of individual programmes.

7.32 The type of programme and intended outcomes will determine the most appropriate method of evaluation. These methods may include -

7.32.1 Participant feedback.

7.32.2 Staff evaluation and self-evaluation.

7.32.3 SDBIP and PDR indicator tracking.

7.32.4 External evaluation.

Volunteer Management

7.33 SRA will implement a structured volunteer programme. This programme will include the following elements:

7.33.1 Structured recruitment programme.

7.33.2 Volunteer training.

7.33.3 Structured volunteer recognition programme.

7.33.4 Structured administration and management system including task descriptions, registers and logbooks.

8 IMPLEMENTATION PLAN

This policy will apply upon approval of Council.

9 MONITORING, EVALUATION AND REVIEW

9.1 The success of this policy must be measured against the outcomes set out in section. Hence, amongst others the following indicators must be tracked:

9.1.1 Number of opportunities created to participate in sport and recreation programmes.

9.1.2 Number of programmes specific to marginalised or vulnerable groups as outlined in clause 7.2.

9.1.3 Number of people participating in programmes at City facilities.

9.1.4 Number of hours that City-owned facilities are utilised.

9.1.5 Number of partnerships established.

9.1.6 Number of persons trained.

9.2 An annual policy evaluation must be guided by the monitoring of the indicators mentioned above.

9.3 The policy will be reviewed every second year or on evidence that it is no longer meeting the stated outcomes.