



# Future Success 2

A Strategic Plan for High Performance Sport  
in Western Australia beyond 2011

Prepared by an Independent Working Group

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## Contents

Foreword.....	2
Background.....	3
Requirement for change.....	3
Key recommendations.....	4
Vision.....	4
Key performance indicators.....	5
Critical success factors for high performance sport in Western Australia.....	6
Strategic plan – Leadership.....	9
Strategic plan – Performance.....	10
Strategic plan – Events and Facilities.....	11
Appendix 1.....	12

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## Foreword

Western Australia has a proud sporting tradition with an outstanding array of high performance athletes consistently having emerged in a range of sports. Past achievement, however, is clearly no guarantee for future success.

The competitive environment of high performance sport has undergone such rapid change in recent years that Western Australia is now at a crossroads.

At risk is the potential future competitiveness of our athletes and our ability to attract sporting events to Western Australia. The inadequacy of some of our sporting facilities to meet the training and competition needs of our athletes is a fundamental impediment to our future success.

The Working Group was asked to identify structures, arrangements and services that will take Western Australian sport beyond 2010.

Reflecting on the success of the existing arrangements, the Working Group considered it important to recognise and build on key success factors and structures.

However, it is important to strengthen and develop the system by making appropriate adjustments and developing partnerships.

During its consultations, the Working Group found there was broad recognition of the successes of the present sport system, including:

- Sustained capacity (to date) to produce national and world class athletes in a range of sports;
- The ability to develop our talented athletes in a home environment through the government's commitment to maintain the Western Australian Institute of Sport (WAIS) and through the provision of resources, programs, facilities and peak industry bodies to support State Sporting Associations (SSAs);
- The ability to develop and attract international calibre sports administrators, coaches, sport scientists, event managers, facility managers, and officials; and
- Reasonably high participation rates in sport and physical activities. Western Australia has the second highest per capita participation rates in Australia and is the only state/territory that did not experience a reduction over the past year (at the time of writing).

The Working Group concluded that the state's involvement has had a positive influence on the development of sport and recreation as an important part of our culture and wellbeing. However, that involvement does not guarantee sustainable success. More needs to be done.

The role played by high performance sport in encouraging participation appears to be undervalued. It is undeniable that the greater our sporting successes, the greater the influence will be on young people to participate, whether to seek to emulate their heroes and heroines or simply to be involved in the same type of activity. The Working Group believes leadership of this nature could avoid the need for future interventionist health campaigns and help to reduce the strain on Western Australia's broader health system.

Specifically, the Working Group recommends the state government commits to a 10-year rolling budget for high performance sport from consolidated funds.

At the very least, we need to ensure that the Department of Sport and Recreation (DSR) and WAIS have the resources to put themselves at the vanguard of high performance sport in Australia. In our opinion, Western Australia is falling behind its interstate rivals in a range of areas and will continue to do so without a significant injection of resources.

We also believe there is a significant opportunity to engage with Asian sports, both in terms of exporting Western Australian expertise and attracting international high performance squads and/or teams to train and compete.

On behalf of the Working Group, I urge the state government to consider the recommendations contained within this document.

To the members of the Working Group and those members of the sporting and health communities who generously gave their time to attend meetings, workshops and other events during the course of our investigation and discussions, my grateful thanks.

David Christison

Chairman

Future Success 2 Working Group

## Background

Future Success 2 is the second high performance Sport Framework developed in Western Australia for DSR by an Independent Working Group whose membership includes highly successful athletes and officials with strong sporting and business backgrounds.

This document is based on the premise that sport is an integral component of the Western Australian lifestyle. As identified in the previous Future Success report in 2002, "Western Australia has a proud sporting tradition with an outstanding array of high performance athletes consistently having emerged in a range of sports. Past success is, however, clearly no guarantee for future success". This statement highlights the need for ongoing, clear strategic direction and leadership in this highly specialised and specific component of the broader sporting landscape.

While reviewing the status of high performance sport in Western Australia since 2002, the Working Group was significantly impressed with the work undertaken as a result of recommendations within the original Future Success report. This included the collaborative efforts of staff and their executives at WAIS and DSR, as well as the commitment of SSAs across the state.

It is evident that Western Australians have produced outstanding performances in an array of sports despite some weaknesses within the system. It is disappointing that one of those weaknesses was identified in the previous Future Success; that being, "The lack of Government and corporate resources to ensure Western Australia maintains its competitiveness domestically and internationally. The state is falling behind its interstate rivals in a range of areas and will continue to do so without a significant injection of resources".

Through a range of topic-directed discussions and workshops, the Working Group identified three areas of elite sport development that are critical for success in high performance sport.

These are:

1. Leadership
2. Performance
3. Events and Facilities

## Requirement for change

The initial Future Success document was written in the context of A Strategic Plan for High Performance Sport in Western Australia Beyond 2002. During the subsequent eight-year period a large amount of work has been undertaken in the area of high performance sport by key stakeholders, including SSAs, WAIS and DSR. Future Success contained 22 recommendations regarding high performance sport in Western Australia.

Since 2002 the environment in which high performance sport operates has changed dramatically. The pressure to perform nationally and internationally is intensifying, which is increasing the competition for athletes, coaches, officials, media, board members and corporate investment. For some Western Australian representative teams this has resulted in the dilution of talent and resources. If this trend continues it may see the demise of Western Australia as a force in the Australian sporting landscape and the subsequent decline in participation at all levels.

When compared with Victoria, New South Wales and Queensland, Western Australia has a smaller talent pool and a lower level of funding. As a result, our system and our people must become wiser, more innovative and more strategic in our approach.

A critical driver to the success (or lack of success) of high performance teams and individuals from Western Australia will be the commitment and recognition that the Western Australian Government places on its contribution to outcomes in sport, community, health and economic development.

The challenges facing high performance sport in Western Australia are noted in the critical success factors identified by the group. To provide future direction, a set of key objectives and strategies for the areas of Leadership, Performance and Events and Facilities are then outlined.

## Key recommendations

The Western Australian Government:

- becomes a strong advocate for high performance sport by recognising its contribution to sport participation, community wellbeing, improved health and economic development.
- commits to a 10-year rolling budget for high performance sport.
- seeks national policy and funding support for Western Australian high performance sport.
- encourages further public and private sector support for Western Australian high performance sporting teams.
- establishes key targets for attracting and hosting national and international sporting events for the Western Australian Tourism Commission.

## Vision

Our high performance vision for Western Australia is:

“Western Australia is recognised and respected as a community where excellence in sport is celebrated as a fundamental element of its culture.”

## TERMS OF REFERENCE

1. Identify the Critical Success Factors to achieve the vision.
2. Determine the measures to assess the Critical Success Factor status.
3. Review the state of past and current Critical Success Factors and identify impediments to Future Success with regards to political, social, geographical, environmental and economic factors.
4. Set and prioritise short term, medium term and long term Critical Success Factor goals.
5. Determine strategies to overcome identified impediments and achieve Critical Success Factor goals.
6. Recommend a framework to implement and monitor the identified strategies.

## GOALS

Our high performance goals for Western Australia are:

- The Western Australian Government recognises high performance sport as essential to the fabric of Western Australia, in particular its contribution to social, economic and health outcomes.
- The pool of talented athletes in Western Australia is increased and ‘excellence in sport’ achieved.

## DEFINING EXCELLENCE IN SPORT

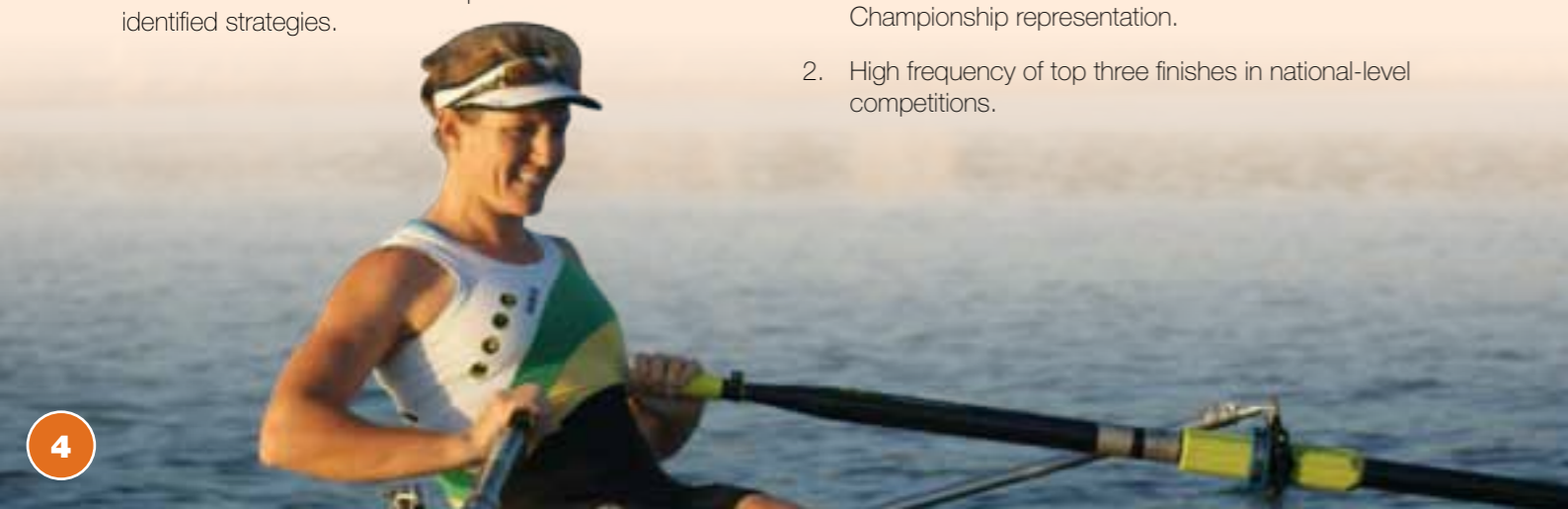
The Future Success 2 Working Group is committed to Western Australia achieving sporting success, where all Western Australians can celebrate the benefits of active participation and excellence in sport. As a key component of the Future Success 2 vision, excellence in sport has been defined as:

1. Exceeding our per capita percentage for Olympic, Paralympic, Commonwealth Games and World Championship representation.
2. High frequency of top three finishes in national-level competitions.

## Key performance indicators

Key performance indicators for the Western Australian high performance system will include:

1. The level of national representation of Western Australian athletes exceeds the national per capita percentage.
2. A high frequency of top three rankings in national-level competitions by Western Australian teams/athletes.
3. The frequency of Western Australians coaching and officiating at a national level exceeds the national per capita average.
4. The quality of the high performance programs being implemented by SSAs is in accordance with industry guidelines.
5. A network of high performance service centres established to service the needs of local talented athletes.
6. The number of national and international sporting events attracted to Western Australia annually.
7. The level of visitations by international teams/individual athletes to train or compete in Western Australia.



# Critical success factors for high performance sport in Western Australia

## LEADERSHIP

For Western Australian athletes to achieve ongoing success in their respective sporting arenas, there needs to be clear direction and leadership from, among others, the Western Australian Government, DSR, WAIS, SSAs, and National Sporting Organisations (NSOs).

Western Australian governments have historically been hesitant to establish a public position on high performance sport. It is clear that a public commitment to Western Australia's high performance athletes and teams will assist in developing a broader sense of community pride. It will assist in encouraging corporate support and provide a tool to protect the government's investment in sport at all levels across the state.

To achieve a "whole of government" approach, sport needs to align with other key agencies such as health, education, planning and infrastructure, and environment. The engagement of statutory authorities and government departments is essential to an effective and integrated approach.

From a national perspective, the role and funding of high performance sport received considerable attention in the Australian government's Independent Sport Panel report titled *The Future of Sport in Australia*. The Australian Government's response to this report was provided via the subsequent report, *Australian Sport; the pathway to success*. The process provided the Western Australian Government with the opportunity to present its views on a national policy agenda. The state government must continue to ensure the needs of high performance sport in Western Australia are presented to all such national forums and are considered in all future deliberations by national bodies.

The achievement of excellence in sports outcomes relies on the capabilities and capacities of the sports. An aligned and complementary structure between NSOs and SSAs working in partnership with WAIS and DSR will assist in identifying organisations that possess the strategic capability and capacity to achieve high performance outcomes.

The state government's investment in high performance sport since 2005/06 is low when compared with the level of funding provided for the high performance systems in Victoria, New South Wales and Queensland (Appendix 1). Despite that, WAIS and some SSAs have been successful in achieving excellence in sport objectives. However, the financial limitations and uncertainty under the current funding structure will inevitably hinder the sustainability of future high performance success.

The allocation of additional high performance funding to NSOs as part of the federal government's reform package demonstrates a willingness by the Australian Government to enhance its support for the Australian high performance system. That support must be sustained, not only to support the outcomes associated with the reform and proposed National Institute System Intergovernmental Agreement, but to ensure that the underpinning high performance structure and non-institute aligned sports are supported to achieve excellence in sport outcomes.

The high performance system in Western Australia requires the certainty of nationally equivalent and sustainable funding for continued and improved success at national and international events.



## PERFORMANCE

For the purpose of this document the daily training environment (DTE) encompasses all aspects of athlete development, coach development, sports science and medicine and competition pathways (facilities have been included with Events and Facilities).

WAIS has operated since 1984 and is responsible for providing the DTE for 14 squad programs from 12 sports (principally Olympic sports), and for individual scholarship holders. To remain at the forefront of high performance sport is becoming increasingly difficult and the competition for athletes and coaches to remain in Western Australia continually places pressure on WAIS, SSAs and high performance teams based in this state.

There has been significant activity with respect to a regional satellite development system with the establishment of the South West Academy of Sport in 2008. The feasibility of establishing a similar regional academy concept in the Mid West region has been explored, with a proposed business model currently under review. Further consideration must be given to expanding this concept state-wide to assist the development of regional-based athletes and coaches.

Talent identification and talent development programs are in place in a range of sports to varying degrees of sophistication. Assistance in these areas is provided by WAIS and DSR to targeted sports. Talent identification, selection and development require the employment of multi-disciplinary models. It is important to recognise that no one model can be applied across all sports with the same success. The type of model employed will depend on the complexity of the sport and the status of its support systems at national, state and club levels.

The duration of elite sporting careers is varied across sports. An essential component is the guidance available regarding non-sporting activities and life beyond a sporting career. That guidance should be incorporated into an athlete's early development programs to ensure a focus beyond sport. It must be adequately resourced to be effective.

Coaching has been identified as an area where Western Australia is falling behind the rest of Australia. Western Australia must provide local athletes with the best coaches available if they are to compete on national and international stages.

Quality coaches at all levels are essential for the successful development of skills and a competitive attitude among young athletes. That can only be achieved through a planned approach to coach development, specific to each sport. Opportunities for coaches to upgrade their qualifications should be encouraged and accessible. We must encourage recognition of the value of coaching as a profession.

The support services of sports science and sports medicine have become increasingly sophisticated and can mean the difference between winning and losing. Western Australia has world renowned intellectual capacity in researchers and practitioners based at our state's tertiary institutions. It is essential that this knowledge is recognised, supported and utilised.

Western Australia currently fields 23 teams in national league competitions in an array of sports. Those teams are diverse in their on and off field performances in terms of sustainability, competitiveness, strategic direction and branding. But they are all an integral part of the broader high performance system in that they provide opportunities for Western Australian athletes, coaches and officials to represent their state in elite national competitions.

Among those teams, only a small number can be classified as sustainable organisations, with the majority of teams being supported by their SSAs or underwritten via athlete and membership support. The level of financial support provided by some SSAs and athletes creates a considerable drain on the sports' resources and places in question the future competitiveness and long term viability of the teams.



# Critical success factors for high performance sport in Western Australia

## EVENTS AND FACILITIES

Access to quality training and competition facilities is vital to ensure the appropriate development of elite athletes and the staging of elite sporting events in Western Australia.

The establishment of Eventscorp as part of Tourism Western Australia initially proved successful in attracting major sporting events. In recent years the focus of Tourism Western Australia has changed.

Other Australian states have invested significant resources in sporting events as a means of promoting and branding their cities or states. Western Australia celebrates few such successes.

It is significant that, over the past five years, facilities have been a key focus of the state government in Western Australia, guided by the State Sporting Facilities Plan, which is continually updated. The state government has invested in improving the level of state training and competition facilities in the same period.

Moving forward, the quality of Western Australia's national and international level training facilities and stadia must remain at least comparable to other states. Falling behind in that area will seriously compromise Western Australia's ability to produce and retain nationally and internationally competitive athletes and attract major national and international sporting events.

The relative proximity of Asia to Western Australia provides exciting partnership opportunities with various Asian countries. The partnerships would provide opportunities for Asian athletes, coaches and support personnel to visit Western Australia to utilise local facilities and specialised services, generating genuine return on investment opportunities.

Our proximity of Asia also provides a genuine opportunity to attract major sporting events to Western Australia. The exposure generated by hosting international events that can be broadcast and promoted throughout Asia would further enhance Western Australia's profile in the region and assist in providing further economic benefits to the state.

# Strategic plan – Leadership

Critical Success Factors	Objectives	Strategies
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Advocacy and policy</li> <li>• National policy agenda</li> <li>• Sustained investment</li> </ul>	<ul style="list-style-type: none"> <li>• The Western Australian Government is a strong advocate for the importance of high performance sport to the Western Australian community.</li> <li>• Through new and existing partnerships, Western Australia is included in national policy formulation in regards to high performance sport.</li> <li>• The Western Australian Government restores the parity of sustainable, long term funding for high performance sport to assist the achievement of Excellence in Sport.</li> </ul>	<ul style="list-style-type: none"> <li>• The Western Australian Government commits to a 10-year rolling budget for high performance sport from consolidated funds.</li> <li>• The Western Australian Government, through involvement in the Crawford Response Working Group and other relevant bodies, seeks national policy and funding support for Western Australian high performance sport.</li> <li>• The Western Australian Government encourages the public and private sectors to support Western Australian high performance sporting teams.</li> <li>• Prioritising high performance funding and support to those sports capable of achieving Excellence in Sport, excluding financially self sufficient teams or individuals.</li> <li>• Establishment of an industry-based high performance Sport Taskforce/Review Panel to promote, monitor and evaluate high performance sport in Western Australia.</li> </ul>



## Strategic plan – Performance

Critical Success Factors	Objectives	Strategies
<p><b>Performance</b></p> <p>Daily training environment</p> <ul style="list-style-type: none"> <li>• Athlete development</li> <li>• Coach development</li> <li>• Sports science and sports medicine</li> <li>• Competition pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Talented Western Australian athletes have access to resources that enable them to reach the pinnacle of their sport.</li> <li>• Provide an environment that encourages athletes to remain in Western Australia throughout their sporting career.</li> <li>• Develop a network of high performance sport service centres catering for athletes in their local environment.</li> <li>• Provide ongoing support to athletes that extends through their competitive career and beyond.</li> <li>• Ensure athletes and coaches are exposed to adequate competitions along the high performance pathway to increase their potential to reach the pinnacle in their sport.</li> <li>• Achieve Western Australia's Excellence in Sport targets through the implementation of quality high performance sport plans.</li> <li>• Maintain and further develop partnerships WAIS and tertiary institutions to expand the use of sports science and sports medicine services across a range of sports.</li> <li>• Expand and retain the number and capabilities of our coaches in high performance sport.</li> </ul>	<ul style="list-style-type: none"> <li>• DSR to develop a quality assessment tool for SSAs' high performance plans as part of the Organisational Sustainability Program.</li> <li>• Where appropriate, high performance targets are established for SSAs through consultation with DSR and WAIS.</li> <li>• Assist SSAs in the development and implementation of quality high performance plans.</li> <li>• Increase high performance coaching capacity within the Western Australian sport industry through strategic investments for a targeted number of SSAs.</li> <li>• Provide Excellence in Sport funding to a targeted number of SSAs capable of achieving high performance targets.</li> <li>• Through a needs analysis, identify mutual benefits of maintaining/establishing formal partnerships between high performance sport and tertiary institutions across Western Australia.</li> <li>• A network of high performance sports service centres is established in regions with the capability and capacity to deliver sustainable and effective athlete support programs.</li> </ul>

## Strategic plan – Events and Facilities

Critical Success Factors	Objectives	Strategies
<p><b>Events and Facilities</b></p> <ul style="list-style-type: none"> <li>• Competition training facilities</li> <li>• Event management</li> </ul>	<ul style="list-style-type: none"> <li>• Athletes and coaches have access to competition and training facilities in Western Australia that are recognised as world class.</li> <li>• The hosting of major national and international sporting events in Western Australia is recognised as providing outcomes in the areas of sport, community and economic development.</li> <li>• Western Australia is recognised as an ideal location to stage national and international sporting events.</li> </ul>	<ul style="list-style-type: none"> <li>• Key targets set by state government for attracting and hosting national and international sporting events for the Western Australian Tourism Commission.</li> <li>• Ongoing commitment to the DSR State Sporting Facilities Plan.</li> <li>• Investigate the feasibility of approaching our Asian neighbours to promote the use of sporting facilities and services based in Western Australia.</li> <li>• Develop the concept of an Asian Centre for Sporting Excellence based in Western Australia.</li> </ul>



## Appendix 1

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### State/Territory Government Funding of State Institutes/Academies of Sport 2005 to 2010

Institute/Academy	2005/06	2006/07	2007/08	2008/09	2009/10
<b>ACTAS</b>	\$2,001,381	\$1,786,516	\$1,812,297	\$1,790,996	\$1,894,809
<b>NSWIS</b>	\$6,846,000	\$10,087,000	\$10,287,000	\$9,595,000	\$9,721,000
<b>NTIS</b>	\$2,216,000	\$2,218,000	\$2,237,000	\$2,407,636	\$2,331,000
<b>QAS</b>	\$8,932,650	\$8,932,650	\$8,833,000	\$8,642,000	\$10,281,454
<b>SASI</b>	\$4,055,502	\$4,027,371	\$3,823,181	\$3,595,810	\$3,599,600
<b>TIS</b>	\$1,477,775	\$1,463,280	\$1,688,726	\$1,914,163	\$2,003,861
<b>VIS</b>	\$4,520,000	\$5,700,000	\$5,175,000	\$5,620,000	\$5,776,500
<b>WAIS</b>	\$3,560,000	\$3,957,000	\$4,020,000	\$4,910,000	\$5,272,600

Source: National Elite Sports Council

