



Department of Sport and Recreation

# Strategic Plan

2009–2012



Building stronger, healthier, happier  
and safer communities.



Department of  
Sport and Recreation

Our mission is to enhance the quality of life of Western Australians through their participation and achievement in sport and recreation.

Our purpose is to:

- Get more Western Australians physically active.
- Resource and equip sport and recreation providers.
- Support talent development and achievement in sport.
- Promote sound infrastructure planning and sustainable facility provision.
- Provide affordable recreation camp experiences.



How we operate

- Provide industry leadership and coordination for sport and recreation services state-wide through our 10 offices.
- Establish partnerships within the industry, across government and with other key stakeholders.
- Involve clients in all aspects of service planning and delivery.
- Provide consultancy services and resource support to individuals, organisations and community groups delivering sport and recreation.

## Our key result areas are:

1

### Industry development

**Outcome:**

- A cohesive industry that provides a framework to optimise social, economic and health benefits of sport and recreation.

2

### Infrastructure

**Outcome:**

- All Western Australians, regardless of the level at which they participate, their means or geographical location, have access to quality sport and active recreation facilities.

3

### Capacity building

**Outcome:**

- Organisations that provide sport and active recreation services are effective, accountable, viable and responsive to their stakeholders and build capacity of sport and recreation personnel.

4

### Participation

**Outcome:**

- A more physically active society in which sport and active recreation maintain and increase their contribution to community wellbeing.

5

### High performance

**Outcome:**

- Excellence is achieved in sporting performance.

6

### Business management

**Outcome:**

- A vibrant, responsive and progressive organisation that is accountable to government and the community.

# 1

## Industry development

### Outcome 1:

A cohesive industry that provides a framework to optimise social, economic and health benefits of sport and active recreation.

### Strategies:

- 1.1 Develop and promote planning and advocacy frameworks.
- 1.2 Develop and implement a research framework to support policy formulation and service delivery.
- 1.3 Facilitate opportunities for expanded economic activity through sport and active recreation (including sport export initiatives).

### Goals:

- Broad understanding and recognition across government and the community of the value of sport and active recreation.
- Planning frameworks supporting sport and active recreation industry development are developed and promoted for industry; by sector and function.
- Research undertaken is aligned with the strategic plan.
- Measurement/evaluation discipline applied across all of the agency's key strategies (policy and service delivery levels).
- Development of a sport events calendar that delivers tourism and sport development benefits.
- Development of sport linkages within the Indian Ocean Rim to benefit the Western Australian sport and recreation industry.

### Performance measures:

- Extent of understanding of the value of sport and active recreation in key target markets (i.e. government and community, decision-makers).
- Evidence of sport and recreation contribution to wider public policy agendas (reviews, taskforce representations, consultations etc.).
- Evidence of research agenda.
- Extent of projects undertaken in the Indian Ocean Rim region and benefits derived for the Western Australian sport and recreation industry.
- Effectiveness of sport event strategy and calendar on the development of sport and tourism partnerships in Western Australia.

**Outcome 2:**

All Western Australians, regardless of the level at which they participate, their means or geographical location, have access to quality sport and active recreation facilities.

**Strategies:**

- 2.1 Integrate broader statutory planning frameworks with sport and active recreation infrastructure planning.
- 2.2 Improve the planning, design and management of sport and active recreation facilities (built and natural).

**Goals:**

- Contribute to Major Stadia Development policies of government
- Deliver outcomes of Perry Lakes Redevelopment Act.
- Urban/statutory planning and long term budget frameworks incorporate sport and active recreation needs.
- Strategic infrastructure planning is evident for key sport and active recreation service providers and local government authorities.
- Strategic urban and infrastructure planning/budget frameworks incorporate sport and active recreation needs.
- An appropriate hierarchy of "state" level facilities is established, maintained and well managed.
- Sustainability principles and practice is embedded in sport and active recreation facilities planning, design and management.

**Performance measures:**

- Provide support to government deliberation on Major Stadia policy requirements.
- Number (%) of AK Reserve milestones achieved within timeframes and budgets.
- Extent of DSR provision of sport and active recreation advice on urban/statutory planning, (i.e. submissions provided, comments requested).
- Sport and active recreation "statewide" planning framework for infrastructure is completed within specified timeframe.
- Evidence of 'Regional Facilities Planning Framework.'
- Satisfaction levels of CSRFF grant recipients with regard to advice, responsiveness and funding support.
- Updated State Sport Facilities Plan (SSFP).
- Development of proposal to government for governance and management policy to be applied to state level sport and active recreation infrastructure.
- All CSRFF and SSFP funded projects incorporate sustainability principles and practice.

# 3

## Capacity building

### Outcome 3:

Organisations that provide sport and active recreation services are effective, accountable, viable and responsive to their stakeholders and build capacity of sport and recreation personnel.

### Strategies:

3.1 Influence and support sport and active recreation organisations in WA to work towards becoming high performing organisations.

### Goals:

- Sport and active recreation organisations have appropriate governance and management structures/practices.
- Sport and active recreation organisations effectively use IT to optimise business performance.
- Well trained and supported personnel operating within the sport and active recreation industry.

### Performance measures:

- Number (%) of non-SSA sport and active recreation organisations implementing the OSP.
- Number (%) of community sport and active recreation organisations implementing the OSP.
- Level of IT utilisation (or rating of IT capacity) by sport and active recreation organisations.
- Evidence of contemporary human resource management practices (as identified in Workforce Development Planning framework) within the sport and recreation industry.
- Extent to which camps delivery outcomes are achieved.

# 4

## Participation

### Outcome 4:

A more physically active society in which sport and active recreation maintain and increase their contribution to community wellbeing.

### Strategies:

- 4.1 Facilitate initiatives to increase community participation, with a particular focus on groups with low participation levels.
- 4.2 Provide the WA community with quality, affordable outdoor active recreation opportunities through access to a sustainable camps network.

### Goals:

- Service providers are better equipped to deliver programs/initiatives to respond to evolving community needs.
- Effective programming options aimed at increasing participation with low participation groups.
- Camps achieve ongoing sustainability by delivering quality services, maximum participation and developing partnerships.

### Performance measures:

- Extent of DSR contribution to new initiatives which support improved participation by target groups.
- Extent to which relevant social policies are implemented within sport and recreation organisations (i.e. Working With Children, Anti-Harrassment etc.).
- Proportion of community to have reached recommended levels of participation in sport and active recreation.
- Targeted groups with low participation levels are catered for through programs available from sport and recreation organisations.



# 5

## High performance

### Outcome 5:

Excellence is achieved in sporting performance.

### Strategies:

5.1 Support organisations to deliver high performance programs (WAIS, SSAs)

### Goals:

- State Sporting Associations (SSAs) are supported to have high performance programs.

### Performance measures:

- Percentage of SSAs that have high performance plans in place.
- Resource WAIS to support talented and elite WA athletes.
- Provision of opportunities for development in the areas of coaching and officiating.
- Support is provided for talented athletes, coaches and officials in regional WA.



# 6

## Business management

### Outcome 6:

A vibrant, responsive and progressive organisation that is accountable to government and the community.

### Strategies:

6.1 To develop and implement systems and processes that support the organisation's business.

### Goals:

- DSR to maintain an inclusive and supportive culture.
- Effective and efficient systems which integrate across DSR and support business unit operations.
- DSR effectively develops information and communication technology (ICT) to optimise business performance.

### Performance measures:

- Staff satisfaction levels.
- DSR career development opportunities provided.
- Continuous improvements models in place.
- DSR staff provide efficient services (timeliness and responsiveness to respond to enquiries).
- Improved access levels of the community for online services.



## Our major partners are:

- Sport and recreation clubs and community groups
- State sporting associations
- Western Australian Institute of Sport
- Western Australian Sports Centre Trust
- Local government authorities
- Peak industry organisations
- Outdoor recreation agencies
- Sport and recreation service agencies
- Sport and recreation education institutions
- State departments and agencies, e.g. Education and Training, Health, Planning and Infrastructure, Lotterywest, Healthway, and Housing and Works
- Federal agencies, e.g. Australian Sports Commission, Australian Sports Drug Agency
- Non-government organisations, e.g. National Heart Foundation, Australian Council for Health, Physical Education and Recreation (ACPHER)
- Private sector companies, e.g. Newcrest Mining, Skywest





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