

Review of Sport and Recreation in Regional Western Australia



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EXECUTIVE SUMMARY

Background

Over the past decade much has changed in the social, economic and environmental context in which sport and recreation are being delivered in regional Western Australia.

Changing demographics, the strength of the Western Australian economy and the impacts of climate change are obvious examples of the broader dynamics that impact on the sport and recreation marketplace.

In policy terms the State Government has clear priorities to:

- Promote physically active lifestyles;
- Build capacity to sustain a robust volunteer sector; and
- Support the quality of life in regions by building community capacity and cohesiveness.

Sport and recreation are inextricably linked to the notion of 'community sustainability', something clearly understood by regional Western Australians.

Key themes emerging from the State-wide consultations

The booming economy is clearly providing strong employment opportunities and heightened activity across most industry sectors. The flow-on implications for regional sport and recreation include:

- Difficulties in sourcing and retaining a range of specialist personnel e.g. aquatic and recreation centre managers, horticulturalists, sport development officers;
- Challenges in progressing capital works projects for sport and recreation facilities; and
- Pressures on community-based organisations to attract and retain volunteers.

The sport and recreation setting has also been identified as an important one in regional Indigenous communities in promoting participation and in building capacity. The challenges referred to above potentially have an even greater impact on remote and town-based Indigenous communities.

To survive and thrive today regional sport and recreation organisations and local governments which make a crucial contribution will need to adapt and evolve their programs, services and approach. Improved use of technology, developing 'family friendly' fixturing across sports and the development of alternative club structures to better harness the available volunteers are some of the emerging issues.

There is a range of resources and training initiatives provided by the Department of Sport and Recreation, State sporting associations and other organisations to support regionally-based individuals and organisations. This support is valued, however further evolution is required to address cost and accessibility issues.

The adequacy of active playing fields and more broadly the provision of public open space (POS), particularly in growth localities, emerged as issues needing attention. Inadequate provision of POS (both the amount and quality) has long-term implications that can be avoided at the planning phase.

Conclusion

A series of findings and recommendations has been devised which reflects the themes that emerged from the State-wide consultations. Responses to these recommendations will meet the State Government's policy imperatives whilst also meeting the expressed needs of regional communities.

Attendees at the consultation forums universally understood the important role that sport and recreation has in building stronger, healthier and more resilient communities in regional Western Australia.

INTRODUCTION

Background

It has been twenty-one years since a dedicated review was undertaken of country sport and recreation in Western Australia. In that period there has been rapid change across Western Australia's social, economic and environmental contexts.

This review is both timely and urgent. A formal review of the Department of Sport and Recreation's Regional Service was undertaken in 2000 and a review of country sport was undertaken in 1987.¹ However, much has changed in the setting in which sport and recreation are being delivered in regional communities over the past decade.

Much needs to change in the way sport and recreation are delivered into the future if they are to be sustainable and remain a central part of our Western Australian lifestyle.

Great care is needed when undertaking a review such as this in a jurisdiction the size of Western Australia. Consider the profound differences in everyday life in a remote community in the State's far North Kimberley region, in a rural Wheatbelt town, and in the rapidly growing coastal urban centre of Mandurah. The common thread is the central role sport and recreation play in participation and involvement in the Western Australian lifestyle.

Context

It is important to put into context the environment in which sport and recreation is currently being planned and delivered in regional WA. Set out below is snapshot of these changes:

The Western Australian **economy** has been exceptionally strong in recent years having grown from \$75b in 2001/02 to \$184b in 2008/09.²

In these robust economic times there needs to be evidence of a long term and lasting community dividend to regional communities. Much of the economic activity that has caused these very positive economic times is based in and comes out of regional communities.

There is a range of impacts arising from the strength of the Western Australian economy, including:

- Construction costs have escalated rapidly in recent years (Building Cost Index figures in Perth have been of 11% ('07), 12 % ('06), 7.8% ('05) and 15.2% ('04) over the past four years – source: Department of Housing & Works) and significant delays in development schedules are prevalent across the State. Variations (i.e. higher escalations) would have occurred on the BCI figures in parts of regional WA. Further, sourcing construction contractors to tender for projects remains an ongoing challenge in many regions, especially in the northern regions.
- Labor shortages are being experienced across the State with particular difficulties evident in attracting workforces to regional and remote areas. This issue is a key strategic issue for most industries and professions, e.g. mining, teaching, health, local government, etc.
- Local government representatives at forums convened in undertaking this review reported staff turnovers of over 30% per annum.
- Industrial practices and employment trends have substantially evolved in recent years. Fly-in/ Fly-out (FIFO), 12-hour shift patterns and increased participation rates for females are examples of the shifting workforce dynamic.

The state with the largest increase in labour prices through the year to December 2007 was Western Australia (5.9%). The national average was 4.2%.³

¹ *Country Sport Report*. (1987). Perth: Western Australian Sports Council: Country Sport Committee.

² Ripper, E. (2008). *Presentation on 2008/09 State Budget*. Perth: WA State Parliament.

³ *Labour Price Index (cat.no. 6345.0)*. (2007). Canberra: Australian Bureau of Statistics.

The **social and cultural** dynamic across the State has also undergone a range of shifts over the past 21 years. Western Australia's population grew from 1.5 million to 2.2 million between 1987 and 2007.⁴

Perth experienced the largest growth in numbers of all Western Australian Statistical Divisions in the five years to June 2006, followed by the South-West and the Pilbara. The South-West and Pilbara had the highest growth in percentage terms. There has been strong growth in the metropolitan fringe areas of Perth between 1996 and 2006.⁵

Table 1. Population change between 2001 and 2007 - Statistical Divisions in WA⁶

	Population change (number)	Percentage change
Total Perth	161767	11.6
Total South-West	30008	15.5
Total Lower Great Southern	2348	4.4
Total Upper Great Southern	-96	-0.5
Total Midlands	25	0.0
Total South Eastern	1759	3.2
Total Central	1352	2.2
Total Pilbara	5816	14.7
Total Kimberley	1645	5.0
TOTAL WESTERN AUSTRALIA	204624	10.8

The population is ageing. Between 1987 and 1997, the median age of Western Australians increased from 30.4 to 36.4 years.⁷ The proportion of the population aged 65+ increased from 10.4% to 11.9% between 1996 and 2007. It is projected to increase to 25.6% by 2051.

Children aged 0-14 decreased from 22.3% to 19.9% of the population between 1996 and 2007.⁸

The South-West has an older population than the rest of WA (median age was 39 years in 2006). The Pilbara has a younger population (median age was 34 years in 2006).

A total of 26.5% of WA's population resided outside the Perth Statistical District in 2007, with this figure static over the prior decade. However, projections are that by 2051 the regionally-based proportion will decrease to 22.5%.⁹

Environmentally there have been (or are expected to be) changes in WA that will impact future planning and delivery of sport and recreation. These include:

- Climate Change; consequential impacts (reduced or increased rainfall, sea level rises, rising temperatures, heightened storm and cyclone intensity, etc.) are now emerging and or being forecast.¹⁰ There will be flow through impacts on facility design and management, as well as participation and health impacts.
- Water; in the South-West portion of the State, where reduced rainfall is expected, there will be water supply constraints impacting maintenance of reserves, playing fields, courts, pitches, pools, etc. Furthermore, access issues to popular outdoor settings on and around dams, reservoirs and catchments may be further constrained.
- Salinity and biodiversity; sustainability of monoculture agricultural practices and consequential impacts on settlement patterns in Wheatbelt region.
- Conservation and environmental Impact, e.g. future planning for extraction industry (natural gas) in the Kimberley may impact settlement outcomes.

⁴ *Australian demographic statistics (cat.no. 3101.0)*. (2007). Canberra: Australian Bureau of Statistics.

⁵ *ABS Regional population growth (cat.no. 3218.0)*. (2006-07). Canberra: Australian Bureau of Statistics.

⁶ *ibid*

⁷ *Australian demographic statistics (cat.no. 3101.0)*. (2007). Canberra: Australian Bureau of Statistics.

⁸ *Australian social trends (cat.no. 4102.0)*. (2007). Canberra: Australian Bureau of Statistics.

⁹ *ibid*

¹⁰ *Climate Change is not longer just a concept: how climate change could affect sport and recreation now and in the future*. (2007). Perth: Department of Sport and Recreation, WA Government.

The organisation and delivery of sport and recreation in WA is undertaken amidst the constantly changing and evolving economic, social, political, cultural and environmental dynamics. Sport and recreation industry stakeholders must continually adapt and evolve at both strategic and operational levels.

Finding

- 1. Sport and recreation needs to constantly evolve and adapt to economic, social, political, cultural and environmental dynamics in the new millennium.**

Policy

There is a mix of direct and indirect current policy settings needing to be factored into a review of sport and recreation in country WA. These include:

- The State Strategic Plan.¹¹ The review and its possible outcomes will meet the following goals of the plan:
Goal 3 Lifestyle and the Environment: Protecting and enhancing the unique Western Australian lifestyle and ensuring sustainable management of the environment. Strategic Outcome 3.1 A unique lifestyle that is maintained and enhanced: **Western Australia's lifestyle should be physically activity and build community capacity to sustain a robust volunteer sector.**
Goal 4 Regional Development: Ensuring that regional Western Australia is strong and vibrant - Strategic Outcomes 4.1 Regional communities that are educated, healthy, safe and supportive; 4.2 Regional economies are diversified; and 4.4 Government decision making that takes account of regional issues.
- *Strategic Directions for the Western Australian Sport and Recreation Industry 2006 – 2010* (SD4): a vibrant sport and recreation industry in regional Western Australia is integral to meeting the challenges identified in SD4.¹²

Defining 'Country Sport and Recreation'

'Sport and recreation' refers to physical activity through sport, community recreation, outdoor recreation and fitness participation opportunities. Involvement may be formal, informal or casual whether the context is regional or metropolitan based.

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

'Country sport and recreation' is by no means a homogenous activity or setting! What is on offer and what appeals varies for people in a remote Indigenous Kimberley community, for people in a Pilbara mining town, for people in a Wheatbelt rural community and for people in a burgeoning coastal urban centre like Mandurah.

What is entirely consistent however across these diverse communities is a central recognition that 'sport and rec' are the essence of 'community'!

Methodology

The brief to undertake this review required consultation across the State with people directly involved in the organisation and delivery of sport and recreation in country WA. The review was conducted through face to face communication. **Table 2** provides a summary of the review implementation methodology and its application.

¹¹ *Better Planning: Better Futures: Strategic planning and resource allocation framework for the Western Australian public sector.* (2006). Perth: Western Australian Government.

¹² *Strategic Directions for the Western Australian Sport and Recreation Industry (2006-2010).* (2006). Perth: Western Australian Government.

Table 2 Review Methodology and Implementation

Review Methodology	Review Implementation
<p>Develop a framework for gleaning community responses across key aspects of sport and recreation organisation and delivery in country WA.</p>	<ul style="list-style-type: none"> - <i>The concept framework used in the current Industry Strategic Plan (Strategic Directions 4, A Strategic Plan for the Sport and Recreation Industry in Western Australia, 2006-2010) has six key areas; Industry Development, Organisation Development, People Development, Infrastructure, Participation and High Performance.</i> - <i>Participants at each of the consultation forums were invited to outline the issues and challenges associated with the delivery of services to regional WA (refer Appendix 7 for details of the forum schedule and format).</i>
<p>Schedule consultation forums across the State</p>	<ul style="list-style-type: none"> - <i>Key stakeholder and community forums were held in all regions across Western Australia:</i> <ul style="list-style-type: none"> • <i>South-West – Bunbury</i> • <i>Peel – Mandurah</i> • <i>Great Southern – Albany</i> • <i>Wheatbelt – Northam, Narrogin</i> • <i>Pilbara – Karratha</i> • <i>Goldfields – Kalgoorlie, Esperance</i> • <i>Kimberley – Broome, Kununurra, Kalumburu*</i> • <i>Gascoyne – Carnarvon</i> • <i>Midwest – Geraldton</i> • <i>State sporting association representatives**</i> <p><i>Participants are listed at Appendix 6.</i></p> <p><i>* The onsite visit to the Kalumburu community to meet with elders and administrators provided a insight into specific challenges faced in the organisation and delivery of sport and recreation in a remote Indigenous community.</i></p> <p><i>**A forum to balance perspectives of regional, rural and remote forum participants was scheduled with representatives from twelve State sporting associations in Perth.</i></p>
<p>Analyse the forum feedback to develop policy approaches to improve country sport and recreation outcomes.</p>	<ul style="list-style-type: none"> - <i>Respondent feedback from all forums was clustered to identify key themes that emerged. Where applicable ‘findings’ were devised to crystallise key themes.</i> - <i>Recommendations were developed where directions emerged to improve and reform sport and recreation outcomes into the future.</i>

All contributions from attendees at the State-wide forums were recorded in raw form and ultimately crystallised into emerging themes. In undertaking the analysis of the raw forum feedback there was a mix of material, ranging from localised operational issues through to the identification of more strategic issues.

The intent of the review is to identify opportunities for improving country sport outcomes in participation and achievement, consistent with DSR’s mission statement.¹³ Further, the review was to identify opportunities to strengthen regional, rural and remote communities, consistent with the State Government’s *State Regional Policy* intent to ensure that regional Western Australia is strong and vibrant, with the residents’ quality of life enhanced by building community capacity and cohesiveness

In a strategic review of this nature it would be inappropriate to incorporate findings and recommendations on localised issues that surfaced in the consultation forums. Rather, these items have been communicated under separate cover to the Minister for Sport and Recreation.

¹³ Annual Report. (2007). *Mission Statement*. Perth: Department of Sport and Recreation, WA Government.

FEEDBACK FROM CONSULTATIONS

On the wisdom of regional Western Australians...

Before outlining the key themes that emerged within the framework, there is a series of headline responses that consistently emerged in all consultation forums. Relative to their urban counterparts, regionally based people appear to have a far clearer understanding of the contribution that involvement in sport and recreation makes to:

- Building community capacity, developing a sense of community and belonging. **Country people intrinsically understand the notion of 'community sustainability'!**
- Promoting youth and community leadership and innovating to adapt to changing circumstances.
- Confronting core health issues of mental health and obesity and overweight.

In response the sport and recreation organisations in regional Western Australia want:

- Recognition of the contribution of country sport in building communities and more broadly as a breeding ground for champions.
- A 'hand up, not a hand out' from government (all tiers).
- Recognition that diversity in the characteristics and needs of communities across the State requires variations and flexibility in policy, program and resourcing responses by government.

As outlined in the Methodology section the responses from the State-wide consultation forums were gathered using the same framework adopted in the current sport and recreation industry plan. The responses have been consolidated and/or clustered where appropriate.

INDUSTRY DEVELOPMENT

On the impact of the current labour market dynamic...

There is a myriad of changes in the broader labour market dynamic evident in country Western Australia. The more obvious changes include:

- Increasing numbers employed on fly-in/ fly-out arrangements, especially in the mining and extraction sectors.
- Increasing prevalence of shift work arrangements, i.e. 12-hour shifts.
- Substantial skill shortages apparent impacting private, public and community-based employers.
- Incremental occurrence of extended retail trading in regional centres to service tourism needs.
- Record low unemployment levels (3.1% seasonally adjusted, April 2008) resulting in a tight labour market in virtually all sectors.¹⁴

Sport and recreation are not immune from the impacts of the current tight labour market. At the consultation forums examples were consistently cited of the challenges in recruiting and retaining staff to enable delivery of sport and recreation services.

Local governments, private sector and community-based organisations are all being impacted: "We simply can't compete with the mining companies" was the constant quote emerging in nearly all consultation forums. The resultant staff turnover and breaks in service continuity further impact these organisations.

Virtually all employment roles are being impacted by the tight labour market including:

- Aquatic facility staff (pool managers, lifeguards, plant technicians).
- Recreation centre staff (centre managers, program staff)
- Parks and gardens staff
- Recreation planners and leisure services managers
- Regional development officers (generally sport specific appointments)
- Coaches, instructors
- Community development officers, recreation officers

¹⁴ *Labour Force, Australia (cat.no. 620.0)*. (2008). Canberra: Australian Bureau of Statistics.

Finding

- 2. Sport and Recreation service providers, whether they are public sector, private sector or community-based organisations, are competing in a highly competitive labour market. Difficulties in filling positions across the spectrum of roles will continue to be experienced, and further exacerbated, if service conditions are not competitive with other employment sectors.**

Recommendation 1

Sport and Recreation organisations and local governments may need to improve and/ or adapt employment conditions and practices to attract and retain their personnel.

Recommendation 2

Sport and recreation organisations and local governments may need to cluster project tasks in order to attract specialist skilled labour and or specialist skill service providers/ contractors.

On the impact of rapid population growth and development expansion...

Key regional centres are experiencing rapid population growth and subsequent rapid development and expansion (e.g. Bunbury/ Busselton, Peel/ Mandurah, Karratha, Albany, Esperance and Geraldton). Through the consultation forums the challenges these centres are experiencing meeting community demands for sport and recreation facilities and services have been reinforced. The growth is simply outstripping the capacity of local governments and community groups to cope with demand, both for maintenance of existing facilities as well as the planning, funding and development of new infrastructure. This demand includes playing amenities (playing fields, pools, courts, indoor recreation centres, gymnasiums, etc.) and program provision.

In the North-West of the State where multiple major mining and extraction projects are in construction phases or have recently come on-stream there is the combination of extremely tight labour markets and equally tight housing supply and rental market.

Finding

- 3. Sport and recreation organisations and local governments are struggling to meet service demands in high growth localities.**

On the impact of rural decline...

Attendees at forums in the southern parts of the State (e.g. parts of the Wheatbelt, Goldfields and Great Southern regions), reported challenges they face in maintaining existing competition and program structures where there is 'rural drift' occurring and or an ageing demographic. The gradual decline of many of these regional and remote communities, quite likely to be exacerbated by climate change impacts, will place further stress on localised sport and recreation delivery.

Finding

- 4. Communities in localities experiencing rural drift may need to significantly modify "traditional sport and recreation" activities, e.g. reduce team sizes; alter size of the playing arena, manage with fewer volunteers.**

On the impact of daylight saving...

The daylight saving trial over the past two summers was raised in the consultation forums. The debate mirrored reactions in Perth, some activities benefited, some activities suffered. Daylight saving has had varying impacts on country sport and recreation participation.

Finding

- 5. Daylight saving understandably has poor support in the hotter regions of Western Australia compared to more acceptance in the cooler southern parts of the State.**

On systemic financial disincentives confronting organisers and participants in sport and recreation.....

A menu of systemic financial disincentives emerged that negatively impact participation and achievement outcomes in sport and recreation. These include (but are not limited to):

- Relatively high intrastate travel costs.
- Payroll tax imposts on sport and recreation organisations.
- GST on all sport and recreation related sales, including safety and medical related expenditure.
- Cost shifting imposts (whether perceived or real) where responsibility is transferred from State and Commonwealth tiers to local governments.
- Impost of fees and charges levied by local governments on community-based sport and recreation.
- Impost of levies charged on clubs by regional/ state associations.

The entities imposing the above charges and levies include private sector, local governments, State Government, Commonwealth Government and sport and recreation organisations themselves.

Considered in isolation there would be rationales for their existence and retention. These imposts, as a package, risk discouraging both the organisers of, and the participants in sport and recreation.

Finding

6. *All tiers of government need to be more cognisant of the financial impacts flowing from their policy development onto volunteer-based sectors.*

The work of volunteers warrants stronger financial resourcing and support. It is important to recognise that volunteers contribute substantially to building stronger regional communities.

Recommendation 3

DSR needs to partner sport and recreation organisations in better articulating the systemic financial disincentives that are burdening volunteer-based organisations.

On the contribution sport and recreation can make to the Indigenous Reform Agenda.....

The evidence on Indigenous disadvantage is well documented¹⁵ and both the Federal Government and the Western Australian Government have clearly-stated policy imperatives to address the life expectancy gap between the Indigenous and non-Indigenous populations.

The role that sport and recreation can play in improving participation, achievement and capacity building outcomes, in both town-based and remote Indigenous communities was well recognised in the review forums.

Whilst there is a range of effective sport and recreation programs across the State, the more common experience in these programs is discontinuity and impaired performance as a consequence of a myriad of logistical and resourcing challenges.

A range of challenges confronting sport and recreation provision in remote Indigenous communities was raised in consultation forums. These challenges include difficulties in attracting and retaining staff, difficulties in getting contractors to build and or maintain facilities, and transport issues (cost and availability of vehicles).

Anecdotal feedback at the forums indicates participation rates of town-based Indigenous people are lower than the general population. Barriers to this discrepancy need to be identified to reduce this participation gap.

The Department of Sport and Recreation is concluding a comprehensive study on sport and recreation program and infrastructure needs for remote Indigenous communities in the North West. Directions should emerge on investment priorities for consideration by Government.

¹⁵ *Overcoming Indigenous Disadvantage: Key Indicators 2005*. (2005). Canberra: Productivity Commission Steering Committee for the Review of Government Service Provision.

Finding

7. ***The primary benefits of improved participation and capacity building are realised in Indigenous communities (town-based or remote) where functioning sport and recreation programs operate. Secondary benefits of improved school attendances, stronger community resilience and reduced anti social behaviours are also achievable.***

Finding

8. ***The study assessing sport and recreation program and infrastructure needs in remote Indigenous communities in the WA's North West being concluded by DSR should provide direction to the State's investment priorities for the medium term.***

Recommendation 4

Initiatives are required to improve participation rates in sport, recreation and physical activity for town-based Indigenous people.

On reform agendas for local government...

Local government is a crucial player in the provision of grass roots level sport and recreation. Local governments fill multiple roles; as a facility provider; as a lessee (Crown leases vested in shires, towns and cities); as a direct programmer (e.g. recreation and aquatic facility operator, etc.).

In recent times there have been several key strategic level reports examining the sustainability of local governments and future structural and reform outlooks for local government in WA.^{16 17,18}

It remains unclear what eventual models and or reform agendas will unfold from these reports. The generic operational stress symptoms frequently being reported by country local governments include recruitment problems, financial sustainability and service demand overload, etc. Inevitably these operational constraints flow through to the capacity of local governments to support community-based sport and recreation provision.

Finding

9. ***As reforms are implemented by local government, sport and recreation at local, regional and State level needs to be informed and participate in community debate. Once directions emerge, sport and recreation organisations will need to be responsive and adaptive to revamped municipal approaches.***

¹⁶ PricewaterhouseCoopers. (2006). *Sustainability Study of Local Government*. Sydney: Australian Local Government Association.

¹⁷ *Ensuring the Future Sustainability of Communities: Local Government Structural and Electoral Reform in Western Australia*. (2006). Perth: Local Government Advisory Board.

¹⁸ Burges, R. (Ed). (2008). *The Journey: Sustainability Into the Future: Shaping the Future of Local Government in Western Australia*. Systemic Sustainability Study Taskforce.

ORGANISATIONAL DEVELOPMENT

On maintaining good communications...

Two aspects of communications shortcomings surfaced regularly in the forums:

- The frequency and amount of information flow from State sporting associations to clubs and regional associations. In some instances the flow of information from local governments and State Government agencies also has deficiencies
- The effectiveness of country sport and recreation organisations in using technology to improve communications. Sub-issues ranged from reliability and adequacy of broadband and satellite linkages and use of existing software capabilities.

DSR has recently initiated a project to assess the effectiveness of technology take-up by sport and recreation organisations. It is important that the project also includes impacts and opportunities for regionally-based associations and clubs.

Recommendation 5

State sporting associations and governments (local and State) are encouraged to review the effectiveness of their communications to regional associations and country clubs.

Recommendation 6

That DSR's assessment of the effectiveness of technology take-up by sport and recreation organisations is extended to include regional assessments and or case studies.

On the general sustainability of country-based clubs...

All forums identified that the sustainability of clubs was a universal challenge confronting all regional communities. Suggestions to address this issue ranged from reducing compliance and accountability requirements, simplifying grants processes and provision of administration grants for clubs.

One interesting innovation cited in Bunbury was the merging of a football and netball club that delivered social benefits, whilst reducing duplicate requirements of office bearers.

There are other existing successful multi-sport club models, however they are the exception.

Finding

10. Community-based multi-sport club models have the potential to better utilise the diminishing volunteer base.

Recommendation 7

DSR and local governments should examine establishing a program that provides 'structural adjustment' incentives and support towards regional clubs undertaking consolidation or mergers.

On the role of State sporting associations supporting country sport and recreation...

There is great diversity in the quality of support forthcoming from SSAs to regional clubs. The perennial issue of 'value for money' on registration fees paid to SSAs arose frequently. In getting the perspectives from representatives of regional clubs and from SSAs (both employees and volunteers) it is clear that all want what is best for their sport and recreation organisation.

Finding

11. SSAs and clubs and regional associations need to persevere in their working partnerships to deliver sport efficiently. More focus and promotion is required on best practice for 'whole of State, whole of sport' service solutions. Further, SSAs need to better inform regional associations of the overall investment made to country sport.

PEOPLE DEVELOPMENT

On the need to better support volunteers...

Sport and recreation provision in country WA is overwhelmingly delivered by volunteers. The training and education to meet today's compliance, legislative, regulatory, safety and risk management requirements grow exponentially and inevitably impact on the capacity to attract and retain volunteers.

There are generic requirements to be met by all sport and recreation organisations (e.g. Working With Children, Police Clearance regulations, Responsible Service of Alcohol, etc.) and activity specific requirements. Examples emerged of training requirements for Volunteer Fire Fighters and traffic officials for triathlons (two-day course). Herein lies the conundrum; the training requirements are justifiable from a quality of program presentation perspective and broader public interest perspective, however volunteers are time poor and under-resourced.

Finding

12. The array of agencies imposing legislative and regulatory, compliance, risk management and safety requirements and protocols onto volunteer-based clubs need to be more cognisant of the capacity of clubs.

Finding

13. Employers need greater encouragement to support sport and recreation volunteers undertake training and education programs, recognising there is a wider community and workplace return on that investment.

DSR introduced the Club Development Officer (CDOs) scheme February 2006 to support local governments employ personnel dedicated to assisting community-based clubs.

There are twenty regional local governments benefitting from appointment of CDOs, noting several shires have pooled resources to jointly employ CDOs. It will be important to keep the focus of these roles on assisting grass roots program delivery. The risk of burn out and or dilution of their role to meet the general overload of expectations on local government community services will need vigilance.

To provide more extensive support in a greater number of local governments there may be value in expanding the program. Interim feedback indicates the program has been well received in participating communities. The results of a three-year evaluation of the CDO program should guide the future direction and scale.

Finding

14. The introduction of the Club Development Officer Scheme has been timely and well received by the participating local governments and communities.

Recommendation 8

Subject to formal evaluation of the Club Development Officer Scheme confirming interim supportive feedback, consideration should be given to expanding the program in regional WA.

It is estimated that every year there is a turnover, or attrition rate of 'one in three' club volunteers. The perennial task for clubs of recruiting, training, retaining and recognising volunteers remains an ongoing challenge. Forum attendees frequently mentioned the value of existing resources (e.g. DSR's Club Development program) and the continuing need to provide easily accessible training and support for club and regional association administrators.

Recommendation 9

That there is a recurring need for sport and recreation organisations, local governments and DSR to partner in providing ongoing training, education and support towards the recruitment and retention of club volunteers.

On training and education requirements of country sport and recreation...

Difficulties were reported in sourcing required re-accreditation and professional development in regional areas for a range of sport and recreation employment roles e.g. aquatic centre managers and lifeguards, recreation centre managers, parks and gardens horticultural staff.

There is a mix of delivery mechanisms at present, including both regionally-based training programs and Perth-based offerings. Additionally, annual conference programs (e.g. DSR's Sport and Recreation Industry Conference, Outdoor WA's annual conference, the Leisure Institute of WA Aquatics annual conference), North West Regional Recreation conference) also provide less formal professional development opportunities.

Whilst there will remain a need for face to face training and education, whether scheduled in regions or Perth-based, it is essential that a greater range of offerings are developed in on-line training mode. The immediacy of availability and cost effectiveness are compelling rationales to progress this mode of training.

Recommendation 10

Training, education and professional development to the sport and recreation sector must expedite the development of on-line training opportunities to support regionally-based sport and recreation personnel.

Positive feedback was received on the commitment by the University of Western Australia (through the School of Sport Science Exercise and Health) to give regional practicum placements into remote Indigenous communities and mining towns in the Kimberley and Pilbara regions.

Challenges in meeting the training and accreditation needs of aquatic centre personnel (e.g. pool manager's course, Bronze medallion accreditation/ re-accreditation) arose in several forums. Currently the Leisure Institute of WA-Aquatic (LIWA Aquatic) schedule occasional training programs in regions to supplement Perth-based programs. A frequent request was for an expansion of the current regional schedule.

Recommendation 11

That the Leisure Institute of WA- Aquatic (LIWA Aquatic), in consultation with DSR, local governments and training providers liaises to develop an expansion of the current regional training and accreditation program scheduling for aquatic centre personnel.

On training and education needs of country-based coaches, officiators, instructors and sports medics...

Maintaining and improving standards of regionally-based coaches, instructors, officials and sports medics is an on going challenge. Both logistical and financial barriers arise in scheduling, accessing and delivering essential training, education and accreditation programs.

The solutions to overcome these barriers will vary for each sport or activity. The ongoing investment is essential to support the predominantly volunteer-based personnel delivering community level sport and recreation.

On attracting and retaining personnel in country sport and recreation delivery...

Local governments and regional sport and recreation organisations reported difficulties in attracting and retaining personnel in many of the employment roles e.g. recreation and aquatic facility staff, development officers.

Reasons for the high turnover included uncompetitive remuneration levels, lack of accommodation and housing, and simply a lack of adequately trained and accredited people with an interest in relocating to regionally-based towns.

Often sport and recreation personnel in program delivery roles are young people (e.g. Regional Sport Development officers). The capacity to SSAs and regional committees to support these young people, often in their first role after completing university studies, varies greatly.

The lack of affordable housing is a barrier to attracting the required sport and recreation personnel, especially in WA's North-West. It is no longer feasible to rely on the goodwill and passion of the sport and recreation employee to attract staff to regionally-based positions. The difficulty attracting personnel is exacerbated in instances where housing is either not available, or not affordable.

Finding

15. *To retain and attract sport and recreation personnel in many parts of regional WA, especially the North-West regions, it is essential to provide access to affordable housing.*

Finding

16. *Consultation feedback indicates excessive demands, poor reward structures and poor conditions (e.g. housing) lead to challenges in recruitment and retention of sport and recreation personnel.*

Recommendation 12

To attract the required sport and recreation personnel to regional Western Australia employers will need to offer competitive remuneration and employment conditions. Additionally, support for career development and progression through training and professional development will be essential requirements.

INFRASTRUCTURE

On current challenges in progressing capital projects in country WA...

At every forum the difficulties being experienced in developing sport and recreation facilities were raised. These difficulties ranged from:

- Lack of capacity of sport and recreation organisations, and in some instances local governments, to progress early planning work, i.e. master planning, needs assessment, concept development, feasibility planning, business planning, brief development, etc.
- Lack of capacity (in-house or under contract) to progress the market testing phase, i.e. tendering, request for proposals, bid assessment, etc.
- Inability to attract competitive bids for tendered projects. In some instances tendered work attracted no bids.
- Inability to progress procurement phase, i.e. inadequate project supervision and/or management of personnel and contractors.
- Shortfalls in project funding due to shifts in bids between the planning phase and the actual tender letting phase, e.g. anecdotal reports were given the North-West of building escalations rising 150% over a three-year period.

Grant deferrals frequently need to be sought from funding agencies (DSR, Lotterywest, DET, etc.) that have secured capital funding grants. In some instances projects were reported to have been abandoned.

The inevitable outcome of the abovementioned difficulties is community angst at the delayed provision and outright frustration in isolated instances where projects are abandoned.

There may be opportunities for regional local governments to utilise State Government knowledge, systems and protocols (e.g. panel contracts to source approved contractors, procurement approaches that cluster projects to enhance contractor appeal) in progressing their infrastructure projects.

At several forums difficulties were expressed in getting reliable project cost estimates for proposed sport and recreation facility developments. Quantity surveyors can generally provide per square meter estimates for different facility types. Although it is acknowledged that in the current construction market the reliability of these estimates has been problematic, with considerable upside figures often arising when market testing is undertaken.

The proposed working group (see recommendation 13 below) could include in its deliberations the development of options to assist regional sport and recreation groups and local governments to source more accurate estimates for facility projects being planned.

Finding

17. *The strong momentum in the Western Australian economy in recent years has inadvertently constrained the progression of many sport and recreation facility projects across the State.*

Recommendation 13

That DSR convene a working group of regional sport and recreation organisations, local governments and relevant State Government agencies (e.g. Department of Housing and Works, Department of Treasury and Finance) to develop strategies to overcome constraints in progressing regional sport and recreation infrastructure projects.

On Shared or Dual Use of School Facilities...

A frequently occurring theme at forums was the difficulties experienced by sport and recreation organisations in accessing facilities at schools (both government and private).

The reasons given for this exclusion ranged from security (avoiding vandalism) to avoiding operational impacts, e.g. amenity not left in a tidy condition, lights left on, etc.).

Finding

18. *The optimal use of the community's investment in school-based sport and recreation facilities is not being realised, despite the benefits of shared or dual use being compelling and widely accepted best practice.*

Recommendation 14

Greater encouragement and direction is required to ensure the existing Department of Education and Training's policy framework on shared or dual use of school-based sport and recreation facilities is practised State-wide.

On the need to restore the value of Community Sporting and Recreational Facility Fund (CSRFF) grants...

This State Government Fund has operated for 32 years and is highly valued by local governments and sport and recreation organisation State-wide.

Whilst development costs have increased significantly, the amount of funds available for distribution through CSRFF has remained constant at \$9m per annum since the Labor Government increased it from \$7.75m in 2001. Generally a similar number of projects are supported annually in the annual and forward planning project categories. The consequence of the reduced real value of the fund today is either a reduced proportional contribution from the fund results or there are fewer larger projects supported.

Traditionally approximately sixty percent of the fund has been allocated to regionally-based projects, exacerbating the impact on country sport and recreation.

Finding

19. *The real value of the contribution by the State Government, through DSR's CSRFF program, to sport and recreation infrastructure projects since 2000 has declined by approximately fifty percent.*

Recommendation 15

The value of the State Government's CSRFF program needs restoration, given escalating building costs have depleted its real value of contribution to sport and recreation projects across regional Western Australia.

On the need for a dedicated capital funding program for major sport and recreation infrastructure...

In addition to the impact on the CSRFF program there is an urgent need to introduce a new funding stream to support larger scale, more expensive facilities, typically above \$15m in value. This includes aquatic centres and regional playing fields. Information received by the DSR in responding to the *State Infrastructure Strategy* identified over \$600m worth of projects at this scale over the next 20 years. Given the response rate in a survey of future infrastructure needs of local governments was below 50% this figure is considered conservative.

In order to bring such projects to fruition, generally over extended timeframes and/or staged construction, it is necessary for the State Government to contribute a higher level of funding and to plan developments in partnership with local government over long term planning cycles.

Finding

20. *Regional localities undertaking combinations of rapid population growth and development expansion need dedicated support to provide the required 'major sport level infrastructure'.*

Recommendation 16

That the State Government recognises the need for capital funding to support major sporting infrastructure projects that will meet urgent needs, especially in regions experiencing high growth and development expansion.

On sport and recreation facility provision in remote Indigenous communities.....

If the challenges and barriers listed above in progressing sport and recreation infrastructure projects are difficult for mainstream communities across WA, it should be recognised that those same challenges and barriers are even greater for remote Indigenous communities. The challenges and barriers extend to all phases of sport and recreation infrastructure projects, i.e. planning, procurement, management and maintenance.

DSR has been assisting communities in Punmu and Jigalong to scope and cost projects during 2007/8 in recognition of the difficulties faced by Indigenous communities.

Finding

21. Additional support is required in all phases of sport and recreation facility projects (planning, design and management) for remote Indigenous communities. Support needs to go beyond agencies having dedicated funding programs.

Several remote Indigenous communities in the Kimberley region have swimming pools. Whilst these have proven to be popular recreation assets, their extended impact in better health outcomes, in skilling of community members in maintenance and supervision, and in reducing truancy have been a positive outcome.

DSR is soon to finalise a comprehensive infrastructure and program needs assessment study across remote Indigenous communities in three areas in the Pilbara and Kimberley regions. The deliberations in that study should also guide future investment by key stakeholders over the medium term.

Recommendation 17

Further planned investment in appropriately scaled aquatic facilities for remote Indigenous communities should be given consideration.

Note: This recommendation has been derived from feedback from the consultation forums and reference to a recently completed Parliamentary report¹⁹ on swimming pool provision in remote communities.

On sport and recreation facility maintenance and asset management issues...

The matter of burgeoning operating costs and maintenance expenditures of sport and recreation facilities was raised in most forums by local government representatives.

Examples were given of operating deficits in small to medium scale regional towns (i.e. less than 10,000 people) for sport and recreation facilities that were exceeding \$0.5m.

There is no quick fix on this issue. There is a menu of adaptations to planning, design and management of sport and recreation facility provision that will need to be factored in:

- Improved 'Life of Asset' planning (acknowledging significant progress has been evident recent times).
- Stronger adherence to DSR facility planning principles (reference CSRFF program), particularly as that applies to resource sharing.
- Innovative design to reduce both operating and maintenance expenditures for example may range from alternative provision to the traditional 50-metre pool in Wheatbelt towns to the development of standardised design solutions for court coverage and pool provision in remote communities.

Unpalatable as it may be, it may be necessary at times for regional communities to reassess community expectations for the range and standard of sport and recreation facility provision.

Finding

22. The operating and maintenance costs for sport and recreation facilities have risen significantly in recent years, especially in many small to medium sized towns where population catchments are finite.

Provision of swimming pools was deemed a crucial amenity to regional towns. Many local governments reported difficulties in meeting operating costs and raised concern with their capacity to replace and or upgrade ageing facilities.

DSR advised that from their preliminary work in preparing its submission to the *State Infrastructure Strategy* that, even with the low response rate from local governments (approx 30%), 27 new aquatic facilities are proposed over the next decade.

Finding

23. Regional local governments have a growing need to significantly upgrade/replace ageing aquatic infrastructure over the long term. The State will be requested to assist in replacing this vital community resource.

¹⁹ Education and Health Standing Committee *Swimming Pool Program in Remote Communities*. (2006). Perth: Education and Health Standing Committee, Parliament of Western Australia.

Local government representatives sought an increase to the current \$3000 public pool operating subsidy from the Department of Treasury and Finance. Any assessment of this request needs to be considered in the context of the above finding.

On planning for sport and recreation infrastructure...

Two issues surfaced in most forums regarding planning for sport and recreation infrastructure.

Firstly, provision of adequate playing fields was deemed short of requirements in regional centres in half of the regional centres visited. It was beyond the scope of this review to undertake any detailed assessments of these claims. There was enough discussion generated to warrant some further analysis on the issues.

Finding

24. *More detailed enquiry is required to confirm whether adequate playing fields are available for sport and recreation groups in regional centres.*

Recommendation 18

That local governments in regional centres be encouraged, with support from DSR and the Department of Planning and Infrastructure (DPI), to undertake needs assessments of the provision of playing fields.

Secondly, concerns were expressed regarding the amount and quality of land provided for public open space (POS) in the high growth localities in the State's South-West (Peel and South-West regions).

Whilst this issue emerged in forums, particularly across the South-West of the State, it is not an issue restricted to regional WA. The industry plan, *Strategic Directions 4* identified this issue.²⁰ The portfolios responsible for planning and sport and recreation need to formally resolve the scale of this issue and how it can be addressed.

Recommendation 19

That key State Government agencies (DPI, DSR) need to partner regional local governments regarding forward planning for sustainable and adequate provision of public open space.

On the Climate Change impacts, especially reduced rainfall...

There are several key impacts that are expected to impact WA. These include reduced rainfall, more severe storms, increased temperatures and rising sea levels.²¹ These impacts will vary considerably across the State, e.g. reduced rainfall is expected in the South-West of the State, whilst rainfall may increase in northern parts of WA.

Sourcing adequate water supplies for the maintenance of reserves, parks and ovals has been an ongoing challenge for many local governments, this will be exacerbated in future.

The need to 'drought proof' provision of public open space arose in many of the consultation forums. Many towns source treated effluent for use in reticulation solutions for maintenance of reserves. Further opportunities to recycle water should be examined.

From the water crisis that resulted from sustained drought experienced on the east coast, and its impact on provision of sport and recreation, there were lessons to be learnt. The Department of Water, in partnership with DSR, has sought to proactively develop strategies that will efficiently use the available water supply whilst developing innovative approaches to retain the available amount of public open space provision.²²

All regional local governments will be required by the Department of Water to prepare Water Conservation Plans in 2008/09 (follows role out of the program in metropolitan Perth now underway). Support will be given to regional local governments in preparing these plans to better use existing reticulation technologies and devise sustainable provision of essential active playing reserves.

²⁰ *Strategic Directions for the Western Australian Sport and Recreation Industry (2006 – 2010)*. (2006). Perth: Western Australian Government.

²¹ *Climate change is not longer just a concept: how climate change could affect sport and recreation now and in the future*. (2007). Perth: Department of Sport and Recreation, WA Government.

²² *State Water Plan*. (2007). Perth: Department of the Premier and Cabinet, WA Government.

The issue of water supply will also affect school ovals therefore the rational provision, including co-location and joint-use of public open space will become more critical over the next ten to twenty years.

A lack of water supply is influencing a trend towards synthetic playing surfaces with higher consequential capital costs and a need for regular replacement. This will increase the cost burden on all levels of government and the community but may be inevitable in some areas if we are to maintain a healthy and active community.

The change in climatic conditions may also have adverse impacts on playing surfaces (both natural and synthetic) which is likely to result in higher capital and recurrent expenditures. All levels of government will need to appropriately plan for facility funding over longer timeframes and it is notable that the State Government is in the process of developing a State Infrastructure Strategy.

The impacts of climate change are also likely to influence the manner in which sports schedule competitions, particularly in the north where temperature rises may be more extreme. Hotter temperatures will influence a desire for more evening and night time competitions which will require improved levels of artificial lighting (to match rather than training standards). This requirement can be expected to be even higher where populations are older in order to minimise heat stress.

Finding

25. *There are major challenges confronting regional local governments to provide and maintain the required amounts of active playing reserves and to cope with climate change impacts.*

Finding

26. *Sport and recreation organisations will need to contribute to strategies that local governments develop in their water conservation plans (required by Department of Water, 2008/2009), e.g. use of synthetics, resource sharing, etc.*

A further impact on sport and recreation raised in southern forum was the increasing recreational access constraints to dams, reservoirs and waterways. It is understood the Department of Water's policy on recreation within public drinking water source areas on crown land is currently under review.²³ Views presented were that the current policy interpretation needs to provide a better balance of the social benefits derived from recreation access to water bodies, understanding the risk management issues entailed in this consideration.

With a growing population and increased demand for outdoor recreation activities encountering tighter constraints on recreational access to inland water bodies this important review is all the more urgent.

Finding

27. *The review of the Department of Water's Policy 13 is timely and needs to more proactively respond to the multiple demands for use and or access to dams, reservoirs and waterways.*

²³ *Statewide Policy no 13: Policy and guidelines for recreation within public drinking water source areas on crown land.* (2003). Perth: Department of Water, Water and Rivers Commission, WA Government.

PARTICIPATION

On getting more country Western Australians physically active...

The data indicates that country-based Western Australians 15+, compared to their metropolitan counterparts, are marginally less physically active. ABS data shows lower participation rates for 'rest of State' (67.7%) than Perth (71.4%) for people aged 15+ in 2007.²⁴

By contrast the WA adult survey shows that Kimberley/ Pilbara (61.6%) had higher participation rate for adults 18+ than Perth metro area (60.2%) in 2006 whilst South-West (56.3%) and Midwest/ Goldfields (50.1%) had lower rates.²⁵

ABS data shows higher participation rate in organised sport and physical activity for 'rest of State' (36.1%) than Perth (28.8%). Note that this includes both playing and non-playing roles. Participation rates in non-playing roles are 14.0% for rest of State compared to 10.2% for Perth; participation rates in playing roles are 30.9% for rest of State compared to 24.9% for Perth.²⁶

In 2002, the sport volunteer rate was higher in 'rest of the State' (20.8%) than in Perth (11.0%); the overall rate was 13.1% for WA.²⁷

The one thing in common that the consultation forum attendees had was their involvement and passion for sport and recreation.

A frequent theme emerging in most consultation forums was the call for diverting more of the resourcing in health to 'preventative health'. To them, involvement in sport and recreation was the best 'early intervention' investment going! They intuitively understood that through sport and recreation involvement there would be better health outcomes, along with stronger families and more resilient communities overall.

Finding

28. *The wider social and health benefits that flow from involvement, as either a participant in, or organiser of sport and recreation are well understood by regional Western Australians.*

On making competition schedules more family friendly...

Many of the competition boundaries and scheduling practices for country sport and recreation involvement have evolved over decades. Whilst the economy was relatively stable and fuel relatively cheap there was little need for change.

The norm for many country-based families is the need to travel hundreds of kilometres for training and competitions. The twin imposts on families of being time poor, along with exponentially rising fuel prices is placing immense pressures on families. Observations were made in many of the forums of the need to re-think competition scheduling of sport and recreation.

There have been trials in country localities already to introduce more 'family friendly' sport fixturing, enabling a single movement of the family to play sport in one location.

Finding

29. *State and Regional sport and recreation administrators will need to consider the need for re-thinking their competition formats to be more 'family friendly' and less of a financial burden on families.*

Recommendation 20

That regional sport and recreation administrators cooperate, across sports, to developing more 'family friendly' competition formats. DSR should provide incentives and support towards such structural adjustments in country sport delivery.

²⁴ *Participation in Sport and Recreation (cat.no. 4177.0)*. (2007). Canberra: Australian Bureau of Statistics.

²⁵ McCormack, G.R., Milligan, R., Rosenberg, M. (2007) *Physical Activity Levels of Western Australian Adults 2006: Results of the Adult physical Activity Study*. Perth: Western Australian Government

²⁶ *Involvement in organised sport and physical activity, Australia (cat.no. 6285.0)*. (2007). Canberra: Australian Bureau of Statistics.

²⁷ *Sports volunteers and other volunteers 2002*. (2005). Standing Committee on Recreation and Sport (SCORS), Australian Government.

The paucity of creche facilities in sport and recreation facilities arose in several forums. There are compelling arguments on the value of such provision to remove participation barriers, especially in parts of the State (North West) where most households don't have extended families in close proximity. Equally, there was anecdotal feedback that low creche usage did not justify the service provision.

Finding

30. *Contrary views emerged on the adequacy and overall value of provision of creche facilities in sport and recreation facilities in regional WA.*

Recommendation 21

That a more detailed analysis of provision of creche facilities in regional sport and recreation facilities should be undertaken to guide provision approaches.

On the cost of participation...

The cost of participation was a common theme that came through all forums, e.g. travel costs, affiliation and registration fees, insurance (public liability and player insurance). Concerns were expressed that lower socio-economic groups may be deprived of participation opportunities.

The range of funding programs offered by DSR, local governments and in some instances the private sector were greatly valued by sport and recreation organisations.

In the North-West forums the issue of more obvious sporting linkages emerging with nearby cross border competition structures in the Northern Territory arose. These links should be encouraged where demonstrate both cost effective and relevant support to sport and recreation development.

Finding

31. *Where sport development and competition linkages between WA's northern regions and the NT demonstrate benefits, flexibility should be incorporated into funding support programs to support those linkages.*

Recommendation 22

That the funding criteria of the Sports Lottery Account – Country Package for clubs and associations be revised to provide flexibility where appropriate to respond to the needs of Kimberley and Pilbara athletes competing in the Northern Territory.

HIGH PERFORMANCE

Regardless of travel mode the high cost of travel within Western Australia impacts those involved in sport and recreation. The impact rises for athletes in talent development pathways, with expenditures on coaching, equipment and travel to training, selection trials and competitions.

Regional and rural communities want to support their athletes:

- To be the best they can in their own district and region.
- To be the best they can in higher elite competitions, e.g. state or national team representation and/or national league team representation.
- To remain in their communities, ideally, though recognising some athletes will need to relocate to access more sophisticated support systems and more demanding competition requirements.

On supporting talented athletes in regional WA.....

The strategies that can support the development of talented athletes from regional WA include:

- Enabling access to quality coaching.
- Provision of athlete development pathways.
- Athlete financial support, e.g. scholarships.
- Holistic development support to individuals to build life skills.
- Access to suitable training facilities.
- Access to regular competition at the appropriate level.

Only a few of the larger and better resourced State sporting associations have regional talent development programs of any sophistication. Most SSAs do what they can within their capacity, with the families of talented athletes in the regions bearing the load in providing the best support they can to their youth.

The larger regional centres have some capacity to meet the above requirements for athletes in their respective catchments. The development of the South-West Academy of Sport (SWAS) provides a pilot to devise a more focussed and supportive program for talented athletes in a region.

Replication of SWAS needs to be made with some caution as the service population catchments are considerably smaller in all other regions, with the exception of Peel. Satellite programs to service the less populated regions need to be devised - models which may provide good examples include the New South Wales Institute of Sport's (NSWIS) Regional Mobile Program which offers a comprehensive range of support services to NSWIS athletes in their home environment, enabling them to pursue their sporting careers with minimal disruption to their family life, education and employment. Services include specialist practitioners, e.g. sports scientists, sports medics, etc., travelling periodically to regions to consult with regional sport associations and academies, test athletes, and present education and training programs).²⁸

Most regions now have campuses of universities or technical colleges, whilst five regional secondary schools have specialist sport programs in eight sports (see Appendix 4). Ideally, a stronger linkage to these institutions should support improved athlete support, access to facilities and professional support.

The Healthway funded, DSR administered *Smarter Than Smoking Scholarship Program* was identified as one of the few avenues for talented regional athletes to source some financial assistance. However given the duration of the program, it is time for a review. The current investment is not sufficient and new opportunities and/or partners need to be identified to generate new resources.

Following recommendations from the *Future Success* report²⁹ and subsequent funding support provided by the State Government, dedicated support programs are emerging to assist regionally-based talented athletes.

Finding

32. Continued evolution of support for regionally-based talent identification and development programs is essential. Several innovative programs have been introduced in recent years. Adaptive servicing models will be required, given the diversity of training and competition environments, demographic variations and community and business support across the State.

Recommendation 23

That a strategic assessment is undertaken in 2008/09 of service approaches and resource requirements to support talented regionally-based athletes.

²⁸ NSW Institute of Sport (NSWIS Regional/Mobile Program) Retrieved July, 2008, from <http://www.nswis.com.au/NSWIS-RegionalMobile-Program/default.aspx>

²⁹ Future Success. (2002). Perth: Department of Sport and Recreation, WA Government.

DEPARTMENT OF SPORT AND RECREATION (DSR) SPECIFIC

Whilst not solicited in the consultation forum agendas, considerable feedback was given by attendees on the services and programs provided through the State-wide DSR Regional Service network.

Overwhelmingly the feedback was positive, both in the commitment of the agency's personnel and in the quality of services provided.

The brief for this review did not extend to undertaking an assessment of DSR's services. The feedback received is set out below (as a mix of questions and or proposals) for consideration by the Minister for Sport and Recreation and the department's Director General:

- DSR is requested to continue its strong advocacy to education stakeholders (Department of Education and Training, Independent Schools Association and Catholic Education) to overcome policy and operational constraints on dual-use or joint provision of sport and recreation facilities.
- Reduce staff turnover rates in the Regional Service.
- Review regional boundaries, i.e. Goldfields servicing Esperance.
- Provision of housing for staffing appointments in the North-West is crucial in attracting and retaining personnel.
- Given population growth (e.g. South-West and Peel regions) and or expanding service demands in some regions it may be timely to consider the service structure and staffing numbers.
- Request for DSR to consider funding for equipment.
- DSR needs to balance servicing of 'sport' and broader community participation.
- DSR encouraged to expand 'sports house' style opportunities in regional centres without such centres, e.g. Northam.
- DSR encouraged to retain Narrogin-based sub-regional service in its overall Wheatbelt Region (Northam-based) service response.
- DSR urged to give more front-end technical support in sport and recreation infrastructure planning (i.e. master-planning, concept development, feasibility, business planning) to country local governments and sport and recreation organisations. This support is especially crucial in larger regional scale projects.
- Simplify grant timeframes and documentation by increasing delegation levels to DSR regionally-based staff, i.e. up to \$5k.
- Access to DSR's video conferencing facilities (currently being upgraded) would be valued by regional sport and recreation organisations.
- DSR is encouraged to promote 'shared learning' between sports to overcome isolation many volunteer administrators experience.
- Balance of DSR service approach encouraged to be on responsive and proactive projects in regional communities, rather than on administration minutiae.
- Consider development of a regional sport calendar.

On the future of the Department of Sport and Recreation's Regional Service delivery.....

From the extent of economic, social and environmental changes continual evolution and adaptation is required in service delivery. DSR's Regional Service was last reviewed in 2001. Given the extent of social, economic and environmental changes in regional Western Australia it may be timely to consider a further evaluation of the current service strategy, structure and staffing.

Recommendation 24

That the Department of Sport and Recreation initiates a service evaluation of strategy, structure and staffing of its Regional Service during 2008/09.

APPENDIX 1

Stakeholder Specific Issues

State Sporting Associations

- Adoption of effective communication strategies for regional clubs and associations in regard to opportunities to access regional development initiatives.
- Funding to support feasibility studies, i.e. alignment of sporting boundaries, supporting all day sport and family friendly sports fixturing.
- DSR to review boundaries, i.e. Goldfields – Kalgoorlie versus Esperance. Esperance has a population of 15,000 and is need of a permanent DSR presence.
- More opportunities to communicate with Government and resolve challenges, i.e. volunteerism.
- WA has the highest internal travel costs compared with anywhere in the world.
- Access to DSR's regional video conferencing facilities – DG advised that \$110k was being allocated to improving this service across regional WA.
- CSRFF State-wide funding pool of \$9 million is inadequate and needs to be significantly increased. Incentives for reducing energy, water, chemical consumption linked to larger grant allocations.
- DSR subsidy of education and training programs – reduce costs for volunteers.
- Improved access to school facilities after normal school hours. It is becoming more difficult to access schools with security, cleaning and other risk issues as barriers to access. Government intervention required, e.g. DSR liaising with DET to facilitate improved access. DG suggested schools should hand over keys to LGAs and management responsibility, after normal school hours.
- Government intervention required with regard to complex layers of bureaucracy, e.g. two-days training required in order to be a road traffic official for triathlons.
- Make sport tax deductible for juniors – incentive to increase physical activity via affordable sport. Remove payroll tax for large sporting associations with large paid workforce. Purchase of safety equipment for sport should also be tax deductible.
- Working with indigenous communities – how do you engage? DSR to facilitate and provide appropriate training courses – Cultural Awareness Training.

Local Governments

- Inadequacy of CSRFF (\$9m State-wide funding pool) to fund regional sport and recreation infrastructure - \$9 million to \$30 million per round.
- Maintenance Hardship - There has been a substantive increase in maintenance costs that were not considered a cost burden in the past. An example is the cost associated with meeting mandatory safety regulations.

APPENDIX 2

Region-Specific Issues

South-West

- The rise of pocket parks. A common theme in the South-West as land developers are packaging small neighbourhood parks in their subdivisions, which are not practical for use as active reserves and supporting competitive team sports. Decreased land available for POS – especially in “new growth” areas, active space is just not planned for as it is not seen as a “sellable” commodity by the developer.
- Increased population moving into the region = increased need for programs, facilities and qualified staff to conduct, operate, etc
- Outdoor recreation is being lost to both development (housing) and environmental concerns – virtually can’t do “informal” anymore. Fishing being the latest “casualty” with the proposed marine parks, skipper’s licences, etc.
- The 18-30 year old age group in sporting competitions is a diminished playing group in this region.
- Retaining recreational professionals in the workforce in the region.
- Inadequacy of CSRFF (current \$9m State-wide funding pool) to fund regional sport and recreation infrastructure.
- Maintaining facilities and costs over the facilities life span – becoming more difficult.
- Increase in adventure activities which are linked with environmental impact. Conflict is an outcome.
- Recognised that DSR has limited staff resources in the South-West region.
- Shifting responsibility to community partnership – cost shifting as viewed by local government.
- Water – becoming a scarce resource and access to water ways for recreation use is becoming restricted.
- CrÈche facilities – increasing need for provision and government funding assistance.
- Club sustainability – rationalisation and issues with compliance and accountability, grants forms and their acquittal. (Nothing is easy.)
- Impact of Sunday trading – availability of working parents and young people with part-time jobs.
- Indigenous sport – recruitment, training and retention of volunteers identified as difficult.
- Request for DSR to consider allocation of grants for equipment.
- Sea change populations – with expectation of metropolitan-like services and facilities.

Peel

- Issues associated with adequate water supply for establishing and maintaining playing fields for their growing populations.
- Mandurah experiencing population growth (more people, less useable space) and hence increased demands for playing fields to accommodate team sports.
- Water Corporation inconsistencies with regard to access times for players after the use of grey water on golf courses and playing fields.
- Seniors – issues with public liability cover costs and appropriately designed buildings to improve access and utilisation.
- Junior sport is viewed as a baby sitting service with difficulties experienced in engaging parents as volunteers.
- Need for planning support for regional sport and recreation infrastructure – e.g. Figgerts Road.
- Fly in/ Fly out/ Drive in/ Drive out – impacting on sports delivery especially for the 18–30 year old participation/ player group.
- Lack of shared learning between sports – highlighting the need for regular communication forums hosted by DSR.
- Retaining recreational professionals in the workforce in the region.

Great Southern

- Lack of and standard of facilities (especially regional infrastructure) –old and beyond use by date.
- Heavy DSR focus on traditional sports rather than community participation.
- Inequitable allocation of funding support by local government authority, e.g. grounds maintenance ‡ cricket vs soccer and rugby.
- Centralisation of facilities in regional centres is causing lower participation in surrounding towns – losing teams due to travel.
- Development of Centennial Park Multi Sports precinct and use of collocated or shared amenities is deemed a high need and priority.
- Junior sport in Albany is starting to resemble the “fast-food” scene with kids playing and going – no encouraged social interaction with the club.
- There is a significant change in style of recreation in national parks from a more passive style of recreation to an extreme adventure style.
- Retaining recreational professional in the workforce in the region.
- Changing demographic – lack of numbers in outer rural towns – dominance of regional centre football (Albany).
- Sport is deemed expensive with insurance, travel costs and affiliation fees, etc.
- Sea change populations – with expectation of metropolitan like services and facilities.
- Alignment of sporting code boundaries – to move towards all day sport events. Family friendly fixturing required to encourage single movement of family group to play all their sport in one location (same date and times). SSAs support is required to tidy up overlapping regions and coordinate fixturing across different sporting codes.
- Make more use of school facilities – weekends, after normal school hours.
- Volunteer training – need more professional training at low cost.
- “Cultural change” - work ethos – working longer hours – less leisure time.
- Heavy focus on traditional sports rather than community participation.
- Observation from the region that athlete (elite) training and development available for bigger sports. Expressed need for elite trainers to come on regular basis. Also require greater promotion of available funding for athletes going to Perth – to offset rising travel costs.
- Maintenance hardship - there has been a substantial increase in maintenance costs that were not a large cost in the past. This is due to a number of factors, e.g. meeting mandatory safety regulations.
- Water shortages and the challenges of developing new methods of harvesting water for clubs and their facilities.
- Inadequacy of CSRFF (current \$9m State-wide funding pool) to fund regional sport and recreation infrastructure projects.
- Securing contractors extremely difficult in current climate and can lead to project time line delays and ongoing funding deferrals.

Wheatbelt

- Ageing public swimming pools that are local government operated require upgrading.
- Perceived lack of support from State sporting associations.
- Accessing qualified coaching personnel is difficult in the Wheatbelt – more support from State sporting associations.
- Athletes aspiring to elite levels need to relocate to Perth.
- Need to develop DSR's Northam office into a Sports House structure with appropriate workstation accommodation for Regional Development Officers.
- Experiencing population decline across Wheatbelt.
- Recruiting and retaining recreational professional in the workforce in the region.
- Alignment of sporting code boundaries – to move towards all day sporting events. Family friendly fixturing required to encourage single movement of family group to play all their sport in one location (same date and times). SSAs support is required to tidy up overlapping regions and coordinate fixturing across different sporting codes.
- People tired of travelling. 760km average round trip to play sport on the weekend.
- Impact of new health standards with regards to public pool staffing – additional costs to LGAs.
- Training should always have a regional focus – doing it in the region reduces costs and time and leaves a legacy.
- Issue with latest Census information which may have skewed population findings.
- Concern expressed regarding potential removal of DSR presence in Narrogin. Wheatbelt a large region requires resources adequately shared across 43 local governments.
- Need to maintain DSR training in the regions, e.g. Swimming Pool Managers Course. very expensive sending staff to Perth (costs and time constraints).
- Cost of utilising an elite coach is expensive if imported into the region.
- Delegated authority to DSR Regional Managers for grants up to \$5,000.
- Volunteer burn out – layered complexity with volunteering, e.g. WWC, police clearance, RSA training, etc.
- Dual-use pools with LGAs and DET can prove to be very difficult to manage. Clear contractual obligations need to be developed.
- Asset management is an issue – lack of planning very evident in the Wheatbelt.
- DSR staff spent too much of their valuable time chasing up outstanding grants – time would be better utilised if DSR staff spent time working with communities to develop good “new” projects.
- Country LGAs have a small rate base and little Federal funding compared with metro councils. Difficult to develop and maintain regional sport and recreation infrastructure projects.
- DSR has dedicated facility staff working on major stadia projects in Perth but needs to allocate staff resources to large regional projects.

- Community groups do not have the capacity to complete CSRFF applications.
- \$3k pa funding subsidy for operating public pools from DOH or State Budget has not increased in the past 20 years – suggested it is linked to CPI and increased to \$10k to help support pool operating costs in regional WA.
- Issues with securing builders to undertake projects in the country – also issues with cost escalationsÖ..these impacts on DSR funding timelines and hence deferral requests will continue to occur on a larger scale.
- Daylight saving – need for DSR to monitor and review both positive and negative impacts.
- Lack of indigenous participation in sport and recreation needs addressing.
- More funding from the health budget to go towards preventative programs that utilise physical activity to improve population's fitness and resilience.
- Cost to participate is a barrier to indigenous and low socio-economic involvement in sport and recreation.
- Funding support should be more readily available for the intermediate level of athletes not a total focus on the elite.
- Volunteering issues – need to reduce the layers of compliance. Applying for Working with Children Cards – volunteer had to travel 100kms to a post office to formally lodge application.
- Southern Cross Football Club inflexible during mining shifts – limits participation. However \$30k allocated to clubs from mining companies.

Kimberley

- There is a clear lack of adequate housing to accommodate staff working with the Kalumburu community – this requires urgent attention otherwise there will be no retention of staff and program or project delivery.
- Garnduwa is recognised as having a good standing in providing regional events and camps – however tokenistic impact on sport and recreation in the Kalumburu community with one or two visits per year.
- Sport and recreation have a pivotal role to play in remote communities (Kalumburu) and are viewed as a tool for building community. Potential to set boundaries if used as a reward – e.g. regular attendance at school means participation in organised sport and recreation programs. Potential for sport and recreation to build norms and values.
- Community elders expressed a need for school vacation activities and a dedicated 4x4 Personnel Carrier (seats 11 passengers) to service the transportation needs of sport and recreation programs in Kalumburu.
- Modifications required for Kalumburu undercover sports court:
 - Walls installed on the exposed sides of the raised stage area to prevent inclement weather impacting on functions.
 - Toilets to be built on site to remedy the unsanitary behaviour of users.
 - Upgrade the basketball rings to heavy duty 'sprung' rings that will prove to be more durable and require less maintenance.
- Support club travel interstate to the Northern Territory from Kimberley and Pilbara regions.
- Clubs and associations have a closer relationship with sporting competitions held over the border in the Northern Territory. Concern expressed regarding the lack of funding support from DSR and SSA on this account.
- Review of school attendance hours to make them more applicable and relevant to Kalumburu's climatic and cultural environment, i.e. morning school with proposed close of school at 12.30pm.
- Shire of Derby/ West Kimberley very interested in the Club Development Officer Scheme and the focus on people development.
- Shire of Derby/ West Kimberley - concerns with Garnduwa – good at securing funding but little accountability and no measurable outcomes.
- Shire of Wyndham/ East Kimberley – good working relationship with Garnduwa – although it is difficult to attract and retain staff.
- Strategic planning required but lack of volunteers at club level with the capacity to deliver at this level.
- Identified need for walk trails throughout the Kimberley – specifically required in the Shire of Wyndham/ East Kimberley.
- Shire of Wyndham/ East Kimberley – emerging opportunities that are sport and recreation event-based, e.g. Lake Argyle Swim, Gibb River Road Bike Ride, Wake Boarding, etc.
- Shire of Wyndham/ East Kimberley – need for additional playing field in Kununurra. Could be realised through the Aboriginal School or Hostel being developed – joint development or dual use. Lighting also required on reserves to extend hours of use.
- 700 Homeswest houses required in Kununurra to alleviate housing pressure – currently an average of nine per house.
- Kununurra swimming pool a gift to the community from Rio Tinto – Shire of Wyndham/ East Kimberley left with the escalating operating costs.
- Airline schedules inhibit assistance for weekend coaching programs – Skywest fly once per week.
- Talent pathway issue due to isolation and lack of competition.
- More support from SSAs and incentives to affiliate with peak bodies.
- Local government provision of sport and recreation is perceived as expensive by the community in Broome.
- Greater consultation with clubs requested in Broome prior to the construction of facilities.
- DSR's role – regional coordination rather than just a funding resource.

Pilbara

- Desperate skills shortage – very evident with current lack of pool managers. Quality staffing – extremely difficult to attract and retain staff – this has a direct impact on capacity of an organisation to plan and manage infrastructure.
- Town of Port Hedland - demand from the community (including the resource companies), often doesn't correlate with the amount of staff available to undertake projects. So sometimes the money may be there, but the human resources aren't (or are pretty stretched).
- Issues with fly in/ fly out in communities and 12-hour shifts. Lack of continuity and ownership due to fly-in/ fly-out. This leads to casual membership and no commitment to a sporting season.
- Building costs have escalated 150% in three years.
- Securing contractors extremely difficult in current climate and can lead to project timeline delays and ongoing funding deferrals.
- Planning, timeline and research – scope for DSR to have more significant input with reference to appropriate facility provision.
- Issues with maintaining infrastructure particularly for smaller town with limits to funding through rate base.
- Travel issues result in limiting young participants in sports development. For example, Onslow could not fund a team in regional football competitions due to costs associated with travel and accommodation.
- Limited support (to date) re accreditations and costs associated with training volunteers in various sports.
- Increased staffing levels for DSR or equivalent structure, e.g. Garnduwa.
- No Regional Development Officer at DSR Pilbara regional office.
- More support is needed for volunteers – retain, training and recruiting – volunteering has changed dramatically.
- Strong sporting participation in primary school sports drops off at high school - need to engage and grow capacity.
- Need more junior development through coaches – more development and accreditation of coaches.
- Greater funding opportunities to make it easier to travel within the region, State, interstate, etc.
- More support from State sporting associations – access to professional coaches and officials.
- Need for improved sport and recreation facilities in Pilbara – change rooms, canteen, outdoor lighting.
- CSRFF - minor player in Pilbara given current costs and human resource challenges. Timing too restrictive and easier to access funds from other sources – State Government (PDC and IRDP). Community – difficulties in completing application process, limited support available from local government. Pilbara Recreation Association is currently dysfunctional however is a possible body to coordinate applications across the regions – utilising the Pilbara Recreation Plan.
- Indigenous Participation - lack of engagement, transport cost issues, development of infrastructure in communities, capacity building in communities.

Goldfields

- Ageing facilities and increased costs associated with maintenance – this element not being eligible for funding support.
- Funding support for travel to competitions within the region, inter-regional and within the State is desperately appreciated.
- Volunteer training offered by DSR is valued and required to retain coaches and officials.
- More support from SSAs to regions.
- Lack of capacity to complete funding applications at a club or association level – more training assistance from DSR.
- DSR to consider funding support for equipment.
- Information flow to regional levels is stilted and there is a need to use technology to improve communication.
- Regional sport calendar required – DSR to coordinate.
- Costs for athlete development very high in regional WA.
- DSR to provide models for conducting sport with reduced volunteers – is this possible?
- Funding support to clubs to assist with administration.
- Impact of new health standards with regards to public pool staffing – additional costs to LGAs.
- Need for more playing fields in Kalgoorlie to support increase in participation.
- Inadequacy of CSRFF (current \$9m State-wide funding pool) to fund regional sport and recreation infrastructure projects.
- Issues with fly in /fly out in communities and 12-hour shifts.
- Regional communication needs to be improved – make use of available technology.
- Capacity of volunteers at club or association level to access and then acquit funding is low – training and up skilling required.
- Retaining recreational professional in the workforce in the region an issue.
- Volunteering issues – need to reduce the layers of compliance. Compliance for volunteers – Incorporations Act, Liquor licence, WWC
- Access to recreational water becoming more restrictive.
- Climate change impacts – move away from grass to synthetic surfaces for sports.
- \$3k pa funding subsidy for operating public pools from DOH or State Budget has not increased in the past 20 years – suggested it is linked to CPI and increased to \$10k to help support pool operating costs in regional WA.
- Cost of coach education and accreditation is high – need for DSR to support training with subsidies.
- Shared sport and recreation facilities – risks issues, communication between different sports – DSR needs to provide advice and support in this area. Case studies and templates from DSR – facilities and sharing (e.g. hockey).
- Development of an annual sporting calendar is needed – DSR to coordinate.
- Travel assistance for teams or individuals – in the form of funding assistance from DSR - required.
- Lack of use of school facilities
- Issues with accessing volunteers - funding for honorariums (volunteers)

Gascoyne

- Ageing facilities and increased costs associated with maintenance – this element not being eligible for funding support.
- Inadequacy of CSRFF (current \$9m State-wide funding pool) to fund regional sport and recreation infrastructure projects.
- Travel assistance for teams or individuals – in the form of funding assistance from DSR is required.
- There is a need in Carnarvon for a coordinated approach to delivery of programs for youth.
- Volunteering issues – need to reduce the layers of compliance. Compliance for volunteers – Incorporations Act, Liquor licence, WWC.
- Indigenous Participation - lack of engagement, transport cost issues, development of infrastructure in communities, capacity building in communities.
- Difficult for children in remote communities to participate in team sports (small numbers) – limited transportation options.
- Support from SSAs limited at grass roots level – SSAs need to be more accountable. Regions need more support from SSAs.
- Difficulties apply to athletes, coaches and officials – training courses, maintaining accreditation standards.
- Small membership base to drive sport and recreation initiatives.
- Limited assistance for adults (in the regions) involved in elite sports.
- Cycling has potential in Carnarvon but not seen as high priority by the LGA.
- More attention and focus on coaching is required to improve the standard of competition.
- DSR should be looking at giving a higher budget level and policy profile to active recreation over the pre-eminence of sport.
- Shark Bay, the Building Healthy Communities (BHC) has been effective in running programs and engaging people in physical activity but more is needed for youth participation.
- Facility needs in Carnarvon include: Rodeo Association – need for permanent centre – can better address safety issues; Horse and pony club – Equestrian Centre; possibility of relocating tennis and golf – need water for greening course.
- Experiencing volunteer burn out (same parents assisting with different committees).
- Alignment of sporting code boundaries – to move towards all day sport events. Family friendly fixturing required to encourage single movement of family group to play all their sport in one location (same date and times). SSAs' support is required to tidy up overlapping regions and coordinate fixturing across different sporting codes.
- Expensive to bring people to Carnarvon to run coaching and training courses – availability is an issue.

Midwest

- Additional support for RDOs is needed. Typically all young people are left to fend for themselves; additional support from all stakeholders (local and external) should be encouraged – housing and accommodation should be considered as part of the package for regional and remote communities.
- Pressures on community development officers (CDO) to be the “be all and end all” in remote communities - they run majority of sport and recreation activities in these communities and burn out is a major problem. Higher levels of support from all relevant bodies, including State Government agencies, would assist CDOs in their valuable role. CDOs are also in the front line regarding population health, community policing, arts, culture, tourism, etc. and their task can be enormous but they are often working in isolation.
- Initiating and developing major sport and recreation infrastructure in regional centres is proving difficult as expertise is not available. Major regional projects should be handled during development through a separate process with dedicated support from DSR’s Facilities Branch similar to that which is provided for metro projects.
- Planning, timeline and research – scope for DSR to have more significant input with reference to appropriate facility provision.
- Inadequacy of CSRFF (current \$9m State-wide funding pool) to fund regional sport and recreation infrastructure projects.
- Amalgamations of LGA an issue with a range of infrastructure requiring upgrading or refurbishing.
- Indigenous Participation - lack of engagement, transport cost issues, development of infrastructure in communities, capacity building in communities.
- Small LGAs need larger input from outside agencies as they have less capacity to deliver programs.
- Continuity and certainty for Community Development Officers with local government is at risk with high staff turnover and limited resource support.
- Drought – climate change issue – need to drought-proof playing fields.
- Desperate skills shortage – very evident with current lack of facility managers. Quality staffing – extremely difficult to attract and retain staff – this has a direct impact on capacity of an organisation to plan and manage infrastructure.
- Changing work patterns – Issues with fly in/ fly out in communities and 12-hour shifts. Lack of continuity and ownership due to fly-in/fly-out.
- Affordability of sport an issue – low socio economic groups in the community.
- Sea change populations – with expectation of metropolitan like services and facilities.
- Attraction and retention of staff – competition for salary in wake of the resources boom and the attractive wages in the mining sector.
- Securing contractors extremely difficult in current climate and can lead to project timeline delays and ongoing funding deferrals.
- Pressure to co-locate, but lack of well defined models to help clubs make this transition from “stand alone” facility to shared amenities.
- Tax exemptions or deductibility for sport membership and equipment.
- Sustainability – NFP projects – grant reliance and funding cycles
- Volunteering issues – need to reduce the layers of compliance. Compliance for volunteers – Incorporations Act, Liquor licence, WWC
- Lack of playing fields and suitable outdoor lighting - especially for junior sport in Geraldton.
- Travel assistance for teams and individuals – in the form of funding assistance from DSR is required.
- Make more use of school facilities – weekends or after normal school hours.

APPENDIX 3

Localised Issues

To be addressed outside this report

Greater consultation with clubs requested in Broome prior to the construction of facilities.

There is a need in Carnarvon for a coordinated approach to delivery of programs for youth.

Shire of Derby/ West Kimberley very interested in the Club Development Officer Scheme and the focus on people development.

Pilbara Recreation Association is currently dysfunctional however is a possible body to coordinate applications across the regions – utilising the Pilbara Recreation Plan.

Development of Centennial Park Multi-Sports precinct and use of collocated or shared amenities is deemed a high need and priority.

Facility needs in Carnarvon include: Rodeo Assoc – need for permanent centre – can better address safety issues; Horse and Pony Club – Equestrian Centre. Possibility of relocating tennis and golf – need water for greening course.

Shire of Wyndham/ East Kimberley – need for additional playing field in Kununurra. Could be realised through the Aboriginal School or Hostel being developed – joint development or dual use. Lighting also required on reserves to extend hours of use - included under planning section as further example of need for more active POS.

Kalumburu undercover court – design limitation in the tropics that requires review.

- Modifications required for Kalumburu undercover sports court:
- Walls installed on the exposed sides of the raised stage area to prevent inclement weather impacting on functions.
- Toilets to be built on site to remedy the unsanitary behaviour of users.
- Upgrade the basketball rings to heavy duty 'sprung' rings that will prove to be more durable and require less maintenance.

The functionality of the Kalumburu Sports Centre needs to be reviewed and action taken to address its limitations to serving the community.

Community elders expressed a need for school vacation activities and a dedicated 4 x 4 Personnel Carrier (seats 11 passengers) to service the transportation needs of sport and recreation programs in Kalumburu.

Identified need for walk trails throughout the Kimberley – specifically required in the Shire of Wyndam/ East Kimberley.

APPENDIX 4

APPROVED SPECIALIST SPORTS PROGRAMS

School	Website/ Email	Phone
Athletics Kelmscott Senior High School	www.det.wa.edu.au/schoolsonline	9495 7400
Australian Rules Football Cecil Andrews Senior High School Comet Bay College Darling Range Sports College Coodanup Community College Wanneroo Senior High School Warwick Senior High School	www.cashs.edwa.net.au www.det.wa.edu.au/schoolsonline www.forrestfieldshs.wa.edu.au www.det.wa.edu.au/schoolsonline www.wanneroo.wa.edu.au www.det.wa.edu.au/schoolsonline	9497 0200 9553 8100 9453 0100 9 5810900 9 4051300 9342 7422
Baseball South Fremantle Senior High School	www.freoshs.wa.edu.au	9337 3833
Basketball Lockridge Senior High School Rockingham Senior High School Willetton Senior High School Woodvale Senior High School	www.lockridge.wa.edu.au www.rockingham.wa.edu.au www.willettonshs.wa.edu.au www.woodvale.wa.edu.au	9527 0300 9334 7200 9309 0808
Cricket Belridge Senior High School Darling Range Sports College John Forrest Senior High School Kent Street Senior High School Narrogin Senior High School Rockingham Senior High School	http://www.belridgeshs.wa.edu.au/ www.forrestfield.wa.edu.au www.johnforrest.wa.edu.au www.kentst.wa.edu.au www.nshs.wa.edu.au www.rockingham.wa.edu.au	9307 5666 9453 0100 9473 4000 9362 1277 9881 9300 9527 0300
Equestrian Katanning Senior High School	www.katanningshs.wa.edu.au	9821 1644
Football Darling Range Sports College John Curtin College of the Arts Kelmscott Senior High School Lynwood Senior High School Morley Senior High School Safety Bay Senior High School Woodvale Senior High School	www.forrestfield.wa.edu.au www.johncurtincollegeofthearts.wa.edu.au www.det.wa.edu.au/schoolsonline www.det.wa.edu.au/schoolsonline www.det.wa.edu.au/schoolsonline www.safetybay.wa.edu.au www.woodvale.wa.edu.au	9453 0100 9433 7200 9495 7400 9457 1222 9376 5555 9527 0200 9309 0808
Golf Como Secondary School	www.como.wa.edu.au	9450 5011
Hockey Como Secondary School Narrogin Senior High School	www.como.wa.edu.au www.nshs.wa.edu.au	9450 5011 9881 9300

School	Website/ Email	Phone
Netball Darling Range Sports College John Forrest Senior High School Melville Senior High School Narrogin Senior High School Rockingham Senior High School Warwick Senior High School	www.forrestfieldshs.wa.edu.au www.johnforrest.wa.edu.au www.melville.wa.edu.au www.nshs.wa.edu.au www.rockingham.wa.edu.au www.det.wa.edu.au/schoolsonline	9453 0100 9473 4000 9330 3199 9881 9300 9527 0300 9342 7422
Rugby Union Darling Range Sports College Thornlie Senior High School Ocean Reef Senior High School	www.forrestfieldshs.wa.edu.au www.tshs.edwa.net.au www.oceanreef.wa.edu.au	9453 0100 9459 2544
Surfing Margaret River Senior High School	www.margaretrivershs.det.wa.edu.au	9757 0700
Swimming Churchlands Senior High School Darling Range Sports College	www.churchlands.wa.edu.au www.forrestfield.wa.edu.au	9441 1700 9453 0100
Tennis Applecross Senior High School John Forrest Senior High School Kent Street Senior High School	www.axnet.wa.edu.au www.johnforrest.wa.edu.au www.kentst.wa.edu.au	9364 2633 9473 4000 9362 1277
Triathlon Duncraig Senior High School	www.duncraig.wa.edu.au	9448 3522
Volleyball Greenwood Senior High School Rossmoyne Senior High School	www.greenwood.wa.edu.au www.rossmoyne.wa.edu.au	9243 9200 9259 2100

APPENDIX 5

FORUM PARTICIPANTS

			Company/Club
Mr	Neville	Clarke	Active After School Program
Mr	Ted	Morgan	Albany Dart Association
Mr	Graeme	Sell	Albany Dart Association
Mr	Chris	Saurin	Albany Junior Soccer Association
Mrs	Fiona	Saurin	Albany Junior Soccer Association
Mr	Kees	Glorie	Albany Junior Soccer Association
Mr	Ray	Crocker	Albany Over 50s
Mr	Gary	Gleeson	Albany Rugby Union Football Club
Mr	Peter	Muller	Albany Table Tennis
Ms	Pauline	Gadd	Albany Table Tennis
Mr	Tim	O'Neill	Argyle Diamonds
Ms	Sue	Marris	ATLAS (Access To Leisure and Sport)
Ms	Natasha	Grosse	Australian Sports Commission
Mr	Trevor	Schumm	Baseball WA
Mr	Scott	Rubery	Basketball
Mr	Ian Telfer	Telfer	Basketball South West
Mr	Andrew	Collings	Bowls WA
Mr	Andrew	Collings	Bowls WA
Mr	Tim	Martin	Broome Bulls Football Club
Mr	Gary	Downsborough	Broome Senior High School
Mr	Mick	Doyle	Broome Soccer Association
Ms	Jodie	Lynch	Broome Surf Life Saving
Mr	Aaron	Bell	Broome Tennis Association
Ms	Julie	Bonner	Broome Touch
Mr	Alistair	Bain	Broome Ultimate Frisbee
Ms	Tammie	Reid	Bunbury Waterpolo Association
Mr	Mark	Weller	City of Albany
Mayor	Milton	Evans	City of Albany
Mr	Callan	Hatchman	City of Bunbury
Mr	Bill	Carlsen	City of Bunbury
Mr	Neil	Bennett	City of Geraldton-Greenough
Mr	Colin	Hassell	City of Geraldton-Greenough
Ms	Yvonne	Lovedee	City of Geraldton-Greenough
Mr	Mark	Newman	City of Mandurah
Mr	Gordon	MacMile	City of Mandurah
Mr	Allan	Whitfield	Community & Economic Development, Shire of Busselton
Ms	Cary	Green	Corporate & Community Services, Shire of Augusta-Margaret River
Mr	Andrew	Ross	Corporate & Community Services, Shire of Capel
Ms	Nicole	Batten	Creating A Better Yuna (CABY) committee
Mr	Jonathan	Calver	Cricket

			Company/Club
Mr	Luke	Cooney	Department for Environment & Conservation
Mr	Neil	Darby	Department of Education & Training – Peel
Ms	Sue	Hancock	Department of Environment and Conservation
Mr	Ron	Alexander	Department of Sport & Recreation
Mr	Phil	Badock	Department of Sport & Recreation
Ms	Jacquie	Berkhout	Department of Sport & Recreation
Mr	Colin	Brown	Department of Sport & Recreation
Ms	Trish	Heberle	Department of Sport & Recreation
Mr	Dean	Holder	Department of Sport & Recreation
Mr	Ronnie	Hurst	Department of Sport & Recreation
Ms	Jacqui	Jashari	Department of Sport & Recreation
Mr	Peter	Minchin	Department of Sport & Recreation
Ms	Sam	Shields	Department of Sport & Recreation
Mr	Evan	Stewart	Department of Sport & Recreation
Mr	Chris	Thompson	Department of Sport & Recreation
Mr	Grant	Trew	Department of Sport & Recreation
Ms	Samantha	Richardson-Newton	Department of Sport & Recreation
Ms	Kelly	Waterhouse	Department of Sport & Recreation
Mr	Chris	Thompson	Department of Sport & Recreation
Mr	Adrian	Bartlett	Department of Sport & Recreation
Mr	Russell	Smith	Disability Services Commission
	Kim	Ingle	East Kimberley Cricket Assoc
Mr	Gary	Lambe	East Kimberley Cricket Assoc
Mr	Wayne	Paul	East Kimberley Football League
Mr	Paul	Beech	Economic & Development Services, Shire of Harvey
Mr	James	Baker	Football
Mr	Garry	Chandler	Football West
Mr	Garry	Chandler	Football West Limited
Ms	Jo	Harrison	Garnduwa
Mr	Pablo	Garcia	Garnduwa
Mr	Ben	Smith	Garnduwa
Mr	Mick	Albert	Garnduwa Broome
Ms	Gaye	Yu	Garnduwa Broome
Mr	Neil	Marshall	Garnduwa Broome
Ms	Jane	Edwards	Garnduwa Derby
Mr	Shane	van Styn	Geraldton Amateur Basketball Association
Ms	Phyllis	Jupp	Geraldton and Districts Badminton Association
Ms	Pauline	Cooper	Geraldton and Districts Badminton Association
Mr	Patrick	Matthews	Geraldton Hockey Association
Mr	John	Faichney	Geraldton Hockey Association; Geraldton Regional Cricket Board
Mr	Norm	Jupp	Geraldton Junior Soccer Association
Mr	Warren	Abrams	Geraldton Waterpolo Association
Mr	Glenn	Bardon	Great Northern Football League

			Company/Club
Mr	Alan	Barnett	Great Southern Regional Cricket Board
Mr	Ross	Stephen	Great Southern Regional Cricket Board
Mr	Brian	Stamp	Great Southern Regional Football Development Commission
Mr	Robert	Oskam	Great Southern Soccer Association
Ms	Lynette	Craig	Gymkhana/Rodeo
Mr	Bob	Smillie	Halls Creek Advisory Project
Mr	Andrew	Bailey	Halls Creek Fishing Club
Mr	Michael	Staples	Halls Head Primary School
Mr	Lindsay	Gassman	Kununurra Dragon Boating Inc
Ms	Taryn	Harris	Kununurra Softball Assoc.
Mr	Doug	Anderson	Kununurra Tennis Club
Ms	Lee	Mclvor	Kununurra Visitors Centre
Mr	Peter	McFarlane	Labour Candidate for Forrest Electorate
Mr	Brian	Tod	Lake Kununurra Golf Club
Mr	Rod	Oliver	Lake Kununurra Golf Club
Mr	Wally	Offer	Lawley Park Tennis Club
Mrs	Jenny	Rickerby	Lawley Park Tennis Club
Ms	Nola	Marino	Liberal Candidate for Forrest Electorate
Ms	Ingrid	Harvey	Magpies Football Club Inc
Mr	Nathan	Siebert	Magpies Football Club Inc
	Shae	Lukis	Magpies Football Club Inc
Mr	Steve	Barlow	Mandurah Basketball Association
Mr	Steve	Douglas	Mid West Development Commission
Ms	Janniel	Harris	Mid West Gascoyne Netball Region and Tennis West Mid West Zone
Mr	John	Castrilli	MLA
Ms	Shelley	Archer	MLC
Ms	Leanne	Fiorenza	Netball
Ms	Lisa	Bradock	Netball WA
Ms	Lorraine	English	Netball WA
Mr	Dale	Nielsen	Netball WA
Ms	Lisa	Bradock	Netball WA
Ms	Natasha	Aristei	North West Netball Association
Ms	Charmaine	Minshull	Pearl Coast Gymnastics
Mr	Arron	Minchin	Peel Development Commission
Mr	Cadell	Buss	Peel Thunder Football Club
Mr	Jerry	Dawson	Regional Football Development Council
Mr	Dave	Hearnden-Hall	RugbyWA
Mr	Ed	Oxenbridge	Save the Children Australia
Ms	Jan	McGlenn	Seniors Recreation Council - Peel
Ms	Elsia	Archer	Shire Derby West Kimberley
Mr	Darren	Jones	Shire of Augusta-Margaret River
Mr	Tony Doust	Doust	Shire of Boyup Brook
Ms	Ingrid	Bishop	Shire of Broome

			Company/Club
Mr	Rod	McGrath	Shire of Broome
Ms	Denisa	Konecny	Shire of Broome
Ms	Jo	Durbridge	Shire of Broome
Mr	Daryl	Butcher	Shire of Broome
Ms	Michelle	Plume	Shire of Capel
Mr	Lee	Farrell	Shire of Chapman Valley
Ms	Jan	Pope	Shire of Cranbrook
Mr	Brian	Seale	Shire of Cue
Mr	Mark	Chester	Shire of Dardanup
Mr	John	Pearson	Shire of Derby West Kimberley
Ms	Karleen	Moore	Shire of Derby West Kimberley
Ms	Wendy	Trow	Shire of Donnybrook-Balingup
Ms	Emma	Della-Franca	Shire of Donnybrook-Balingup
Mrs	Kellie	Patterson	Shire of Gnowangerup
Mr	Gary	Martin	Shire of Halls Creek
Mr	John	Merrick	Shire of Irwin
Mr	Murray	Brown	Shire of Irwin
Mr	Laurie	Smith	Shire of Irwin
Mr	Richard	Kowald	Shire of Katanning
Ms	Gail	Ipsen-Cutts	Shire of Manjimup
Mr	Dean	Unsworth	Shire of Murray
Ms	Lisa	Gardiner	Shire of Murray
Mr	Peter	Traylen	Shire of Murray
Ms	Deanna	Giumelli	Shire of Nannup
Mr	Garry	Keefe	Shire of Northampton
Ms	Hayley	Williams	Shire of Northampton
Ms	Karyn	Apperley	Shire of Wyndham East Kimberley
Mr	Peter	Stubbs	Shire of Wyndham East Kimberley
	Jesse	Mortensen	Shire of Wyndham East Kimberley
Mr	Neil	Mitchell	Shire of Yalgoo
Mr	Tom	Busher	South West Academy of Sport
Mr	Andy	Cottam	South West Cricket Association Inc
Mr	Kevin	Lynn	South West Football League
Mr	Kevin	Lynn	South West Football League
Ms	Megan	Pollard	South West Hockey Association
Ms	Jan	Brankovic	South West Netball Region Inc
Ms	Michelle	Willsher	South West Netball Region Inc
Ms	Jill	Elderfield	South West Orienteering Trekkers
Mr	John	McCleary	South West Phoenix
Mr	Shane	Atherton	South West Regional Football Development
Mr	Paul	Andrew	Surf Lifesaving WA
Mr	Andrew	Stanbury	Tennis West
Mr	Andrew	Stanbury	Tennis West

			Company/Club
Mr	Tim	Edmunds	The Weekender
Mr	John	Gardiner	WA Basketball Federation
Mr	David	Clear	WA Cricket Association
Mr	Geoff	Glass	WA Football Commission
Mr	Cameron	Knapton	WA Football Commission
Mr	Gregory	Fitzhardinge	WA Golf Association
Ms	Linda	Hamersley	WA Hockey Association
Mr	Mitch	Hardy	WA Rugby Union Inc
Mr	Peter	O'Meara	WA Rugby Union Inc
Mr	Rob	Thompson	WA Sports Federation
Mr	David	Toll	WA Swimming Association
Mr	Wayne	Bradshaw	West Australian Football Commission
Mr	Andy	Bennett	Western Australian Basketball Federation
Mr	Graeme	Wood	Western Australian Cricket Association Inc
Ms	Linda	Hamersley	Western Australian Hockey Association Inc
Mr	David	Toll	Western Australian Swimming Assn Inc
Ms	Pam	Glossop	Women's Golf
Mr	Noel	Lee	Wonthella Bowling League
Mr	Ian	Perrett	Wonthella Bowling League
Mr	Tony	Stanton	
Mrs	Kim	Stanton	
Ms	Colleen	Browne	
Ms	Trish	McKay	
Mr	Tom	Sotiroff	

APPENDIX 6

ITINERARY – ANALYSIS OF SPORT AND RECREATION IN REGIONAL WA

South West (Bunbury)	Tuesday 2 October 2007
Peel (Mandurah)	Wednesday 3 October
Great Southern (Albany)	Thursday 4 October
Kimberley (Broome)	Wednesday 10 October
Kimberley (Kununurra)	Thursday 11 October
Wheatbelt (Northam)	Monday 22 October
Pilbara (Karratha)	Monday 5 November
Goldfields (Kalgoorlie)	Tuesday 6 November
Esperance	Wednesday 7 November
Gascoyne (Carnarvon)	Monday 3 December
Midwest (Geraldton)	Tuesday 4 December
Wheatbelt (Narrogin)	Thursday 6 December
Kalumburu	Thursday 10 January 2008

APPENDIX 7

FINDINGS

1. Sport and recreation needs to constantly evolve and adapt to economic, social, political, cultural and environmental dynamics in the new millennium.
2. Sport and Recreation service providers, whether they are public sector, private sector or community-based organisations, are competing in a highly competitive labour market. Difficulties in filling positions across the spectrum of roles will continue to be experienced, and further exacerbated, if service conditions are not competitive with other employment sectors.
3. Sport and recreation organisations and local governments are struggling to meet service demands in high growth localities.
4. Communities in localities experiencing rural decline may need to significantly modify “traditional sport and recreation” activities, e.g. reduce team sizes; alter size of the playing arena, manage with fewer volunteers.
5. Daylight saving understandably has poor support in the hotter regions of Western Australia compared to more acceptance in the cooler southern parts of the State.
6. All tiers of government need to be more cognisant of the financial impacts flowing from their policy development onto volunteer-based sectors. Taken a step further, volunteer-based sectors would benefit, and deserve stronger financial incentives and support in recognition of the multiple benefits derived from their contribution to building stronger regional communities.
7. The primary benefits of improved participation and capacity building are realised in Indigenous communities (town-based or remote) where functioning sport and recreation programs operate. Secondary benefits of improved school attendances, stronger community resilience and reduced anti social behaviours are also achievable.
8. The study assessing sport and recreation program and infrastructure needs in remote Indigenous communities in the WA's North West being concluded by DSR should provide direction to the State's investment priorities for the medium term.
9. As reforms are implemented by local government, sport and recreation at local, regional and State level needs to be informed and participate in community debate. Once directions emerge, sport and recreation organisations will need to be responsive and adaptive to revamped municipal approaches.
10. Community-based multi-sport club models have the potential to better utilise the diminishing volunteer base.
11. SSAs and clubs and regional associations need to persevere in their working partnerships to deliver sport efficiently. More focus and promotion is required on best practice for ‘whole of State, whole of sport’ service solutions. Further, SSAs need to better inform regional associations of the overall investment made to country sport.
12. The array of agencies imposing legislative and regulatory, compliance, risk management and safety requirements and protocols onto volunteer-based clubs need to be more cognisant of the capacity of clubs.
13. Employers need greater encouragement to support sport and recreation volunteers undertake training and education programs, recognising there is a wider community and workplace return on that investment.
14. The introduction of the Club Development Officer Scheme has been timely and well received by the participating local governments and communities.
15. To retain and attract sport and recreation personnel in many parts of regional WA, especially the North-West regions, it is essential to provide access to affordable housing.

16. Consultation feedback indicates excessive demands, poor reward structures and poor conditions (e.g. housing) lead to challenges in recruitment and retention of sport and recreation personnel.
17. The strong momentum in the Western Australian economy in recent years has inadvertently constrained the progression of many sport and recreation facility projects across the State.
18. The optimal use of the community's investment in school-based sport and recreation facilities is not being realised, despite the benefits of shared or dual use being compelling and widely accepted best practice.
19. The real value of the contribution by the State Government, through DSR's CSRFF program, to sport and recreation infrastructure projects since 2000 has declined by approximately fifty percent.
20. Regional localities undertaking combinations of rapid population growth and development expansion need dedicated support to provide the required 'major sport level infrastructure'.
21. Additional support is required in all phases of sport and recreation facility projects (planning, design and management) for remote Indigenous communities. Support needs to go beyond agencies having dedicated funding programs.
22. The operating and maintenance costs for sport and recreation facilities have risen significantly in recent years, especially in many small to medium sized towns where population catchments are finite.
23. Regional local governments have a growing need to significantly upgrade/ replace ageing aquatic infrastructure over the long term. The State will be requested to assist in replacing this vital community resource.
24. More detailed enquiry is required to confirm whether adequate playing fields are available for sport and recreation groups in regional centres.
25. There are major challenges confronting regional local governments to provide and maintain the required amounts of active playing reserves and to cope with climate change impacts.
26. Sport and recreation organisations will need to contribute to strategies that local governments develop in their water conservation plans (required by Department of Water, 2008/2009), e.g. use of synthetics, resource sharing, etc.
27. The review of the Department of Water's Policy 13 is timely and needs to more proactively respond to the multiple demands for use and or access to dams, reservoirs and waterways.
28. The wider social and health benefits that flow from involvement, as either a participant in, or organiser of sport and recreation are well understood by regional Western Australians.
29. State and Regional sport and recreation administrators will need to consider the need for re-thinking their competition formats to be more 'family friendly' and less of a financial burden on families.
30. Contrary views emerged on the adequacy and overall value of provision of crèche facilities in sport and recreation facilities in regional WA.
31. Where sport development and competition linkages between WA's northern regions and the NT demonstrate benefits, flexibility should be incorporated into funding support programs to support those linkages.
32. Continued evolution of support for regionally-based talent identification and development programs is essential. Several innovative programs have been introduced in recent years. Adaptive servicing models will be required, given the diversity of training and competition environments, demographic variations and community and business support across the State.

APPENDIX 8

RECOMMENDATIONS

1. Sport and Recreation organisations and local governments may need to improve and/ or adapt employment conditions and practices to attract and retain their personnel.
2. Sport and recreation organisations and local governments may need to cluster project tasks in order to attract specialist skilled labour and or specialist skill service providers/ contractors.
3. DSR needs to partner sport and recreation organisations in better articulating the systemic financial disincentives that are burdening volunteer-based organisations.
4. Initiatives are required to improve participation rates in sport, recreation and physical activity for town-based Indigenous people.
5. State sporting associations and governments (local and State) are encouraged to review the effectiveness of their communications to regional associations and country clubs.
6. That DSR's assessment of the effectiveness of technology take-up by sport and recreation organisations is extended to include regional assessments and or case studies.
7. DSR and local governments should examine establishing a program that provides 'structural adjustment' incentives and support towards regional clubs undertaking consolidation or mergers.
8. Subject to formal evaluation of the Club Development Officer Scheme confirming interim supportive feedback, consideration should be given to expanding the program in regional WA.
9. That there is a recurring need for sport and recreation organisations, local governments and DSR to partner in providing ongoing training, education and support towards the recruitment and retention of club volunteers.
10. Training, education and professional development to the sport and recreation sector must expedite the development of on-line training opportunities to support regionally-based sport and recreation personnel.
11. That the Leisure Institute of WA-Aquatic (LIWA Aquatic), in consultation with DSR, local governments and training providers liaises to develop an expansion of the current regional training and accreditation program scheduling for aquatic centre personnel.
12. To attract the required sport and recreation personnel to regional Western Australia employers will need to offer competitive remuneration and employment conditions. Additionally, support for career development and progression through training and professional development will be essential requirements.
13. That DSR convene a working group of regional sport and recreation organisations, local governments and relevant State Government agencies (e.g. Department of Housing and Works, Department of Treasury and Finance) to develop strategies to overcome constraints in progressing regional sport and recreation infrastructure projects.
14. Greater encouragement and direction is required to ensure the existing Department of Education and Training's policy framework on shared or dual use of school-based sport and recreation facilities is practised State-wide.
15. The value of the State Government's CSRFF program needs restoration, given escalating building costs have depleted its real value of contribution to sport and recreation projects across regional Western Australia.

16. That the State Government recognises the need for funding program to support major sport infrastructure projects that will meet urgent needs, especially in regions experiencing high growth and development expansion.
17. Further planned investment in appropriately scaled aquatic facilities for remote Indigenous communities should be given consideration.
18. That local governments in regional centres be encouraged, with support from DSR and the Department of Planning and Infrastructure (DPI), to undertake needs assessments of the provision of playing fields.
19. That key State Government agencies (DPI, DSR) need to partner regional local governments regarding forward planning for sustainable and adequate provision of public open space.
20. That regional sport and recreation administrators cooperate, across sports, to developing more 'family friendly' competition formats. DSR should provide incentives and support towards such structural adjustments in country sport delivery.
21. That a more detailed analysis of provision of crËche facilities in regional sport and recreation facilities should be undertaken to guide provision approaches.
22. That the funding criteria of the Sports Lottery Account – Country Package for clubs and associations be revised to provide flexibility where appropriate to respond to the needs of Kimberley and Pilbara athletes competing in the Northern Territory.
23. That a strategic assessment is undertaken in 2008/09 of service approaches and resource requirements to support talented regionally-based athletes.
24. That the Department of Sport and Recreation initiates a service evaluation of strategy, structure and staffing of its Regional Service during 2008/09.

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