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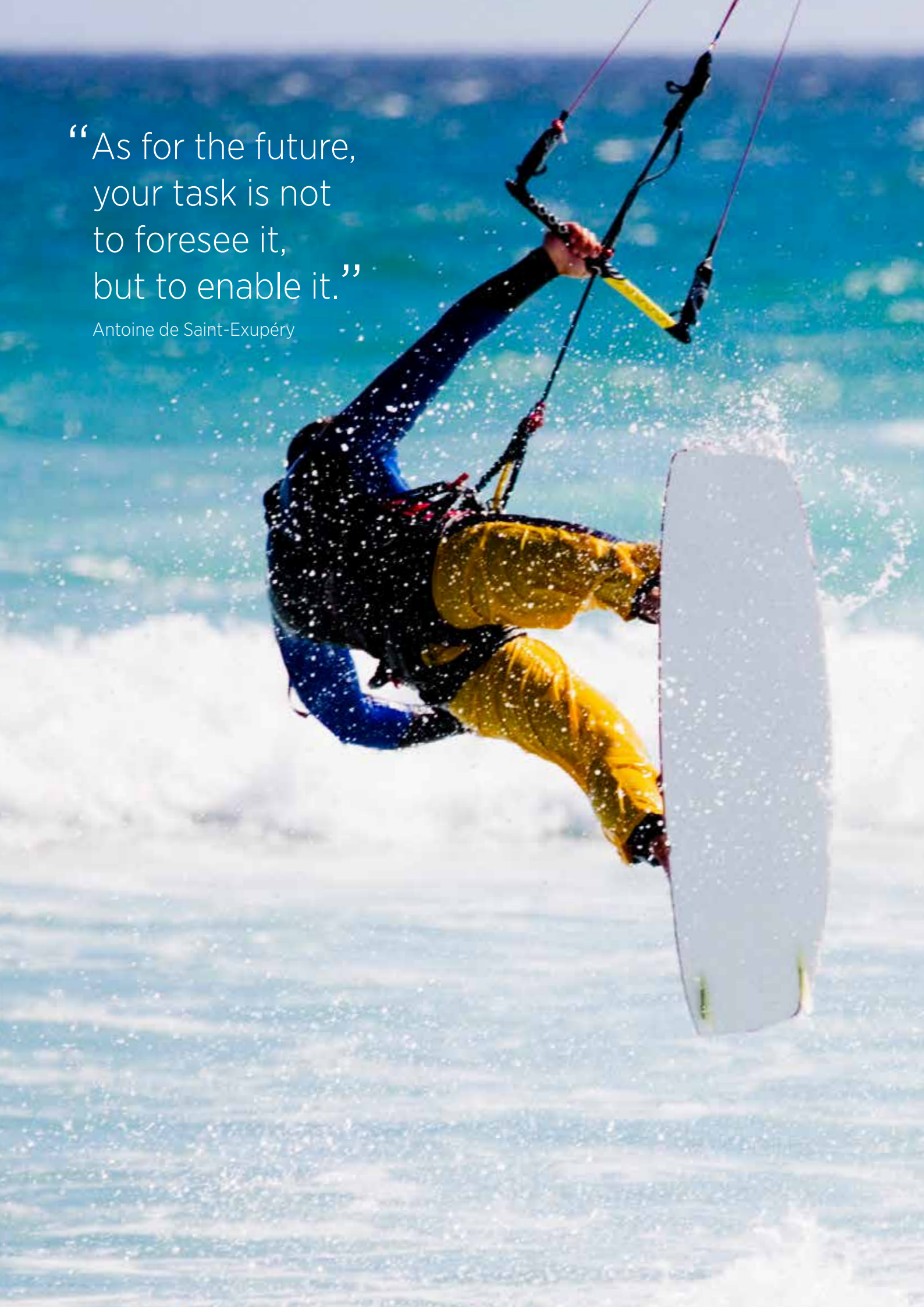
Strategic Directions
for the Western Australian Sport and Recreation Industry
2016-2020


“As for the future,
your task is not
to foresee it,
but to enable it.”
Antoine de Saint-Exupéry

Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020

'SD' is the initialism for the formal title of this document: Strategic Directions for the Sport and Recreation Industry 2016-2020.

The '6' refers to this iteration being the sixth in the series of documents.

Acknowledgements

Members of the SD6 Reference Group:

Professor Helen Parker (Chair)

Ron Alexander (Deputy Chair)

Rebecca Ball

Michael Beros*

Stephen Cain

Rachel Consentino

Hayley Lethlean

Christina Matthews

Alex McKenzie

Garry Middle

Peter Rundle

Rob Thompson**

*member of the original SD6 Reference Group but had to withdraw during the process.

**replaced original member of the SD6 Reference Group during the process.

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

The Reference Group acknowledges the executive support of Graham Brimage, Brett Osler and Claire Cummings in the development of this document.

For further information, please contact:

Graham Brimage
Director, Strategic Policy & Regional Services
Department of Sport and Recreation
PO Box 329
LEEDERVILLE WA 6903

www.dsr.wa.gov.au

April 2016

ISBN: 978-1-921648-47-2

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Message from the Chair

A liveable community needs a thriving sport and recreation industry that allows community members to participate in safe and affordable activities. To enable the sport and recreation industry to prosper into the future, SD6 highlights thirteen vital strategic issues facing the industry in the coming years. These issues have been identified through consultation by industry leaders with a broad group of stakeholders and the wider community.

Some of the Challenges identified are constant and enduring, whereas others are new and emerge from a digitally connected world which is increasingly globalised and commercialised. Three Challenge areas – Governance, Integrity and Values, and Public Open Space and Urban Form – have been identified as particularly significant as these address critical issues fundamental to the future sustainability and development of sport and recreation.

SD6 is a call for action to industry leaders, government and other interested stakeholders to become familiar with the Challenges; to identify those which are the most relevant to your organisation; and to use your insights to proactively address these in your strategic plans and programs over the coming years. Stakeholders should look to work collaboratively and form partnerships where there are shared agendas on SD6 Challenges.

Meeting these Challenges will cement the critical contribution of sport and recreation to both individual wellbeing and to social cohesion and engagement within our community. I commend SD6 to you for action.

Professor Helen Parker
Chair, Strategic Directions 6 Reference Group
April 2016

Message from the Minister

Sport and recreation holds a special place in the lives of Western Australians. We are blessed with incredible natural environments and are the beneficiary of substantial Government investment into a range of sport and recreation facilities – from grassroots clubhouses to new training homes for our elite athletes.

The challenge for the sport and recreation industry is to encourage participation with all the associated social, health and psychological benefits at a time where most Western Australians are leading increasingly busy - and sedentary - lives.

The State Government supports Strategic Directions 6 as a pivotal planning framework, which has been developed by and in consultation with leaders in the sport and recreation industry and which shares the vision of the State Government for a happy, healthy and prosperous State.

Strategic Directions 6 looks five years into the future and identifies the current and emerging themes and issues likely to impact on the sport and recreation industry. I encourage all stakeholders to embrace this strategic document, recognise those aspects most relevant to them and engage proactively to advance not only the future of the industry, but also of the wider community.

Hon Mia Davies MLA
Minister for Sport and Recreation
April 2016

Big Picture in Western Australia

Western Australian society has changed and developed since SD5: Strategic Directions for the Western Australian Sport and Recreation Industry 2011 – 2015 was prepared. It is crucial to understand the current context in order to engage with the future challenges and opportunities in the sport and recreation industry.

Key statistics impacting on the industry:

- Almost two-thirds of Western Australian children ride a bicycle, and over half rollerblade or ride a skateboard or a scooter. Participation in these recreational activities is higher than in any organised sport.[1]
- In 2013, 1.2 million Australians volunteered their time to a sport or recreation organisation.[2]
- A 2014 study of Year 6 Australian children (aged 10 and 11) found that 15% of girls and 59% of boys demonstrated competence in kicking, 19% of girls and 58% of boys were competent in over-arm throwing and 58% of girls and 72% of boys were competent in catching.[3]
- Over 63% of Western Australian children participated in organised sport in 2012. Evidence suggests that Australian-born children are twice as likely to participate in organised sport than those born in a non-English speaking country overseas.[4]
- Between 2013 and 2014, Perth had the fastest population growth rate among Australia's capital cities, with the largest population growth occurring in the outer suburban areas of Greater Perth.[5]
- Population projections indicate that the proportion of the population aged 65 and above is expected to increase substantially in comparison to all other ages, from 12.5% of the total population in 2013 to 20.7% in 2061.[6]
- In 2013, Australian adults spent on average four hours a day in sedentary leisure activities (such as watching television) compared with only half an hour of physical activity.[7]
- By 2015, 88% of Western Australian households had internet access at home, up from 68% in 2006-2007.[8]

[1] Australian Bureau of Statistics (2012) *Children's Participation in Cultural and Leisure Activities, Australia 2012, Catalogue no. 4901.0,* Canberra, Australia. Retrieved in March 2016 from www.abs.gov.au.
[2] Latitude Insights *(2013) Market Segmentation for Sport Participation,* Melbourne, Victoria; Australian Sports Commission.
[3] Active Healthy Kids Australia (2014) *The 2014 Active Healthy Kids Australia Report Card on Physical Activity for Children and Young People,* Adelaide, South Australia; Active Healthy Kids Australia.
[4] Australian Bureau of Statistics (2012) *Children's Participation in Cultural and Leisure Activities, Australia 2012. Catalogue no. 4901.0,* Canberra, Australia. Retrieved in March 2016 from www.abs.gov.au.
[5] Australian Bureau of Statistics (2014) *Regional Population Growth, Australia 2013-14, Catalogue no. 321.0,* Canberra, Australia. Retrieved in March 2016 from www.abs.gov.au.
[6] Australian Bureau of Statistics (2012) *Population Projections Australia 2012-2061, Catalogue no, 3222.0,* Canberra, Australia. Retrieved in March 2016 from www.abs.gov.au.
[7] Australian Bureau of Statistics (2013) *Australian Health Survey: Physical Activity 2011-12, Catalogue no. 4363.0,* Canberra, Australia. Retrieved in March 2016 from www.abs.gov.au.
[8] Australian Bureau of Statistics (2015) *Household Use of Information Technology, Australia 2014-15, Catalogue no. 8146.0,* Canberra, Australia. Retrieved in March 2016 from www.abs.gov.au.

SD6 Intent

SD6 has been developed to:

- Provide vision and direction for Western Australia's Sport and Recreation Industry
- Increase stakeholder understanding of emerging issues
- Guide strategic planning processes for organisations
- Better inform governments of stakeholder aspirations

Consultation

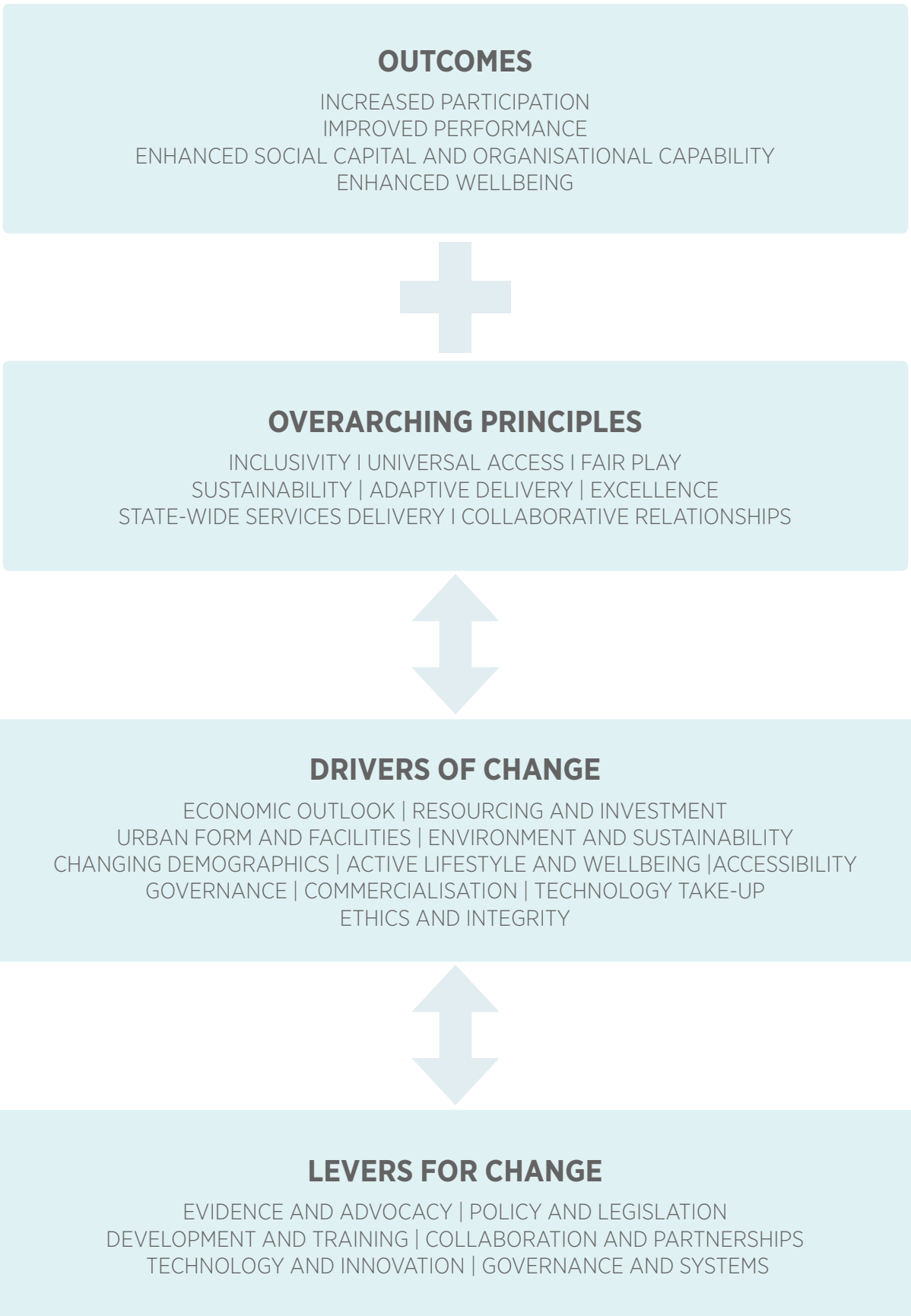
An extensive consultation process was undertaken with people from within the industry and external stakeholders. Consultation methods included:

- Evaluation of Strategic Directions 5 (SD5) 2011 – 2015
- SD6 Discussion Paper and online Delphi Survey
- Interviews with peak bodies of the industry and key individual stakeholders
- Consultation forums at the WA Trails and Outdoors Conference 2015 and the Australia and New Zealand Sports Law Association Conference 2015
- Discussions with State Sporting Associations
- Interviews and roundtable discussions with State government agencies

Timeframe

The five year period (2016-2020) covered by SD6 will allow analysis of the issues raised in the document and give stakeholder groups opportunities to engage and develop responses. It will be reviewed regularly to monitor progress made towards identified strategic Challenges.

SD6 Framework



SD6 Challenges

Summary of SD6 Challenges

To address current and emerging issues in key strategic areas, the sport and recreation industry in Western Australia must tackle the following Challenges over the next five years.

01 GOVERNANCE	Western Australia's sport and recreation organisations must proactively engage national and state/territory counterparts in developing governance models that are collaborative and strategically aligned partnerships. These models must balance local context and interest as well as national priorities.
02 INTEGRITY AND VALUES	Sport and recreation interests must proactively develop responses to safeguard the integrity and wholesome values which make sport and recreation a fundamental part of Australian culture. The integrity that has encouraged participants, partners, sponsors and governments to invest time, effort and resources needs active protection.
03 PUBLIC OPEN SPACE AND URBAN FORM	Urban parklands and green spaces for sport and active recreation are integral components of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space which meets the needs of communities into the future we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces.
04 ADVENTURE AND OUTDOOR RECREATION	Western Australia is a destination point for numerous adventure and outdoor recreation pursuits. Stakeholders from the public, private and community sectors must engage collaboratively to deliver high-quality activities, services and facilities to satisfy and sustain the growing demand, while protecting the environments where these activities take place.
05 COMMERCIALISATION	A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially-oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue.
06 DIVERSITY IN LEADERSHIP AND MANAGEMENT	Initiatives are needed to expedite diversity in Western Australia's sport and recreation landscape at all levels of leadership and management. Sport and recreation organisations must be proactive to increase the contribution that currently underrepresented groups within the community, particularly women, are able to make to the industry.

07 **FINANCIAL [UN]CERTAINTY**	The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment.
08 **LEVERAGING FACILITIES INVESTMENT**	Stakeholders must leverage the investment made in sport and recreation facilities and infrastructure over the past decade. Securing high profile events and increasing visitor and local participation will add vibrancy to our communities and convert these places and spaces into business drivers, delivering extensive economic benefits to Western Australia.
09 **LIFE COURSE AND LIFE STAGE PARTICIPATION**	The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially beneficial outcomes for our community.
10 **MONITORING, EVIDENCE AND RESEARCH**	Research and evidence-based decision making are increasingly important for sport and recreation. Availability and utilisation of reputable information will be vital for future policy development and strategic planning.
11 **PARTICIPATION, CULTURE AND AFFORDABILITY**	Sport and recreation provides opportunities to embrace those otherwise often excluded in the community. Opportunities should be affordable and provide equitable access to encourage participation of people from diverse social, cultural and economic backgrounds.
12 **TECHNOLOGY**	Western Australia's sport and recreation landscape must embrace opportunities to progress the industry through new and emerging technologies. Astute sourcing of technological innovations that enhance core values, support participation and performance outcomes and promote organisational sustainability will be crucial.
13 **VITAL VOLUNTEERS**	The engagement of volunteers in sport and recreation is vital for the industry to thrive and deliver personal and social benefits. Sport and recreation organisations must devise responsive and accommodating approaches to recruit, support and retain the vital volunteer base which facilitates the delivery of sport and recreation activities.

Activating SD6

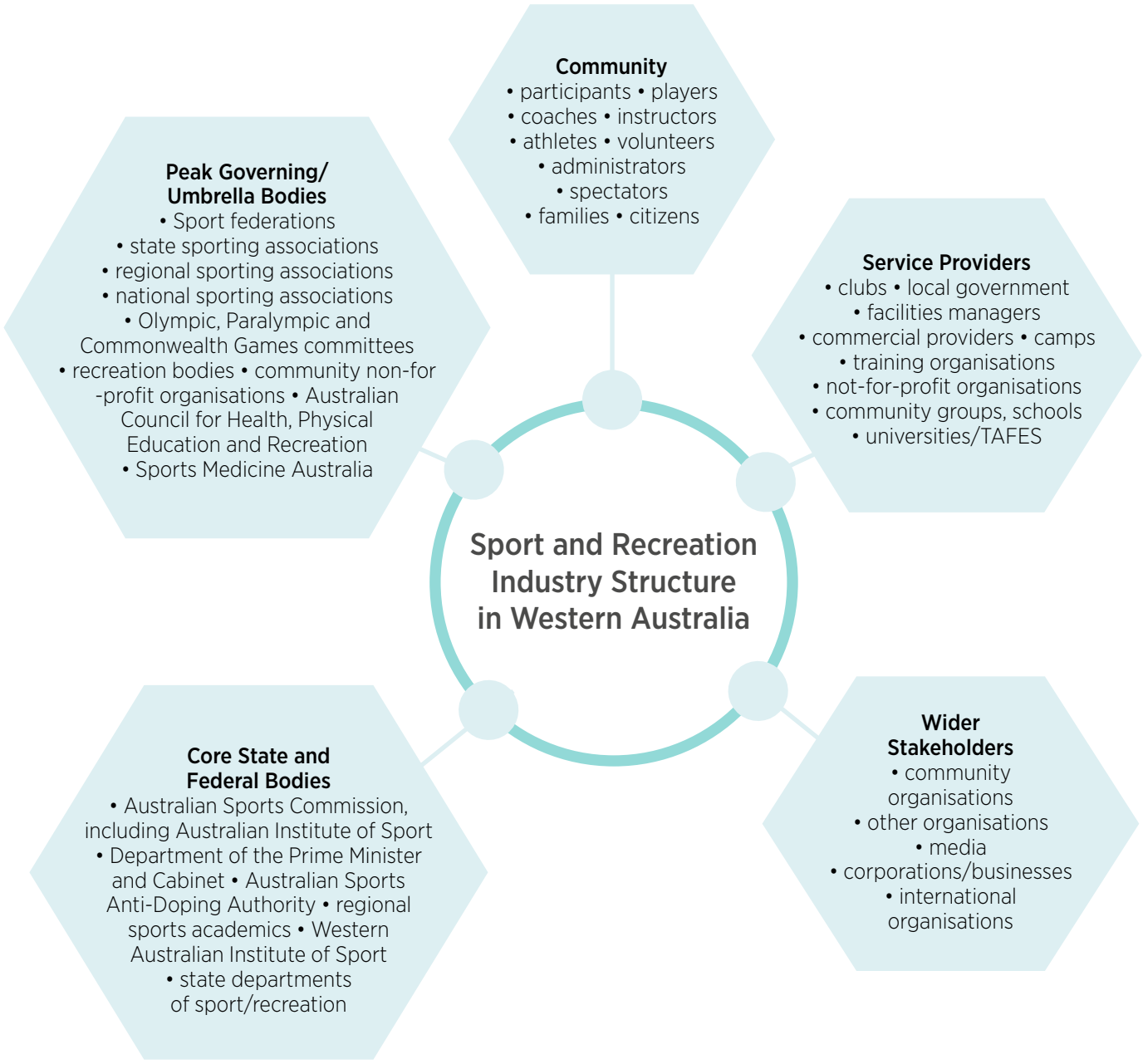
SD6 is a forward-looking and dynamic framework and relevant issues will continue to evolve over its lifetime.

Meeting these Challenges will require a collaborative effort by all stakeholders. Time and energy must be committed to tackle these Challenges.

Activating SD6 over the next five years will involve:

- The sport and recreation industry being an advocate for the Challenges and taking collective action to influence government policies, action and investment;
- The Department of Sport and Recreation leading and facilitating the activation of SD6, including:
  - Convening stakeholder groups to engage with the Challenges;
  - Developing appropriate performance indicators to measure success in tackling the Challenges;
  - Assisting organisations to meet the Challenges;
  - Communicating to the industry, governments and the broader community the progress towards meeting the Challenges; and
  - Reviewing the Framework and the Challenges.
- Each region in Western Australia interpreting, prioritising and responding to the Challenges;
- Each industry sector and organisation using the Challenges to guide their own strategic planning and direction; and
- Every participant, coach, official, volunteer, parent and administrator contributing at a grassroots level to progress the vision of SD6.

Sport and Recreation Industry Structure in Western Australia



Evolution of Strategic Directions Process

Since the commencement of the Strategic Directions process in 1996, a number of significant Industry outcomes have been achieved. The diagram below summarises some of these outcomes and depicts the evolution of the industry over this time.

Strategic Directions 1 (1997 - 1999)

- Development of the Premier's Physical Activity Taskforce
- Adoption of contemporary business management practices by sport and recreation service providers
- Recognition of the industry's contribution to society in terms of broader community wellbeing
- Joint provision and use of shared facilities

Strategic Directions 2 (1999 - 2002)

- Addressed the declining levels of physical activity
- Improved strategic planning in sport and recreation organisations
- Development of the State Sporting Facilities Plan
- Developed Future Success, a strategic plan for high performance in Australia

Strategic Directions 3 (2003 - 2005)

- Improved advocacy of the value of sport and recreation
- Increased inclusiveness
- Improve volunteer and club management, particularly through effective partnerships between local governments and community organisations
- Development of risk management practices and solutions to public liability issues
- Industry responses to sustainability

Strategic Directions 4 (2006 - 2010)

- Development of strategic partnerships to consolidate industry status in areas such as water planning, statewide facilities planning and regional development
- Enhanced local service delivery through the establishment of Club Development Officer positions in local government
- Adoption of an inclusive approach to sport and recreation delivery and capacity building
- Broadened funding programs in regional areas

Strategic Directions 5 (2011 - 2015)

- Launch of Sport 4 All, including KidSport, Community Volunteer Program, ClubTalk and Nature Play WA
- Collaboration to deliver reform in water and planning policy and strategy
- Unprecedented investment into building elite and community facilities
- Strong focus on building the capacity of State Sporting Associations and affiliated clubs
- Partnerships to tackle sport integrity issues

SD6 Key Strategic Areas - Context and Challenges

01 GOVERNANCE

There has been a quantum lift in expectations of the accountability and governance performance of sport and recreation organisations at national and state/territory levels over the past decade.[9] In the context of this increased scrutiny, the Commonwealth Government (through the Australian Sports Commission) has proposed structural changes to the Australian sport and recreation industry, founded on a unitary model of governance which consolidates centralised control.[10]

Sport and recreation organisations operate under various governance structures which require compliance with a suite of responsibilities. They are also obliged to position themselves on a range of social and ethical matters. For organisations, particularly those which are small or run predominantly by volunteers, compliance with governance obligations can be onerous and divert attention away from the delivery of sport and recreation. There is, however, universal agreement that ongoing governance improvement is essential for sport and recreation organisations.

Given the variety of sport and recreation organisations - differing in size, complexity and operation - flexibility in governance structures is required to optimise the performance of that organisation.[11] There is no 'one size fits all' governance model for sport and recreation organisations. Change in governance structure – particularly of a wholesale nature – should be underpinned by due diligence and preparation of business cases to robustly interrogate the appropriateness of a structure. Organisations should not be pressured or required to forego working governance arrangements if alternatives have not been thoroughly examined and considered preferable.

Western Australia's sport and recreation organisations have contributed to strong national participation and elite sport outcomes. Any governance reform agenda must demonstrate that it will enhance the attraction of leadership talent, encourage meaningful input to national strategy development from local level and continue the current strong trend lines of participation and achievement by Western Australians.[12]

CHALLENGE

Western Australia's sport and recreation organisations must proactively engage national and state/territory counterparts in developing governance models that are collaborative and strategically aligned partnerships. These models must balance local context and interest as well as national priorities.

[9] Hajkowicz, S.A., Cook, H., Wilhelmseder, L., Boughen, N., (2013) *The Future of Australian Sport: Megatrends shaping the sports sector over coming decades,* Consultancy Report for CSIRO and the Australian Sports Commission, Canberra, Australia; Government of Australia.
[10] Australian Sports Commission (2015) *Governance Reform in Sport: Discussion Paper,* Canberra, Australia; Government of Australia.
[11] Australian Sports Commission (2012) *Sports Governance Guidelines,* Canberra, Australia; Government of Australia.
[12] Australian State and Territory Departments of Sport and Recreation (2015) *Response to the Australian Sports Commission's Governance Reform in Sport: Discussion Paper,* Leederville, Australia.

02 INTEGRITY AND VALUES

Sport and recreation is a fundamental part of Australian society and our cultural identity. The embedding of sport in our culture has traditionally been drawn from the basic personal values that accrue from participation in sport and recreation, including sportsmanship, teamwork, discipline and leadership. The sport and recreation setting also showcases broader value concepts of inclusion, cohesion, volunteerism and social capital-building which have far-reaching beneficial impacts for communities.

There is an increasing prevalence of incidents that, over time, threaten the positive reputation and image of sport and recreation. These include sports betting,[13] child safety risks, drugs (performance and image enhancing drugs, illicit drugs and alcohol), concussion risks, corruption, violence and inappropriate behaviours.[14]

The traditionally positive reputation and image of sport and recreation has attracted the interest of many portfolios (health, education, road safety, transport and tourism) which seek to use the sport and recreation setting to achieve their policy objectives. A diverse range of business interests also want to utilise sporting and recreation venues, personnel and themes in pursuit of their commercial objectives.

Entering into partnerships and commercial arrangements, while often providing many mutual benefits, carries a degree of risk for sport and recreation organisations as a result of pairing their image and interest with other parties.[15] A proactive response is required to prevent the cumulative erosion of the positive reputation of the sport and recreation setting.

CHALLENGE

Sport and recreation interests must proactively develop responses to safeguard the integrity and wholesome values which make sport and recreation a fundamental part of Australian culture. The integrity that has encouraged participants, partners, sponsors and governments to invest time, effort and resources needs active protection.

[13] University Paris 1 Panthéon-Sorbonne and the International Centre for Sport Security (2014) *Protecting the Integrity of Sport Competition - The Last Bet for Modern Sport,* Paris, France; Sport Integrity Research Programme.
[14] Hajkowicz, S.A., Cook, H., Wilhelmseder, L., Boughen, N., (2013) *The Future of Australian Sport: Megatrends shaping the sports sector over coming decades,* Consultancy Report for CSIRO and the Australian Sports Commission, Canberra, Australia; Government of Australia.
[15] Batty, RJ, (2013) *Managing stakeholder relationships in conjunction with a public health agenda: A case study of community sport events in New Zealand,* Griffith Business School, Queensland; Australia.

Your education
our
ture

03 PUBLIC OPEN SPACE & URBAN FORM

It is anticipated that 3.5 million people will call Perth home by the year 2050,[16] a population growth which will bring about a profound change to the urban form of Perth and Peel. Continued expansion into the outer metropolitan and Peel regions increases demand for infrastructure and resources and may create land use conflict, as new communities compete for space with agriculture, industry and conservation.[17]

Changing climatic conditions and increasing demand on water resources have led to a reduction in the amount of ground water available in Perth and the south west of Western Australia for the irrigation of public open space. This is presenting challenges in existing spaces and those being developed in new communities. Water-efficient turf management techniques such as hydro-zoning, satellite irrigation monitoring and in-ground sensors improve efficiency in water use. In addition, water sensitive urban design, strategic water allocation planning,[18] water recycling, fit-for-purpose water supplies and the exploration of alternative water sources will continue to assist in securing supply into the future.

Considering the function and role of public open space sites, rather than simply fulfilling minimum requirements, will significantly impact the planning[19] and delivery of parks, resulting in strategically designed and located spaces which better meet community needs.[20]

As Perth becomes more densely populated through infill development, pressure on public open space will continue to increase. Shared facilities (in particular school sites) and functionality upgrades to improve capacity will be essential measures required to service demand.

There is a growing shortfall of public open space for sport in the outer growth areas of Perth. Under-provision of regionally significant spaces for large sporting facilities results in inequitable access. The Metropolitan Region Improvement Fund must be applied to secure new regional sites to address this issue. In addition, a funding mechanism is required for the development of regional scale facilities, associated amenities and ongoing maintenance and refurbishment.

Beyond making our suburbs more attractive and providing venues for sport and recreation, well-designed and planned public open space plays a vital role in building healthier, more vibrant communities.

CHALLENGE

Urban parklands and green spaces for sport and active recreation are integral components of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space which meets the needs of communities into the future we must be efficient with resources, focus on the function of sites, provide equitable access to facilities, and secure strategically important regional scale spaces.

[16] Department of Planning (2015) *Perth and Peel @3.5 Million: What will Perth and Peel look like in 2050?,* Perth, Australia; Western Australian Planning Commission.
[17] Department of the Premier and Cabinet (2016) *Perth and Peel Green Growth Plan for 3.5 million,* Perth, Western Australia; Government of Western Australia.
[18] Department of Water (2014) *North-West Corridor Water Supply Strategy,* Perth, Western Australia; Government of Western Australia.
[19] Department of Planning (2015) *Liveable Neighbourhoods,* Perth, Australia; Western Australian Planning Commission.
[20] Department of Sport and Recreation (2014) *Public Parkland Planning and Design Guide (WA),* Leederville, Western Australia; Department of Sport and Recreation.

04 ADVENTURE AND OUTDOOR RECREATION

Urban-based lifestyles have revitalised interest in being active outdoors and returning to the natural environment.[21] The flexibility of involvement in unstructured outdoor activities such as bush-walking and mountain-biking is appealing to an increasingly time-poor community.[22] At the same time, there is a desire for greater adventure and alternate sports and recreational pursuits with a thrill-seeking component particularly among younger people.

The pristine natural environments of Western Australia are a strong drawcard for international visitors. A large percentage of visitors to the state engage in nature-based activities.[23] There is also a growing recognition of the link between outdoor recreation and conservation, with strong interest in eco-tourism and connecting people to the outdoors in sustainable ways.

It is vital that this growth in outdoor recreation and adventure activities is matched by the provision of quality products, services and facilities that enhance the experience of participants, while keeping participants safe and sustaining the natural environment. Availability of trained guides and instructors, accessible education for participants and clear communication of information will all be fundamental to the development and value of this growing market. Expansion of strategies and activities by industry should be closely aligned to 'Regional Blueprints' which guide investment in future outdoor recreation and adventure amenities.[24]

CHALLENGE

Western Australia is a destination point for numerous adventure and outdoor recreation pursuits. Stakeholders from the public, private and community sectors must engage collaboratively to deliver high-quality activities, services and facilities to satisfy and sustain the growing demand, while protecting the environments where these activities take place.

[21] Outdoor Industries Association UK and Sport England (2015) *Getting Active Outdoors: A study of Demography, Motivation, Participation and Provision in Outdoor Sport and Recreation in England,* London, England; Sport England.
[22] Australian Bureau of Statistics (2011) *Australian Social Trends 2011: Sport and Physical Recreation Catalogue no. 4102.0,* Canberra, Australia. Retrieved in October 2015 from www.abs.gov.au.
[23] Tourism Western Australia (2015) *Tourism Western Australia: Fast Facts Year Ending June 2015,* Perth, Western Australia; Government of Western Australia.
[24] Regional Development Council (2011) *Regional Development Policy Framework: An Action Agenda for Regional Development,* Perth, Western Australia; Department of Regional Development and Lands.

05 COMMERCIALISATION

A small number of sports have achieved exponential revenue growth through combinations of commercial arrangements (broadcast deals, licencing arrangements and brand endorsements)[25] with which comes a greater media profile, attraction of talent, stakeholder interest and greater capacity to encourage further investment.[26] Public investment in stadia in Australia has paralleled this commercialisation trend in the new millennium.

There is now the realistic prospect of a two-tier sport and recreation marketplace. One tier, being high-profile sports with commercially-oriented and growth-focused codes, is capable of autonomous operation (other than reliance on accessing publicly-underwritten stadia) while a second tier, comprising the majority of sport and recreation organisations, remains reliant on public funding support to enable delivery of programs and services. Within this system, there is also the capacity for further differentiation within a code, where there is uneven commercial investment between grassroots and elite levels.[27]

Given the traditional success of pairing health and other social messages with a sport and recreation setting, there are also sensitivities around commercial arrangements which push the boundaries of accepted norms in the community setting, such as sports betting, fast food and alcohol. [28]

This context has strategic implications for both the management of commercial arrangements and consideration of public investment arrangements. Sources of funding for sport and recreation should be reviewed and decisions made in appreciation of the diversity of financial capacity within sport and recreation organisations.

CHALLENGE

A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially-oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue.

[25] Australian Football League (2015) *AFL signs new six-year, $2.5 billion broadcast rights deal,* Retrieved in October 2015 from http://www.afl.com.au; The Guardian (2015), *Australian Rugby Union secures improved $285 million broadcast deal*, Retrieved December 2015 from http://www.theguardian.com; Australian Financial Review (2016) *Cricket's Big Bash could fetch $50-60 million in next TV rights deal*, Retrieved in January 2016 from http://www.afr.com.

[26] Synergia (2014) *Future of Sport in New Zealand,* Wellington, New Zealand; Sport New Zealand.

[27] *Slack, T., Studying the commercialization of sport: the need for critical analysis,* Sociology of Sport Online, Bedford, United Kingdom.

[28] Broadbent, S., Bridson, K., Ferkins, L., and Rentschler, R (2014) *Brand Love, Brand Image and Loyalty in Australian Elite Sport,* Melbourne, Victoria; Deakin University.

06 DIVERSITY IN LEADERSHIP AND MANAGEMENT

Diversity in the sport and recreation industry has traditionally focussed on participation - developing programs that provide various participation options and creating inclusive environments that enhance opportunity for all community members to take part. The importance of diversity extends also to the leadership and management of sport and recreation organisations, both as sustainable business entities and important role models in the community.

Different backgrounds, skills, experience and ideas are widely accepted to promote better governance, leadership and decision-making outcomes.[29] Increased gender diversity on boards is also associated with better financial performance and improvement in organisation image and reputation.[30] Australia's demographics are changing with diversity in age, culture, disability, race, religion and sexuality. This diversity should be considered in the administration and governance of organisations.

There has been wide commentary in Australia regarding participation rates of women in governance and senior executive/administration roles across all sectors- public, private and not-for-profit. Participation rates by girls and women in sport and recreation activities are broadly reflective of the population demographics;[31] however the number of women in decision-making and leadership roles in sport and recreation clearly indicates optimal use is not being made of available talent.[32]

There is a growing recognition of the need to better harness the diversity of contributions that can be made in decision-making and leadership roles. The visibility of industry leaders promoting and supporting opportunities for involvement in leadership and implementing processes that encourage diversity at all levels is essential. Initiatives to influence cultural and social attitudes are fundamental to increasing diversity but are increased in effectiveness by organisations setting tangible diversity targets and reviewing progress towards achieving these goals.[33]

CHALLENGE

Initiatives are needed to expedite diversity in Western Australia's sport and recreation landscape at all levels of leadership and management. Sport and recreation organisations must be proactive to increase the contribution that currently underrepresented groups within the community, particularly women, are able to make to the industry.

[29] Women in Sport and Recreation Taskforce (2015) *Inquiry into Women and Girls in Sport and Active Recreation,* Melbourne, Victoria; Government of Victoria.
[30] Fitzsimmons, T. and Callan, V. (2015) *Filling the Pool.* Perth, Western Australia; The Committee for Perth.
[31] *Australian Bureau of Statistics (2015) Participation in Sport and Physical Recreation, Australia 2013-14, Catalogue no. 4177.0,* Canberra, Australia. Retrieved in October 2015 from www.abs.gov.au.
[32] Department of Sport and Recreation (2015) *State Sporting Association Annual Census 2014/2015,* Leederville, Western Australia; Department of Sport and Recreation.
[33] ASX Corporate Government Council (2014) *Corporate Governance Principles and Recommendations: Third Edition,* Canberra, Australia; ASX Corporate Governance Council.

PRESCHOOL
50

07 FINANCIAL [UN]CERTAINTY

Government and private funding plays a vital role in the sport and recreation marketplace. The economic downturn confronting Western Australia in the medium term is likely to have flow-on implications.[34]

Local governments make the largest ongoing investment in places and spaces for sport and recreation. Courts, pools, recreation centres, playing fields, parkland and beaches are provided through planning, design, construction, management, maintenance and refurbishment by local governments. Additionally, they provide an array of services and support community-based clubs to promote active lifestyles.

The State Government invests through a range of agencies in an extensive array of capital and recurrent programs:

- Department of Sport and Recreation
- VenuesWest
- Western Australian Institute of Sport
- Department of Regional Development
- Department of Parks and Wildlife
- Western Australian Tourism Commission
- Lotterywest
- Healthway

As explored on page 26 in Challenge 08 - Leveraging Facilities Investment there has been an extraordinary level of investment in elite and community sport and recreation infrastructure over the past decade.

There is a level of uncertainty surrounding the future resourcing for the sport and recreation sector as a result of fiscal pressures at all levels of government and in the private sector. Future State Government policy across several portfolios in coming years may impact on the level of funds available to the sport and recreation industry.[35]

The availability and stability of government and private sector funding is vital in enabling a significant proportion of Western Australians to lead active lifestyles, often through not-for-profit organisations that deliver sport and recreation.

CHALLENGE

The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment.

[34] Department of Treasury (2015) *2015-16 Budget: Budget Statements,* Perth, Western Australia; Government of Western Australia.
[35] Connor, A (2015) *Uncertainty over WA Government's TAB sale,* ABC News Online Perth, Australia. Retrieved in December 2015 from www.abc.net.au.

08 LEVERAGING FACILITIES INVESTMENT

Over the past decade, enormous investment has been made into sport and recreation facilities and infrastructure in Western Australia.[36] Investment has focussed on increasing and diversifying facilities with the capacity to host significant national and international events.[37]

Key Investment in Major Sport Facilities 2008-2017

PERTH STADIUM	$918.4 MILLION
PERTH ARENA	$548.7 MILLION
nib STADIUM	$93 MILLION
BENDAT BASKETBALL CENTRE	$40 MILLION
WESTERN AUSTRALIAN INSTITUTE OF SPORT HIGH PERFORMANCE SERVICE CENTRE	$33.7 MILLION

Western Australia has a strong history of successfully delivering international sport and recreation events such as international Test Cricket matches and the FINA World Swimming Championships (twice) as well as popular regional events including the Margaret River Surf Pro and the National Surf Life Saving Championships. Such events contribute to the vibrancy of the community, support Australia's high performance system and inject money into the State's economy.[38]

Significant investment has also been made in local community facilities in the metropolitan area and the regions, including:

- $12.4 million to construct a new multipurpose leisure and aquatic centre in Cockburn;
- $4 million investment to redevelop Mills Park in the City of Gosnells (grass and synthetic playing fields, multipurpose pavilion, courts, skate park and floodlighting); and
- $2.7 million through the Community Pools Revitalisation program, to maintain and upgrade facilities and purchase pool equipment and staff training at almost a hundred regional aquatic centres and water playgrounds.

Outdoor recreation facilities, such as upgrades and maintenance of the world class Bibbulmun Track walking trail and the completion of the Munda Biddi off-road cycling trail, have greatly increased the ability of Western Australians and visitors to get active in the State's natural environments.

The State now needs to capitalise on the new and improved facilities and infrastructure to establish Western Australia as a favoured host of events and to ensure the viability and sustainability of Western Australia's infrastructure. Collaboration between the tourism and sport and recreation industries will be essential in aligning support for events and community usage.[39]

CHALLENGE

Stakeholders must leverage the investment made in sport and recreation facilities and infrastructure over the past decade. Securing high profile events and increasing visitor and local participation will add vibrancy to our communities and convert these places and spaces into business drivers, delivering extensive economic benefits to Western Australia.

[36] AEC Group (2015) *Perth Stadium Impact Assessment,* Perth, Western Australia; Tourism Western Australia,.
[37] Department of Sport and Recreation (2013) *State Sporting Facilities Plan 2013.* Leederville, Western Australia: Department of Sport and Recreation.
[38] Tourism Western Australia (2015) *State Government Strategy for Tourism in* Western Australia 2020, Perth, Western Australia, Government of Western Australia.
[39] Tourism and Transport Forum (2014) *Backing Major Events: Australian support for major events and why governments should get behind them.* Roseberry, New South Wales.

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09 LIFE COURSE AND LIFE STAGE PARTICIPATION

Delivery of sport and recreation services and opportunities has traditionally been premised on accepted trends of participation and rooted in traditional sport and recreation consumption patterns. There has been increasing awareness, however, that changing demographics and structural community adjustments require the tailoring of services and programs to respond to participants during different stages over the course of their lives.[40]

Interests in and motivations for participating in sport and recreation evolve and change, as do barriers to participation, and people are likely, over the course of their lives, to be involved in a range of activities and challenges. While traditional organised sport continues to be popular, there is currently an emerging participation base in informal involvements geared around social networks in a range of accessible and low-cost activities for wellbeing and social benefits. It is vital that the sport and recreation industry is aware of and responsive to these changes.

Other countries, including the United Kingdom,[41] Canada[42] and New Zealand,[43] have recognised that a 'one size fits all' approach is not an effective approach to delivering sport and recreation. There has been a policy shift towards a wider range of physical activity opportunities that cater to different lifestyles and life stages. Western Australia has already implemented innovative piloting of larger scale 'interventions', such as Your Move[44] and ActiveSmart[45], which have had positive local results by enhancing existing lifestyles to be more active.

The industry's focus should be on tailoring the delivery of sport and recreation activities to meet a variety of needs, with the aims of increasing participation, achieving greater health outcomes and promoting innovative and flexible opportunities for physical activity. Programs that have a demonstrable beneficial impact should be supported and encouraged to expand and innovate to meet the diverse motivations and requirements over the life course of individuals.

CHALLENGE

The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially beneficial outcomes for our community.

[40] Latitude Insights (2013) *Market Segmentation for Sport Participation,* Melbourne, Victoria; Australian Sports Commission.
[41] Ukactive (2014) *Blueprint for a More Active Britain,* London, United Kingdom
[42] Canadian Association for the Advancement of Women and Sport and Physical Activity (2012) *Actively Engaging Women and Girls - Addressing the Psycho-Social Factors,* Ottawa; Canada, Department of Canadian Heritage (Sport Canada).
[43] Sport New Zealand (2014) *Strategic Plan 2015-2020.* Wellington; New Zealand, Government of New Zealand.
[44] http://www.yourmove.org.au/ - Your Move is a program helping individuals to find simple ways to get active and connected, offering information tailored to lifestyles.
[45] http://www.beactive.wa.gov.au/ - ActiveSmart is a world-first physical activity participation program model using tailored information, resources and personal contact to motivate and encourage households to participate in physical activity.

10 MONITORING, EVIDENCE AND RESEARCH

Evidence-based decision-making has a major role in justifying the allocation of resources to fund programs, policies and facilities.[46] In tight economic circumstances, research will be vital in securing funding in a competitive market and to limit uneven development across the sport and recreation sector due to gaps in available data.[47]

The Australian Bureau of Statistics has abruptly discontinued its long-running data and research partnership with State, Territory and Federal Government sport and recreation agencies.[48] This void will need to be filled by other means or there will be a considerable lack in available knowledge, particularly for those stakeholders who cannot afford to source data themselves. The sport and recreation industry will have to shoulder a greater burden in relation to information-gathering or risk falling behind on key social, economic and scientific issues.

Lack of data will delay development in key areas and will mask issues requiring attention, including programs and policies which are not cost-effective. Monitoring participation, measuring economic impact and studying volunteering trends are fundamental for the sport and recreation sector.

Improvements in technology increases and diversifies methods of data collection and analysis. Increased volume does not, however, ensure increased reliability – shrewd decisions will still need to be made about what information is useful and how it can be used.

CHALLENGE

Research and evidence-based decision-making are increasingly important for sport and recreation. Availability and utilisation of reputable information will be vital for future policy development and strategic planning.

[46] Jensen, Paul H. (2013) *What Is Evidence-Based Policy?* Melbourne Institute of Applied Economic and Social Research. Melbourne, Victoria.
[47] Research Australia (2011) *Shaping Up: Trends and Statistics in Funding Health and Medical Research,* Occasional Paper Series, Melbourne, Victoria
[48] Australia Bureau of Statistics (2014) *Media release: ABS announces planned changes to future work program,* Retrieved in January 2016 from http://www.abs.gov.au/.

11 PARTICIPATION, CULTURE AND AFFORDABILITY

Many Western Australians lead increasingly sedentary lives and lack the many social, physical and community benefits of participating in sport and recreation activities. Many people are time-poor and are choosing alternate avenues of entertainment, while others are reluctant or unable to participate due to their social and economic circumstances.[49]

Economic downturn and rising costs of participation (equipment, uniforms, fees) will impact on the ability of low socio-economic communities to participate in sport and recreation. Initiatives such as KidSport, which provides vouchers to enable children to join sport and recreation clubs, make a significant difference in this area.[50] The cost of travel for regional participants to centralised events can be particularly prohibitive.

Aboriginal and multicultural communities are consistently underrepresented in participation in sport and recreation.[51] Cultural differences, unwelcoming environments, and lack of suitable facilities for people with culture-specific requirements may prevent participation.[52] Investment into and development of strategies to overcome these barriers such as training for staff and volunteers, building communication and partnerships over time with community organisations and modifying traditional activities to better suit participants should be encouraged.

Sport and recreation is consistently credited as contributing positively towards a range of economic, environmental and social community outcomes. More should be done by government, community and private stakeholders to harness the positive capacity of sport and recreation to be proactively inclusive and to achieve broader social objectives such as the reduction of crime and improvements in mental and physical health.

CHALLENGE

Sport and recreation provides opportunities to embrace those otherwise often excluded in the community. Opportunities should be affordable and provide equitable access to encourage participation of people from diverse social, cultural and economic backgrounds.

[49] Australian Sports Commission (2015) *Play.Sport.Australia: The Australian Sports Commission's participation game plan*, Canberra, Australia; Government of Australia.
[50] Department of Sport and Recreation (2015) *Annual Report 2014/2015.* Leederville, Western Australia; Department of Sport and Recreation.
[51] Australian Sports Commission (2011) *Strategic Plan 2011–2012 to 2014–2015: Working Together for Australian Sport,* Canberra, Australia; Government of Australia.
[52] Smith B, Thomas M and Batras D (2015) *Overcoming disparities in organized physical activity: findings from Australian community strategies,* Health Promotion International. Retrieved in January 2016 from https://heapro.oxfordjournals.org/

12 TECHNOLOGY

Universal access to technology is the future where individuals have an unprecedented ability to engage with sport and recreation in many aspects.[53] Technology also presents one of the strongest challenges to sport and recreation, in the form of rising levels of physical inactivity due to diversion of people's time into sedentary pursuits facilitated by technology.

Technology impacts on sport and recreation on many different levels – on individuals, organisations, and society in general. Advances in sports science, prevalence of social media, changes in business management and increased access to information influence the ways in which sport and recreation are administered, delivered, participated in and watched.[54]

The sport and recreation industry will need to be innovative and receptive to technologies that add value to the sector. Technology provides opportunities to streamline processes and expand programs, but with advancement and expansion come new or increased risks for which organisations will need to be equipped to deal. Organisations will also need to embrace innovation that promotes participation in all forms and does not exclude those less technologically advanced.

More broadly, technology allows for unprecedented media coverage of all levels of sporting and recreation events,[55] new and expanded pathways in education and employment and advances in health and medicine. The rapid progression of technology in a globalised society means that technology should be embraced and valued in a sport and recreation context to keep up with the rest of society.

CHALLENGE

Western Australia's sport and recreation landscape must embrace opportunities to progress the industry through new and emerging technologies. Astute sourcing of technological innovations that enhance core values, support participation and performance outcomes and promote organisational sustainability will be crucial.

[53] Miller, A and Cave, A (2015) *Technology in sport: the speed of science.* London, United Kingdom; The Telegraph, Telegraph Media Group Limited.
[54] Hajkowicz, S.A., Cook, H., Wilhelmseder, L., Boughen, N., (2013) *The Future of Australian Sport: Megatrends shaping the sports sector over coming decades,* Consultancy Report for CSIRO and the Australian Sports Commission, Canberra, Australia; Government of Australia.
[55] McCosker, A and Dodd, A (2013) *The future of sports delivery in Australia: NBN multicast, IPTV and the role of the ISPs,* Australian Journal of Telecommunications and the Digital Economy, Melbourne, Australia.

13 VITAL VOLUNTEERS

Volunteers are an essential component of the sport and recreation setting. In a variety of non-playing roles, from coaches to event organisers to administrators, volunteers are present at every level, from local sporting clubs to the thousands of volunteers involved in the Olympics. In Western Australia, only two in ten coaches or instructors are paid, and only one in ten referees, scorekeepers and committee members or other non-playing role are paid.[56]

Sport and recreation continues to draw a large cohort of volunteers. Over a third of all adult volunteers undertake a role in sport and recreation, and of all the services provided by Western Australian local governments, sport and physical recreation has the highest number of volunteers involved, second only to emergency services.[57]

The evidence indicates that communities with high volunteering levels have correspondingly higher resilience and social capital indicators.[58] Volunteer-based programs are also a cost-effective approach to service delivery, making organised activities accessible, well-run and inclusive.

There is a strong trend in repeat volunteers, as 43% of those involved in sport and recreation volunteer their services at least once a week and a further 20% volunteer at least once a fortnight.[59] As these committed volunteers are usually parents with full or part-time employment, they are required to balance many competing responsibilities and need diverse and flexible opportunities for involvement.

CHALLENGE

The engagement of volunteers in sport and recreation is vital for the industry to thrive and deliver personal and social benefits. Sport and recreation organisations must devise responsive and accommodating approaches to recruit, support and retain the vital volunteer base which facilitates the delivery of sport and recreation activities.

[56] Australian Bureau of Statistics (2015) *Participation in Sport and Physical Recreation, Australia, 2013-14, Catalogue no. 4177.0.* Canberra, Australia. Retrieved in October 2015 from www.abs.gov.au
[57] Painted Dog Research (2011) *Volunteering and Local Governments in Western Australia,* Perth, Western Australia; Department for Communities.
[58] Darcy S, Maxwell, H, Edwards, H, Onyx, J, and Sherker, S (2014) *More than a sport and volunteer organisation: Investigating social capital development in a sporting organisation,* Sport Management Review. Sports Management Association of Australia and New Zealand.
[59] Australian Bureau of Statistics (2012) *Volunteers in Sport, Australia, Catalogue no. 4440.0,* Canberra, Australia. Retrieved in October 2015 from www.abs.gov.au.

Appendix A: Glossary

CAPACITY BUILDING	An approach to development that builds independence, tapping into existing abilities of individuals, communities, organisations or systems to increase involvement, decision-making and ownership of issues.
DIVERSITY	Appreciating difference as an integral part of our society and valuing the unique contribution of individuals and communities.
GOVERNANCE	The structures and processes by which an organisation is run. Good governance involves fair, accountable and transparent processes.
INCLUSIVITY	Reflecting the diversity of the population and acknowledging that social, economic, cultural and geographic factors influence people's capacity to participate.
INTEGRITY	In a sport and recreation context, it can be the manifestation of the ethics and values which promote community confidence, including fair play, respect, personal responsibility, honesty, safety and compassion.
URBAN FORM	The design, configuration and character of the built elements of the city (buildings, streets and spaces). The built form influences how the city looks, feels, and how the public and private spaces relate to one another.
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 benefits associated with the provision of sport and active recreation opportunities.
SUSTAINABILITY	Meeting the needs of current and future generations through simultaneous environmental, social and economic improvement.
TECHNOLOGY	The application of scientific knowledge for practical purposes. In a sport and recreation context, this can be very broad, relating to sporting equipment, facilities, business management, event and program delivery, diagnostics, media broadcasting and communications (including social media).
VOLUNTEER	Someone who willingly gives unpaid help, in the form of time, services or skills, for the common good.

Appendix B: Consultation

Extensive consultation with the sport and recreation industry, government and the broader community has informed the develoment of SD6 through online surveys, consultations and discussion forums.

Thank you to the following contributors who provided valuable and insightful information during the consultation process.

STATE GOVERNMENT AGENCIES

- Commissioner for Children and Young People
- Department of Aboriginal Affairs
- Department of Child Protection and Family Services
- Department of Culture and the Arts
- Department of Education
- Department of Health
- Department of Parks and Wildlife
- Department of Planning
- Department of Regional Development
- Department of State Development
- Department of Water
- Department of Transport
- Healthway
- Office of Science
- Racing and Wagering Western Australia
- Tourism Western Australia
- VenuesWest
- Western Australian Police
- Western Australia Institute of Sport

120 INDIVIDUALS WITH EXTENSIVE EXPERIENCE AND KNOWLEDGE OF THE SPORT AND RECREATION INDUSTRY, FROM MANY DIFFERENT PERSPECTIVES, INCLUDING:

- Industry Representative Organisations
- State Sporting Associations
- Industry consultants
- Regional sports academies
- Universities
- State Government agencies; and
- Local Government

LOCAL GOVERNMENT ASSOCIATIONS

- 68 local governments and development commissions from around Western Australia

ATTENDEES AT THE FOLLOWING CONFERENCES:

- The Australian and New Zealand Sports Law Association Annual Conference 2015
- The Western Australian Trails and Outdoors Conference 2015

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