



Department of  
**Local Government, Sport  
and Cultural Industries**

# **Strategic Funding Review**

**Findings and Recommendations**  
**27 March 2019**



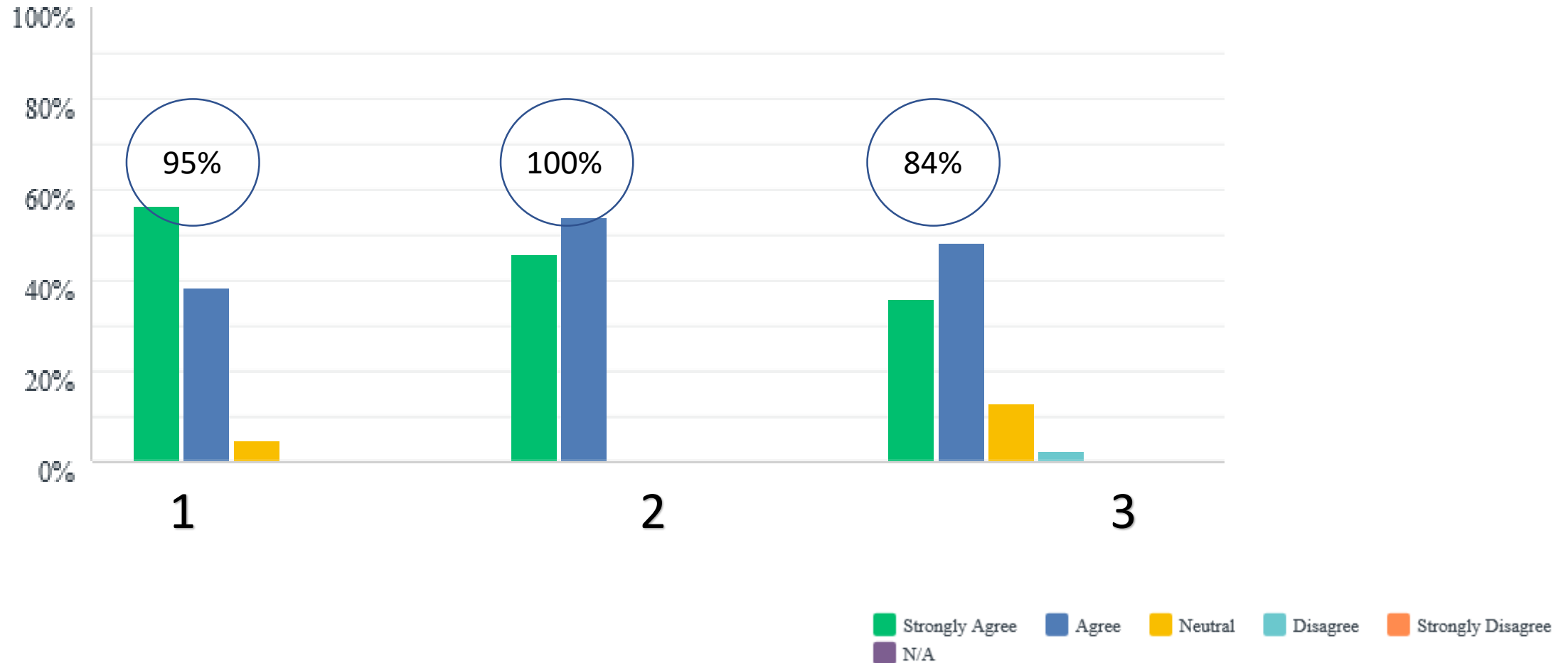


## **Are the department's funding programs appropriate to make a difference to the industry?**

1. The investment in sport and recreation organisations has made a difference to the industry either to ensure that operations continue or to improve the professionalism of an organisation.
2. There is room for improvement in terms of the tailoring requirements for smaller organisations and continuing to review what core business is.
3. Further work is required to review the appropriateness of funding programs against the department's outcomes and State Government priorities



# Are the department's funding programs appropriate to make a difference to the industry?



## Define and deliver core business

### *Industry view of the Department*

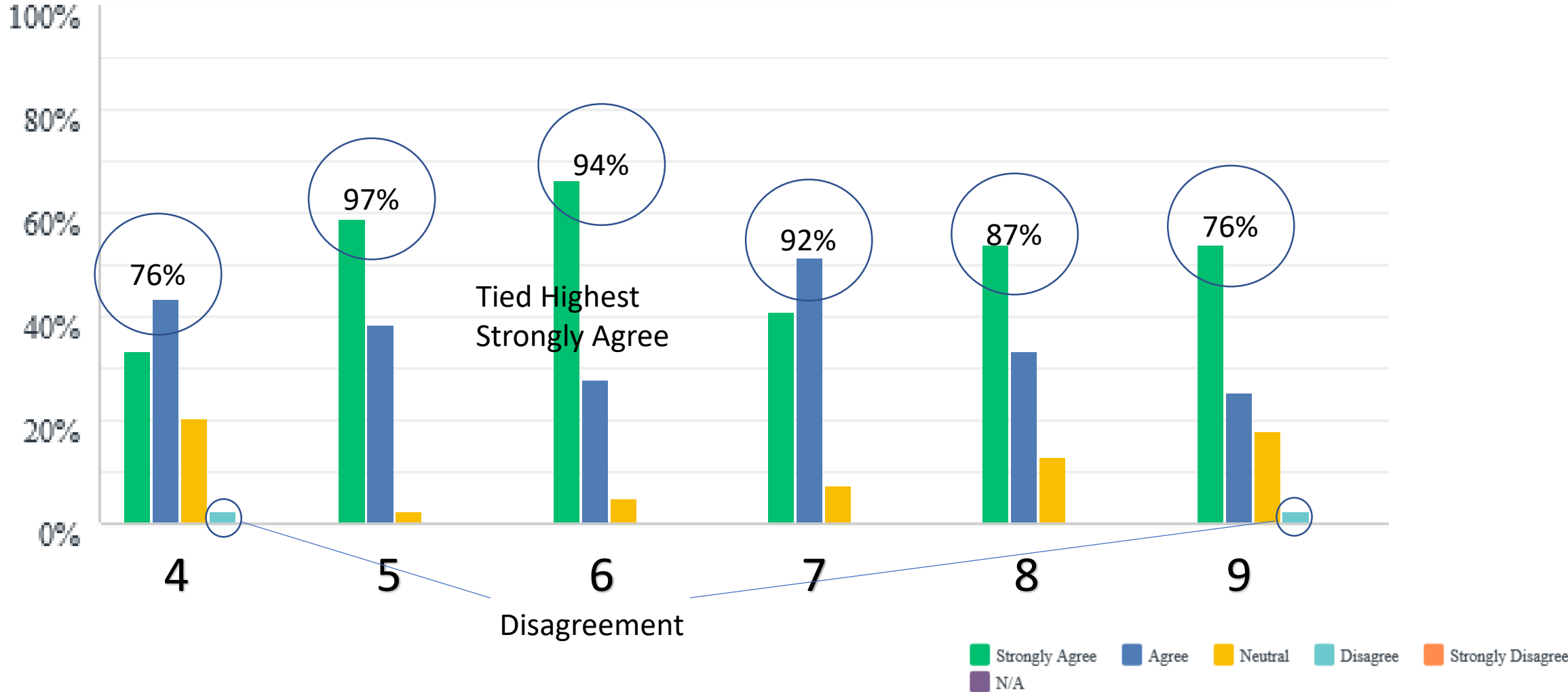
4. There are a wide range of expectations of the role of the department in supporting the industry, with a shift of focus towards facilitating outcomes rather than leading the delivery.
5. The department needs to continue to build the capacity and capability of organisations, recognising there is significant variation within the industry. How this occurs may require a different approach and relationship with the industry, including greater engagement and partnerships.

### *Industry view of themselves*

6. The industry's view of itself is to provide participation opportunities, build the capacity of the sport and to ensure it is well governed.
7. There is a need for the sport and recreation industry to evaluate its relationship with the department in order to ensure the correct roles and responsibilities are in place.
8. The department and the industry need to reposition relationships to work more collaboratively (as has occurred through this process).
9. The WA Sports Federation should strengthen its role as the peak advocacy body for sport



# Define and deliver core business

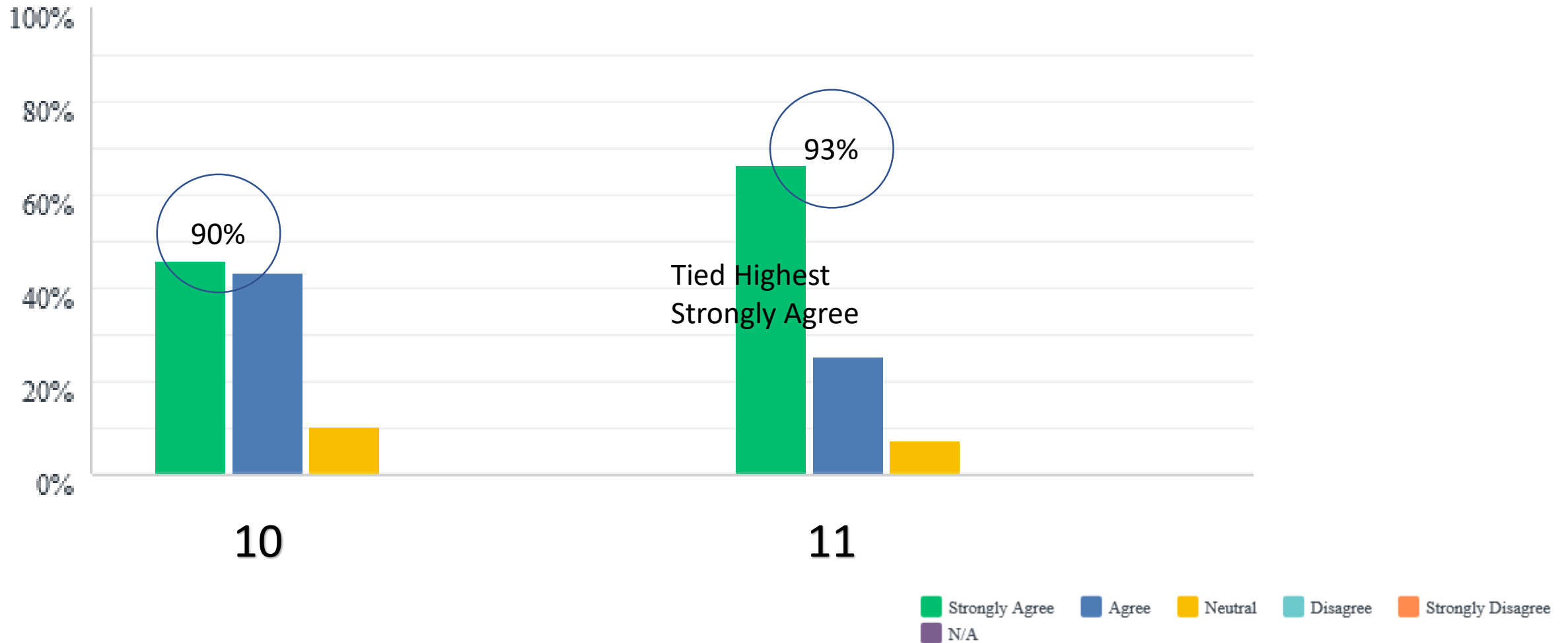


## Customisation of approach

10. There is a need to consistently customise the requirements of organisations across all grant programs, to reflect their capacity, capability and reach, and reflect the level of funding.
11. There should be transparency and accountability in how the funding for the Industry Investment Program is allocated.



# Customisation of approach





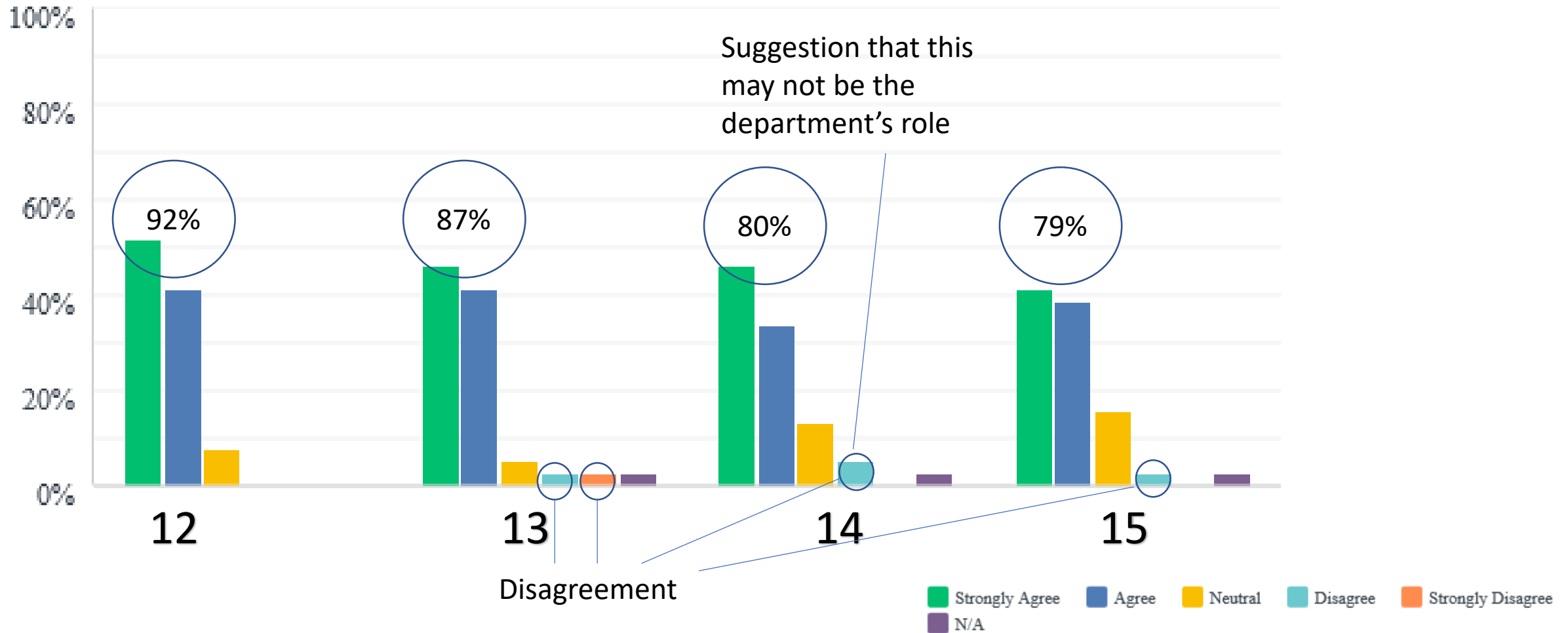
## **Simplification of the process and minimising effort**

12. The department should look at standardising the application and acquittal process for programs with aligned funding outcomes.
13. The department should progress the development of a consolidated funding agreement with each State Sporting Association and Industry Recognised Organisation.
14. The department should provide online best practice guidance including templates, policies and procedures for State Sporting Associations.
15. The department and the industry should work with Sport Australia to assist in the simplification of compliance and industry standards, and for the National Sporting Organisations to assist Western Australian State Sporting Associations.





# Simplification of the process and minimising effort



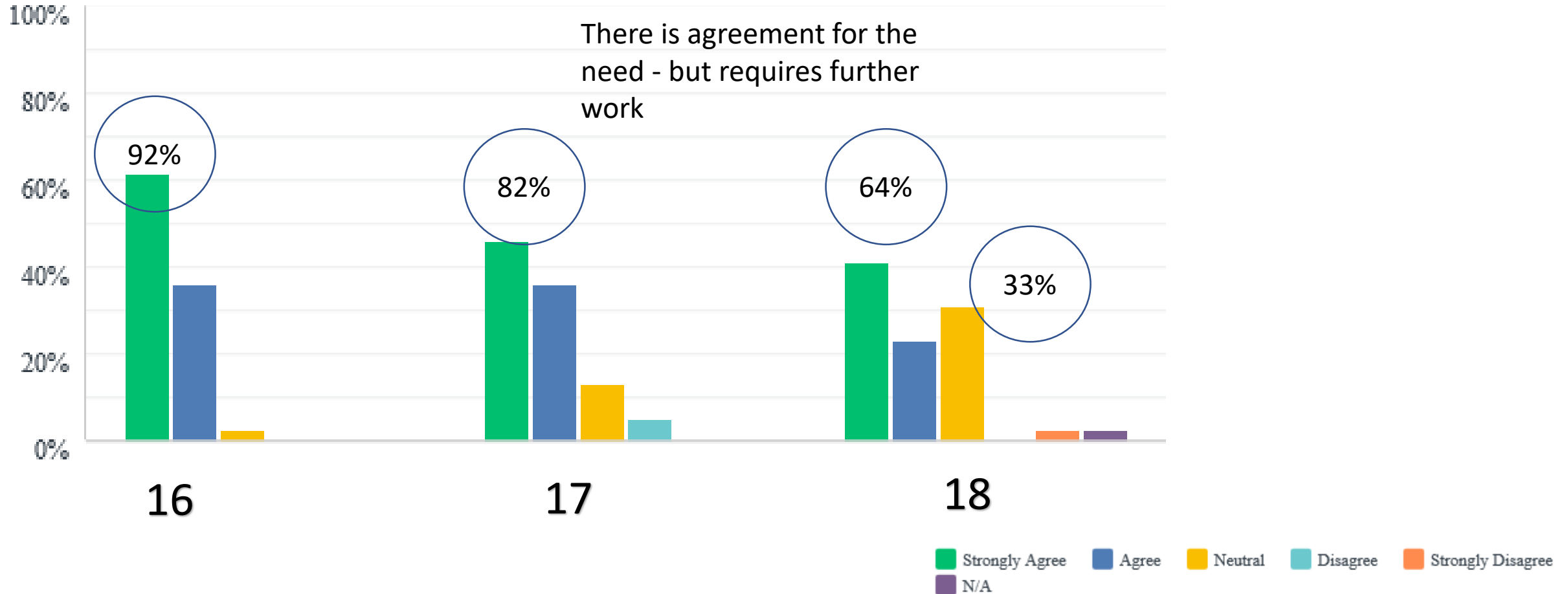


## **How does the sport and recreation sector engage with the health and education sectors in a more meaningful way?**

16. The department and the industry need to engage more effectively with the health and education sectors.
17. The department should consider adopting a whole of government language common to the health and education sectors.
18. The department should investigate the process of developing a universal unit of measurement for the sport and recreation industry.



# How does the sport and recreation sector engage with the health and education sectors in a more meaningful way?



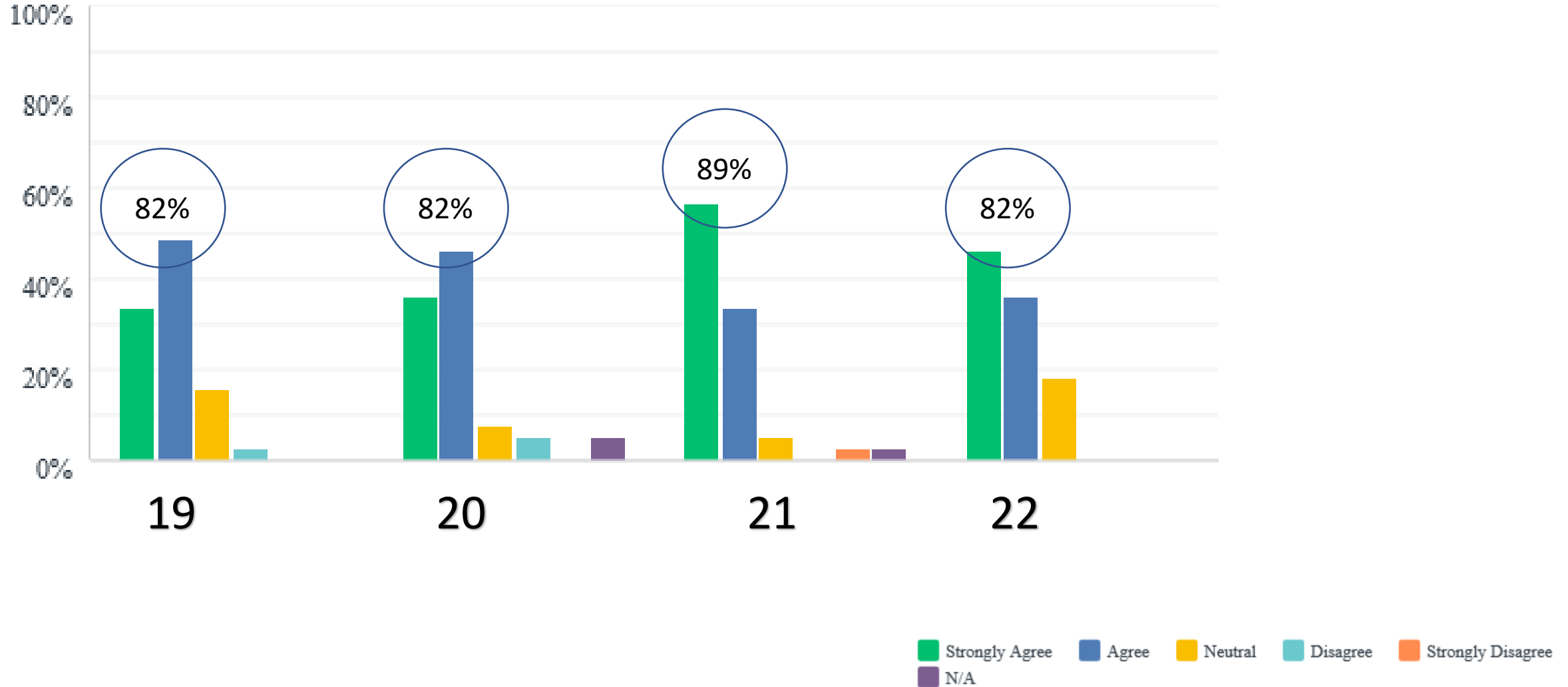


## Participation in a changing environment

19. The expansion of the definition of sport at a Federal level to include physical activity needs to be reviewed at a State level with a position statement considered.
20. There is a point of difference between regional and metropolitan participants as to the value of investing in the traditional delivery model.
21. Local government is a major player in community sport and recreation and needs to be factored into the traditional delivery model.
22. There are market gaps in how the department supports events, participation and active recreation opportunities.



# Participation in a changing environment





## Are there things we missed?

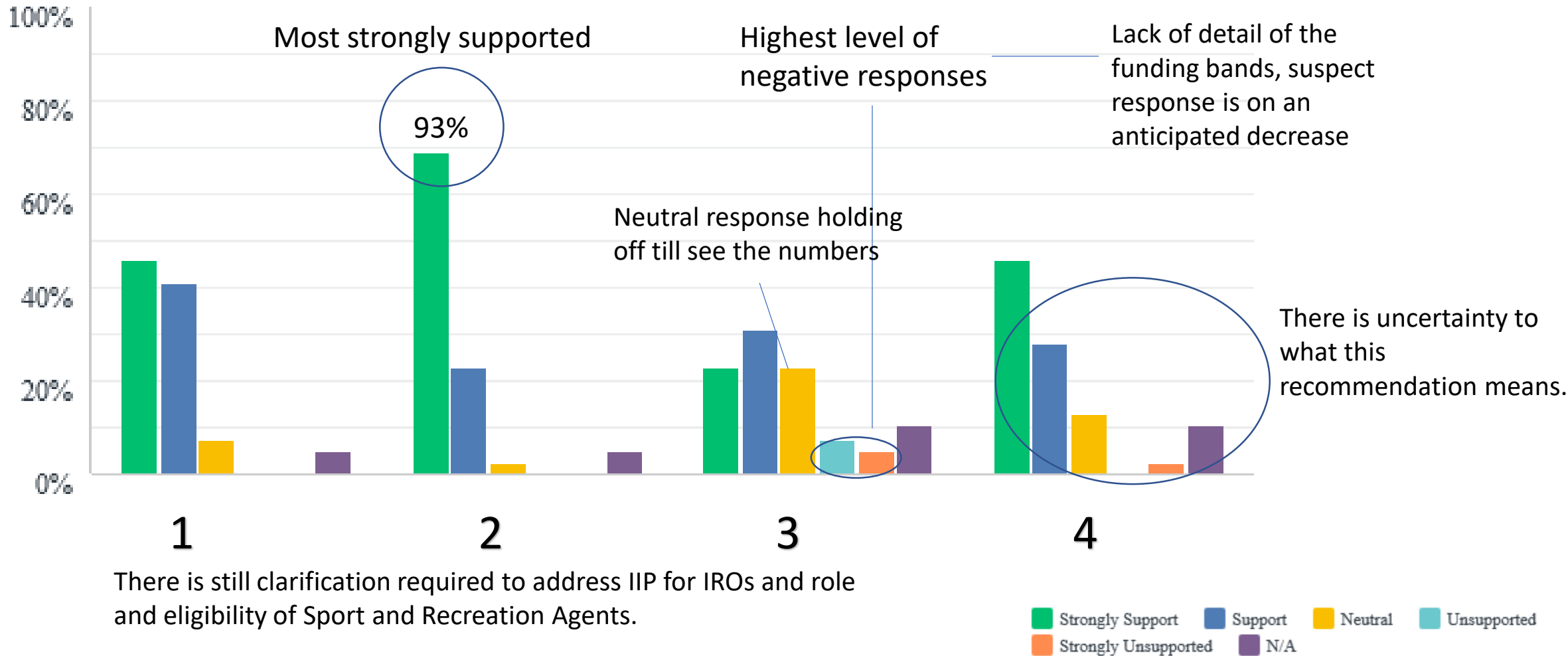
- Lack of appreciation for the importance of funding core business.
- How to support for the Over 55s, with the vast majority of programs targeted at junior groups
- There is a constant and consistent need for new members.
- Clarification on the impact of funding after the sale of the TAB
- Gender equality on Boards and being able to attract volunteers to nominate
- Venues West's fee structure for sports associations and clubs.
- WAIS and the amount of funding it receives



## Industry Investment Program

1. The department to publish the Industry Investment Program categorisation criteria for State Sporting Associations for review by the industry before implementation in 2019/2020 – this will include the category’s eligibility to apply for other funding programs and will outline other policy requirements i.e. gender targets.
2. The Industry Investment Program to have three-year funding blocks, with an annual assessment. Each organisation will be determined to fit a category based on their capability and capacity.
3. All organisations’ Industry Investment Program allocation for the 2019/20 financial year will be reset to the base funding level of the category. There will be a 12 month transition period until new funding allocations are implemented where changes result in a decrease of funding.
4. Regional Organisation Grants and Regional Servicing Grants will be consolidated within the Industry Investment Program.

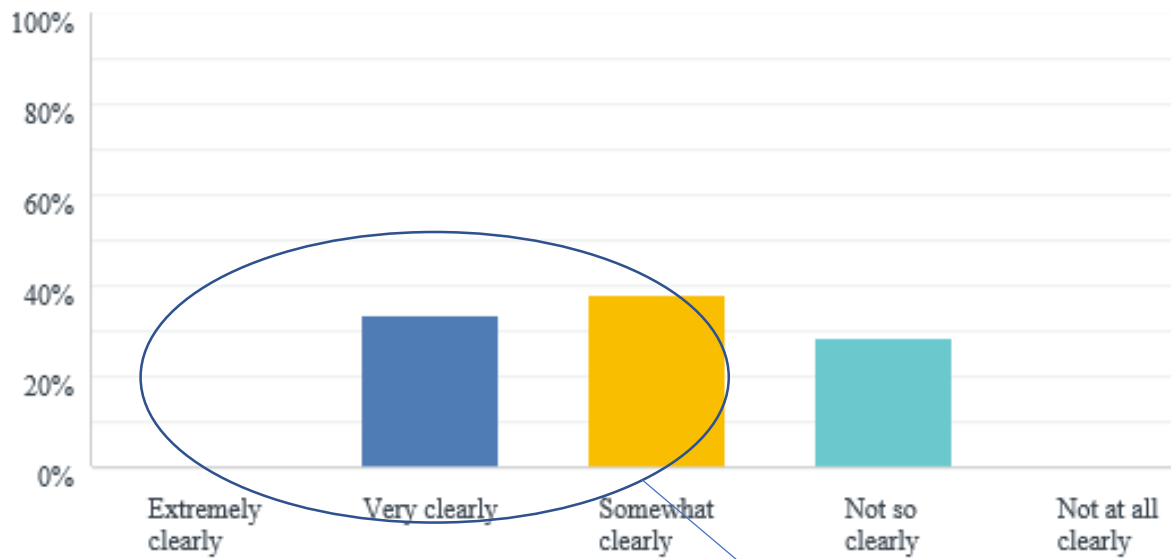
# Industry Investment Program



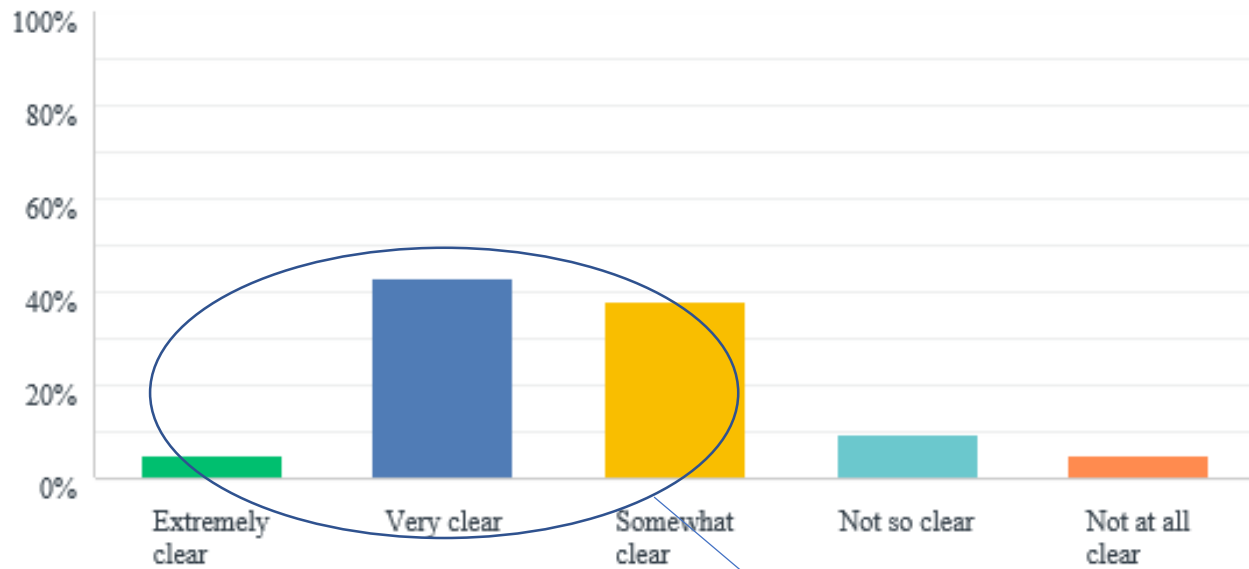




# Industry Investment Program – Level of Understanding



**Previously 72%**



**Currently 85%**



# Industry Investment Program

## Categorisation Tables Feedback

- Comments not as extensive as anticipated.
- Greater explanation of the scoring process is required.
- There were a range of views on the number and descriptors
  - Workforce – clarification of how part-time staff are captured and defined.
  - Regional - Confirmation of the numbers in the upper categories
  - Community reach – the descriptors will need greater explanation
  - Governance – feedback was more on guidelines to achieve the Gender targets.
  - Finance – diverse opinion on whether the amounts are correct.



## **Targeted Participation Program**

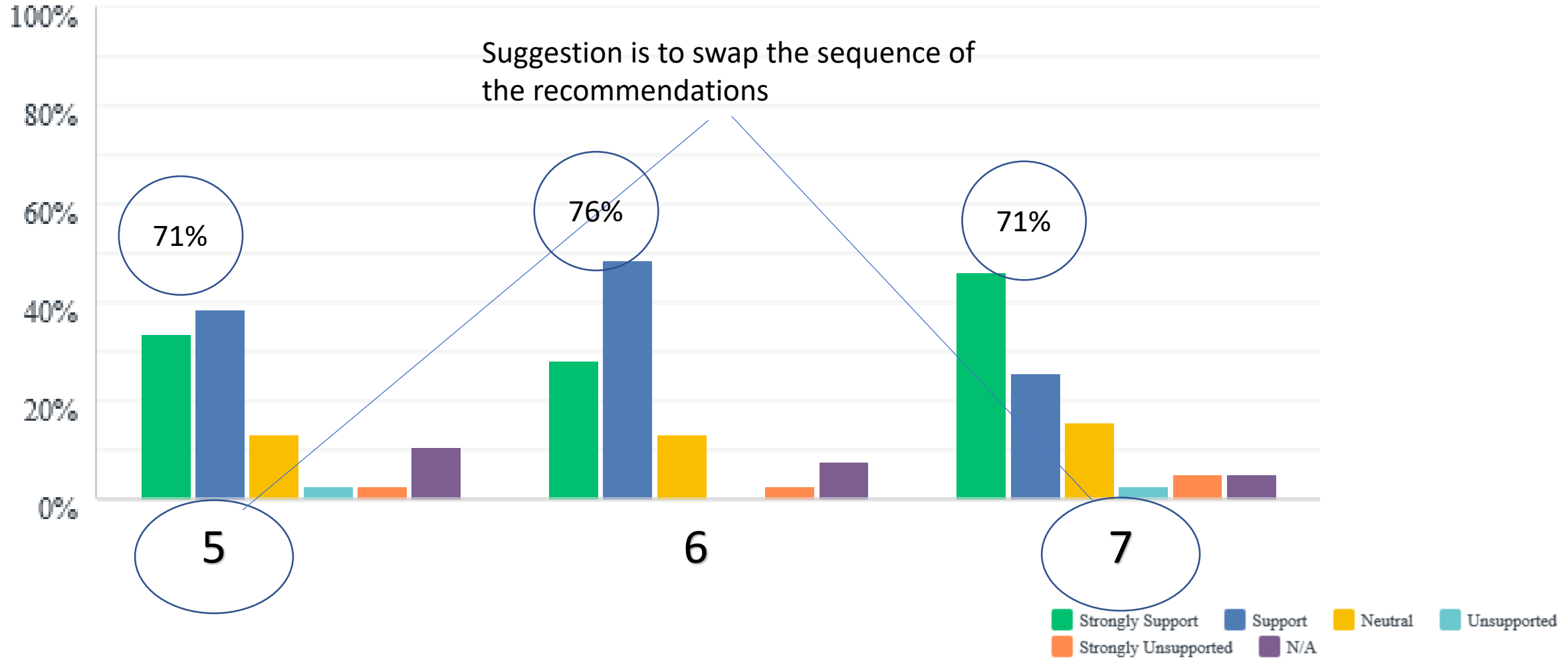
Changes to the Targeted Participation Program will be considered as part of the evaluation process to be undertaken in 2019.



## Every Club

5. The department undertakes a health check of the Every Club program to make refinements for any future funding rounds.
6. The department develops an implementation strategy (including stakeholder consultation and communications plan) based on the previous work undertaken by the department which examined the roles and responsibilities for club development in Western Australia.
7. The department to host a leadership forum between local governments and State Sporting Associations to discuss the roles and responsibilities of club development.

# Every Club

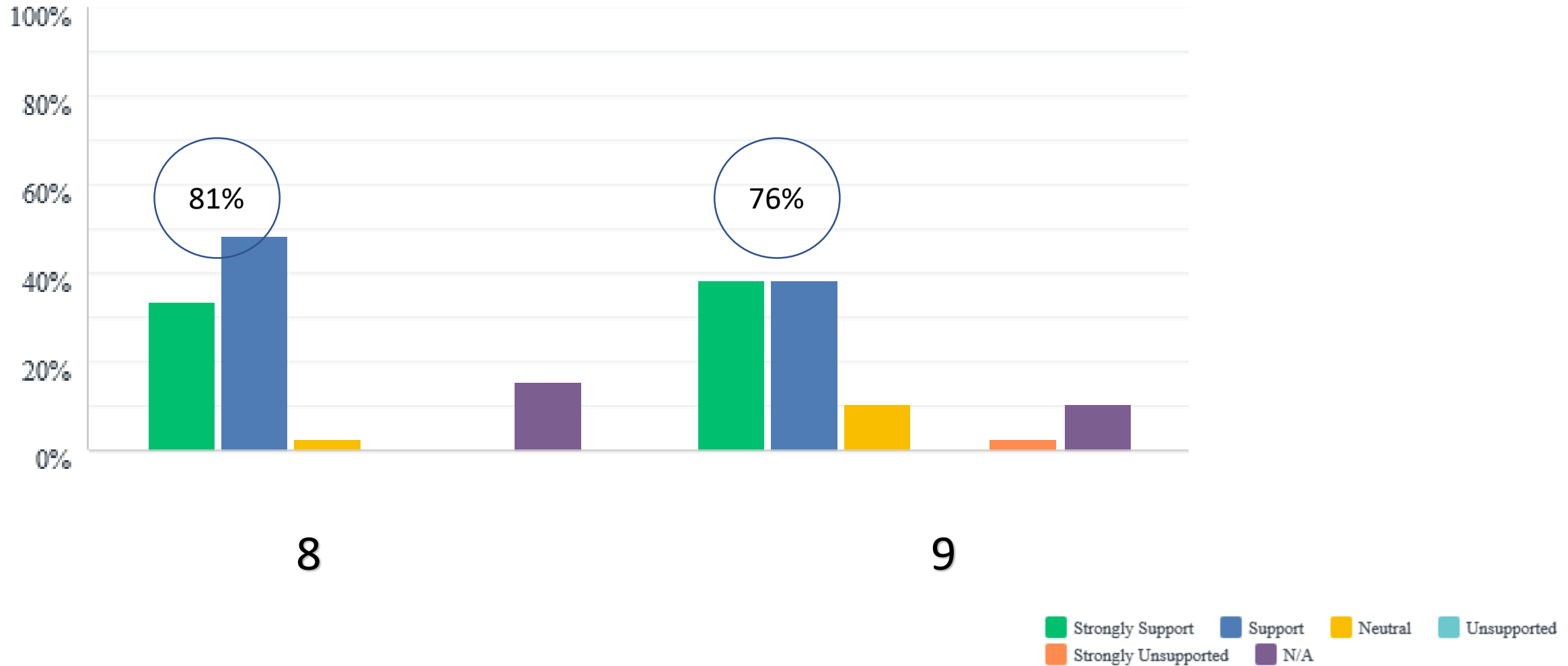


## KidSport

8. The department will implement a pilot to trial alternative models of support for kids to access sport in targeted regional and remote locations where the KidSport model is not suitable.
9. The department will undertake a review of the program in 2019/2020 to examine the impact of policy changes that were enforced in 2017 and 2018.



# KidSport



## Regional Based Grants

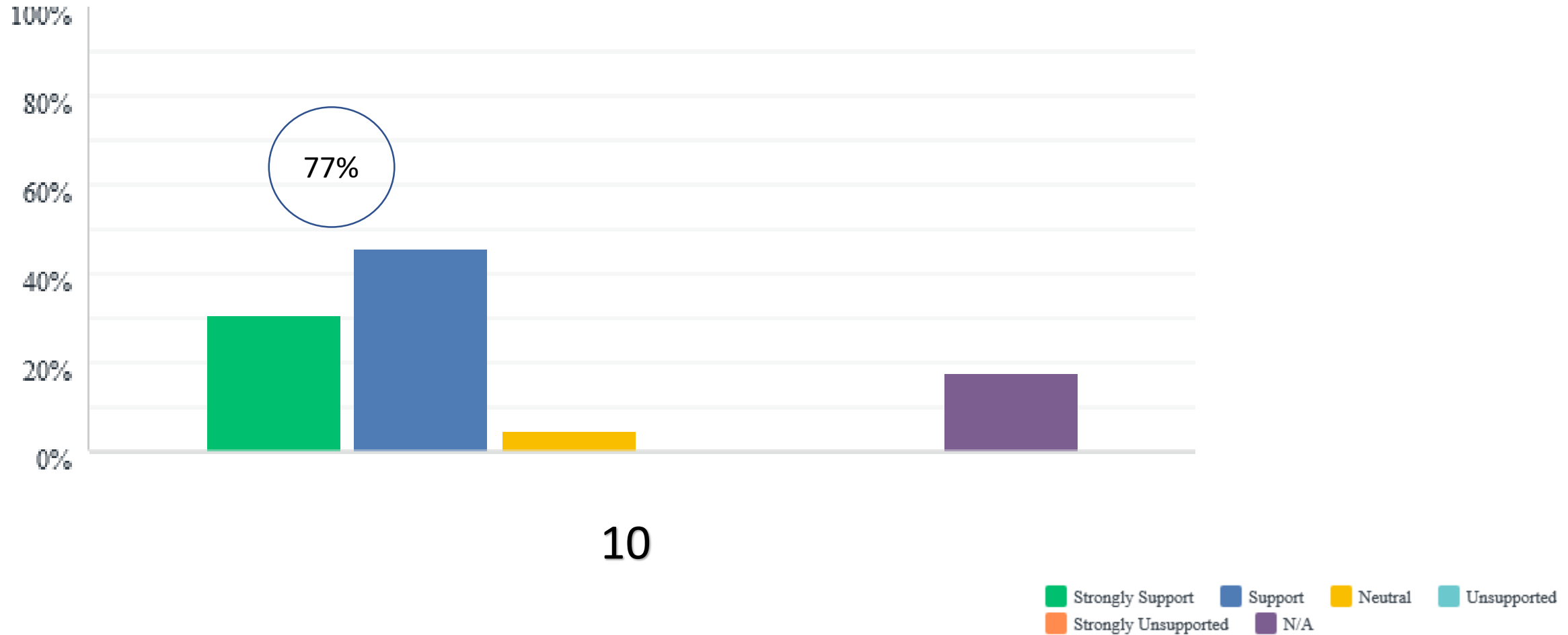
10. The Active Regional Community Grants program to be more widely promoted and an increase in funding to the pool is being considered.







# Regional Based Grants



## Infrastructure Grants

No recommendations made as there are separate processes to occur in 2019 in relation to the State Sporting Facilities Plan and the Community Sport and Recreation Facility Fund.



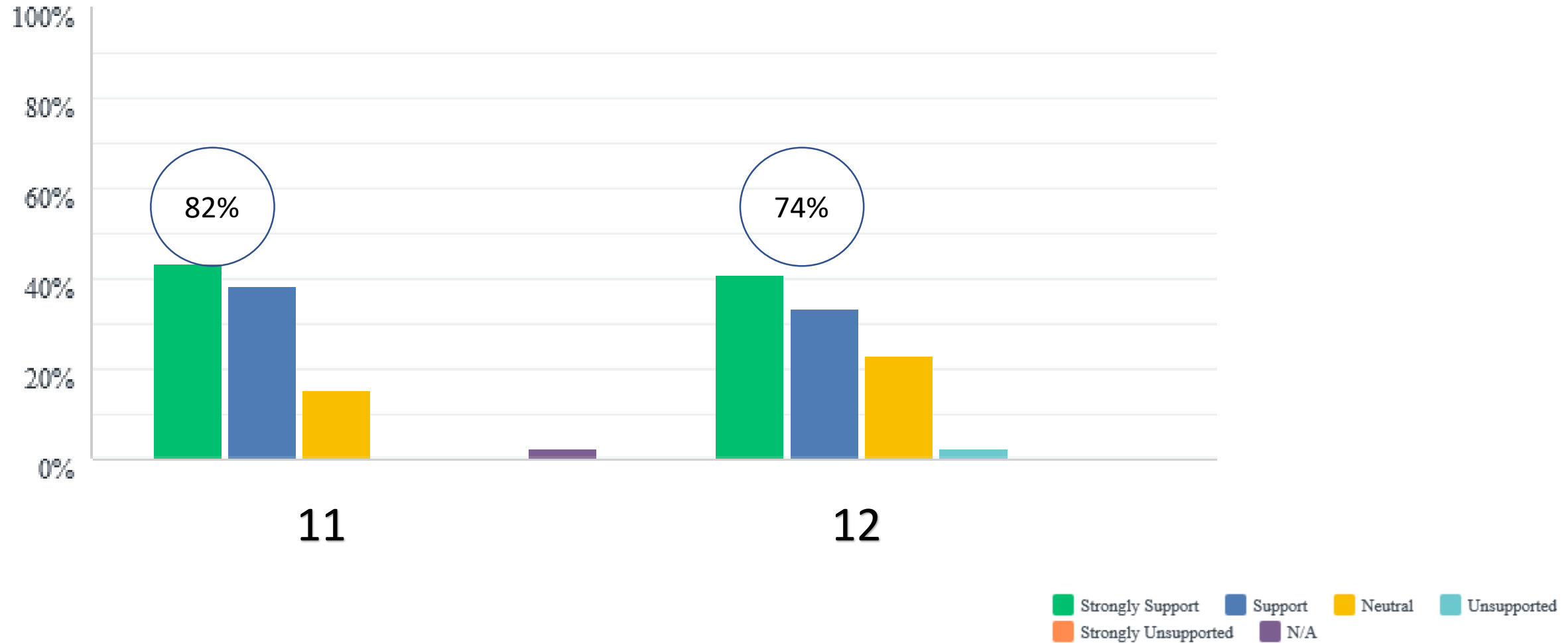


## **Gaps in current service provision**

11. A mid-tier events strategy will be developed to fund metropolitan and regional sporting events.
  
12. An innovation funding pool will be explored to provide responsive funding to challenges and trends. This will be progressed through a Request for Proposal process in response to developing trends and initiatives.

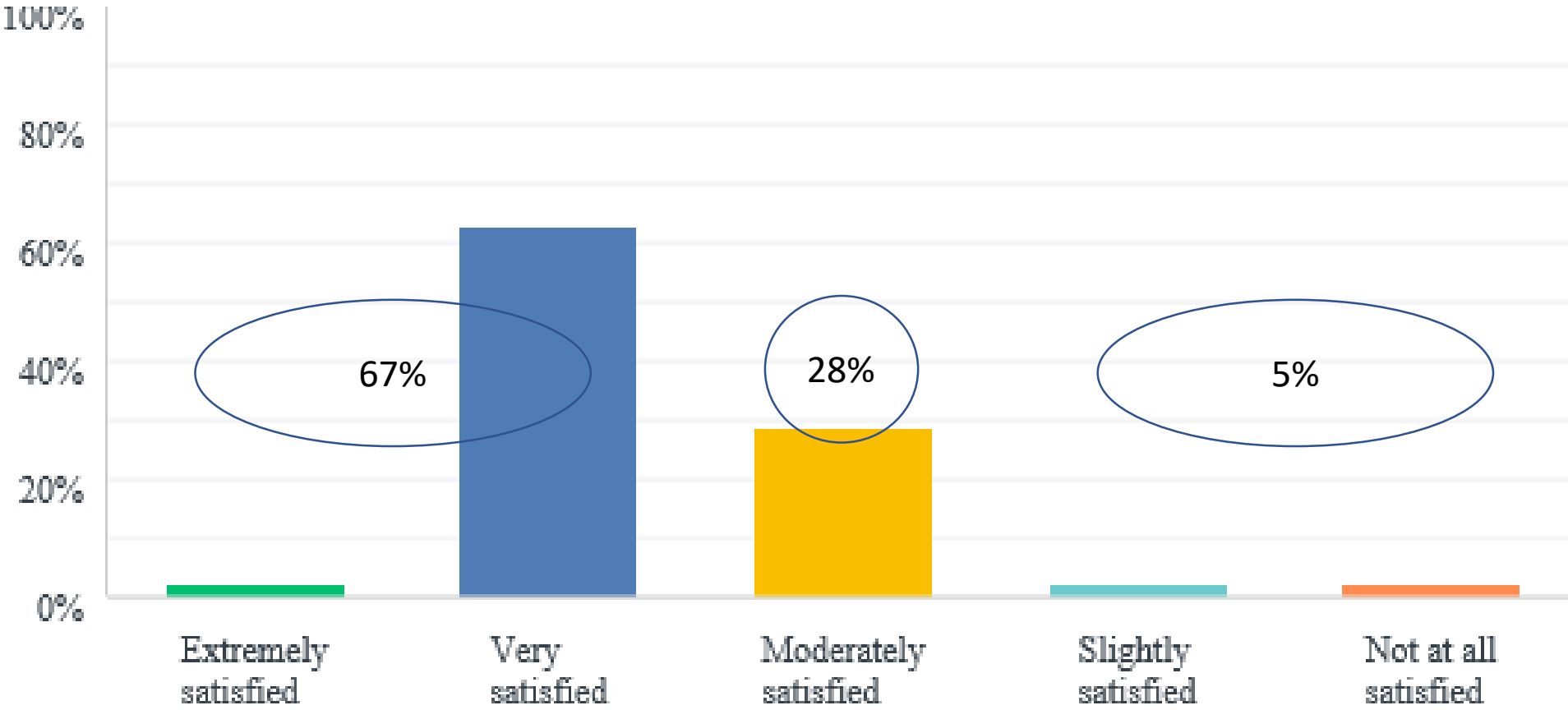


## Gaps in current service provision





# Satisfaction of Process



# Next Steps

## Findings

The following findings require further work and the development of an implementation strategy. These are likely to generate ongoing work through 2019/20 and beyond.

- Finding 4 - There are a wide range of expectations of the role of the department in supporting the industry, with a shift of focus towards facilitating outcomes rather than leading the delivery.
- Finding 11 - There should be transparency and accountability in how the funding for the Industry Investment Program is allocated
- Finding 15 - The department and the industry should work with Sport Australia to assist in the simplification of compliance and industry standards, and for the National Sporting Organisations to assist Western Australian State Sporting Associations
- Finding 18 - The department should investigate the process of developing a universal unit of measurement for the sport and recreation industry.



# Next Steps

## Findings

The following findings need consideration for a greater explanation or change to wording;

- Finding 9 - The WA Sports Federation should strengthen its role as the peak advocacy body for sport to be expanded to include all Peak Bodies for their respective areas.
- Finding 14 - The department should provide online best practice guidance including templates, policies and procedures for State Sporting Associations to be amended to look at the deletion of the department.



# Next Steps

## Recommendation

The following recommendations require further work and the development of an implementation strategy. These are likely to generate ongoing work through 2019/20 and beyond.

- Recommendation 3 - All organisations' Industry Investment Program allocation for the 2019/20 financial year will be reset to the base funding level of the category. There will be a 12 month transition period until new funding allocations are implemented where changes result in a decrease of funding.
- Recommendation 4 - Regional Organisation Grants and Regional Servicing Grants will be consolidated within the Industry Investment Program
- Recommendation 10 - The Active Regional Community Grants program to be more widely promoted and an increase in funding to the pool is being considered
- Recommendation 11 - A mid-tier events strategy will be developed to fund metropolitan and regional sporting events.
- Recommendation 12 - An innovation funding pool will be explored to provide responsive funding to challenges and trends. This will be progressed through a Request for Proposal process in response to developing trends and initiatives.





# Next Steps

## Recommendation

The following recommendations need consideration for a greater explanation or change to wording;

- The sequence of the Every Club recommendations to be reversed.

This work is to be detailed in the Implementation Strategy and will need to be completed by April for inclusion in the Final Report;

- Internal review;
- Feedback on the amended changes through the Reference Group;
- Endorsement process through WASF and PLA (WA) and where appropriate additional Peak Bodies;



# Next Steps

## Industry Investment Program Categorisation Tables

This work is to be detailed in the Implementation Strategy and will need to be completed by April for inclusion in the Final Report;

- Internal review;
- Feedback on the amended changes through the Reference Group;
- Endorsement process through WASF and PLA (WA) and where appropriate additional Peak Bodies;
- Republish, the Categorisation Tables;
- Publish the IIP Funding Bands and increments;



# Further Details

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