

Sport and Recreation Industry Workforce Development Strategy



October 2009
Scoping Report for Feedback

SPORT AND RECREATION INDUSTRY WORKFORCE DEVELOPMENT STRATEGY – Scoping Report for Feedback

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Executive Summary

In May-June 2009 Service Skills Australia consulted with a broad spectrum of sport and recreation industry members in each state and territory to identify the key issues, ideas and outcomes that would need to be reflected in a nationwide Sports and Recreation Industry Workforce Development Strategy.

The overarching focus for the sport and recreation industry in this development has been articulated as:

a workforce development strategy that will lead to people across the industry being appropriately skilled, able and motivated to contribute to the growth and development of a productive and sustainable sport and recreation industry which enriches the wellbeing of the wider Australian community.

Background

At the beginning of 2009, Service Skills Australia released the **Sport, Fitness, Community and Outdoor Recreation – Environmental Scan 2009 (the scan)**. This document was developed by industry and for industry. The Scan sets out the key goals and needs for industry on skills and labour. Specifically, it describes an “industry specific overview about current and future trends and developments in the sport, fitness, community and outdoor recreation industries in relation to skills development and vocational education and training¹”. The Scan also recommended that “...all sectors of the sport, fitness, outdoor and community recreation industry work together to develop a workforce development strategy”.²

From the scan, participants supported the following focus areas as being an appropriate framework for the sector to develop a robust workforce development strategy.

- Leadership
- Providing a quality working environment for our people
- Undertaking better workforce planning
- Creating stronger links between providers and industry
- Promoting the value of effective training
- Providing equity of opportunity in VET for paid and non-paid (volunteer) workers
- Addressing skills shortages.

¹ Sport, Fitness, Community and Outdoor Recreation – Environmental Scan, 2009, Service Skills Australia, p1

² Sport, Fitness, Community and Outdoor Recreation – Environmental Scan, 2009, Service Skills Australia, p2

The Paper

To develop this document, Service Skills Australia consulted across Australia with industry on this framework. This work resulted in a series of recommendations that the Industry Skills Council is now seeking further feedback on before proceeding to develop a nationally agreed workforce development strategy for the sector.

While each focus area within the framework identifies specific success criteria, the work as a whole suggests that the key to what success will look like for the workforce development strategy as a whole will be:

- ⇒ A clear set of goals on leadership at the sector and industry level (i.e. sector, sub-sector, organisation, team and community) and within business itself (i.e. profit and not-for-profit organisations) that is focused, professional and well skilled.
- ⇒ A work environment that celebrates and draws upon the diversity and work preferences of a wide variety of participants.
- ⇒ A workforce planning process that is robust, proactive and based upon sound principles and resources.
- ⇒ An environment where providers are understanding of and responsive to sector needs and strong partnerships exist between the parties.
- ⇒ Training that is valued by organisations and accessed by the working community at large.
- ⇒ An environment where there is equity of opportunity for all those who work and participate in the sector, particularly volunteers.
- ⇒ A well trained and qualified community of workers keen and interested in developing a career in the sport and recreation sector.

Next Step – Call for Feedback

Industry now needs to consider the paper and:

- ⇒ Review and ratify the recommendations
- ⇒ Identify how these recommendations will be implemented
- ⇒ Establish a criteria for implementation, which may consider such matters as:
 - Priority
 - Time frame to deliver
 - Complexity
 - Capacity of the sector to deliver.

After feedback on the recommendations Service Skills Australia will then work with industry to develop a national workforce development strategy that is accepted in a bipartite environment and is applicable across all of Australia.

Service Skills Australia is able to receive feedback from industry on this scoping report via any of the following ways:

1. **Written submissions** can be sent by either email or in hard copy to the Project Manager, Alastair Wilson at the following address:

Mail: Alastair Wilson
Sport and Recreation Workforce Development Strategy Scoping Report
Service Skills Australia
Level 10, 171 Clarence Street
Sydney NSW 2000

Email: awilson@serviceskills.com.au

2. **Via the feedback tool** which can be located at the Service Skills Australia website at:
www.serviceskills.com.au/srworkforce

Feedback will be received by the Skills Council until **Friday 11 December 2009**.

Introduction and background

This report provides an overview of the ideas, views and concerns of the Australian sport and recreation sector for the development of a strategy for workforce development for the sector.

Purpose

The purpose of this report is to draw together the outcomes, issues and ideas provided by industry through the course of the nation wide consultation to develop the Sports and Recreation Industry Workforce Development Strategy. It is based on the input of a broad spectrum of sport and recreation industry members presented at a series of forums conducted in each state and territory during May, June and July 2009 by Service Skills Australia.

To that extent, this is a scoping report that's purpose is to encourage wider engagement with industry on the nature, key goals and outcomes of the workforce development strategy itself.

Who is Service Skills Australia?

Service Skills Australia is the national industry skills council covering the segments of the services sector, of which the sport and recreation industries fall. Service Skills Australia is a not-for-profit, independent organisation, consulting and engaging with industry, training organisations, government and other stakeholders to develop and support the implementation of nationally recognised training products that respond to industry skill needs.

Service Skills Australia it is one of 11 industry skills councils funded by the Australian Government to support skills development, and covers a range of industry sectors including retail and wholesale, tourism and hospitality, caravans, hairdressing, beauty, floristry, community pharmacy and funeral services, as well as sport and recreation covering sport, fitness, community recreation and outdoor recreation.

Who is the IAC?

The **Sport and Recreation Industry Advisory Committee (IAC)** is the peak national body for skills and labour issues for the combined sports and recreation sectors. It provides industry intelligence and advice on the skills needs, directions and significant trends within their industry sectors. The Sport and Recreation IAC includes representatives from peak industry associations, unions and large and small enterprises.

Service Skills Australia defines its role in workforce development as being:

to facilitate partnerships between employers, employees, unions and training organisations to ensure the vocational education and training system supports and meets the needs of our industries. That is, to have access to the right people, with the right skills at the right time.

Where it all began...

As part of this role, Service Skills Australia facilitated the development of the *Sport, Fitness, Community and Outdoor Recreation – Environmental Scan 2009 (the scan)*. This document was developed by industry and for industry and sets out the key goals and needs for the sectors on skills and labour. The focus for developing this strategy document is based on the scan. This document set out to articulate an “industry specific overview about current and future trends and developments in the sport, fitness, community and outdoor recreation industries in relation to skills development and vocational education and training³” as it is perceived in 2009. In particular, this document lays the basis for industry consultation on the progression of a strategic direction for the development of the workforce, and to position it in a 21st Century context.

The overarching focus for the sport and recreation industry in this development has been articulated as:

a workforce development strategy that will lead to people across the industry being appropriately skilled, able and motivated to contribute to the growth and development of a productive and sustainable sport and recreation industry which enriches the wellbeing of the wider Australian community.

³ Sport, Fitness, Community and Outdoor Recreation – Environmental Scan, 2009, Service Skills Australia, p1

Methodology

Consultation process

This consultation forms part of a longitudinal process that was initiated with the Service Skills Australia Environmental Scan. This high level overview of the service sector and its constituent sectors provided a blueprint for detailed work on the development of workforce development strategies across these sectors. This high level document was disaggregated into constituent sector components with the publication of sector based environmental scans. The sport and recreation scan provided the basis for the isolation of the seven focus areas canvassed amongst sector organisations and forming the basis of this scoping report. These focus areas were outlined by Service Skills Australia in the first instance and ratified at the Industry Advisory Committee on 1st April 2009.

All data for this report was gathered through locally coordinated workshops in states and territories. Views were sought on the basis of the seven focus areas, with specific reference to actions and key performance indicators (referenced as “Key to what success will look like” in this report). Participant views were captured within these forums and minutes developed to reflect the views and ideas expressed. The consolidated information was returned to each of the constituencies for further comment and additional feedback.

Consultation events in states and territories was coordinated through state Industry Training Advisory Boards (ITABs) in the first instance, with these organisations requested to develop a wide consultation audience covering (but not limited to) industry bodies (both business and representative levels), commercial organisations, volunteer organisations and other interest groups. Participants from these organisations were individually invited with wider invitations being published through suitable media, to ensure a broad spectrum of participants. The list of attendees is provided at appendix 2.

Workshop data was consolidated from across all states and territories within the seven focus categories identified for the consultation process. This data was analysed for themes and common issues or concerns expressed by participants. These categories were tested against wider workforce development criteria for suitability and coverage and subsequent analysis undertaken. Finally, these categories were cross-referenced across the focus area to identify any further matters of relevance and in particular interdependencies. This has provided a framework to develop comment within each of the focus areas and has provided clear guidance in developing a set of issues, recommendations and criteria for defining the desired outcomes. These have been

restricted to specific focus areas and it would be anticipated that in implementing these recommendations that the process would benefit from some consolidation.

Forum	Date	
Darwin	06/05/09	
Hobart	07/07/09	
Adelaide	11/05/09	
Brisbane	01/07/09	
Melbourne	08/05/09	
Canberra	13/05/09	
Sydney	24/06/09	With ORIC
Perth	07/05/09	
Gladstone, QLD	02/07/09	
Coffs Harbour, NSW	02/06/09	With Community Recreation

Table 1: Forum dates and venues

Structure of Report

As previously stated this document is a scoping report that brings together the diversity and range of views encountered within the feedback received during the national consultation that has occurred to develop an industry strategy. This document seeks to identify key themes and topics emerging in those discussions and within that:

- Notable issues.
- Possible key indicators of success if those issues were addressed.
- Possible action items and recommendations to address the identified issues.

Workshop findings and recommendations

Preamble

To work towards a common position on workforce development, industry was asked to address two aspects relevant to this, using the environmental scan as a basis for formulating a workforce development strategy. These aspects were:

- to identify the priority areas for the Sport and Recreation Workforce Development Strategy and
- to outline what the success criteria of the Sport and Recreation Workforce Development Strategy should be.

The consultation focused on seven key issues in the first instance identified as being of a significant nature, in terms of workforce development for this sector. These key issues were also identified in the environmental scan:

- Leadership.
- Providing a quality working environment for our people.
- Undertaking better workforce planning.
- Creating stronger links between providers and industry.
- Promoting the value of effective training.
- Providing equity of opportunity in VET for paid and non-paid (volunteer) workers.
- Addressing skills shortages.

Background to the Industry

The sport and recreation sector is at the same time a very new sector (e.g. the modern fitness industry, accepting that gymnasiums have been around forever) and also a very mature one, with sport in particular forming the basis of Australian society for well over a century. Currently the sector has an extraordinary opportunity to play a major part (or in many cases continue or expand their role) in a number of government initiatives at both the national and state/territory level. The strategies and tactics outlined in this document will form a major component of the industry capacity to engage with these initiatives and provide creative and dynamic responses.

A selection of initiatives currently in existence that provide opportunity for sport and recreation sector to engage with government policy are:

- Health agenda⁴
- Social inclusion policy⁵
- Indigenous health and wellbeing⁶
- Diversity, community and social capital⁷
- Achieving social outcomes such as crime prevention⁸

Whilst there is no suggestion that the operation of government policy should set the agenda for the sector, alignment with and utilisation of such policy provides an ideal opportunity for the sector to attract funding, particularly as it relates to skills formation, which is pertinent to this document.

Workforce development agenda

Leadership

Feedback on leadership was gauged from across the spectrum, with participants providing comments on leadership from the perspective of the sector, sub-sector, organisations, those who lead teams, and leaders in the context of volunteers who take on a role in the community (e.g. youth leader). Whilst this community is diverse in terms of role, focus and needs, themes do emerge from the feedback that provides an opportunity for development.

The themes that emerge are:

- Issues relating to the workforce in general (leaders).
- Image of the sector.
- Skill issues.
- Business practices.
- Leadership of the sector as a whole.

Whilst it is not universally the case (most notably the fitness sector), many leadership functions in sport and recreation are filled by those who do so as a community commitment. This means that they invariably have other obligations that impact on time

⁴ "I think that sport is intimately linked with health outcomes, with the preventative health agenda", Kate Ellis, Minister of Sport, Australian Government, 2008

⁵ "Sport at any level helps to build confident people and has the power to bring us together, to connect us to new communities and to open doors no matter what our background may be." James Merlino, Minister for Sport and Recreation, State Government of Victoria, 2009

⁶ Overview of the Social Inclusion agenda, SA Government, 2005, p1

⁷ "Sport And Recreation And Community Building" Review for the NSW Department of the Arts, Sport and Recreation, 2008

⁸ Programming for Social Outcomes, Government of WA workshop, 2008

and capacity to engage. In addition, those areas of the sector that have strong volunteer involvement often struggle to maintain employed functions due primarily to the lack of career pathways. This is identified as impacting upon retention in particular (*“There is a big issue in keeping leaders in this industry”, South Australia*). This combination of a voluntary workforce and relatively young employed workforce provides for an inexperienced leadership group who lack the skills and capability to address the very simple issues that underpin the requirements of a workforce development agenda.

The public image of the sector is seen to create a major impediment for both the development of a professional leaderships group, as well as the development of a mature industry workforce to draw leaders from. The fitness industry and some sports coaching areas apart, the public at large identify the sector as being ‘free’ at delivery (*“The public don't see that they should have to pay because they don't see them as businesses with overheads”, Australian Capital Territory*) and as a consequence assume and convey a perspective about the sector in terms of career options and potential. This is seen to be exacerbated by the sector itself, initially as it does not see itself as being a coherent sector (*“Challenge: industry sectors do not recognise themselves as part of one industry”, Western Australia*) and additionally by not establishing coherent career pathways (*“Succession planning is difficult, as these organisations are usually staffed by two people - career pathways are non-existent”, SA*) that are recognisable across sub-sectors and the industry as a whole (*“Career pathways – what are they within the industry and are they clear? Do they provide real employment opportunities and are they different across the four industry sectors - fitness, sport, community recreation and outdoor recreation”, Northern Territory*).

The diversity of skills and background of those making up the leadership group for the sector are identified as representing a particular challenge (*“There is a need to develop the leadership and management skills especially with the volunteer parents”, SA*). Board members, coming from a variety of environments, in both full-time employed positions in the sector as well as from a voluntary background, are identified as representing particular difficulties in developing broadly based skills sets.

The culture, motivation and business focus of significant elements of the sector is seen to act against the development of a sound industry focus (*“Finding managers with reflective thinking, strategic capability and a commercial rather than welfare mentality is difficult and these skills are critical for the future of the industry”, SA*) and is perceived to have a flow on impact on workforce development. Micro sized organisations (*“this is where most sport and recreation organisations lie, within micro business... very challenging to change this culture due to a lack of resources”, ACT*) that

are highly entrepreneurial (*“Succession planning is difficult again, as these organisations are usually staffed by 2 people”, SA*), organisations that have an intensive community focus (*“Sport and recreation identify with community/social building”, WA*) and a business environment that is highly reactive, clearly provide an appropriate response to the needs of the customer base. However, these attributes do not form the basis of a more strategic perspective at both the business and industry levels. The commercial diversity of sub-sectors (e.g. varying from the highly commercial focus of much of the fitness sector to the not-for-profit environment in community recreation) also represents a challenge in developing a coherent picture of what leadership should look like for the sector (*“If the sport and recreation industry viewed themselves more entrepreneurial (focus training on business entrepreneurial skills) then the cultural shift of working on the business not in it will just happen”, ACT*).

Leadership of the Sector

While leadership at the various levels in the industry will remain a critical issue, one specific aspect of leadership that emerges from the consultation revolves around the question of ‘who leads’ the Sports and Recreation sector. The Environmental Scan⁹ identified that “Skills and capacity of the sport, fitness, community and outdoor recreation industries managers and leaders are a critical workforce development priority”. This report went on to identify that as a consequence of these consultations, amongst other recommendations, Service Skills Australia identified the need for:

A single peak body representing all industry sectors (to) be established to strengthen strategic planning and to drive improvements in training quality and flexibility.

Participants involved in these workshops reinforced these views, with comments identifying the need to provide *“a platform for workforce development”* (WA) and the risks of not succeeding in this endeavour *“unless we can identify people that can take the lead, ‘champions’, from each industry sector”* (WA). The lack of a coherent vision for the sector (*“industry sectors do not recognise themselves as part of one industry”, WA*) underpins a series of observations regarding the need for a clear and decisive industry wide leadership group (*“The formation of an industry advisory group that sets the direction for the state sport and recreation industry”, NT*) for sport and recreation. The role of this leadership group is perceived to be wide, varying from the more general issues of image (*“Better leaders = increased retention”* and the *“need to package the*

⁹ Sport, Fitness, Community and Outdoor Recreation – Environmental Scan, Op.cit., p2

industry as a professional industry to make it more attractive”, ACT), to the more specific areas of strategy (“set the direction for the industry” NT), representation (“provide a mechanism of how to get issues heard - that is recognised”, NT) and guidance specific to the workforce development agenda (“An independent body - industry standing committee - to provide industry advice”, NT).

Issues:

- Strategic leadership of the sector as a whole is an issue – particularly in light of the demise of some of the broad ranging national representative associations. This is especially the case in the skills and labour market planning areas.
- Leadership skills require development at all levels within the sector, industry, organisational, team and community.
- The sector does not see itself as a coherent entity.
- The workforce is diverse and has differing priorities and objectives (i.e. from the highly commercial fitness sector to the not-for-profit community recreation sector).
- The sector is viewed as a charitable function rather than a commercial function demanding of professional leadership.
- The types of organisations that predominate in the sector (e.g. micro-businesses) mitigate against proactive management functions.

Recommendations:

- ⇒ The Service Skills Sport and Recreation Industry Advisory Committee fill some of the vacuum for national strategic leadership in skills and labour issues for the sport and recreation sector.
- ⇒ Develop resources for leadership development in the sector that recognise both the levels of leadership and diversity of backgrounds of leaders.
- ⇒ Develop a strong industry leadership and advocacy function at both sub-sector and sector levels to represent sport and recreation.
- ⇒ Promote the professional and commercial nature of the sector, with particular regard to the tension within not-for-profit areas.
- ⇒ Work with other sectors of the economy where small businesses predominate to develop specific solutions to the development needs of these business types.

Key to what success will look like:

- ⇒ A common strategic position on labour and skills issues for the sport and recreation sector.
- ⇒ The sector identifies itself as a coherent commercial entity within the economy.
- ⇒ Leadership development programs are in existence for all levels of leadership in the sector.
- ⇒ Leadership development recognises the diversity of the leadership group.
- ⇒ Greater numbers of smaller organisations are accessing leadership resources.
- ⇒ The sector promotes itself as a professional and commercial entity regardless of the organisational motivation.

Providing a quality working environment for our people

Once again in this focus area, participants identified a wide variety of influences. Any workforce development strategy will stand or fall on the quality of the workforce and the environment in which they work. The capacity to deliver programs and the success of these programs will be substantially influenced by this working environment.

Input from across the workshops identified five major themes that will need to be addressed in taking forward a development strategy. These have been identified as:

- Structure of the workforce
- Image of the sector
- Skill base of those employed in the sector
- The work environment
- Barriers inherent in the workforce
- Opportunities offered by the work environment.

The structure of the workforce represents the single greatest challenge in developing a workforce development strategy for the sector (*“Security of employment - need to accept the casual nature of the industry e.g. fitness, therefore need to accept that recruitment and retention may be difficult”, SA; “This industry is a highly casualised/volunteer workforce”, WA*). A mixture of full-time, part-time, casual and volunteer workers combined with the seasonal nature of many aspects of delivery creates an environment that defies traditional workforce development¹⁰. In addition, significant numbers of the workforce are young (17-25 age group) who are highly mobile. While this mix is not unique to sport and recreation, the ratios of permanent to non-permanent is a unique dimension placing particular pressures on planners.

Participants also highlighted additional contributing factors impacting on workforce consideration, in particular is the greater mobility among younger people, mitigating against long term commitments particularly in the volunteer group (*“Mobile population of this generation impacts on the capacity of volunteers to commit to long term”, WA*).

As with the leadership group, image plays a major part in creating and maintaining the work environment. The influence of schools, the perceived lack of career pathways, the perception that it is not a ‘real job’ amongst the general population (*“Not recognised as a professional industry - there is a need to change the publics' image of the industry”, NSW*) all serve to undermine efforts to establish a quality working environment.

¹⁰ See also data for “Undertaking better workforce planning”

Participants once again identified a wide variety of barriers that operate to create difficulties in delivering a quality work environment. In the main, these relate to the image of the sector as a career option (*“Career pathways - there is no-where to go”, VIC*), combined with the nature of the industry as an attractive career option (e.g. low wages, casual and voluntary employment) acting to discourage good quality participants. The challenges associated with differing levels of perception were also highlighted (*“fitness has a great image, but a hockey club doesn’t yet” (SA)*).

Having identified these challenging elements, participants identified the very real positives in the sector and highlighted a series of opportunities that can be built upon:

- Those involved are often passionate about what they do, the active, physical, outdoors, mobile lifestyle attracts them and they enjoy what they do (SA),
- There are opportunities to multi-skill and examples of where this is already happening (e.g. aquatics) (SA),
- It is perceived that better quality advice and guidance in schools has the potential to both attract a wider audience and inform those for whom this sector is not a good option (SA),
- Many young people are already engaged in aspects of sport and recreation at school (e.g. coaching junior teams) (ACT).

Issues:

- The workforce is primarily casual, part-time or volunteer
- The younger workforce is highly mobile
- The sector has been successful in attracting good quality young entrants
- The sector is not seen as a valued long-term work environment by those who enter it as well as the wider community

Recommendations:

- ⇒ The sector identify ways to reinforce the positive aspects and benefits offered to casual, part-time and volunteer employees through work in the sector.
- ⇒ The sector develops an approach to work opportunities and careers that recognises the mobility and work preferences of a young mobile workforce.
- ⇒ Work with schools, careers advisors, and the general public to represent the benefits of a career in sport and recreation.

Key to what success will look like:

- ⇒ Young people who choose to join the sector stay in it.
- ⇒ Organisations are able to fill casual and part-time roles with experienced practitioners.
- ⇒ Many more casual, part-time and volunteer workers progress to full-time roles.
- ⇒ Schools and career advisors recommend sport and recreation as a valued career option.

Undertaking better workforce planning

This topic sought to identify ‘where and how the traditional workforce can be expanded’.

Participants provided comment in four broad areas:

- Structure of the workforce
- Information needs
- Barriers inherent in the workforce
- Opportunities available in workforce planning.

Comments relative to the workforce drew upon much that had already been mentioned, with issues around seasonal (“Seasonal nature of the industry, requires regional specific planning - including the need for information on trends, participation rates, etc”, VIC), part-time, casual and volunteering (“There is low level employment in this industry and a large volunteer base - which makes for a different workforce - seasonal, part time, casual labour force”, SA) seen to provide the greatest challenge. Participants observed that good young people often join the sector attracted by the lifestyle but retention remains a problem (“Getting great young people in industry - but they're not staying because of the conditions and wages”, SA). Expansion of the traditional workforce is identified as an attractive option (“Expand the tradition workforce - it is much larger than the 3 identified - migrants - e.g. a suburb once supported AFL but due to migrant flow now supports soccer”, WA). Provision of links between vocational programs and higher education (“Offering incentives for people to stay there through higher education”, SA) is also seen to have the potential to encourage staff to stay.

While comments were limited in respect of information and analysis, it is clear from those comments provided that participants believe that sound data to assist in labour force planning is limited or non-existent (“*It is very hard to access good data*”, SA).

Barriers identified by participants are varied. Issues around career opportunities, the reactive management style of micro businesses (“*How do you do workforce planning when you are a one person team - how do you know? Where do you get it?*”, ACT) and the poor support from teachers in supporting sport and recreation pathways in school (“*Issue with teachers in schools: sport is being placed in the too hard basket and teachers' do not want to teach it*”, NT) are mentioned. Specific to organisational planning, the skill and awareness amongst small businesses managers (“*Small businesses do need to realise that they need to workforce plan*”, NT) is perhaps the most relevant.

Opportunities identified provide little capacity to address the barriers outlined. VET in school as a vehicle for promoting the value of the sector as a career is seen as providing

good potential (“*VET in schools recognised as a means of increasing young people in the workforce*”, NT).

Issues:

- Structure, demographic profile, seasonality and mobility preferences of the workforce make planning difficult.
- Retaining good staff is difficult.
- Information on labour markets is either not available or not easily accessible.
- Small businesses either don't know how to plan or don't have the resources to do so.
- The workforce is not drawn from a wide enough pool.

Recommendations:

- ⇒ Industry needs to build upon the positive success stories of working in the sector, and the opportunities that it provides for employees.
- ⇒ Sources of labour market data promoted in the sector.
- ⇒ Gaps in labour market data identified and strategies developed to address these.
- ⇒ Workforce planning tools and resources to assist small business managers planning identified and promoted.
- ⇒ Explore mechanisms for promoting careers in sport and recreation to non-traditional sources including (but not limited to) unemployed, indigenous workers, the disabled, mature age workers, varying ethnic communities.

Key to what success will look like:

- ⇒ The maturity (i.e. time in sector) of the labour force grows.
- ⇒ Labour market and other workforce related data is used more widely and effectively.
- ⇒ A larger percentage of the most able young entrants to the workforce chose a career in sport and recreation.
- ⇒ A greater number of small businesses engage in workforce planning.
- ⇒ The demographics of those working in the sector more closely represent the wider community.

Creating stronger links between providers and industry

Workshops provided less clear commentary on this focus area, with input broadly highlighting perceived barriers and potential opportunities. The drive for this focus area originated in the *Skills to Participate*¹¹ study, undertaken in NSW, where participants conveyed that partnership between industry and providers was not the norm. In this study, both groups – industry and registered training organisations – reflected on the value of stronger partnerships and the capacity within such partnerships to develop more responsive training solutions.

Workshop participants supported this position; however concerns were raised about close relationships with specific providers (*“Industry don’t want to be seem endorsing one RTO or one course over others”, ACT*). Participants identified the availability of training packages as providing an ideal tool to take this issue forward. There are also examples identified of good strong working relationships existing in some areas that could be used as a model for other sub-sectors and jurisdictions (*“Very strong relationship in WA: strong role by the WA ITAB to build these relationships”; “Aquatic and Recreation Institute relationship model with providers is used as a case study by Service Skills Australia”, WA*).

Issues:

- Partnerships between industry and registered training organisations are not the norm.
- Industry has traditionally remained remote from providers believing endorsement is unacceptable.

Recommendation:

- ⇒ Implement industry/provider working groups.
- ⇒ Develop a sport and recreation code of practice for ‘good provider’ status.
- ⇒ Resolve concerns regarding endorsement of individual providers.

Key to what success will look like:

- ⇒ There are strong active working groups operating between industry and providers.
- ⇒ Providers delivering high quality qualifications that meet the needs of the sector are recognised and supported.
- ⇒ There is a large and growing community of endorsed providers.
- ⇒ The provision of high quality fit-for-purpose training to the sport and recreation sector is sustainable.

¹¹ “Skills to Participate - Investigating the effects of skill shortages on the NSW sport and recreation industry”, 2007, Service Skills Australia , p36

Promoting the value of effective training

Promoting the value of effective training attracted a wide range of comment; clearly this is an area where participants hold strong views.

Analysis of the input isolates just a few major themes in this input:

- There is a negative perception of training – it is a cost (“*There is a negative value associated with the cost of training*”, ACT).
- Training is seen to be a cost to the business both in terms of financial burden and employee time away from the business (“It is a cultural thing - seen as time consuming, as you require time for training especially people in the sport and recreation industry who have other (paid) jobs - where they may have to take time off their paid work to train - which many are not willing to for their volunteer role”, SA).
- Training is not perceived to be a high priority - first investment dropped when budgets are being tightened (“Tends to be a lot of talk about the benefits of training but in the Boardroom it is generally the first thing that is slashed from the budget”, WA).
- The casual, part-time and volunteer nature of employment discourages investment in skills (“*Casual employees are viewed as second class citizens (in terms of spending money on training)*”, NSW).
- Where investment does occur it is typically in programs that are specialised, sub-sector or even activity specific e.g. National Coaching Accreditation Scheme (NCAS), National Officiating Accreditation Scheme (NOAS) (“*In sport there is a commitment to training - but not this type of training*”, SA).

Participants did, however, highlight that link between good employees and those employers who maintained work placement programs (“*The best employees are with employers who have work placement opportunities*”, VIC).

Issues:

The issues that emerge for the workforce development strategy in promoting the value of effective training are:

- That businesses:
 - Perceive training as a cost not an investment.
 - Do not understand the value of a skilled workforce and consequently assign a low priority.
 - Will not invest in training the casual, part-time and volunteer workforce.
 - Are unaware of the resources available to support training delivery.
- Employees:
 - Don't see the value of training and consequently won't invest the time.
- In addition, a strong culture has developed amongst sporting organisations in particular for programs such as NCAS and NOAS.

Recommendations:

- ⇒ Promote the value of training staff (casual, part-time and volunteer workers) to sport and recreation organisations in terms of business benefits.
- ⇒ Raise awareness about funding programs.
- ⇒ Raise awareness and the value of on-the-job training currently occurring in the sector.
- ⇒ Promote resources for coaching and mentoring focused at on-the-job training.
- ⇒ Promote the link between training, qualifications and careers in sport and recreation amongst the casual, part-time and volunteer workforce.
- ⇒ Link sector specific training programs to the training package.

Key to what success will look like:

- ⇒ The number of casual, part-time and volunteer workers participating in training increases.
- ⇒ A greater number of those in casual, part-time and volunteer roles progress into available full time roles and make a career in sport and recreation.
- ⇒ The number of organisations accessing funding programs to support training increases.
- ⇒ The quality and incidence of workplace coaching (of employees) and mentoring improves,
- ⇒ The volume of on-the-job training that is recognised through RPL increases.
- ⇒ All candidates taking industry specific training and recognition programs (i.e. NCAS, NOAS, etc.) achieve recognised units or qualifications from the training package.

Providing equity of opportunity in VET for paid and non-paid (volunteer) workers

Comments on equity of opportunity centre primarily on recognition of prior learning (RPL). While the scope of the focus area is clearly much wider than this, participants generally restricted comment to this aspect of the equity question. In the context of accessing RPL comments highlighted the apparent reluctance of RTOs to promote or provide the service (*“Perception of RPL - does the RTO want to promote RPL?”*, ACT). Whilst there were indications that this was not always the case (*“this was challenged - some TAFEs do RPL”*, NSW), participants on the whole appear to be of the view that it is generally the case. One participant observed regarding accessibility that *“the RTO makes it so hard that people end up just completing the course”* (SA). Issues around older workers not seeing the need and the generally lack of awareness of the availability and purpose of RPL was also mentioned (*“Mature age workers may not care about getting qualifications as they have never needed it before”*, ACT).

Where RPL is accessed, the process raises some cause for concern. In particular, participants provided a range of comment on the assessment process and the skills and capability of assessors (*“Major issue for RPL: Does the assessor have the confidence to say yes you have the skills?”*, ACT; *“Assessors need to be skilled in making these judgement calls and there is a need for assessors to be willing to do this”*, WA). Issues such as empowerment of assessors and technical skills were mentioned in particular (*“Assessors already have the skills - but require the knowledge of the industry and individuals need to demonstrate the skills”*, SA). This accords with more detailed findings outlined in the Service Skills Australia issues paper “Skills Recognition for the Service Industries”¹² which quotes Brian Spencer¹³ as identifying that for workers with a background such as those in the service industry RPL is perceived as:

- Too complex
 - Too focused on the past
 - Time consuming
 - Confusing
- Too costly
 - Too expensive
 - Not funded
- Too controversial
 - What will the auditor say?

¹² “Issues Paper: Skills Recognition for the Service Industries”, 2009, Service Skills Australia, p7

¹³ Former Executive Officer of Victorian Community Services & Health Industry Training Body

- Will it have parity of esteem?

This paper goes on to say:

This view of RPL reinforces the reluctance of many (both providers and clients) to participate in the RPL process. Spencer's characterisation may indicate that the process has become out of control for many industry players.

Where the broader issue of recruitment, retention and motivation of volunteer workers attracted comment, participants identified such matters as a changing attitude to volunteer work (*"Social and cultural changes changing the way that Australians volunteer - some don't have the dedication of older people; trends are changing in volunteerism - short and sharp", VIC*), businesses don't value volunteers, and paid officers not understanding the value of volunteers to the business (*"Paid employees need to understand volunteer position", VIC*) in the context of investment in skills.

Issues:

- The workshops clearly identified that equity of opportunity is influenced in three significant areas:
 - Access to RPL.
 - Implementation of RPL, specifically in the context of assessment.
 - Recruitment, retention and motivation of volunteers.

Recommendations:

- ⇒ Access to RPL:
 - Raise awareness of RPL amongst employed and volunteer workforce.
 - Make RPL more accessible to both employed and volunteer workforce.
 - Develop incentives for mature age workers to access RPL.
 - Develop incentives for RTOs to deliver RPL.
- ⇒ Implementation of RPL:
 - Simplify the assessment process for the sport and recreation sector,
 - Implement mechanisms to support assessors in assessing in the sport and recreation sector.
- ⇒ Recruitment, retention and motivation of volunteers
 - Educate paid employees on the value of volunteers.
 - Implement flexible learning mechanisms (including E-learning and on-line delivery).
 - Promote career pathways in sport and recreation across all types of employees – particularly volunteers.
 - Promote the value of education, training and qualifying the workforce amongst trade and industry bodies, targeting individual organisations.

Key to what success will look like:

- ⇒ RPL becomes:
 - Widely available and accessed.
 - Easily accessible to full time, part-time, casual and volunteer employees alike.
 - Simple, effective and responsive to the needs of the sport and recreation sector.
 - Forward thinking, innovative and adaptive to sector needs and requirements.
- ⇒ The volume of mature age workers accessing RPL increases.
- ⇒ Greater volume of volunteers moving into employed positions and careers in sport and recreation,
- ⇒ Flexible learning methodologies are widely available and accessed.
- ⇒ Education, training, qualifications and career pathways are supported by all trade and industry bodies within sport and recreation and each has an active promotion program in place to raise organisational awareness.

Addressing skills shortages

Participants in the research paper *Skills to Participate*¹⁴ identified skills shortages in two contexts:

- Insufficient skilled practitioners in the industry, and
- Inadequate skills of those in the sector.

The significant aspect of the shortage of skilled practitioners is that respondents identified these as being ‘a Level 1 shortage - there are few people who have the essential technical skills who are not already using them and there is a long training time to develop the skills’.

In examining the reasons for difficulty in attracting good quality staff to the sector participants identified¹⁵:

- low careers progression opportunities,
- low wages,
- the casual nature of the industry.

This group identified the top 10 skill shortages¹⁶ amongst practitioners as being:

- Coaching and/or Instruction (50%)
- Events (42%)
- Communication (40%)
- Client service (40%)
- Marketing (38%)
- Risk
- Governance
- Finance
- Front line supervision
- Planning

¹⁴ ‘Skills to Participate’, Op.cit, p20 and p22

¹⁵ Ibid, p20

¹⁶ Ibid, p24

Amongst participants in the Environmental Scan¹⁷ this was further refined to four key areas identified as:

- Coaching
- Communication
- Administration
- Customer Service

Participants in the workshops provided a broad range of comments, reflecting a wide perception of needs, both in terms of sufficiency and adequacy of staff. In the context of specific skills in particular, areas such as facility management, business finance, governance of sport, Board member skills, events management, ethics, sportsmanship, fundraising, working with people with disability and situational leadership were all mentioned.

Issue:

- There are insufficient skilled practitioners in the sector.
- There are significant disincentives to good quality people entering the sector.
- There are significant gaps in the skill level of those in the sector.
- The resolution to the skill shortfalls is a long-term process.

Recommendation:

- ⇒ Develop a targeted promotional program to reinforce the positive aspects of work and a career in the sport and recreation sector.
- ⇒ Develop a priority skills list for sub-sectors and individual jurisdictions.
- ⇒ Represent the sector needs to funding bodies for priority funding.
- ⇒ Promote the availability of resources to sub-sectors and organisations in the sector.

Key to what success will look like:

- ⇒ The sector will be identified as a desirable working environment and career option for a wider community of workers.
- ⇒ Organisations will have access to and adequate supply of good quality candidates for vacancies.

¹⁷ Sport, Fitness, Community and Outdoor Recreation – Environmental Scan, Op.cit., p17

Recommendations

The input of the sector groups in each of the jurisdictions contributing to this work has provided extensive and robust contribution to the ongoing work to develop a workforce development strategy for the sector.

Members of the workshops held around Australia considered a series of seven priority areas developed on the basis of previous research¹⁸. Participants endorsed these focus areas as being appropriate and relevant for the sector in developing a robust workforce development strategy. These focus areas are identified as:

- Leadership
- Providing a quality working environment for our people
- Undertaking better workforce planning
- Creating stronger links between providers and industry
- Promoting the value of effective training
- Providing equity of opportunity in VET for paid and non-paid (volunteer) workers
- Addressing skills shortages.

This work has resulted in a series of recommendations, relevant to the focus area and the sector as a whole.

While each focus area identifies specific success criteria, the work as a whole suggests that the key to what success will look like for the workforce development strategy as a whole will be:

- A clear set of goals on leadership at the sector and industry level (i.e. sector, sub-sector, organisation, team and community) and within business itself (i.e. profit and not-for-profit organisations) that is focused, professional and well skilled.
- A work environment that celebrates and draws upon the diversity and work preferences of a wide variety of participants.
- A workforce planning process that is robust, proactive and based upon sound principles and resources.
- Where providers are understanding of and responsive to sector needs and strong partnerships exist between the parties.
- Training that is valued by organisations and accessed by the working community at large.
- Where there is equity of opportunity for all those who work and participate in the sector, particularly volunteers.

¹⁸ Environmental Scan, Op.cit; Skills to Participate, Op.cit.

- A well trained and qualified community of workers keen and interested in developing a career in the sport and recreation sector.

The sector now needs to consider the following steps in respect of these recommendations:

- Review and ratify the recommendations.
- Identify how these recommendations will be implemented.
- Establish a criteria for implementation, which may consider such matters as:
 - Priority
 - Time frame to deliver
 - Complexity
 - Capacity of the sector to deliver
- Promote the program.
- Development of detailed action plans.

Appendix 1 – Summary of issues and recommendations

	Recommendations	Key to what success will look like:
<p>Leadership</p> <p>Issues:</p> <ul style="list-style-type: none"> • Strategic leadership of the sector as a whole is an issue – particularly in light of the demise of some of the broad ranging national representative associations. This is especially the case in the skills and labour market planning areas. • Leadership skills require development at all levels within the sector, industry, organisational, team and community, • The sector does not see itself as a coherent entity, • The workforce is diverse and has differing priorities and objectives (i.e. from the highly commercial fitness sector to the not-for-profit community recreation sector), • The sector is viewed as a charitable function rather than a commercial function demanding of professional leadership, • The types of organisations that predominate in the sector (e.g. micro-businesses) mitigate against proactive management functions. 	<ol style="list-style-type: none"> 1. The Service Skills Sport and Recreation Industry Advisory Committee fill some of the vacuum for national strategic leadership in skills and labour issues for the sport and recreation sector. 2. Develop resources for leadership development in the sector that recognise both the levels of leadership and diversity of backgrounds of leaders. 3. Develop a strong industry leadership and advocacy function at both sub-sector and sector levels to represent sport and recreation. 4. Promote the professional and commercial nature of the sector, with particular regard to the tension within not-for-profit areas. 5. Work with other sectors of the economy where small businesses predominate to develop specific solutions to the development needs of these business types. 	<ul style="list-style-type: none"> • A common strategic position on labour and skills issues for the sport and recreation sector, • The sector identifies itself as a coherent commercial entity within the economy, • Leadership development programs are in existence for all levels of leadership in the sector, • Leadership development recognises the diversity of the leadership group, • Greater numbers of smaller organisations are accessing leadership resources, • The sector promotes itself as a professional and commercial entity regardless of the organisational motivation.

	Recommendations	Key to what success will look like:
<p>Providing a quality working environment for our people</p> <p>Issues:</p> <ul style="list-style-type: none"> The workforce is primarily casual, part-time or volunteer The younger workforce is highly mobile The sector has been successful in attracting good quality young entrants The sector is not seen as a valued long-term work environment by those who enter it as well as the wider community 	<ol style="list-style-type: none"> The sector identify ways to reinforce the positive aspects and benefits offered to casual, part-time and volunteer employees through work in the sector. The sector develop an approach to work opportunities and careers that recognises the mobility and work preferences of a young mobile workforce. Work with schools, careers advisors, and the general public to represent the benefits of a career in sport and recreation. 	<ul style="list-style-type: none"> Young people who choose to join the sector stay in it, Organisations are able to fill casual and part-time roles with experienced practitioners, Many more casual, part-time and volunteer workers progress to full-time roles, Schools and career advisors recommend sport and recreation as a valued career option.
<p>Undertaking better workforce planning</p> <ul style="list-style-type: none"> Structure, demographic profile, seasonality and mobility preferences of the workforce make planning difficult, Retaining good staff is difficult, Information on labour markets is either not available or not easily accessible, Small businesses either don't know how to plan or don't have the resources to do so, The workforce is not drawn from a wide enough pool. 	<ol style="list-style-type: none"> Industry needs to build upon the positive success stories of working in the sector, and the opportunities that it provides for employees. Sources of labour market data promoted in the sector. Gaps in labour market data identified and strategies developed to address these. Workforce planning tools and resources to assist small business managers planning/identified and promoted. Explore mechanisms for promoting careers in sport and recreation to non-traditional sources including (but not limited to) unemployed, indigenous workers, the disabled, mature age workers, varying ethnic communities. 	<ul style="list-style-type: none"> The maturity (i.e. time in sector) of the labour force grows, Labour market and other workforce related data is used more widely and effectively, A larger percentage of the most able young entrants to the workforce chose a career in sport and recreation, A greater number of small businesses engage in workforce planning, The demographics of those working in the sector more closely represent the wider community.
<p>Creating stronger links between providers and industry</p>		

	Recommendations	Key to what success will look like:
<ul style="list-style-type: none"> Partnerships between industry and RTOs are not the norm Industry has traditionally remained remote from providers believing endorsement is unacceptable 	<ol style="list-style-type: none"> Implement industry/provider working groups. Develop a sport and recreation code of practice for 'good provider' status. Resolve concerns regarding endorsement of individual providers. 	<ul style="list-style-type: none"> There are strong active working groups operating between industry and providers, Providers delivering high quality qualifications that meet the needs of the sector are recognised and supported, There is a large and growing community of endorsed providers, The provision of high quality fit-for-purpose training to the sport and recreation sector is sustainable.
<p>Promoting the value of effective training</p>		
<p>The issues that emerge for the workforce development strategy in promoting the value of effective training are:</p> <ul style="list-style-type: none"> That businesses: <ul style="list-style-type: none"> Perceive training as a cost not an investment Do not understand the value of a skilled workforce and consequently assign a low priority Will not invest in training the casual, part-time and volunteer workforce Are unaware of the resources available to support training delivery Employees: <ul style="list-style-type: none"> Don't see the value of training and consequently won't invest the time In addition, a strong culture has developed amongst sporting organisations in particular for programs such as NCAS and NOAS. 	<ol style="list-style-type: none"> Promote the value of training staff (casual, part-time and volunteer workers) to sport and recreation organisations in terms of business benefits. Raise awareness about funding programs. Raise awareness and the value of on-the-job training currently occurring in the sector. Promote resources for coaching and mentoring focused at on-the-job training. Promote the link between training, qualifications and careers in sport and recreation amongst the casual, part-time and volunteer workforce. Link sector specific training programs to the training package. 	<ul style="list-style-type: none"> The number of casual, part-time and volunteer workers participating in training increases, A greater number of those in casual, part-time and volunteer roles progress into available full time roles and make a career in sport and recreation, The number of organisations accessing funding programs to support training increases, The quality and incidence of workplace coaching (of employees) and mentoring improves, The volume of on-the-job training that is recognised through RPL increases, All candidates taking industry specific training and recognition programs (i.e. NCAS, NOAS, etc.) achieve recognised units or qualifications from the training package.

	Recommendations	Key to what success will look like:
<p>Providing equity of opportunity in VET for paid and non-paid (volunteer) workers</p> <ul style="list-style-type: none"> • The workshops clearly identified that equity of opportunity is influenced in three significant areas: • Access to RPL, • Implementation of RPL, specifically in the context of assessment, • Recruitment, retention and motivation of volunteers. 	<ol style="list-style-type: none"> 1. Access to RPL: <ul style="list-style-type: none"> - Raise awareness of RPL amongst employed and volunteer workforce, - Make RPL more accessible to both employed and volunteer workforce, - Develop incentives for mature age workers to access RPL, - Develop incentives for RTOs to deliver RPL. 2. Implementation of RPL: <ul style="list-style-type: none"> - Simplify the assessment process for the sport and recreation sector, - Implement mechanisms to support assessors in assessing in the sport and recreation sector. 3. Recruitment, retention and motivation of volunteers <ul style="list-style-type: none"> - Educate paid employees on the value of volunteers, - Implement flexible learning mechanisms (including E-learning and on-line delivery), - Promote career pathways in sport and recreation across all types of employees – particularly volunteers, - Promote the value of education, training and qualifying the workforce amongst trade and industry bodies, targeting individual organisations. 	<ul style="list-style-type: none"> • RPL becomes: <ul style="list-style-type: none"> - Widely available and accessed, - Easily accessible to full time, part-time, casual and volunteer employees alike, - Simple, effective and responsive to the needs of the sport and recreation sector, - Forward thinking, innovative and adaptive to sector needs and requirements. • The volume of mature age workers accessing RPL increases, • Greater volume of volunteers moving into employed positions and careers in sport and recreation, • Flexible learning methodologies are widely available and accessed, • Education, training, qualifications and career pathways are supported by all trade and industry bodies within sport and recreation and each has an active promotional program in place to raise organisational awareness.

Recommendations	Key to what success will look like:
<p>Addressing skills shortages</p> <ul style="list-style-type: none"> • There are insufficient skilled practitioners in the sector • There are significant disincentives to good quality people entering the sector • There are significant gaps in the skill level of those in the sector • The resolution to the skill shortfalls is a long-term process 	<ol style="list-style-type: none"> 1. Develop a targeted promotional program to reinforce the positive aspects of work and a career in the sport and recreation sector. 2. Develop a priority skills list for sub-sectors and individual jurisdictions. 3. Represent the sector needs to funding bodies for priority funding. 4. Promote the availability of resources to sub-sectors and organisations in the sector. <ul style="list-style-type: none"> • The sector will be identified as a desirable working environment and career option for a wider community of workers • Organisations will have access to and adequate supply of good quality candidates for vacancies

Appendix 2 – Workshop participants

ACT – Wednesday May 13th

Toni Smith	TKS Network
Peter Bennett	ACT Department of Education and Training
Katy Cawthorn	Outward Bound Australia
Dion Klein	The Wise Academy
Marcus Dabb	Outward Bound Australia
Patricia Whitfield	YMCA Canberra

Northern Territory – Wednesday May 6th

Paul Rousham	Charttes/Basketball NT
Jack Pennington	Charttes
Margaret Walklin	Palmerston Aquatic Centre (YMCA)
Robert Fox	NT Firearms Council
Richard Kilburn	NT Firearms Council
Arlene Foley	Bowls NT
Jan Palazzi	Bowls NT and Disabled Sport NT
Melissa Mooney	The Duke of Edinburgh's Award
Gary Launt	NT Rugby League
Zane Moody	Sporting Shooters Assoc of Australia
Shannon Motlop	AFL SportsReady
Dave Wigley	HELP (NT)
Aroha Jennings	Royal Life Saving Society Australia (NT)
David King	Sport and Recreation – NT Government
Carolyn Reynolds	HELP (NT) / Charles Darwin University
Nikki Higgins	Charles Darwin University
Seraiah Smith	Palmerston YMCA
Laurie Zio	NT Dept Education and Training

Victoria – Friday May 8th

Julie Sarll	JS & Associates
Steve Hore	Fitnation
Nic Brown	Hall's Outdoor Ed
Peter D. Evans	Smart Connections Company
Michelle Jacobs	State Sports Centres Trust
Naomi Dempsey	MSAS Institute of Training
Genevieve Wearne	VERVE
Jerrald Bugeja	VERVE
Theresa Whalen	Kinect Australia
Nick Cox	YMCA Australia
Mark McAllion	VIC Sport
Michael Cahill	SRV
Jennifer Schembi-Portelli	WETS
Paul Broderick	AFL SportsReady
Nathan Bower	AFL SportsReady
Lyn Duguid	Kinect Australia

NSW – Tuesday June 2nd (Coffs Harbour)

Stephen Strudwick	Parramatta City Council
Brett Leahy	Belgravia Leisure
Roz Hughes	Warringah Aquatic Centre
Paul Hartmann	Ryde Council
Bill Meaney	Leichhardt Council
Gary Penfold	Warringah Aquatic Centre
Martin Sheppard	Smart Connection Company
Stephen James	Sunshine Coast Council
Nicole Murphy Pacholek	Mingara One
Lorraine Smith	Aquatic and Recreation Institute
Annette Sillan	Sutherland Shire Council
Reece Heddle	Randwick City Council

NSW - Wednesday June 24th (Sydney)

Kirstin Peralta	ORIC
Greg James	ORIC
Nancy Frew	The Collaroy Centre
Adam Gallagher	The Collaroy Centre
Andrew Pope	The Collaroy Centre
Mark Trollope	Knox Grammar
Paul Colagiuri	Somerset
Gordon Crabb	Challenge Ranch
Alison Felton	Jenolan Caves
Roger Pengelly	Seventh Day Adventist Outdoors
John Wells	AO Sydney
Geoff Archer	Scouts Australia
Rob Cummins	The Outdoor Education Group
Keith McReynolds	NSW Sport and Recreation
Jane Jones	Girl Guides NSW & ACT
David Carter	Department of Defence
Simon Cleverley	NSW Sport and Recreation
Richard Withycombe	NSW Sport and Recreation
John Best	Above & Below
John Norman	Above & Below
Wayne Miller	Avondale College

Queensland – Wednesday July 1st (Brisbane)

David O’Leary	Ipswich Soccer Club / AFL Queensland
Kerry Partridge	Norths Rugby Union
Luke Carmen	Warehouse Cricket
Gary Conomos	TAFE teacher
Michelle Lindley	Recreation Training Queensland

Queensland – Thursday July 2nd (Gladstone)

Dana Iwanicki	Gladstone Gymnastics
Karen Parker	Gladstone Gymnastics
Peter Parker	Gladstone Softball
Michael Hogg	Yaralla Football Club (soccer)

Noel Fitsimon	Yaralla Snr Football Club (soccer)
Helen Delaporte	Gladstone PCYC
Sue Davis	Gladstone Squash
Steve Bankier	Gladstone Regional Council
James Black	Gladstone Regional Council
Jeff Kidner	Gladstone Regional Council
Gail Sellers	Gladstone Regional Council
Michelle Lindley	Recreation Training Queensland

Tasmania – Tuesday July 7th

Adrian Patch	The Training and Business Company
Deb Crump	The Training and Business Company
Julia Tomat	Sport and Recreation Tasmania
Helen Langenberg	Sport and Recreation Tasmania
Geoff Logan	Skills Tasmania
Alison Gaden	Sport and Recreation Tasmania
Joanne Traynor	Hockey Tasmania
Corrina Smith	Netball Tasmania

South Australia – Monday May 11th

Lee Maglica	TAFE SA
Colin Shearing	Hockey SA
Stan Szczypiorski	TAFE SA
Aileen Dwyer	Royal Life Saving SA
Rosemary Sage	Recreation SA
Helen Bowen	DFEEST
Jan Sutherland	Sport SA
Graham Oades	Service Skills SA
Barry Stanton	Service Skills SA

Western Australia – Thursday May 7th

Bernadette Howes	WA Local Government Association
Colin Plant	Department of Sport and Recreation
Jan Grimoldby	Parks and Leisure Australia (WA)
John Welborn	FutureNow / Rugby WA
Kate Rippon	West Australian Football Commission
Nicole Horrocks	Rugby WA
Peter Ashby	Surf Lifesaving WA
Ralph Gurr	Outdoors WA
Rob Thompson	WA Sports Federation
Sally Bower	Fitness WA
Tony Head	LIWA Aquatics
Vince Del Prete	Department of Sport and Recreation
Mal Gammon	FutureNow
Rachael Davidson	FutureNow

Appendix 3 – Workshop promotional flyer



Sport and Recreation Workforce Development Strategy

The 2009 Sport and Recreation Environmental Scan recommended that 'All sectors of the sport, fitness, outdoor and community recreation work together to develop a workforce development strategy', and that 'Service Skills Australia works with industry to strengthen workforce development activity and drive improvements in training quality and flexibility'.

The industry needs a common, agreed, approach to workforce development in order to meet the challenges of the future.

Project Outcomes

The project will result in a workforce development strategy that will lead to people working across the industry being appropriately skilled and able, through the application of their expertise, to contribute to the growth and development of a sustainable, productive and profitable sports and recreation industry.

The strategy will cover the next three to five years and, based on the findings of the Environmental Scan, we believe that we should focus effort on these six main areas of improvement:

1. Leadership

- Working on, not in the business. SME leaders need to get away from the day to day and look at the bigger picture.
- Business/entrepreneurial skills and volunteer board members' training

2. Providing a quality working environment for our people

- Improving attraction and recruitment, enhanced retention strategies, flexible work strategies, improving the image of the industry and providing career pathways.

3. Undertaking better workforce planning

- Better information and analysis of data at a regional level, destination management planning and labour force planning, providing high quality workforce information, tools and services. The Environmental Scan also recommended a peak body be set up to strengthen strategic planning and to drive improvements in training quality and flexibility.

4. Providing equity of opportunity in VET for paid and non-paid (volunteer) workers

- The Environmental Scan recommended research into motivation of, and recruitment and retention of, volunteer workers. It also acknowledged that volunteers' education and training needs are not fully supported.

5. Creating stronger links between providers and industry

- So that industry can influence the quality of training delivered.

6. Addressing skills shortages

- Specifically, leadership, management and business skills. Also customer service and administration.

7. Promoting the value of effective training

- "...many business owners still have a negative attitude towards training. It is seen as a cost rather than an investment. *Any workforce development strategy will need to deal with this issue in order to be effective*" S&R Environmental Scan p.18.

Why should I get involved?

- You have a crucial stake in the Sport and Recreation Industry
- You want to ensure that the Sport and Recreation Industry is equipped to deal with the challenges faced now and in the future
- You want to ensure that the industry in your state/territory has its views heard and understood
- You want to ensure that your section of the industry has its views heard and understood.

What we'll be asking you

- Are these the right areas to focus on? If not, what are they?
- Are the headings clear and unambiguous?
- Are there any specific regional issues not covered here?
- Are there any specific sector issues not covered here?
- How will we measure success?



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