



Inclusion Action Strategy 2020 - 2025



**STATE SPORT
CENTRES TRUST**



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Phil Meggs

Chief Executive Officer

Across the State Sport Centres Trust, including in all our Melbourne Sports Centres venues, we work to deliver our Vision, Mission, Strategic Plan, and Government policies and priorities, which guide the what and when of the things we do, and with our Ethos, guiding how we go about this.

Our Purpose of we want people to be excited about sport, engage in healthy activity and be inspired to be their best provides each person in our team the *why* we do the things we do for our customers and clients.

Our clients are the sports organisations and hirers of our facilities, whilst our customers are the users and visitors of our venues either through our clients or directly. What defines our clients and customers is they are competitive by nature - striving to improve, reach a goal, better a PB, win an event, make a team, or prove what they are capable of – working to **be their best!** Our Ethos sets the expected behaviours of our team members. Our Why sets how we want all our customers and clients to feel from every interaction with our team and our venues, and therefore drives our behaviour towards customers and clients.

Every person who is our client or customer deserves to have the best opportunity to reach their full potential, no matter their background, attributes or current circumstances. If they are competitive by nature and striving to be their best in sport, we will welcome them, treat them respectfully, support their journey, and provide the opportunity for them to reach their sporting potential. This is our promise.

With finite capacity at our facilities there will always be challenges in meeting everyone's individual needs at times. Priorities have to be set and these are done reflecting State Government directions and priorities, along with the State Sport Centres Trust's approved Strategic Plan. Access to facilities will not be based upon a clients, nor customers, background, attributes or any other personal features, rather it will strive for equality and equity for all within the priorities.

Our role is to enable others to be their best, ideally going unnoticed. Every one of our actions should not detract from a customers or clients experience, but add to their excitement, engagement or inspiration in sport, irrespective of their gender, ethnicity, cultural background, caring and parental responsibilities, disability, sexual orientation, socio-economic background, social identity, professional identity, life stage or age. Each one of our actions will add to, or harm this. Therefore, we must always strive to improve and provide appropriate opportunities for everyone within our organisation, with our suppliers and contractors, with our clients and customers, in our communication, and in every activity we do.

Our success will be measured in how well we treat all of the people we interact with, no matter their or our attributes or background. I look forward to our success as a team, and better opportunities for all.

1. OUR BUSINESS

The State Sport Centres Trust (SSCT) is a statutory authority responsible for the management, operation strategy and growth and development of the Melbourne Sports and Aquatic Centre (MSAC), Parkville Stadium (PARK), MSAC Institute of Training (MIT) and Lakeside Stadium (LS).

The key functions of the SSCT are as follows:

- a) The management, operation and maintenance of the Melbourne Sports and Aquatic Centre, Parkville Stadium, the MSAC Institute of Training and Lakeside Stadium;
- b) The care, improvement, use and promotion of the Melbourne Sports and Aquatic Centre, Parkville Stadium, the MSAC Institute of Training and Lakeside Stadium;
- c) The efficient financial management of the Melbourne Sports and Aquatic Centre, Parkville Stadium, the MSAC Institute of Training and Lakeside Stadium;
- d) The care, protection and management of the Parkville Stadium land, and Melbourne Sports and Aquatic Centre land, including maintaining the Melbourne Sports and Aquatic Centre land and the facilities on the land to a standard that complements Albert Park;
- e) Subject to the State Sport Centres Act 1994 (VIC), the planning, development, management, promotion, operation and use of other sports, recreation and entertainment facilities and services in Victoria;
- f) The development, management, promotion, operation and use of facilities and services for the parking of vehicles and other necessary services to be used in conjunction with any of the facilities or services managed or operated by the Trust;
- g) To accept appointment and act as a committee of management of Crown lands; and
- h) The management and continued development of the MIT as the leading quality industry training centre for the sport, recreation, health and wellness industries.



WE ARE HERE TO SERVE SPORT

I help everyone to have a great experience
I genuinely care about what I do and helping others
I want people to be excited and inspired by sport
I support everyone to be their best

DEDICATED

WE ARE CURIOUS

I seek to understand and improve what I do
I listen so I can help others
I learn about all areas of our organisation
I respect and embrace differences

CURIOUS

BE OUR BEST

I am excited about sport
I give 100% in all I do
I am accountable for my actions
I aim to improve everyday

MOTIVATED

WE SUCCEED AS A TEAM

I respect and value every role in the team
We work hard and have fun
We hold each other accountable and speak up
I support all my team mates

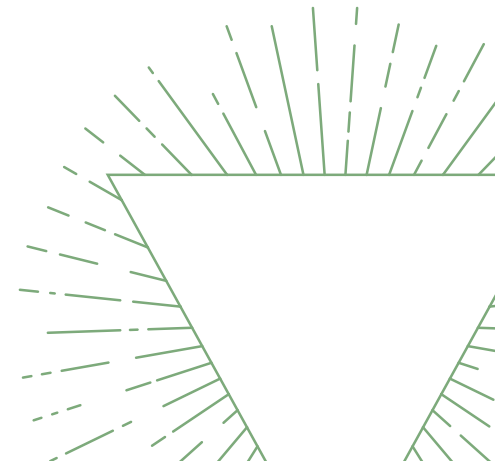
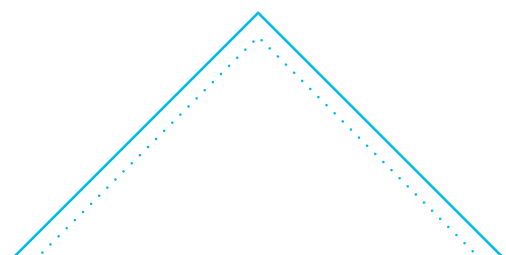
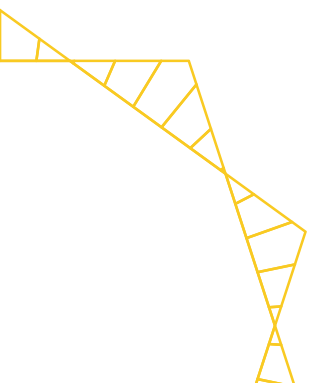
TEAMWORK

WE CREATE OUR OWN FUTURE

I make the best decisions for the organisation and others
I work to always improve what we do
I plan for the future and act for today
I make a difference

POSITIVE

Our ETHOS

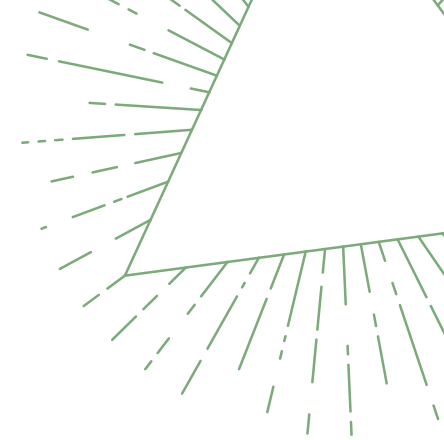
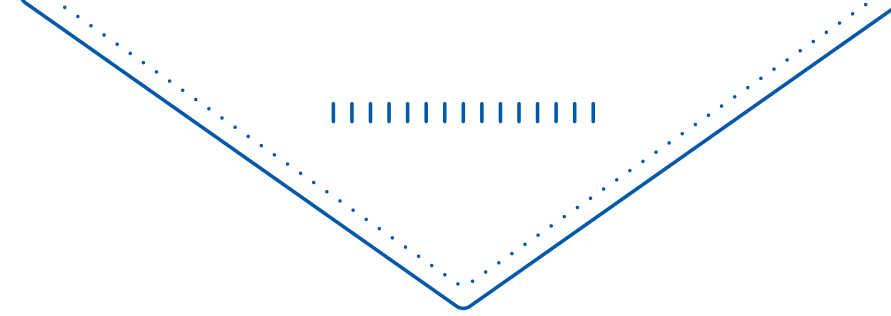
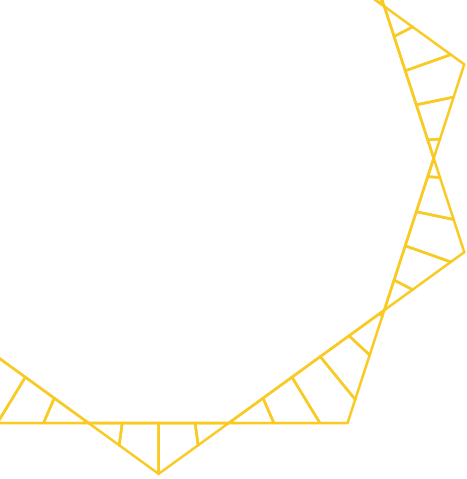


2. OUR COMMITMENT TO INCLUSION

The SSCT recognises the integral role that sport and recreation plays in creating and supporting inclusion in the wider community. Through inclusion, barriers are removed. People of all genders, ethnicity, cultural background, caring and parental responsibilities, disability, sexual orientation, socio-economic background, social identity, professional identity, life stage and age, can freely engage and diversity blossoms. Diversity adds value and drives innovation, differences should be valued. We commit to build an inclusive culture that encourages, supports, and celebrates the diverse voices of our internal and external stakeholders. To support an inclusive environment where stakeholders feel empowered, we have developed our Inclusion Action Plan to directly connect our community with our ethos.

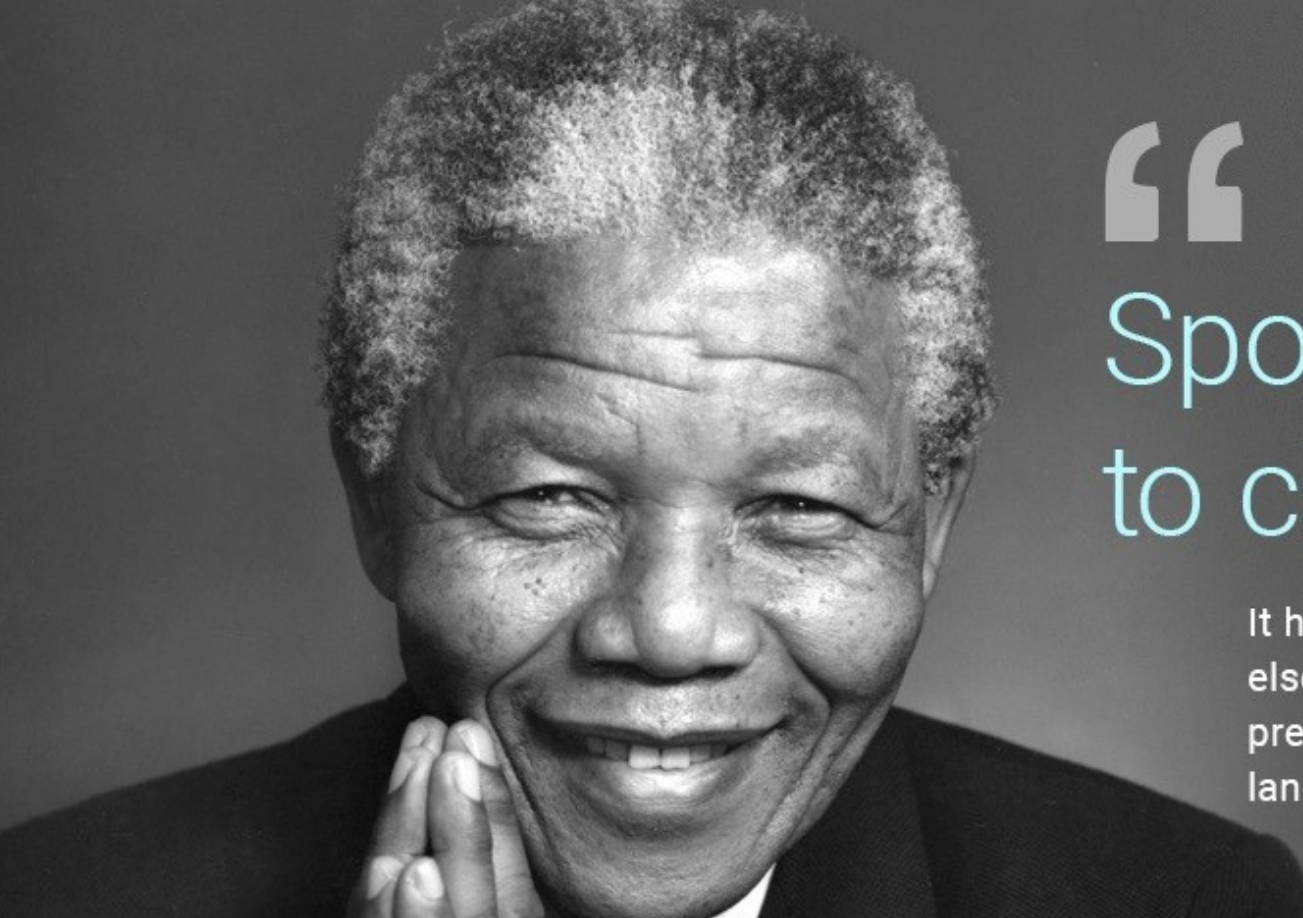
“Strength lies in differences, not in similarities.”

Stephen R. Covey



Our Inclusion Action plan promotes and supports internal and external stakeholders of all genders, ethnicity, cultural backgrounds, caring an parental responsibilities, disability, sexual orientation, socio-economic background, social identity, professional identity and life stage and age. Aligned with the Victorian Government's Diversity and Inclusion Strategy 2019-2021, SSCT aims to:

- Provide fair and equitable access to employment opportunities for all people
- Raise individual consciousness to manage diversity and inclusion principles
- Implement mainstream diversity and inclusion initiatives into our everyday practices
- Engage with and reflect initiatives in the communities and sporting bodies we serve
- Design and construct our facilities to ensure accessibility for all patrons
- Design our health and wellness programs to drive participation for all patrons
- Ensure our modes of communication are accessible for all patrons
- Build an environment that embraces individual uniqueness to fulfil individual potential
- Set measurable targets, ensuring accountability for meeting our goals
- Continue to elevate our reputation and public image as a diverse and inclusive workplace.



“

Sport has the power
to change the world.

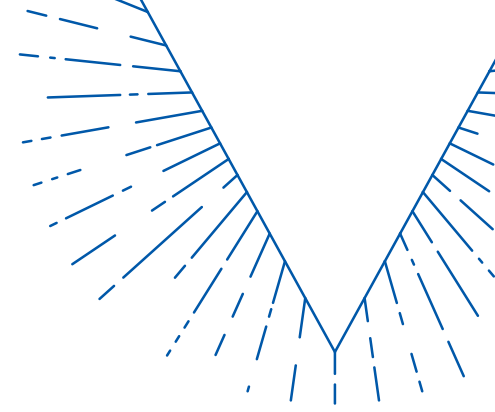
It has the power to unite people in a way that little else does. Sport can awaken hope where there was previously only despair. Sport speaks to people in a language they can understand.

Nelson Mandela

3. ABOUT INCLUSION

The SSCT is committed to being a world leader in the provision of facilities for sporting events and activities that enhance community health and well-being. The SSCT recognises that an essential part of our ethos involves supporting and ensuring an inclusive work environment in which everyone is treated fairly, and with respect and dignity. In June 2020, SSCT adopted an Inclusion and Access Policy formalising its commitment to support and facilitate an inclusive environment.

As an organisation, we are dedicated to the goal of ensuring that our products, services, facilities and people strive constantly to ensure inclusion is at the forefront of our planning, decision-making and make sure these considerations are at the core of the conversations that we have with others.



DIVERSITY

Diversity embraces our individual differences, perspectives, knowledge and skills that we bring to our workplace and sporting activity. Diversity includes gender, ethnicity, cultural background, caring an parental responsibilities, disability, sexual orientation, socio-economic background, social identity, professional identity and life stage and age. We are dedicated to ensuring that our facilities, services and work practices create positive experiences for people of all abilities and backgrounds.

INCLUSION

Inclusion is how we create a culture that welcomes and embraces diversity. An inclusive organisation creates access to an environment for people of all abilities and backgrounds to participate and be themselves. Inclusion is reflected in our organisation's culture, practices and relationships to support each individual to contribute to their full potential. People who feel included are likely to become more involved and be more engaged and productive at work, enjoy more successful social interactions and have an improved sense of well-being. Similarly, removing barriers for all members of our community to enjoy our services creates health, economic and social outcomes. We promise to continually seek ways to improve these outcomes for everyone.

4. INCLUSION GOALS

The following measurable goals aim to set our sights over the life of the plan towards creating spaces, embedding behaviours and offering the best possible experiences for the widest possible target audience. Over the period 2020–2025, we will create diversity and inclusion spaces and activities, ensuring that the SSCT represents a positive agency of change for the widest possible target audience.

Our inclusion goals:

- To be recognised as an industry leader in inclusion as reflected in our organisational behaviour, staff profile, program offerings and the built environment.
- To operate a truly inclusive policy and service environment as reflected in comprehensive and up to date policies, staff engagement and staff feedback.
- To remove barriers and meet the unique requirements of all SSCT patrons and stakeholders as reflected patron and stakeholder feedback.
- To enhance diversity outcomes via developing new markets, services and programs that address identified (internal and external) gaps.

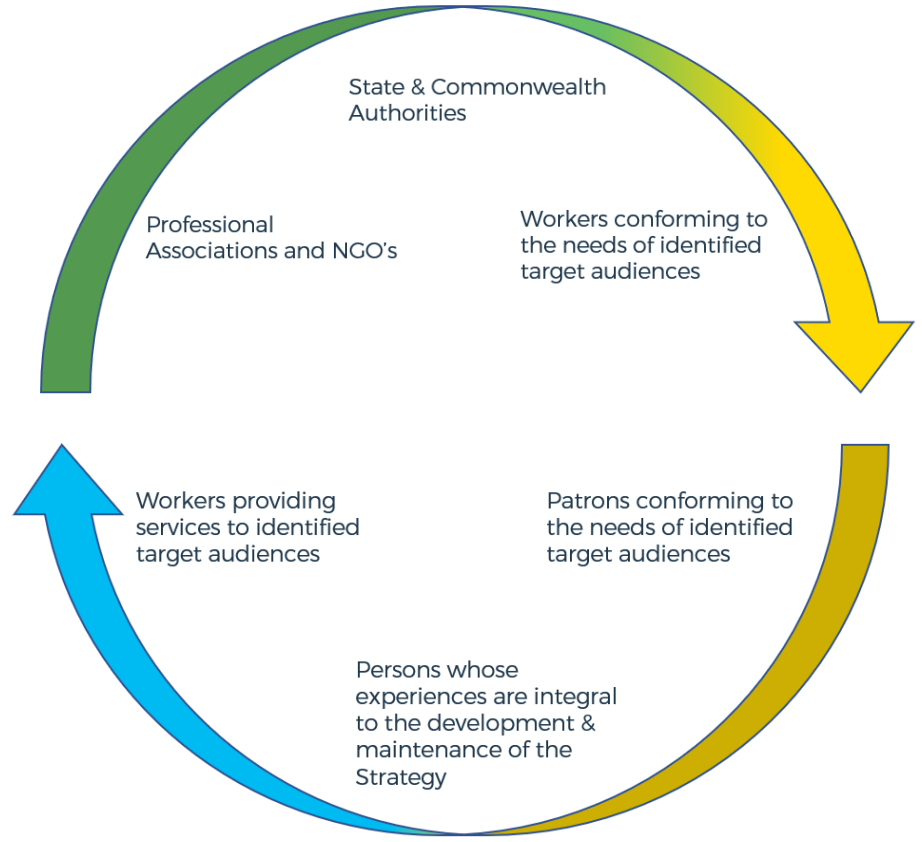


5. CONSULTATION

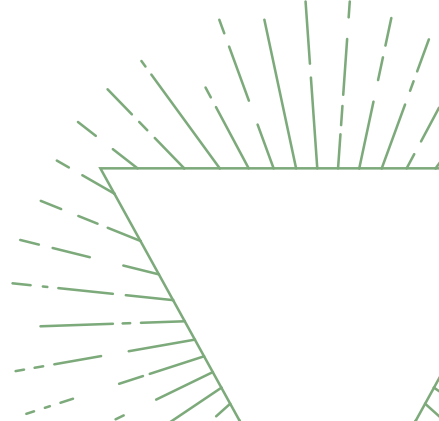
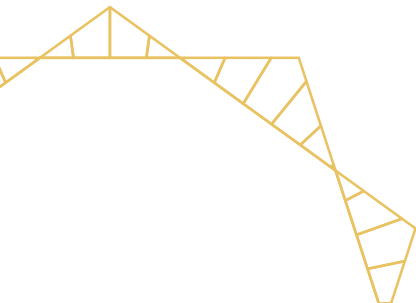
The SSCT recognises its statutory, moral, ethical and professional obligations of consultation with key stakeholders on the development and progressive implementation of the Inclusion Action Plan (IAP). The IAP is both a strategic statement and a set of actions that sets medium term goals as well as short term deliverables.

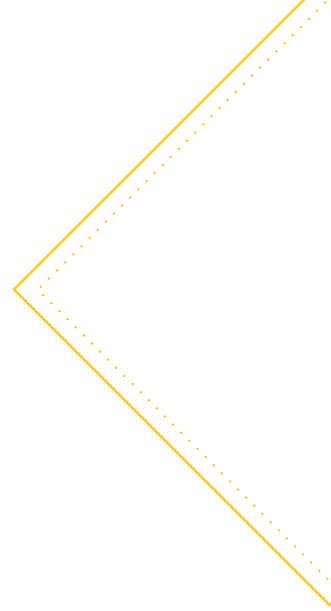
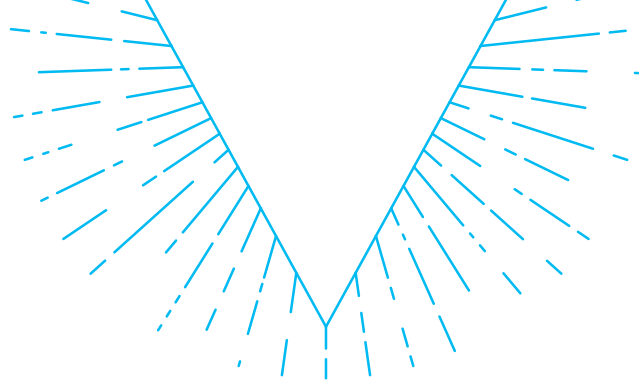
The Trust Members, through the direction of the SSCT CEO, have established the creation of an IAP Working Group. Representation of the group ensures that diverse acumen can be applied to the formulation of strategy, development of policy and procedure and change management to ensure that the IAP meets the needs of the organisation and recognises and satisfies the diverse needs of its stakeholders.

To achieve these goals the IAP Working Group is tasked with the responsibility to ensure equal and representative consultation is sought with a wide range of stakeholders.



"Sport is a language in itself and one shared by many"
Kiri Lingman



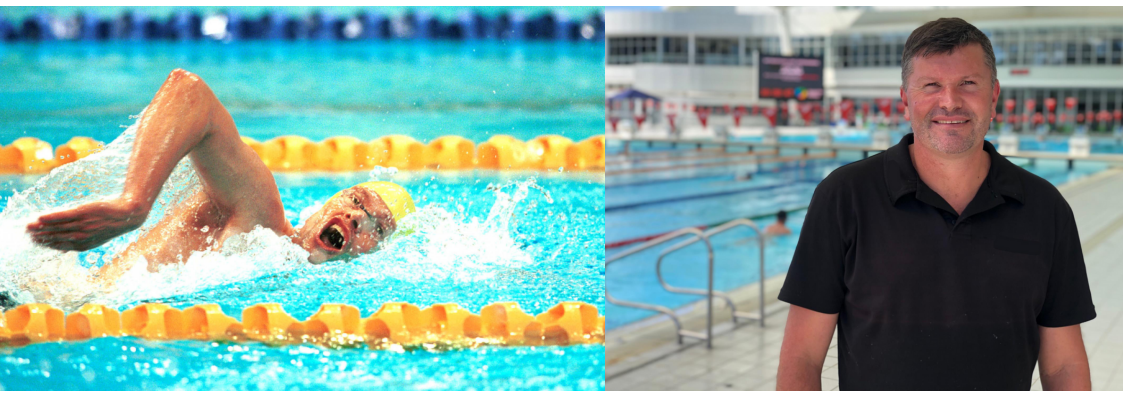


Nalin Nanayakkara | Venue Operations Supervisor

Since my younger days, I was heavily involved in track and field events as well as badminton, with the former being my passion. I went on to play in the Mercantile sector in Sri Lanka and has represented Sri Lanka in International tournaments.

Since moving to Australia in 2015, I started Badminton Coaching and Umpiring and continue to do so. I hope to be part of the sport in many years to come. I find sport shapes a person's character, behaviour and outlook on the world. Sport is about teamwork, passion, competitiveness and accepting a win or loss. These are the basics for a person's success.

Being a product of sports has immensely aided me to be part of Melbourne Sports Centres (MSC) Venue Operations team as a colleague, friend and as a staff member. I joined MSC in 2017, working at MSC was one of the greatest opportunities I have had and it is a mutually beneficial relationship. I have grown in my career, received world class training opportunities, and made connections for a lifetime. I wish to continue with MSC, believing in MSC values and delivering the values as well.



Brett Reid | Facilities Supervisor

I originally attended Melbourne Sports & Aquatic Centre in 1997 as part of the Australian Paralympic Team, as part of my preparation for the Worlds Swimming Championship in New Zealand 1998. In this Championship, I was a World Record Holder for the 50m Fly, both long and short course. In preparation for the 2000 Sydney Olympics, I was a member of the Australian team that achieved a world record in the 4x100m Medley Relay Team and in the 4x50m Freestyle Relay Team. I then attended the 2000 Sydney Olympics as a member of the Australian Paralympic Team and received a gold medal in the 4 x 100m Freestyle Relay, for which I was awarded the Order of Australia Medal.

I started working at Melbourne Sports & Aquatic Centre in 2001 as a member of the Facilities and Infrastructure team, working with the team that originally supported me in my journey with the Olympics. Being a part of sport, whether its in the pool or in the plant room, we all work together as one team to help one another to be our best. Working at Melbourne Sports & Aquatic Centre for the last 19 years, I've had the opportunity to meet everyone, from those in the pool to those behind the scenes, and I wouldn't have had it any other way.

Large events like the 2006 Commonwealth Games, the 2007 Fina Championships, State and National swimming competitions and International Hockey are some of the major events I've been apart of, and reinforce my decision to work within sports. Now, I have the opportunity to assist the next generation of Olympians to be their best.

6. OUR FOUR STRATEGIC PILLARS

The SSCT IAP outlines the way in which we will work to create more accessible and inclusive experiences that encourage the equal participation of all persons seeking positive outcomes from engaging with our people, facilities, programs and ethos. Underpinning the IAP are the following strategic pillars.

People

How we invest in people and the focus on the diverse needs of those we welcome.

Places

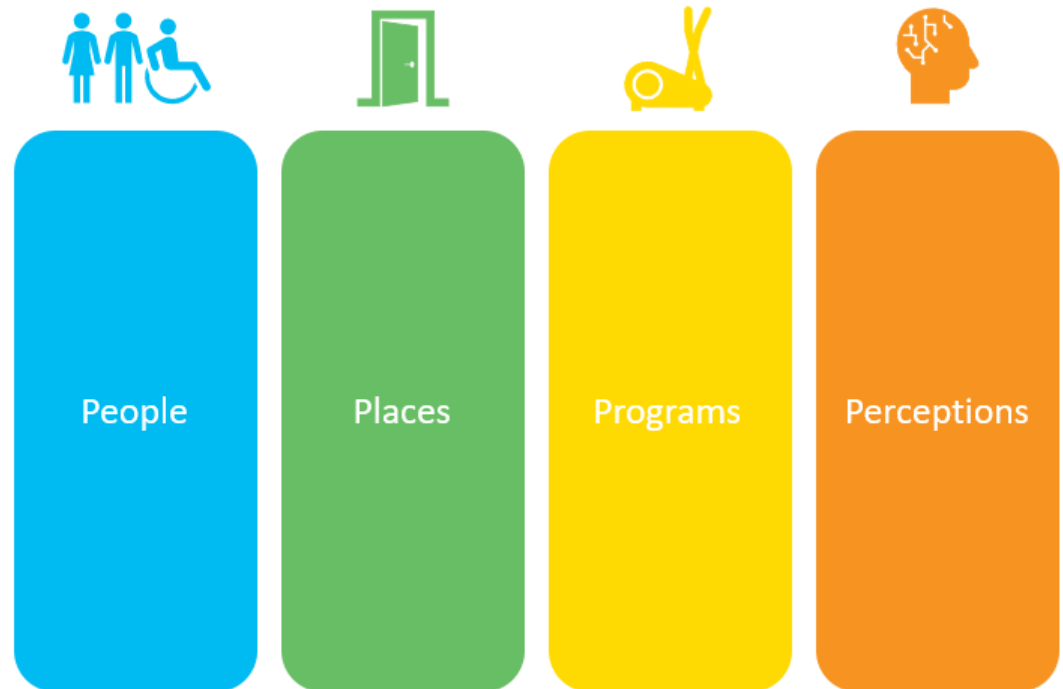
Continuing our focus on the design of our facilities and the unique interactions required.

Programs

Our commitment to improve the user experience and ability to craft world-class experiences.

Perceptions

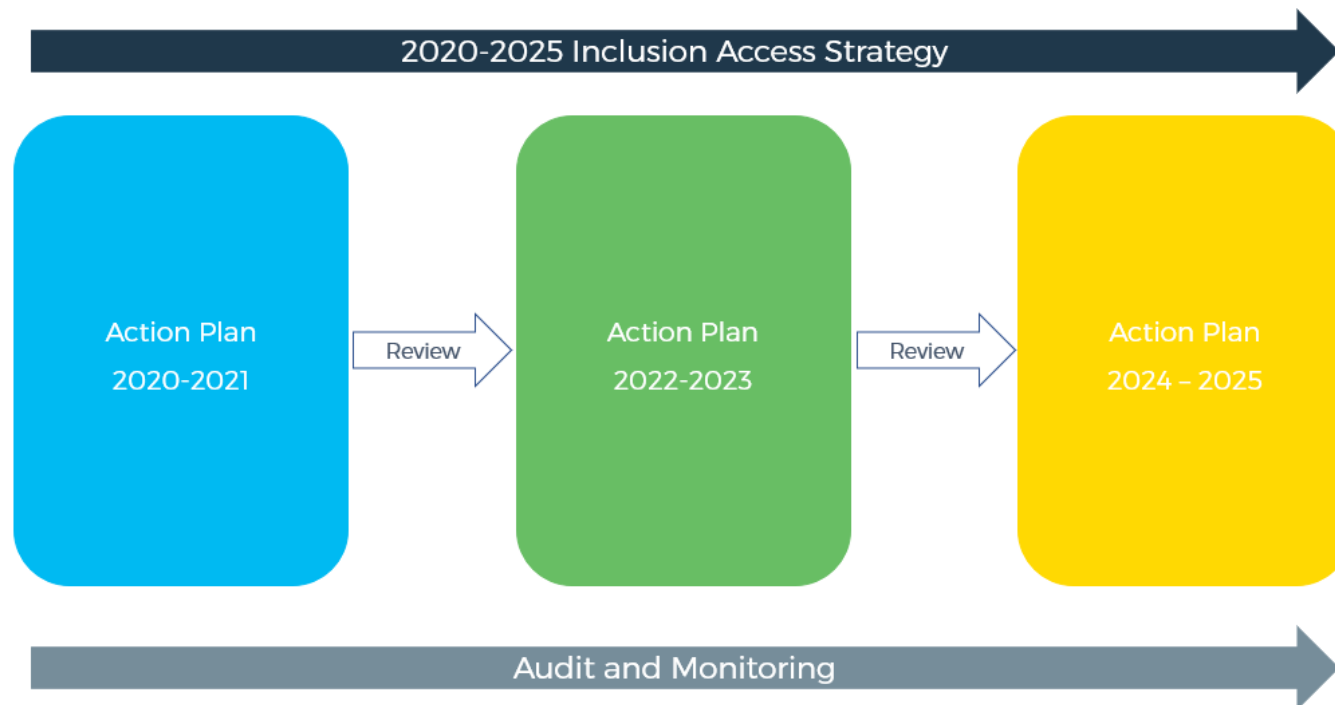
Understanding the needs of our patrons and staff and defining how we communicate our response.



7. ALIGNMENT, MONITORING AND EVALUATION

The IAP has been prepared in accordance with the requirements of the Victorian State Disability Plan 2017-2020 and the Victorian Human Rights Commission Strategic Plan 2017-2022. To ensure that we keep our promises to achieve sporting and wellness experiences for all of our stakeholders, we must maintain a way to establish our strategy, communicate our intentions and formalise our response.

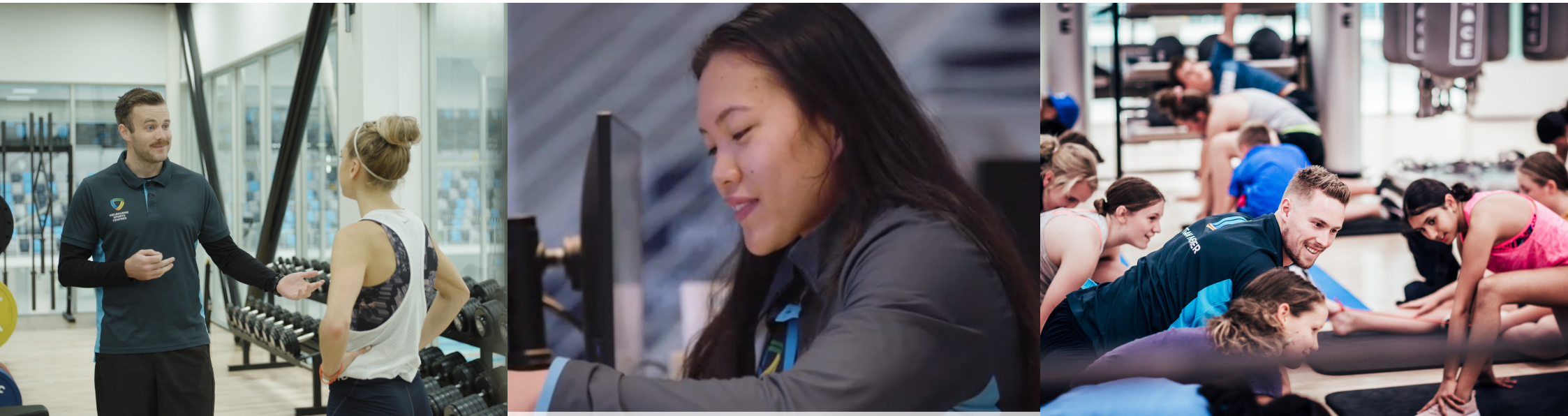
To consistently achieve this goal, SSCT will develop a rolling plan as part of the Inclusion Accessibility Strategy 2020-2025, reviewed and updated on a biennial basis. The rolling plan will commit actions and targets over an initial two year period and maintain a two year projection over the life of the IAP, with a monitoring and audit schedule implemented on a biennial basis to provide continual assessment of the performance of the Strategy and the alignment of the IAP's.



8. PEOPLE

The SSCT recognises that, in order to create diverse spaces and strive towards the goal of venues that maximise inclusion, education is an integral and ongoing key factor in our Ethos and success. The organisation is dedicated to providing employment and training opportunities for all workers and ensuring that the dividends of education are enjoyed by every person working and visiting our facilities and engaging with the organisation.

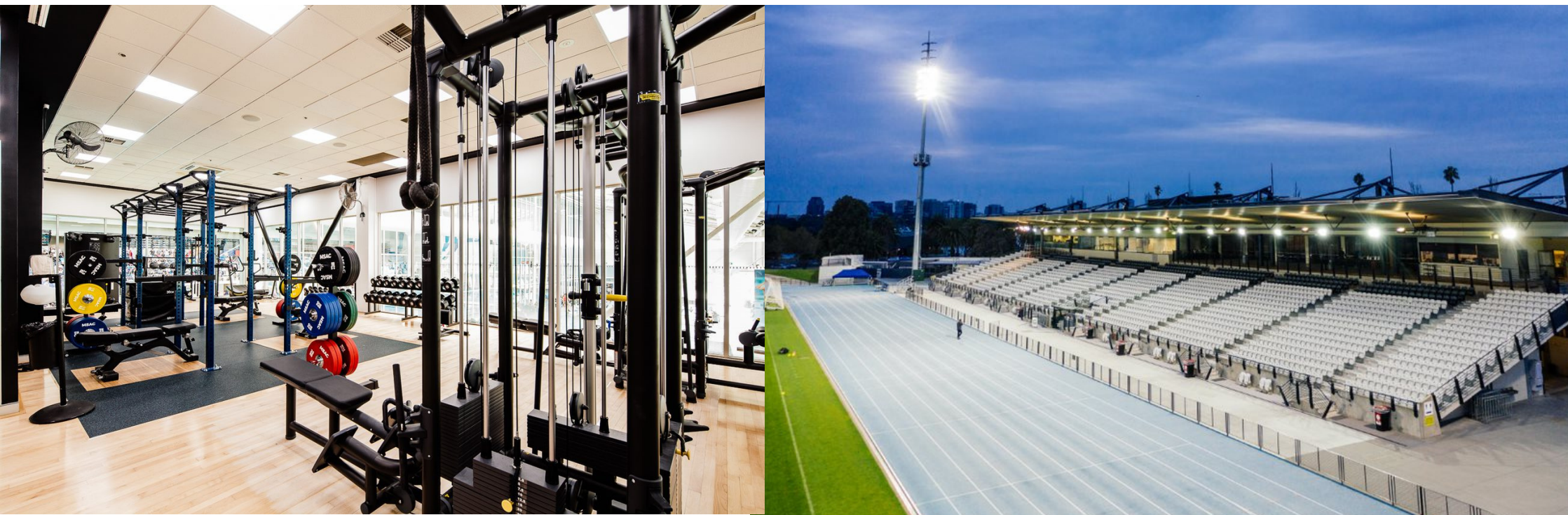
As our people develop alongside us, the organisation will ensure that we create new experiences founded on a dynamic service culture that champions innovation, embraces inclusion, welcomes diversity and retains respect and dignity at the heart of our dealings with others.



9. PLACES

The SSCT is mindful that the journey to access and interact with our organisation, facilities and services does not start at the venue doors. At the core of the IAP is the realisation that barriers are there to be broken and our responsibility to the diverse needs of our stakeholders is consummate. We will consider those needs, starting with the decision to access our facilities to engage in sport, health and wellness activities and community engagement.

An important milestone in an ongoing journey is to ensure that existing infrastructure, as well as new building development, not only meets the National Construction Code and Disability Discrimination Act Guidelines, legislative requirements and the SSCT's encompassing duty of care – but seeks to exceed expectations in creating an accessible built environment, that delivers an truly unique experience for the enjoyment of sport, development of elite athletes and benefits the health and wellness of users of all abilities.



10. PROGRAMS

The SSCT is dedicated to the goal of ensuring that the program offerings are available to all users, maximising inclusion and fostering innovation in program design. Commencing with the actions below, we seek to continually develop the visitor experience at all of our centres and seek the active feedback and participation from our stakeholders in the design and development of our sporting and leisure programs.



11. PERCEPTIONS

How we communicate, what we choose to communicate, how we say it, who we choose to communicate on our behalf and the methods we choose - are a vital part of creating an inclusive service culture and respecting diversity that ensures a unique user experience. Of equal importance and pivotal to the success of this plan is that as an organisation we take into account the unique requirements, experiences, perceptions, barriers and valuable contributions that are integral to the communications needs of the SSCT and our diverse base of stakeholders.





12. MONITORING

The SSCT maintains that the success of the Inclusion Action Strategy 2020 – 2025, the projects defined within the action items and subsequent improvements to doctrine, processes and people must be measurable to ensure accountability to the IAPs. In order to quantify and qualify the extent of this measurability and performance of the IAPs, a system of monitoring shall be put in place.

The governance of the IAPs requires that the IAP Working Group be principally responsible for the maintenance of the plans and monitoring and reporting of progress of defined project goals to the SSCT, via the CEO, at regular intervals. A timeline for these monitoring activities, by project, is included in APPENDIX A – “Monitoring Schedule”.

The IAP Working Group is tasked with the overall management of project plans and coordination with persons responsible for the delivery of defined project goals.

Regular Reporting on defined project milestones, updates and outcomes shall be made to the CEO, via the IAP Working Group on a monthly basis in bulletin. The monitoring and reporting cycle are key drivers for continuous improvement. All records and monitoring data shall form part of an annual Audit cycle of the IAP.

13. AUDIT

To ensure that the Inclusion Action Strategy 2020-2025 is compliant with legislative requirements and is applied consistently throughout the organisation, it is necessary to support the IAPs by the application of a formal system of audit.

The CEO shall appoint a role, external to the IAP Working Group to ensure impartiality, to act as an independent auditor; – overseeing the performance of the IAP and its appointed officers and systems of work. The CEO will agree with the SSCT, the scope of the audit and develop performance criteria based upon Victorian Government’s State Disability Plan 2017 – 2020, the needs of the organisation, the stated goals of the Inclusion Access Strategy 2020 – 2025 and other criteria as required.

Audit of the rolling IAPs shall take place on an biennial basis and at other periods, as defined by the CEO. Audit findings shall be made available to the CEO and members of the IAP Working Group no later than one month following the completion of the Audit. The Independent Auditor is encouraged to make observation and recommendations ancillary to the requirements of their brief.

The IAP Working Group is required respond to the audit findings in writing, to the CEO, within the timescale indicated in the IAP Audit Programme.

