



# SD

Strategic Directions for the Western Australian  
Sport and Recreation Industry (2006 – 2010)

# 4



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Sport and Recreation Industry (2006 – 2010)

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The Reference Group acknowledges the valuable contribution of Chris Hewitt to the development of SD4 and for his commitment to the Western Australian sport and recreation industry. Chris died suddenly while running with friends on 19 April 2006. Chris made a vital contribution to the industry in many ways, including as a successful Western Australian lawyer, President of Triathlon Australia and a member of the Australian New Zealand Sports Law Association.

Sue Jones was part of the original Reference Group but unfortunately had to withdraw during the process.

Thank you to the community groups, individuals and organisations who contributed to the development of this framework. Without your assistance this document would not have been possible.

The Reference Group acknowledges the excellent executive support of Michael Cutler, Lauren Cowan and Graham Brimage in the development of the document.

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August 2006

ISBN: 0-9752115-7-9

# Message from the Chair



Nothing is more powerful than when someone imagines a better future, shares their vision with others and together they make it a reality.

The sport and recreation industry we have today in Western Australia is the result of an imagined future where an industry was challenged to achieve excellence and has made a difference in people's lives. The first Strategic Directions framework released in 1997 and subsequent frameworks began this work.

Strategic Directions 2006-2010 (SD4) presents a series of challenges based on issues and concerns identified by industry stakeholders. To address the challenges we must encourage an industry that promotes innovation, cooperation, entrepreneurship and creativity. Your role, wherever you work in this industry, is to consider solutions and responses to take us all forward.

Getting our community to be more physically active will require the health, education, planning and transport industries, along with sport and recreation, to work together to reverse current trends in physical inactivity and obesity.

We must also maximise the social benefits that come from being involved in sport and recreation; building community capacity, community cohesion and inclusivity are vital social benefits.

I commend the framework to you and wish you all the best in your commitment to the development of Western Australian sport and recreation.



Herb Elliott AC MBE

Chair, Strategic Directions 4 Industry Reference Group

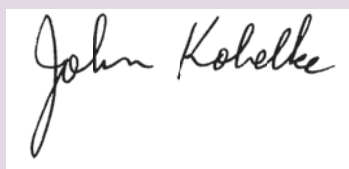
# Message from the Minister



Sport and recreation plays a vital role in achieving real community outcomes. It is the vehicle through which many of us meet friends, create networks and enjoy life. It is at the very core of Western Australia's social fabric.

The State Government recognises Strategic Directions 4 as a pivotal sport and recreation industry planning framework. It supports the Government's desire to ensure Western Australians are able to enhance their lives through sport and recreation and enjoy the many benefits that flow from such participation.

I commend the framework to you and encourage you to consider how you might best respond to the challenges contained within to help continue to foster and grow the Western Australian sport and recreation industry.



Hon John Kobelke JP MLA

Minister for Sport and Recreation

# SD4 Intent

SD4 has been developed to:

- provide vision and direction for WA's sport and recreation industry
- increase stakeholder understanding of emerging issues
- guide further strategic planning
- better inform the Government of stakeholders' aspirations.

## SD4 Principles

The SD4 framework operates on the following principles:

- innovation
- inclusivity
- minimal risk environments
- accessibility and affordability
- excellence
- cooperative partnerships and relationships
- statewide service delivery
- sustainability.

## SD4 Timeframe

Previous Strategic Directions frameworks have covered a three year period.

This edition has been extended to five years to allow time for deeper analysis of the issues, for stakeholder clusters to develop responses and enough time to develop monitoring mechanisms for the SD4 challenges.

## SD4 Consultation

An extensive consultation process was undertaken which included people from within the industry and many external stakeholders.

Consultative mechanisms included:

- structured interviews with various agencies, including regional representatives
- industry peak body and local government forums
- a call for public submissions
- an SD4 discussion paper, widely distributed in both electronic and hardcopy format and promoted through various media.

# SD4 Challenges

For sport and recreation to progress over the next five years the industry must address the following challenges.

More detailed commentary on the Reference Group's key findings and challenges can be found on page 8.

## Industry Development

1. Demonstrate relevance to social, health and economic outcomes.
2. Build stronger strategic partnerships to consolidate emerging industry status.
3. Develop new models to achieve strategic leadership.
4. Improve relationships between the national and state government in key program areas.
5. Formalise a research agenda to support policy and program development.
6. Develop a formal evaluation and monitoring framework.
7. Source alternative funding for recreation development programs.
8. Capitalise on the state's services export base.
9. Develop a new sport and recreation tourism and event hosting strategy.

## Organisational Development

1. Develop new governance models for community based organisations.
2. Adopt an ethos of continuous improvement to meet evolving governance standards.
3. Consider the merits and impacts of alternative governance models.
4. Ensure national governance reviews meet state level strategic interests.
5. Help organisations to broaden their revenue streams and to share resources.
6. Improve the use of technology to service members, clients and stakeholders.

## People Development

1. Improve the management of the workforce.
2. Improve delivery models to better meet the needs of volunteers.
3. Review the supply of vocational and tertiary education opportunities.
4. Develop creative and flexible education and training opportunities.

# SD4 Challenges

## Infrastructure

1. Better articulate future planning needs by:
  - a. identifying critical needs through planning processes
  - b. contributing to land-use planning
  - c. incorporating policies and practices into statutory and urban planning frameworks.
2. Incorporate operational viability, refurbishment and governance matters into the State Sporting Facilities Plan.<sup>1</sup>
3. An improved strategic approach to providing regional level facilities.
4. Address inequity in federal investment in major sport infrastructure in WA.
5. Infrastructure planning and provision must embrace principles of:
  - a. sustainability
  - b. evidenced based decision-making
  - c. collaborative provision modelling
  - d. asset management and life cycle costing.

## High Performance

1. Supplement WAIS funding to increase WA athlete representation in national teams.
2. Intervene where WA-based national league teams consistently under perform.
3. Develop sporting events for economic, tourism and branding potential.
4. Strengthen depth of coaching talent to support athlete development pathways.
5. Extend take-up of fare-equalisation policies for national championships.

## Participation

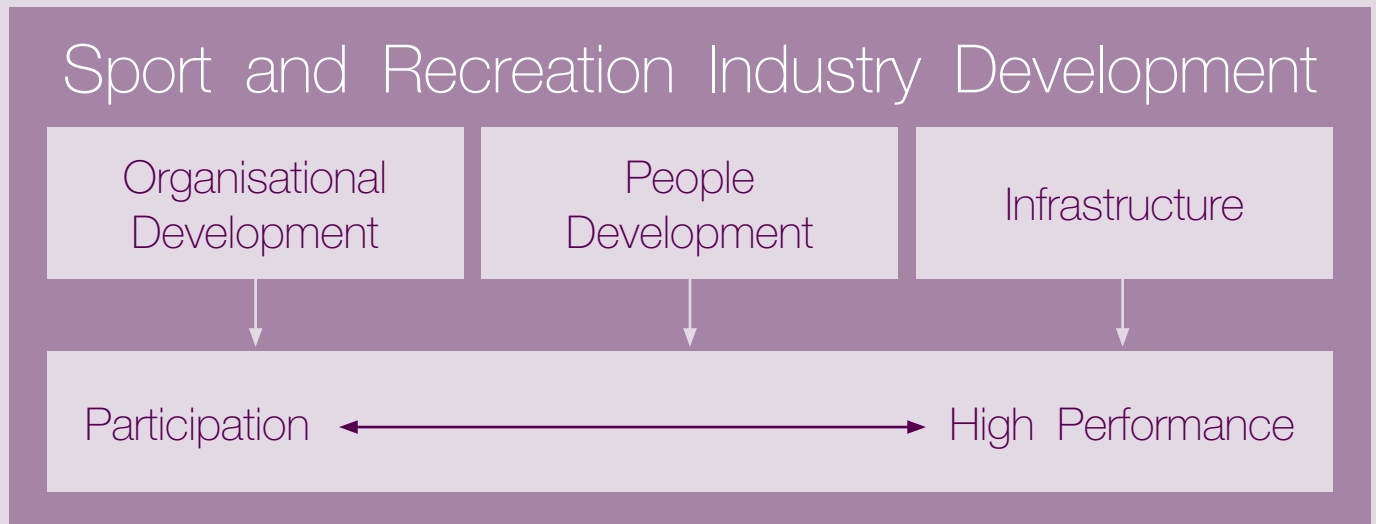
1. Ensure a greater focus on parental and individual responsibility.
2. Develop innovative and creative participation opportunities.
3. Build partnerships to expand active lifestyle initiatives in the workplace.
4. Address the inadequacies of performance benchmarking and testing of fundamental movement skills in the physical education curriculum.
5. Initiate review of physical education and training practice and outcome.
6. Add value to responses on obesity, being overweight and physical inactivity.
7. Contribute to assessment of the implications of climate change.
8. Help service providers to deliver opportunities for disadvantaged groups.
9. Target groups with low participation levels to overcome current barriers.

<sup>1</sup> Department of Sport and Recreation (2001) State Sporting Facilities Plan: The Framework WA Government: Perth.

# SD4 Framework

SD4 outlines key issues and industry challenges that have been identified through consultation with people from within the industry and many external stakeholders.

These issues and challenges have been categorised into six key focus areas which are consistent with previous editions of the *Strategic Directions* framework.



Key focus areas	Industry desired outcomes
Industry development	A cohesive industry that provides a framework to optimise the social, economic and health benefits of sport and active recreation.
Organisational development	Organisations that provide sport and recreation services that are effective, accountable, viable and responsive to their stakeholders.
People development	All providers of sport and recreation in Western Australia are well informed and resourced.
Infrastructure	All Western Australians, regardless of the level at which they participate, their means or geographical location, have access to quality sport and recreation facilities.
Participation	A more physically active society in which sport and recreation maintains and increases its contribution to community wellbeing.
High performance	Excellence is achieved in sporting performance.

# Findings and Challenges

## Industry Development

As a result of the consultation process undertaken by the Reference Group a number of key issues and challenges emerged. These included advocacy, partnerships, research and evaluation, the recreation sector, and economic development.

### Advocacy

Sport and recreation underplays its role and contribution to:

- supporting capacity building and social justice outcomes (which promote community development, specifically in the areas of inclusivity and cohesion)
- developing leadership and communication skills
- delivering core social outcomes (self-esteem, life-skills, network support) and health (physical and mental wellbeing) to individuals.

The community tends to focus on issues in education, health, and community safety and security. However there is a strong, emerging recognition of sport and recreation's role in building social capital and resilience among families and communities.

Sport and recreation compete in policy and resource bidding arenas with other portfolios, disciplines and industries. There are shortcomings in harnessing the industry's collective knowledge and influence to achieve greater recognition and resourcing in the political and community environment.

### Challenge 1

**The industry must better demonstrate the relevance and contribution of sport and recreation to core social, health and economic outcomes. The community dividend derived from sport and recreation has never been more crucial.**

### Challenge 2

**Sport and recreation must consolidate its status as an emerging industry by building stronger strategic partnerships with relevant industries, portfolios and disciplines including planning, conservation, economic development, education, health, water supply and tourism. These partnerships must translate into mutual outcomes.**

### Challenge 3

**New models for industry representation and consultation are required to achieve strategic leadership and effective political and policy influence.**

## Partnerships

Good examples of cooperative endeavour between the State Government and local governments continue to evolve. Examples include the Community Sport and Recreation Facilities Fund (CSRFF) program, the Rio Tinto Volunteer Management Scheme and the Club Development program.

The Reference Group's discussions strongly recognised the extensive role and responsibilities of local government in meeting many of the challenges in SD4.

It is clear that local government focuses on enhancing lifestyles in local communities. There is significant potential to further enhance the community's quality of life by building stronger partnerships between local governments and the State Government and its agencies.

Partnerships continue to develop between the Australian and Western Australian governments in formulating policy and delivering programs. For example, the implementation of the Active After-school Communities Program, the operation of the National Elite Sports Council, and the implementation of the Australian Sports Commission's program for including people with a disability, Project CONNECT.

There remains, however, significant potential to improve some partnerships, especially between the Australian and State Government for better community outcomes, such as major sport infrastructure, the delivery of Indigenous sport and recreation programs and the provision of swimming pools in remote Indigenous communities.

## Challenge 4

**The Australian and Western Australian Governments need to improve working partnerships in key sport and recreation program delivery areas.**

## Research and Evaluation

The industry lacks a coordinated research agenda to:

- better understand future trends and issues
- measure industry status and growth
- provide direction for future decision-making processes.

There is limited understanding of the increasing amounts of research data available to support evidence-based decision-making.

There has been little progress in the development of industry performance measures and indicators at national, state and territory levels.

## Challenge 5

**A more formal research agenda is required to support policy formulation and program improvement as the sport and recreation industry continues to mature.**

## Challenge 6

**The sport and recreation industry requires a formalised evaluation and monitoring framework to guide future planning and analysis of policy and program initiatives, both within and in comparison to other industry settings.**

# Findings and Challenges

## Industry Development

### Recreation Sector

Ongoing development of operational and service delivery frameworks in the recreation sector will further enhance consumer confidence and experiences. For example, the introduction of Adventure Activity Standards and expanding the take-up of camps accreditation.

Sport development funding programs—such the Sports Lotteries Account—underpin program delivery across the organised sport sector. There are, however, no parallel programs to support organisational and program development across the fitness, outdoor recreation and community recreation sectors.

The CSRFF bridges the sport and recreation sectors; however it is focused solely on facility solutions.

Service delivery in recreation has been assisted in recent times through the implementation and tightening of various industry standards, such as the Fitness Code of Practice, Recreational Diving Codes, and National Outdoor Leader Registration Scheme.

There is inequity between current Lotterywest funding levels to the arts/culture and sport/recreation sectors. Both sectors receive five per cent of net lottery sales in WA, yet the culture and arts sector receives additional supplementary funding from Lotterywest for events such as the Perth International Arts Festival (up to \$4m) and Screen West (\$4.7m). Sport and recreation's additional allocation is \$500,000 for trails funding.

### Challenge 7

**Alternative funding must be sourced to support recreation development outcomes, such as the development of programs for instructors and leaders; organisational development support program.<sup>2</sup>**

### Economic Development

Opportunities continue to emerge to strengthen sport and recreation services export activity, particularly in the Indian Ocean rim and Asian markets.

The Western Australian Government has a strategic priority to develop non-resource industry-based export markets. Sport and recreation is clearly an emerging industry that is ideally placed to respond to this initiative.

Western Australia enjoyed considerable success in attracting major sporting events during the 1990s. In the new millennium hosting major events has become even more high profile and has fuelled competition between cities, states and nations to secure events.

Sport and recreation have significant capacity to attract tourism revenue to Western Australia through avenues such as events and adventure tourism activities.

### Challenge 8

**The sport and recreation industry must capitalise on the State Government's agenda to broaden WA's services export base.**

### Challenge 9

**The sport and recreation industry, in partnership with state development and tourism stakeholders, needs to devise a new strategy for sport, recreation and event tourism, and event hosting.**

<sup>2</sup> A Recreation Strategic Reform Agenda was released by the Department of Sport and Recreation (WA) in May 2006. The strategy was formulated through extensive consultation with key practitioners from aquatics, camps, community recreation, outdoor recreation, outdoor adventure, parks and trails interests.

# Organisational Development

## Governance and Management

Community-based sport and recreation organisations are not immune from meeting a range of increasingly complex legal, ethical, social and financial requirements and expectations. In risk management terms the consequences of not complying and/or not fulfilling these requirements can be catastrophic for an organisation.

There is great disparity in the levels of organisational capacity in the industry, particularly at the state and community level.

The merging of like-organisations—for example, men's and women's hockey—has required significant planning, perseverance and goodwill, and has delivered a range of efficiencies and functionality gains.

### Challenge 1

**New models or solutions are required for small to medium scale community-based sport and recreation organisations to enable them to meet increasingly complex and demanding governance and management performance standards.**

### Challenge 2

**Adopting an ethos of continuous improvement is crucial for sport and recreation service organisations (whether community-based, private or public sector) to meet evolving governance and management performance standards.**

**National sport and recreation organisations are continually reviewing their respective governance models.**

New and emerging governance models, such as unitary and federal structures, have an important role in determining the stability of an organisation. Structural changes among national sporting organisations (NSO) may have long-term strategic implications for WA-based associations. In recent times, NSO reforms have tended to be structural simplifications rather than more comprehensive, outcomes-focused programs to improve the way an organisation is managed or governed.

### Challenge 3

**The merits and impacts of alternative governance models, from the perspectives of all key stakeholders, need detailed consideration.**

### Challenge 4

**WA-based sport and recreation organisations involved in national governance reviews must ensure that such processes are outcome focused and that the strategic interests of their activity and their members are protected over the long term.**

# Findings and Challenges

## Organisational Development

### Innovation

Only a few sports, for example Australian Rules football, cricket and rugby union, generate revenue from the sale of television rights and tickets to fixtures. Most organisations service their members through core revenue streams such as membership fees, grants and sponsorships. Few organisations have the means to pay for expansion programs that would lead to an increase in market penetration and/or generate new revenue streams.

The public liability insurance crisis in 2002/2003 prompted many sport and recreation organisations to develop creative responses to contain the cost of premiums such as bulk buying and improved risk management.

Clearly there are many aspects in organisational management that could be improved without waiting for an external threat such as the public liability insurance crisis.

### Challenge 5

**Initiatives are required to provide support and/or incentives to assist many industry organisations to broaden their revenue streams to bolster their sustainability, such as establishing a sport/recreation business enterprise development fund and resource sharing initiatives.**

### Information Management Involving Use of Technology

Industry-wide information management system development has made little progress since *Strategic Directions 3*. Similarly, the use of technology to deliver sport and recreation services to regional Western Australia has not kept pace with other service industries.

### Challenge 6

**Service providers must make better use of available technologies to improve services to and communications with members, clients and stakeholders. This is especially relevant to regional/remote service delivery.**



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– Herb Elliott



# Findings and Challenges

## People Development

### Sport and Recreation Personnel

The industry has medium to high turnover of personnel in some sectors, especially where career prospects are limited.

In the 2001 Census, people working in sports and physical recreation were more likely to earn less money than those in the general working population.<sup>3</sup>

Professional development opportunities (formal and informal) are limited for industry personnel. There is a need for training to be offered to executive and operational employees, and elected members.

The industry does not have strong industrial coverage relative to other sectors such as health and education.

The industry is operating in a highly competitive marketplace in which it is a challenge to attract quality personnel; the situation will be exacerbated by the resources boom outlook over the medium-term. That people are attracted to the industry because they have a passion for the work is no longer a primary motivation.

The industry has particular difficulties in attracting appropriately qualified personnel to regional and remote areas, although the sport and recreation profession is not alone in this regard.

### Challenge 1

**For sport and recreation to be a preferred or desired career choice the industry must achieve a significant improvement in the development and management of human resources and offer competitive remuneration.**

### Volunteers

There were 187,200 sport and recreation volunteers in Western Australia in 2002, which is approximately 37 per cent of all volunteers in the state.<sup>4</sup> The contribution made by volunteers to our community's social capital is significantly undervalued.<sup>5</sup>

People are motivated to volunteer for different reasons; increasingly people are more likely to volunteer for shorter periods of time and demand more fulfilment from their role. A person's capacity to volunteer also

depends on their life-stage (e.g. parents are more likely to volunteer when their child is involved in an activity).

The sustainability of the volunteer system underpinning community sport and recreation delivery cannot be guaranteed over the long-term.

### Challenge 2

**Sport and recreation service delivery models that rely on volunteers must better meet the needs of volunteers (and not just the needs of the organisation or participant) for our sport and recreation organisations to be sustainable.**

### Education and Training

Vocational education and training opportunities for coaching, officiating and other industry qualifications are increasingly available, however they are not always offered in formats that suit modern lifestyles.

The number of tertiary training opportunities in sport and recreation are far greater than ever before but this does not necessarily reflect employment opportunities or the needs of industry.

In regional WA, there is continual frustration at a lack of access to education and training opportunities.

### Challenge 3

**As training and employment opportunities continue to grow, it is imperative to review industry demand versus training supply across the vocational and tertiary sectors.**

### Challenge 4

**Creative and flexible approaches to education and training must be pursued to ensure access and affordability for all, particularly in regional areas.**

<sup>3</sup> Australian Bureau of Statistics (2001) Employment in sport and recreation. (No. 4148.0) Canberra, Australian Capital Territory, p7

<sup>4</sup> Australian Bureau of Statistics General social survey – summary results, Australia 2002. Unpublished data

<sup>5</sup> Department of Sport and Recreation (2005) Community Perceptions Research Perth, Western Australia p40-41

# Findings and Challenges

## Infrastructure

### Land-use Planning

A range of urban planning policies—for example Liveable Neighbourhoods, Network City, Bush Forever, water catchment access—has significant impacts for sport and recreation outcomes. These policies aim to respond to competing or conflicting land uses, evolving community values, continued population growth and overall protection and/or enhancement of lifestyles.

Land-use planning deliberations do not give priority to recreation needs, especially in urban growth areas. The quality and quantity of land set aside for sport and recreation purposes is inadequate and/or inappropriate at the local, district and regional level.

The current interface with key State Government agencies—such as the Department of Planning and Infrastructure, WA Planning Commission, Department of Water, Department of Environment and Conservation—is insufficient to achieve the desired outcomes for sport and recreation.

### Challenge 1

**The sport and recreation industry must better articulate its medium- to long-term planning and provision requirements, ensuring future generations have places to participate in sport and recreation including:**

- **identifying and communicating critical needs through planning processes**
- **establishing formal processes for sport and recreation's contribution to land-use planning**
- **incorporating policies and practices into statutory and urban planning frameworks that genuinely support and embed active lifestyles.**

### National, State and Regional Level Facility Planning

The State Sporting Facilities Plan (SSFP), published in 2001, enables the industry to better plan its provision of major sports infrastructure. Further evolution of the SSFP and its related framework is required to achieve a sustainable model from the perspectives of provision and management for the state's major sporting infrastructure.

### Challenge 2

**New editions of the State Sporting Facilities Plan need to incorporate and respond on operational viability, refurbishment needs and governance matters that collectively impact on the sustainability of Western Australia's state and national level sporting infrastructure.**

There is little clarity in the definition and provision of regional level sport and recreation facilities, and who is responsible for providing and resourcing them. Additionally, there are significant shortcomings in the provision of regional level sport and recreation infrastructure that is being developed in some outer metropolitan and regional growth centres.

### Challenge 3

**An improved strategic approach is required for regional level sport and recreation planning and provision, including associated capital resourcing issues.**

The Australian Government has made substantial contributions to major sport facility development programs in other states; however there has been no federal contribution to major sport infrastructure in Western Australia since the mid-1990s.

### Challenge 4

**Western Australia must secure a fair contribution to our major sport infrastructure to address the gross inequity of federal sport infrastructure funding of the past decade.**

### Sustainability

The community's expectations of the standard of sport and recreation facilities are increasing.

It is now becoming standard practice for there to be collaborative approaches and partnership developments to ensure adequate provision of sport and recreation. This includes cross-portfolio approaches by the State Government; and cooperative ventures between developers, local governments and the State Government.

From planning, design and management perspectives, the translation of sustainability theory and practice to the provision of sport and recreation facilities is progressing.

### Challenge 5

**Sport and recreation infrastructure planning and provision must fully embrace principles and best practice of:**

- **sustainability**
- **evidenced based decision-making**
- **collaborative provision modelling**
- **asset management and life cycle costing.**

# Participation

## Physical Activity

Sport and recreation have an enormous capacity to increase the level of physical activity outcomes. The social and emotional benefits of sport and recreation are just as important.

Many parents are concerned about the safety of the environment in which their young children take part in traditional play activities. As a result, children are prevented from playing in the park and walking to school, depriving them of incidental physical activity.

In new suburbs and growth corridors, changing workforce dynamics and shifting demographics (baby boomers, generation Y and working families) are increasingly significant issues for planners and service providers to factor into the way they deliver sport and recreation programs.

The exponential growth of obesity, overweight and sedentary lifestyles has now come into sharper political focus.

The workplace is an important setting for providing information about physical activity and programs to promote active lifestyles among employees and their families.

### Challenge 1

**There needs to be greater encouragement of beneficial lifestyle choices to achieve participation outcomes, such as a greater focus on parental and individual responsibility rather than looking to the government or the community for solutions.**

### Challenge 2

**Service providers need assistance to develop a range of innovative and creative participation opportunities, for example different membership models, cost structures and program scheduling.**

### Challenge 3

**Sport and recreation organisations must partner other key stakeholders (such as employers, unions, health promotion personnel) in the expansion of active lifestyle initiatives in the workplace.**

A consistent concern in the sport and recreation industry is the performance of school based physical education programs. Those concerns focus on the effectiveness of children learning basic skills through to young people adopting positive attitudes towards active lifestyles.

### Challenge 4

**The embedding of performance benchmarking and testing of fundamental movement skills in the physical education curriculum of our schools is inadequate and behind other core curriculum areas. This shortcoming must be addressed.**

### Challenge 5

**Sport and recreation interests must seek to partner education and training stakeholders in initiating a review of physical education practice and outcomes.**

### Challenge 6

**Sport and recreation service providers must value-add to community and government responses on obesity/overweight/physical inactivity agendas.**

# Findings and Challenges

## Participation

### Climate Change

There is a growing body of evidence that climate change is already impacting on Western Australia. There will clearly be impacts on the environment, economy and consequently on lifestyle.

Reduced rainfall levels have already resulted in lower crop production in some Wheatbelt areas with flow-on effects, such as population drift, further lessening community cohesion.

As a consequence of reduced rainfall levels across the south-west coastal plain, more dams are required with large catchment areas – catchments and waterways that are currently significant recreational resources.

### Challenge 7

**Sport and recreation interests must contribute to the assessment of the implication of climate change and its consequences, especially as they impact on the active lifestyles of Western Australians.**

### Inclusivity

The industry lacks the understanding and capacity to implement inclusive practices and strategies for disadvantaged groups.

The practical application of inclusive practices is resource intensive.

### Challenge 8

**Sport and recreation service providers need assistance to understand and deliver sport and recreation opportunities for disadvantaged groups.**

“Characteristics of groups that tend not to participate in sport and recreation include:

- those with poor proficiency in English
- those with below average self-assessed health status
- younger females aged 25–44
- those aged over 45, both male and female
- those who may have little social contact or access to transport
- those with characteristics associated with lower socio-economic status.”<sup>6</sup>

Other identified groups with specific needs regarding sport and recreation provision include people with disabilities, people in rural and remote localities, Indigenous people and women.

### Challenge 9

**Innovative policies and programs are required to be devised by sport and recreation service providers to target groups with identified low participation levels, with a particular focus on overcoming current barriers.**

<sup>6</sup> Mike Stratton, Lewis Conn, Charity Liaw and Lisa Conolly (2005) Sport and Related Recreational Physical Activity – The Social Correlates of Participation and Non-Participation by Adults Sport Management Association of Australia and New Zealand. Eleventh Annual Conference, 25-26 November 2005, Canberra

# High Performance

The underlying objective to provide a supportive environment for talented Western Australian athletes to realise their sporting potential in national and international competition remains pertinent.

The Western Australian Institute of Sport (WAIS) makes a sound contribution to the national network of sports institutes and academies in supporting high performance athlete development, primarily in Olympic and Commonwealth Games sports. Pathways and support systems for athletes in these sports are generally well-developed.

WAIS's brief to support athletes towards international rankings is challenging and resource intensive. To maintain current results and effect a modest program of expansion will require supplementary funding (for program and infrastructure components) within the current Olympic cycle.

Elite support delivery, outside those sports covered by WAIS, falls into two categories:

- Sports that are well-resourced and have revenue streams to identify and support talented athletes, such as Australian Rules football, rugby union, and cricket.
- Sports that have less well-developed systems and programs to identify talent and provide the required standard of support to their athletes and teams.

WA-based national league teams provide a critical talent development pathway. Several WA-based national league teams have struggled over the medium-term either to be competitive and/or financially viable. Generally there is a talent base, however other factors such as lack of sponsorship, competition structure and program management capacity, prevent teams from reaching acceptable performance outcomes.

In many sports there is a considerable difference between the standard of domestic league and national league competition. Few sports have the capacity or resources to develop competition opportunities that would complement or supplement athlete and team preparedness for national leagues or national championships.

Most state sporting associations (SSAs) now have in place compulsory coach accreditation protocols for community level coaches. Very few SSAs have the capacity or the means to build the required expertise in coaching ranks for athletes in their respective talent development and high performance programs.

Some SSAs have developed sport performance plans to improve programs, partnerships and resourcing for their talented and high performance athletes. Resource and capacity constraints (both in WAIS budgets and those of SSAs outside WAIS) continue to inhibit high performance athlete program enhancement and/or its establishment in many sports.

WA athletes in sports whose peak competition is a national championship remain burdened with inequitable travel costs. There are only two sports, netball and basketball, with genuine fare-equalisation models, and they are to be commended. (N.B. This issue generally does not apply to national leagues as overall travel costs of teams are provided for a central budget with proportional contribution by all teams.)

## Challenge 1

**The Western Australian Institute of Sport (WAIS) requires supplementary resourcing if it is to maintain its current contribution rate to the Bigger Australian Team.<sup>7</sup>**

## Challenge 2

**Intervention initiatives should be triggered by relevant stakeholder groups where WA-based teams in national leagues consistently under perform.**

<sup>7</sup> 'The Bigger Australian Team' refers to both the single-sport national teams and the broader national representation at key multi-sport events, e.g. Olympic Games, Commonwealth Games.

# Findings and Challenges

## High Performance

Industry Development Challenge 9 proposes a new strategy to develop sport tourism, events hosting, and recreation and adventure tourism. Clearly, securing hallmark sporting events would be part of this strategy. There is also an opportunity to develop a schedule of sporting events that would provide a mix of sport development, tourism and economic benefits. These events would:

- support pre-season preparations for WA-based teams in national leagues and provincial competitions
- showcase world class sporting talent to local audiences
- provide complementary fixtures for developing athletes
- build event presentation skills
- supplement the domestic sporting calendar and vibrancy of the capital city and the state
- build sporting links in Asia and the Indian Ocean rim.

### Challenge 3

**Progress the development of sporting events that deliver sport development, economic, tourism and positive branding potential for Western Australia.**

### Challenge 4

**Initiatives are required to develop and strengthen the depth of coaching talent to support athletes progressing into talent development pathways.**

### Challenge 5

**Further take-up of fare-equalisation policies for national championships by national sporting organisations should be pursued to ensure all athletes have equal travel cost outlays to compete in national titles.**

# Sport and Recreation Industry's Vision

All Western Australians participating in the sport and active recreation of their choice.

**SD4 — a framework for the sport and recreation industry.**

## What is the industry?

The sport and recreation industry is defined as:

The activities of the many organisations—community-based, public and private sector—that contribute to the social, economic, environmental, and health benefits associated with the provision of sport and active recreation opportunities.

## What are sport and active recreation?

Sport and active recreation are defined as:

The various human activities that require physical exertion and/or physical skill through competition, play or self-motivation.

The core benefits that flow to communities with high levels of participation in sport and active recreation include:

- **Health benefits**
  - reduced incidence of coronary heart disease, Type II diabetes, some forms of cancer (notably colon and breast cancer), better mental health outcomes
- **Social capacity and cohesion**
  - building capacity at the community level
  - building confidence, pride and recognition among individuals and the community
  - progressing social justice themes of tolerance and inclusivity
- **Economic benefits**
  - employment generation, events scheduling, services and product sales, facility construction and other directly related activities
  - significant cost savings to health budgets from a more physically active community<sup>8</sup>
- **Education and lifelong learning**
  - improving cognitive and educational performance
  - valuable developmental experiences
- **Pursuit of excellence**

<sup>8</sup>The potential direct health care savings based on 'all-cause' mortality and morbidity associated with increasing the proportion of sufficiently active people across Australia by five per cent, have been estimated at \$439 million per year (approximately \$44 million in Western Australia).

Stephenson, J., Bauman, A., Armstrong T., Smith, B., and Bellew, B. (2000). The cost of illness attributable to physical inactivity in Australia: A preliminary study. Commonwealth Department of Health and Aged Care and the Australian Sports Commission, Canberra.

# The Evolution of Sport and Recreation Industry Planning

The *Strategic Directions* frameworks for the Western Australian sport and recreation industry from 1997 to 2005 have provided a structure in which the industry can operate and develop.

The three previous frameworks identified priority strategic issues.



Figure 1: Significant industry outcomes as a result of the *Strategic Directions* framework

## Review of SD3 (2003–2005)

Before embarking on the development of Strategic Directions 2006–2010 (SD4), industry and stakeholder feedback was sought on a range of issues.

The feedback was overwhelming in its support for the strategic directions series to continue, which highlighted for the Reference Group the importance of a shared vision and a directional framework for Western Australia's sport and recreation industry.<sup>9</sup>

<sup>9</sup> Frizzell, S. (2005) Stakeholder Consultation Report on Sport and Recreation Industry Strategic Planning commissioned by the Department of Sport and Recreation (unpublished)

# Sport and Recreation Industry Structure in Western Australia

Primary Players	<p><b>Sport and Recreation Community</b> Players, coaches, instructors, athletes, participants, officials, volunteers, administrators, spectators, families</p>
	<p><b>Service Providers</b> Sport and recreation clubs, facility managers, commercial providers, camps, local government, outdoor pursuits, not-for-profit groups, personal training, community groups, leaders, registered training organisations, military/defence forces</p>
	<p><b>National</b> National Sporting Organisations, National league teams</p>
	<p><b>Education</b> Schools, school sporting organisations, tertiary sporting organisations (universities, TAFEs)</p>
	<p><b>Peak Governing Bodies</b> e.g. WA Sports Federation (WASF), State sporting associations, Australian Council for Health, Physical Education and Recreation (ACHPER), Womensport West, WA Olympic Council, WA Commonwealth Games Association, Seniors Recreation Council, Parks and Leisure Australia, Fitness WA, LIWA Aquatics, Outdoors WA</p>
	<p><b>Government Agencies</b> e.g. Premier’s Physical Activity Taskforce, Department of Sport and Recreation, WA Sports Centre Trust, Western Australian Institute of Sport (WAIS), Professional Combat Sports Commission, Healthway, Lotterywest</p>
	<p>Sport and Recreation Minister’s Council (SRMC)<sup>10</sup> Standing Committee on Recreation and Sport (SCORS)<sup>11</sup></p>
Secondary Players	<p><b>Federal Government</b> Australian Sports Commission, Australian Sports Anti-Doping Authority, Department of Communications, Information Technology and the Arts, Department of Foreign Affairs and Trade</p>
	<p><b>Government Agencies</b> Departments of Education and Training, Health, Planning and Infrastructure, Local Government and Regional Development, Tourism, Treasury and Finance, Environment and Conservation, Industry and Resources, Indigenous Affairs</p>
	<p><b>Community Organisations</b> WA Local Government Association, National Heart Foundation, Asthma Foundation, Sports Medicine Australia</p>
	<p><b>Others</b> Media, corporate sponsors, business/commercial entities, international sport and recreation agencies</p>

<sup>10</sup> The Sport and Recreation Minister’s Council is convened under the auspices of the Council of Australian Governments.

<sup>11</sup> The Standing Committee on Recreation and Sport comprises the heads of Australian state and territory departments and representatives from New Zealand and Papua New Guinea.

# Implementing SD4

SD4 is a dynamic framework. Issues and challenges will emerge over the lifetime of the framework; there will need to be regular reviews and evaluation of progress against identified challenges.

No specific entity has responsibility for ensuring identified challenges are met. Primarily, it is an **industry** responsibility.

Acknowledging this responsibility, the Department of Sport and Recreation has a key role to play in coordinating industry responses. This includes:

- convening stakeholder groups to address relevant industry challenges, including development of appropriate targets
- developing resources to assist organisations to meet identified challenges
- communicating to the industry progress against achieving challenges
- coordinating six-monthly reviews of the SD4 framework, as well as a major review during 2008, the mid-point of the framework's duration.

## How can you contribute?

There are many ways in which you can contribute to the industry's response to the SD4 framework, which include:

- Attending and contributing to industry SD4 forums
- Utilising the findings and challenges to guide your own organisation's strategic planning
- Identifying organisation-specific challenges and determine which strategies to address
- Becoming an advocate for the SD4 framework, after all, it is the industry's document!

## More Information

For more information visit [www.dsr.wa.gov.au](http://www.dsr.wa.gov.au)

# Glossary

Capacity building	Capacity building is an approach to development that builds independence; it increases the range of people, organisations and communities that are able to address problems, especially those arising out of social inequity and social exclusion.
Climate change	The climate change problem is related to changes in the concentration of the greenhouse gases which trap infrared radiation from the Earth's surface and cause the greenhouse effect.
Community dividend	Providing input to the sustainable growth of a community using specific outputs and targets for measuring progress in areas that include environmental, economic and social factors that maximise the benefits to the wider community while minimising any negative consequences.
Inclusivity	Reflecting the diversity of the population and acknowledging that social, economic, cultural and geographic factors influence people's capacity to participate.
Life of asset	The comprehensive management of asset demand, procurement (design and feasibility), use, maintenance (annual and periodic), operation, rehabilitation/ refurbishment, disposal and replacement to maximise the return on investment at the required standard of service.
Social capital	Social capital refers to features of social organisation such as networks, norms and social trust that facilitate coordination and cooperation for mutual benefit.
Sport and Recreation Industry	For the purpose of this document, the sport and recreation industry comprises the activities of the many organisations (community-based, public and private sector) that contribute to the social, economic and health benefits associated with the provision of sport and active recreation opportunities.
Substantive equality	Involves achieving equitable outcomes as well as equal opportunity. Substantive equality recognises that equal or the same application of rules to unequal groups can have unequal results.
Sustainability	Meeting the needs of current and future generations through simultaneous environmental, social and economic improvement.
Unitary governance model	The governing body is comprised of a single board of independent directors; affiliated federations/states have no real decision-making power and no individual legal status.
Volunteer	Someone who willingly gives unpaid help, in the form of time, services or skills.

# Western Australia Today

Australian society is continually evolving, with societal trends having an immense impact on the way we participate in sport and recreation.

Therefore, it is imperative that these trends are considered when developing the future of the sport and recreation industry in Western Australia.

- Cultural diversity is increasing.<sup>12</sup>
- Western Australia has the highest proportion of persons born overseas.<sup>13</sup>
- The population is ageing and living longer.<sup>14</sup>
- The proportion of single parent and couple only families is increasing.<sup>15</sup>
- Western Australians are less likely to marry, more likely to divorce, are marrying later and are having fewer children.<sup>16</sup>
- There is an increasing diversity of employment arrangements, more flexible working time patterns, and significant increases in the extent of part-time and casual employment.<sup>17</sup>
- The proportion of full-time workers is decreasing while the proportion of women in the labour force is increasing.<sup>18</sup>
- Men spend more hours in paid employment and a greater proportion of women work part-time.<sup>19</sup>
- Sport, recreation and physical activities are facing increasing competition with many activities for individuals' time and money.<sup>20</sup> There is an increased number and diversity of competition choices for leisure time activities.<sup>21</sup>
- Disposable income has increased.<sup>22</sup> However, consumer debt has increased to record levels.<sup>23</sup>
- There is increased societal concern for personal safety.<sup>24</sup>
- Education levels are increasing.<sup>25</sup>
- Volunteers are increasingly more prepared to commit to a well-organised and professional organisation for a specific task and/or a finite period.<sup>26</sup>
- Australian athletes' performance in international competition is extremely high e.g. 4th and 5th in medal standings for 2000 and 2004 Olympic Games.<sup>27</sup>
- There is an increased community expectation of higher standards of infrastructure and service delivery.<sup>28</sup>
- The prevalence of overweight and obesity has increased in Australia over the past few decades.<sup>29</sup>
- In Western Australia, almost one in three girls and one in four boys are overweight or obese.<sup>30</sup>
- There has been heightened community and individual awareness of the benefits of physical activity.<sup>31</sup>
- There is overwhelming evidence of unacceptably low and declining levels of physical activity.<sup>32</sup>
- There is a trend away from traditional club-based organised activities.<sup>33</sup>
- Increasingly, computers and the Internet are becoming a part of everyday life for many Australians.<sup>34</sup>
- A shift toward higher density urban development is emerging in Western Australia.<sup>35</sup>
- There are increasing pressures on Perth's water resources.<sup>36</sup>
- The greenhouse effect is increasing temperatures worldwide and reducing rainfall in Western Australia's South West region.<sup>37</sup>

## Footnotes

- <sup>12</sup> Active Australia. (2000). The numbers game: a description of organised sport and physical activity participants in Australia. Canberra, Australian Capital Territory: Australian Sports Commission. p6.
- <sup>13</sup> Australian Bureau of Statistics. (2004). Australian social trends 2004. (No. 4102.0). Canberra, Australian Capital Territory: Author. p3.
- <sup>14</sup> Australian Bureau of Statistics. (2004). Australian social trends 2004. op. cit. p16.
- <sup>15</sup> Australian Bureau of Statistics. (2003). Australian social trends 2003. (No. 4102.0). Canberra, Australian Capital Territory: Author. p35.
- <sup>16</sup> Australian Bureau of Statistics. (27/05/2005: date of retrieval). Demography, Western Australia. (No. 3311.5.55.001). pp6-7. <http://www.abs.gov.au/Ausstats>
- <sup>17</sup> Australian Bureau of Statistics. (16/06/2005: date of retrieval). Forms of employment, Australia. (No. 6359.0). <http://www.abs.gov.au>
- <sup>18</sup> Australian Bureau of Statistics. (2003). Australian social trends 2003. op. cit. p137.
- <sup>19</sup> Australian Bureau of Statistics. (2003). Year book Australia 2003: characteristics of employment. (No. 1301.0). Canberra, Australian Capital Territory: Author.
- <sup>20</sup> Australian Sports Commission. (1999). The Australian sports commission – beyond 2000. Canberra, Australian Capital Territory: Australian Sports Commission. p8.
- <sup>21</sup> Government of Western Australia. (2003) Strategic directions for Western Australian sport and recreation 2003-2005. Perth, Western Australia: Department of Sport and Recreation. p20.
- <sup>22</sup> Australian Bureau of Statistics. (17/06/2005: date of retrieval). Year book Australia: is life in Australia getting better? Beyond GDP: measures of economic, social and environmental progress. p7. <http://www.abs.gov.au>
- <sup>23</sup> PKF Chartered Accountants and Business Advisors. (07/07/2005: date of retrieval). Industry/risk bulletin April 2004: The retail industry. <http://www.pkf.com.au>
- <sup>24</sup> Premier's Physical Activity Taskforce. (2001). Getting Western Australians more active: a strategic direction report from the Premier's physical activity taskforce. Perth, Western Australia: Premier's physical activity taskforce. p15.
- <sup>25</sup> Australian Bureau of Statistics. (2003). Australian social trends 2003. op. cit. p96.
- <sup>26</sup> Government of Western Australia. (2003). op. cit. p24.
- <sup>27</sup> WA Olympic Council website. <http://www.olympics.com.au/waoc/default.asp?pg=waoc&spg=home>
- <sup>28</sup> Ibid. p20.
- <sup>29</sup> Premier's Physical Activity Taskforce. (2001). Getting Western Australians more active: a strategic direction report from the Premier's physical activity taskforce. Perth, Western Australia: Premier's physical activity taskforce. p10.
- <sup>30</sup> Premier's Physical Activity Taskforce. (2004). Child and Adolescent Physical Activity and Nutrition Survey 2003. Perth, Western Australia.
- <sup>31</sup> Government of Western Australia. (2003). op.cit. p20.
- <sup>32</sup> Premier's Physical Activity Taskforce. (2001). op. cit. p9.
- <sup>33</sup> Commonwealth of Australia. (17/06/2005: date of retrieval). End goal 2006: moving the sport and recreation industry to a higher growth path. p21. <http://www.ausport.gov.au>
- <sup>34</sup> Australian Bureau of Statistics. (2003). Australian social trends 2003. op. cit. p194.
- <sup>35</sup> Western Australian Planning Commission, Department of Planning and Infrastructure. (2004). Network city: community planning and strategy for Perth and Peel. p1.
- <sup>36</sup> Ibid. p100.
- <sup>37</sup> Ibid. p100.

