

A young boy in a light blue soccer jersey is looking up at a soccer ball in the air. The background is a clear blue sky and a green field. The boy is wearing a light blue V-neck jersey with dark stripes on the sleeves and dark shorts. The soccer ball is white with black panels and is in motion, slightly blurred. The boy's expression is one of focus and anticipation.

Game Plan 2012

NSW Sport and Recreation Industry Five Year Plan

Shaping our community for a sustainable future

The purpose of this document is to guide the sport and recreation industry in addressing priority issues over the next five years – 2007-2012.

Message from Alan Whelpton, AO Chair, NSW Sport and Recreation Advisory Council

In June 2006, the NSW Sport and Recreation Advisory Council and NSW Sport and Recreation commissioned a project to develop a NSW sport and recreation industry plan for the next five years. This plan, developed in consultation with plan representatives of the sport industry, local councils and government agencies, aims to strengthen the industry through building on existing structures and programs.

This plan establishes a guiding framework for organisations to consider as they develop their own strategic plans and development priorities. It contributes to the State Plan's themes of: "More people using parks, sporting and recreational facilities and participating in the arts and cultural activity" and "Increase in the proportion of the total community involved in volunteering, sport and recreational activity."

There are significant challenges facing the sport and recreation industry over the next five years chiefly in relation to participation, funding, facilities and volunteers. The plan takes an innovative approach providing a new direction for sport and recreation that is community-centred, building the social capital of our state and recognising the important role of sport and recreation in "shaping our community for a sustainable future."

In taking this community focus, it is recognised that industry organisations will continue to provide opportunities for athletes to pursue excellence and achieve success at the various levels of competition as this is important for individual, community and national morale.

Rather than simply asking for more funds to solve the issues, the Plan outlines some new thinking in its strategies for the key focus areas:

- active community
- new vision for volunteers
- innovative funding
- fresh approach to facilities.

The Plan recognises the strength of social relationships in building a community and places sport and recreation as having a vital role in shaping of our society and its values.

Message from Frances Crampton, AM, Chairperson on behalf of the NSW Sports Federation Inc.

Developing the Plan for the NSW sport and recreation industry has been an important and timely exercise to gain a better and more informed understanding of the issues facing our sporting organisations.

We wish to thank the representatives from the wide-range of sporting organisations who participated enthusiastically throughout the process. There is genuine commitment to work together to address the challenges facing our industry and NSW Sport and Recreation Advisory Council and NSW Sport and Recreation have been very supportive in listening to our issues.

The process used in developing the plan was professional and stimulated innovative thinking that is evident in the plan's strategies which provide a clear way forward and an important milestone of bringing the different sport organisations together as one voice.

Industry consultation process

The Plan is the outcome of extensive consultation with representatives of a variety of sports across peak industry bodies, state sporting organisations, sport associations, sport clubs, schools, facility providers, local councils and government agencies. Key elements of the consultation process were:

- initial workshops in August 2006 to identify issues facing the sport and recreation industry
- an industry-wide survey in September 2006 to over 1,000 sports industry members with 540 paid and unpaid employees in sport responding to the survey, representing the majority of sports in NSW in both metropolitan and rural areas
- circulation of a discussion paper on the key issues identified from the industry-wide survey with a call for submissions
- solutions focused workshops with representatives from the sport and recreation industry, local councils and government agencies to address the issues and challenges raised in the industry-wide survey
- development of the draft Plan and circulated for comment
- industry feedback with key members to finalise the Plan.

A new direction for sport and recreation in NSW – Community centred

The State Plan, launched in November 2006, set a target of a 10 per cent increase by 2016 in the number of people participating in sporting activities and physical exercise. This target was set against the State Plan's objective of "More people using parks, sporting and recreational facilities and participating in the arts and cultural activity." While the Department of the Arts, Sport and Recreation is the lead agency for delivering this outcome, this plan recognises that this target will only be achieved through community engagement and support.

The Plan is based on the principle that physical activity builds stronger communities. Sport is viewed in much more broadly than traditional team games and competition, namely:

Sport and recreation includes all forms of physical activity, organised or casual, which aims at improving physical fitness and mental well-being, developing social relationships or achieving results in competition at all levels and ages.

Because the Plan is focused on improving our community, only physical activity that involves the aspect of social relationships, whether through organised or non-organised activity, is included. Incidental exercise, while it does contribute to health and well-being, is not included in this plan mainly because it can occur without forming social relationships. The main focus of the plan is on social relationships and support as there is growing evidence to suggest that these aspects lead to increased levels of physical activity.¹

Ultimately, the aim of the Plan is to position sport as a key contributor to building a strong community and shaping its core values of:

- teamwork
- friendship
- respect for others
- discipline
- fair play
- commitment

where members model the behaviours, cooperating and collaborating to ensure the sustainability of resources, fun, an inclusive culture which embraces cultural diversity and disability, ie. sport for all.

The sport and recreation industry, itself, recognises that it needs to become a strong community through partnerships and collaboration, overcoming its current fragmentation, before it can have a major impact on the rest of society and contribute to building a stronger NSW.

¹ J. Chau (2007) "Physical Activity and Building Stronger Communities," Report No. CPAH07-001, NSW Centre for Physical Activity and Health, Premier's Council for Active Living

Understanding the sport and recreation industry

1. The sport and recreation community

The sport and recreation industry is complex with the various players and stakeholders as outlined in Diagram 1. To build a strong community, understanding the industry structure is the first step in identifying where the relationships and collaboration are most likely to occur. It also highlights opportunities for leveraging a wide range of service providers and advocates who can assist with raising the profile of sport and its voice in the community.

The Plan focuses on bringing these different groups together in more effective ways to ensure the benefits are realised. Not only does sport contribute to health and well-being of individuals and strengthen the community, it has a significant impact on the economy given the number of industry groups contributing to the sport industry.

Diagram 1. The sport and recreation community

Participants	Service providers	Facility providers	Funders	Advocates
<ul style="list-style-type: none"> ■ Adults ■ Parents ■ Children ■ Families 	<ul style="list-style-type: none"> ■ Sport organisations, clubs – coaches, officials, administrators, volunteers ■ Education sector ■ NSWIS ■ Regional academies ■ Training organisations ■ Sports medicine and equipment providers ■ Government and private service providers 	<ul style="list-style-type: none"> ■ Local government ■ Private providers ■ Schools ■ Tertiary institutions ■ Licensed clubs ■ PCYCs ■ Fitness industry ■ State government ■ Sport clubs 	<ul style="list-style-type: none"> ■ Australian Sports Commission (Fed) ■ State government ■ Local government ■ Licensed clubs ■ Sponsors ■ Benefactors 	<ul style="list-style-type: none"> ■ Peak bodies – State and Federal ■ Policy makers ■ Media ■ Sports achievers ■ Health and well-being organisations ■ Medical profession ■ Social researchers

Note: The main players in the sport and recreation industry are listed above; it is not a comprehensive list.

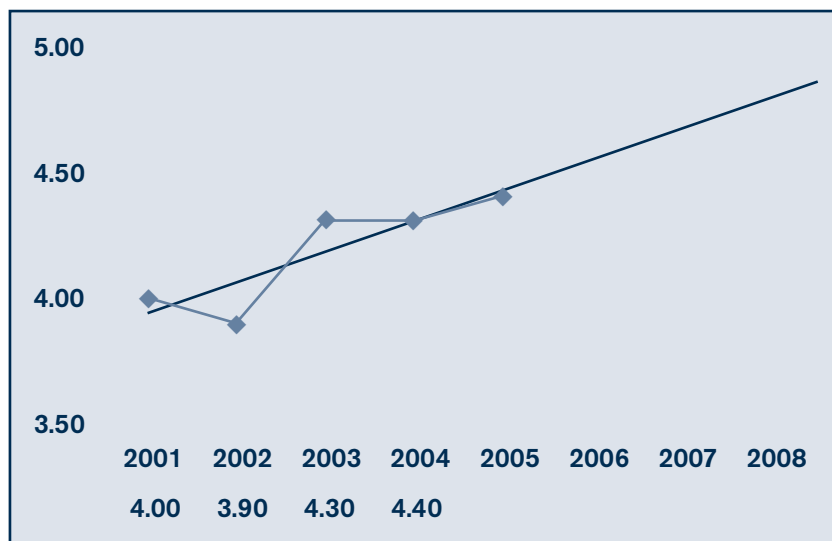
2. Participation trends

Participants in the sport and recreation industry survey indicated that the following will have the greatest impact on participation over the next five years:

- new or improved access to facilities
- increase in school participation
- increase in media coverage
- increase in popularity of sport.

The number of adults and children participating in sport and physical activity in NSW is expected to increase at a rate of one per cent per annum. Based on this anticipated growth, there will be an estimated 4.66 million adults and 607,300 children participating in sport and physical activity by 2012. The trend line in the two graphs indicates that growth could be higher than these numbers.

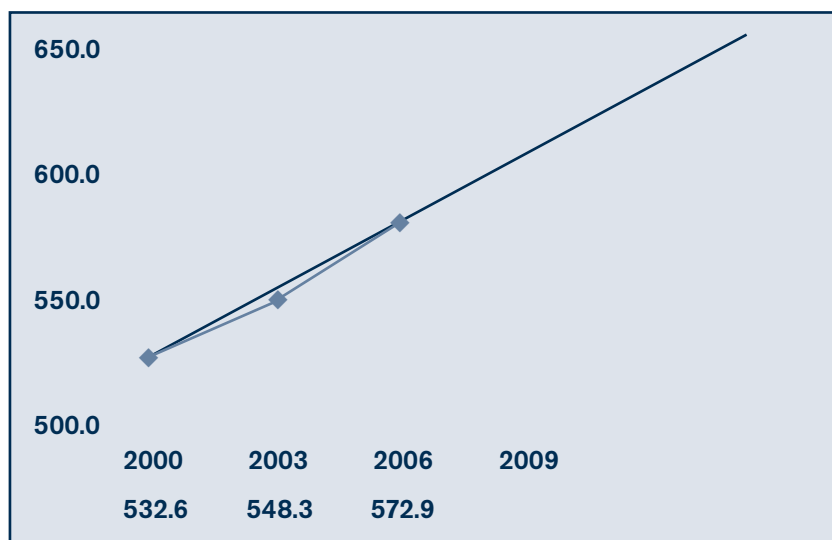
Number of adults participating in sport and physical activity in NSW (millions)



◆ **Number of adults participating in sport and physical activity**

Source: Exercise, Recreation and Sport Survey, Annual – 5 collections (2001, 2002, 2003, 2004 and 2005), ACNielsen on behalf of SCORS

Number of children participating in organised sport and physical activity in NSW (thousands)



◆ **Children's participation in organised sport and physical activity**

Source: Children's Participation in Selected Culture and Leisure Activities – 3 collections (2000, 2003 and 2006) ABS (Cat. No. 4901.0)

3. Challenges

The industry survey indicated that the top factors preventing individuals participating in sport were time pressures, cost, transport and lack of local facilities.

Making sport affordable and accessible does not necessarily mean that physical activity will increase. Better understanding of how people use their leisure time and how sport can fit in to a busy lifestyle needs to be better understood, whether for children or adults. Interventions which aim to make it easier for people to participate in a social environment are more likely to increase physical activity.

Volunteers

The sport and recreation industry depends on volunteers to function successfully. The graph below shows the widening gap between player and volunteer participation in organised sport in NSW. Based on the trend line, without any interventions, the number of volunteers will continue to decline. The Plan provides a “new vision for volunteers” with strategies aimed to increase volunteer numbers to ensure the sport and recreation industry is sustainable and reduce the gap between player and volunteer participation. An industry focus on volunteering will assist achieve the NSW State Plan target of a 10 per cent increase in volunteering by 2016.

Facilities

Increased participation in sport and recreation and the recent drought have placed pressure on the sustainability and adequacy of sportsgrounds and sporting facilities.

In November 2006, the Standing Committee on Public Works Inquiry into Sportsground Management in NSW made 15 recommendations to address overuse and identified shortages of sportsgrounds in local council areas. The Chair stated:

“The adequate supply and maintenance of sportsgrounds is a very important contributor to community health and social cohesion. Better local, state and federal government planning and coordination, combined with consultation with sporting organisations are needed to increase available opportunities for sporting participation and recreational activity.”

The Plan provides a “fresh approach to facilities” taking into account the findings of the committee.

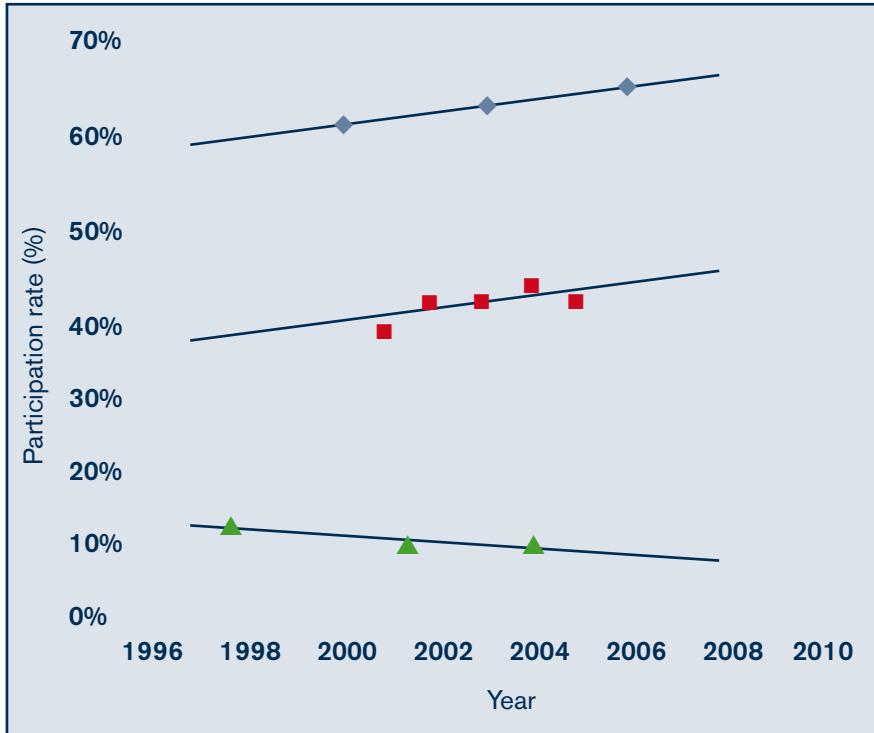
Key focus areas

The Plan is centred on four key focus areas which underpin the vision of “shaping our community for a sustainable future”, namely:

- active community
- new vision for volunteers
- innovative funding
- fresh approach to facilities.

For each of these key focus areas, objectives, strategies and key success measures are outlined. These form the guiding framework for sport organisations to develop their own strategic plans and development priorities.

The widening gap: player and volunteer participation in organised sport, NSW



- ◆ Child participation rate
- Adult participation rate
- ▲ Volunteer rate
- Linear (Child participation rate)
- Linear (Adult participation rate)
- Linear (Volunteer rate)

Source:

- 1) Children's Participation in Selected Culture and Leisure Activities – 3 collections (2000, 2003 and 2006) ABS (Cat. No. 4901.0)
Exercise, Recreation and Sport Survey, Annual – 5 collections (2001, 2002, 2003, 2004 and 2005), ACNielsen on behalf of SCORS ABS, Involvement in Organised Sport and Physical Activities (Cat. No. 6285.0)
- 2) The 'widening gap' Adapted from: Cuskelly, G. (2003) Volunteers and the sustainability of community sport. Presented at the Our Sporting Future National Conference, Australian Sports Commission, Melbourne Convention Centre, 13 March 2003.



Active community

Objective	To make it easier and affordable for people of all ages to be physically active and involved in their communities
Strategies	<ol style="list-style-type: none"> 1. Increase community awareness of how to participate in sport and the benefits of participation <ul style="list-style-type: none"> ■ Develop a community sports directory outlining all sports and registration dates. Distribute to all adults via local councils ■ Conduct education campaigns that are culturally inclusive ■ Engage community leaders/elders to encourage sport amongst their communities
	<ol style="list-style-type: none"> 2. Junior sport programs focus on fun and skill acquisition <ul style="list-style-type: none"> ■ Sport organisations and clubs adopt practices, policies and procedures which allow for a change in the sports culture that meets the needs of the community ■ Develop consistent participation formats based on national research involving a game sense model that is fun, skill acquisition focused and has a reward system for attainment
	<ol style="list-style-type: none"> 3. Sport organisations and clubs provide a more welcoming atmosphere for parents and flexible sport programming so parents can encourage their children to be physically active and participate at least once a week <ul style="list-style-type: none"> ■ Provide training for sport providers in specific cultural requirements and inclusive practices for all unrepresentative groups including people with a disability ■ Modify sport delivery so that it is less coach, equipment and space intensive and more affordable
	<ol style="list-style-type: none"> 4. Revitalise the sport experience for school children during and after school hours <ul style="list-style-type: none"> ■ Provide a re-emphasis on physical education in school ensuring it involves movement ■ Engage sport organisations to provide services to schools
	<ol style="list-style-type: none"> 5. Increase the availability of family sport activities and community events <ul style="list-style-type: none"> ■ Foster sport club partnerships eg. unions between girl/boy sports, summer/winter sports to encourage families to participate in physical activity
	<ol style="list-style-type: none"> 6. Promote sport and recreation as a way of creating a culture of work-life balance in workplaces with the benefit of having healthier, more productive employees and improving their retention <ul style="list-style-type: none"> ■ Raise the perception of the importance of sport to employers ■ Research ways on how to make workplaces more sport friendly for corporate/large business and small business
	<ol style="list-style-type: none"> 7. Identify and promote innovative approaches to fee structures <ul style="list-style-type: none"> ■ Undertake a review of existing fee structures across the sport and recreation industry
	<ol style="list-style-type: none"> 8. Introduce financial incentives for physical activity to encourage participation in sport <ul style="list-style-type: none"> ■ Lobby government to provide (1) tax incentives for individuals eg. tax rebate, reduction in Medicare levy; (2) tax deductions for registrations; and (3) tax incentives for employers who provide employees with access to sport activities
Success measure	One per cent increase per annum in physical activity across all ages, gender, disability and culturally diverse groups



New vision for Volunteers

Objective	To increase the number of qualified, confident volunteers – referees, technical officials, coaches and administrators – who feel valued and supported and want to remain in the industry
Strategies	<ol style="list-style-type: none"> 1. Develop an improved volunteer model where sport organisations create a culture of inclusion and support, making volunteers feel valued <ul style="list-style-type: none"> ■ Undertake a review of existing volunteers models across the sport and recreation industry
	<ol style="list-style-type: none"> 2. Raise the awareness and understanding in the community of the value and benefits of volunteering in the sport industry <ul style="list-style-type: none"> ■ Target a diverse potential volunteer pool, including younger and older members of the community, and provide opportunities that meet their motivation, skills and lifestyle ■ Foster a culture of 'inviting' people to volunteer ■ Encourage a culture of volunteering within the NSW workforce
	<ol style="list-style-type: none"> 3. Provide better incentives for volunteers in recognition of their contribution to the community <ul style="list-style-type: none"> ■ Introduce a national award scheme, sports medal in association with the Australian Sports Commission ■ Promote the certificates for active volunteering ■ Lobby government to provide tax incentives (1) to individuals for volunteering and (2) employers for providing employees with volunteering opportunities ■ Provide incentives to re-accredit as per overseas models ■ Provide payment to people who in-service coaches and officials
	<ol style="list-style-type: none"> 4. Provide innovative and flexible approaches for training volunteers <ul style="list-style-type: none"> ■ Develop a training calendar which collates information from all sport organisations and training providers and cross-promote ■ Combine with other like sports eg. ball sports, bat/ball sports, physical contact sports to share ideas and information ■ Provide a variety of delivery methods eg. face-to-face, CD Roms, manuals, video conferencing, online, virtual training room etc ■ Tailor length and type of training to volunteer needs to take into account time pressures they face and their lifecycle through volunteering positions ■ Provide mentoring programs and on-the-job training ■ Provide ongoing competency-based assessment, including recognition of prior learning ■ Introduce the learner-vest to clearly highlight officials, coaches in training
	<ol style="list-style-type: none"> 5. Address the issues that prevent people from volunteering <ul style="list-style-type: none"> ■ Reimburse out-of-pocket expenses ■ Provide insurance cover for volunteers
Success measure	One per cent increase per annum in the number of volunteers working in sport and recreation

Innovative funding

The plan is based on the need to increase funding for sport, particularly community level sport, from government (at all levels) and non-government sources.

Objective	To provide sustainable funding from government and non-government sources
Strategies	<ol style="list-style-type: none"> 1. Target non-traditional sources of funding from the wide range of service providers to the sport and recreation industry <ul style="list-style-type: none"> ■ Identify existing sources of government and non-government funding 2. Develop a stronger voice to raise the profile of sport and its importance to health, education and the community. <ul style="list-style-type: none"> ■ Create a wide network of advocates including sports achievers, media, health and well-being representatives ■ Support the development of a “case for sport” 3. Target relevant government agencies to co-fund or leverage specific activities or projects <ul style="list-style-type: none"> ■ Undertake an audit of specific projects to determine co-funding opportunity eg. Health, Community Services, Education etc. 4. Promote the benefits of sport and recreation through education campaigns <ul style="list-style-type: none"> ■ Undertake an audit of existing government and non-government education campaigns
Success measure	Increased per capita amount of funding from government (all levels) and non-government sources

Fresh approach to facilities

Objective	To increase the availability of usable open space and ensure facilities are of a quality standard to meet community expectations
Strategies	<ol style="list-style-type: none"> 1. Incorporate sport and recreation priorities in land use and urban planning <ul style="list-style-type: none"> ■ Develop guidelines and incorporate into State planning guidelines for local government planning for future infrastructure provision ■ Include the need for facilities to be appropriate for an ageing population ■ Undertake an audit to identify new, usable open space from a variety of current sources eg. National Parks, catchment areas, picnic areas, buffer zones for bushfire protection, land banked sites, new housing developments, closed facilities, bowling greens, horse race courses etc. ■ Establish a unified sports lobby group with representatives from sport organisations, transport users, urban development, the Property Council of Australia to achieve a shift of funds from unusable to usable space
	<ol style="list-style-type: none"> 2. Encourage joint-use of existing and planned facilities <ul style="list-style-type: none"> ■ Sport organisations are to share use of new and refurbished facilities with funding provided on the basis of partnerships ■ Partnering is to be encouraged between schools and local councils ■ Investigate community owned and shared facilities, namely rural/regional and overseas models
	<ol style="list-style-type: none"> 3. Develop new types of multi-sport facilities, eg. multi-tiered with indoor and outdoor sports, gym, cafe, theatre, sports medicine, sports store etc. <ul style="list-style-type: none"> ■ Conduct a feasibility study to determine different sizes for different populations and appropriateness of different overseas models
	<ol style="list-style-type: none"> 4. Investigate and develop a quality assurance framework with minimum and tiered standards for new sport facilities especially multi-use facilities (eg. lighting for community level participation)
	<ol style="list-style-type: none"> 5. Ensure facilities and equipment are safe and well-maintained <ul style="list-style-type: none"> ■ Review the organisational structures that oversight, manage and maintain facilities and promote best practice and innovation ■ Provide training in identifying faulty equipment
	<ol style="list-style-type: none"> 6. Provide greater support for sport programs in rural communities <ul style="list-style-type: none"> ■ Undertake a needs assessment study to understand the demand and supply issues of rural communities
Success measure	<ul style="list-style-type: none"> ■ Two per cent increase in access to open usable space ■ Quality assurance framework accepted and implemented by sport organisations ■ Feasibility study completed for multi-sport facilities model



Implementation team

Successful implementation of the Plan will depend on a coordinated and collaborative approach in addressing each of the key focus areas.

Champion coordinators will lead the implementation process at a statewide level and together with partners, address the strategies outlined for each of the four key focus areas.

Key focus area	Champion coordinator(s)	Partners
Active community	NSW Sport and Recreation Advisory Council	<ul style="list-style-type: none"> ■ NSW Sports Federation ■ Peak state sport and recreation organisations ■ NSW Sport and Recreation
New vision for volunteers	NSW Sports Federation	<ul style="list-style-type: none"> ■ Peak state sport and recreation organisations ■ Centre for Volunteering ■ NSW Sport and Recreation
Innovative funding	NSW Sports Federation	<ul style="list-style-type: none"> ■ NSW Sport and Recreation Advisory Council ■ Peak state sport and recreation organisations ■ NSW Sport and Recreation
Fresh approach to facilities	Parks and Leisure Australia	<ul style="list-style-type: none"> ■ Local government ■ NSW Sports Federation ■ NSW Sport and Recreation

Monitoring and review

To ensure the enthusiasm and commitment that led to the development of the Plan is maintained over the five-year period, champion coordinators and partners will need to review progress on a six-monthly basis, with a broader sport and recreation industry review, annually.

The review process is essential for maintaining focus, delivering on the plan objectives and fostering collaboration and team spirit amongst the sport and recreation industry, in our time-pressured society.

How to be involved

All sport and recreation organisations ie. clubs, district associations are encouraged to contact their peak state sport and recreation body to discuss how they can participate in the implementation strategies in this plan.

These peak bodies may wish to adopt relevant strategies and actions within their strategic plans.

For further information, contact:

NSW Sports Federation	The independent, representative 'umbrella' body for sport in NSW whose aim is to raise and respond to issues and foster the future development of sport in NSW.	Phone: +61 (2) 8116 9740 Email: info@sportnsw.com.au Web: www.sportnsw.com.au
Parks and Leisure Australia (NSW)	The key professional association which provides a broad range of services to members of the parks and leisure industry.	Phone: (02) 9281 4545 Email: plansw@parks-leisure.com.au Web: www.parks-leisure.com.au
NSW Sport and Recreation Advisory Council (SRAC)	Council responsible for advising the Minister on sport and recreation in NSW.	Phone: (02) 9006 3700 Email: info@dsr.nsw.gov.au Web: www.dsr.nsw.gov.au



