

Workforce Development Plan

Western Australian Sport, Recreation & Racing Industries

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FutureNow – Creative and Leisure Industries Training Council
for the WA Department of Training and Workforce Development



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1. Foreword

FutureNow - Creative and Leisure Industries Training Council

FutureNow - Creative and Leisure Industries Training Council Inc brings together industry leaders, training organisations and action groups to make recommendations to government regarding workforce development strategies for Western Australia.

Working across the creative and leisure industries, FutureNow facilitates the continual improvement of workforce skills to drive productivity and deliver a competitive edge for our industries now and looking forward.

FutureNow industry sectors include:

- Hospitality, Tourism and Events
- Sport and Recreation
- Arts and Culture
- Media
- Information Services
- Telecommunications
- Printing
- Sport and Recreation

Economical and demographic changes will impact heavily on the Western Australian workforce in the forthcoming years and strategic business and human resource planning is critical to the success and sustainability of our industry sectors.

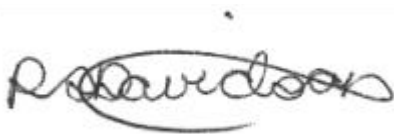
To achieve this goal, the attraction and retention of staff; quality skills training and education; and increasing productivity is essential to enable Western Australian businesses to be sustainable and globally competitive.

The key objective of FutureNow's industry workforce development plan is to:

Identify the skills and workforce development priorities for Western Australia's creative and leisure industries and foresee emerging influences on workforce development and training issues.

This draft report describes the environment in which the sport, recreation and racing industries are currently operating in Western Australia. It sets out the industry critical skills which are necessary for future sustainability and growth and establishes the context in which these industries are essential not only to the existing lifestyles of the existing population, but in attracting and retaining the thousands of new workers from interstate and overseas that will be vital to Western Australia's future growth and economic prosperity.

This report is viewed as an organic document that will be continually updated, validated and improved. It will be circulated widely for stakeholder scrutiny and feedback and will be subject to continuous improvement to ensure timely quality input to the State's workforce development and training strategies.



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FutureNow – Creative and Leisure Industries Training Council

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FutureNow – Creative and Leisure Industries Training Council

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3. Overview / Summary of Issues

Creative and Leisure Industries

3.1 Strategic Environment

Creative and Leisure Industries

FAST FACTS: Sport, Recreation and Racing Industries	
Industry Sectors	<p>Sport, Recreation and Racing Industries:</p> <ul style="list-style-type: none"> • Community Recreation • Fitness • Outdoor Recreation • Racing (thoroughbred, harness and greyhound) • Sport
Industry Size	<ul style="list-style-type: none"> • 75,155 persons had their main job in a sports and physical recreation occupation in Australia in 2006¹ • A total of 7,446 persons were employed in sport and recreation occupations in Western Australia in 2006²
Qualification Profile	<ul style="list-style-type: none"> • 52.8% of all persons employed in sport and physical recreation occupations hold a recognised post-school qualification³
Economic Contribution	<ul style="list-style-type: none"> • Retail sales of sports and physical recreation products in WA were approximately \$409 million in 2005-2006 which included sport and recreation vehicles, products, fees and services (\$4.1 billion nationally). In WA, total income from health and fitness centres and gymnasias alone is approximately \$32.3 million⁴ • The racing industry in Australia generates over \$10 billion annually and creates around 92,000 full time equivalent jobs⁵
Critical Skills Shortages	<p>Sport, Recreation and Racing:</p> <ul style="list-style-type: none"> • Farrier, Fitness Instructor/Personal Trainer, Outdoor Adventure Instructor, Swimming Pool Manager and Lifeguard
Skills in Demand	<p>Sport, Recreation and Racing:</p> <ul style="list-style-type: none"> • Farrier, Fitness Instructor/Personal Trainer, Outdoor Adventure Instructor, Swimming Pool Operator, Lifeguard, Jockey, Track Work Rider, Stablehand, Fitness Centre Manager, Sport Centre Manager
Key Recommendations and Strategies	<p>Key recommendations and strategies for workforce development in the Western Australian sport, recreation and racing industries are provided in Section 4 in order of the following Themes:</p> <ul style="list-style-type: none"> • Theme 1: Labour Market and Supply • Theme 2: Workforce Participation • Theme 3: Planning and Coordination • Theme 4: Attraction and Retention • Theme 5: Training and Productivity

a) Overview of the Sport, Recreation and Racing Industries

Overview of Industries

The sport, recreation and racing industries consist of the following sectors:

- Sport
- Fitness
- Community recreation
- Outdoor recreation
- Racing (including the major codes: thoroughbred, harness and greyhound)

These sectors contribute in a unique way to improving the health of the community, which has a flow-on affect to the rest of the economy by reducing health care costs, enhancing workforce productivity, and increasing the amount of labour available. In addition, these sectors also provide income for other industries, as they attract international visitors to sport and racing events and promote Australia as a travel destination. Merchandising, sport clothing and equipment retailing, restaurants and take-away outlets at stadiums, local sporting clubs and horse tracks, as well as transport businesses also benefit from a thriving sport, recreation and racing industry⁶.

The core benefits that flow to communities with high levels of participation in sport and active recreation include:⁷

- **Health benefits** – reduced incidence of coronary heart disease, Type II diabetes, some forms of cancer (notably colon and breast cancer), better mental health outcomes
- **Social capacity and cohesion** – building capacity at the community level; building confidence, pride and recognition among individuals and the community; progressing social justice themes of tolerance and inclusivity
- **Economic benefits** – employment generation, events scheduling, services and product sales, facility construction and other directly related activities; significant cost savings to health budgets from a more physically active community
- **Education and lifelong learning** – improving cognitive and educational performance; valuable developmental experiences

The racing industry also plays a vital role in improving community social wellbeing through:⁸

- **Community building** – building inclusive and welcoming communities featuring powerful collaborative partnerships and relationships
- **Family** – providing opportunities for family participation in racing which develops stronger family relationships
- **Education and training** – supporting the education, training and development of participants and race club staff and volunteers
- **Health** – commitment to policies that support priority community health objectives
- **Leisure** – providing enjoyable leisure opportunities for hobby owners, trainers and breeders, race day customers and other race club event attendees

- **Employment** – creating a major source of employment and a variety of career opportunities for the Western Australia community
- **Environment** – adoption of many environmentally friendly practices that support Government and community expectations relating to the protection of the Western Australia environment.

Sport and racing in particular have become big business in Australia with increases in competition for television rights, increased sport sponsorship and greater wagering on racing and sporting events:

- The racing industry in Australia generates over \$10 billion annually and creates around 92,000 full-time equivalent jobs.⁹
- Sport in Australia generated an estimated net income of approximately \$8.8 billion in 2004/5.¹⁰
- Australian households spent more than \$6.3 billion on sport and recreation in 2003/4 – up from \$4.7 billion in 1998/99.¹¹
- Sport sponsorship alone was estimated to be worth in excess of \$1 billion in Australia in 2004.¹²

Sport and Recreation Workforce Development Planning

Service Skills Australia is the Industry Skills Council for the Service industries, and is recognised as the national body to provide advice to government and industry on industry training and skill development needs of the service industries which includes the sport, fitness, community and outdoor recreation sectors. Service Skills Australia has consulted with a broad spectrum of industry members in each state and territory in May and June 2009 to identify the key issues, ideas and outcomes that would need to be reflected in a nationwide Sport and Recreation Industry Workforce Development Strategy. The following focus areas were seen as crucial to development a robust workforce development strategy:

- Leadership
- Providing a quality work 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

Subsequent to the development of this strategy, FutureNow – Creative and Leisure Industries Training Council will incorporate the framework as a tool to assist with the advancement of more detailed State workforce development planning for the sport, fitness, community and outdoor recreation sectors.

ANZSIC Categories

The Australian New Zealand Standard Industrial Classifications (ANZSIC) Categories of Sport, Recreation and Racing:

Sport, Recreation and Racing Industry ANZSIC Classifications			
Division	Subdivision	Group	Class
Division C: Manufacturing	Subdivision 27: Metal Product Manufacturing	Group 271: Iron and Steel Manufacturing	Class 2712: Iron and Steel Casting and Forging (<i>Ferriery</i>)
Division P: Education and Training	Subdivision 82: Adult, Community and Other Education	Group 821: Adult, Community and Other Education	Class 8211: Sports and Physical Recreation Instruction
Division R: Arts and Recreation Services	Subdivision 91: Sports and Recreation Activities	Group 911: Sports and Physical Recreation Activities	Class 9111: Health and Fitness Centres and Gymnasias
			Class 9112: Sports and Physical Recreation Clubs and Sports Professionals
			Class 9113: Sports and Physical Recreation Venues, Grounds and Facilities Operation
			Class 9114: Sports and Physical Recreation Administrative Service
		Group 912: Horse and Dog Racing Activities	Class 9121: Horse and Dog Racing Administration and Track Operation
			Class 9129: Other Horse and Dog Racing Activities
		Group 913: Amusement and Other Recreation Activities	Class 9139: Amusement and Other Recreational Activities n.e.c.

ANZSCO Classifications

The Australian New Zealand Standard Classification of Occupations (ANZSCO) '4 Level' Classification of Sport, Recreation and Racing is as follows:

Occupation	ANZSCO Code
Other Specialist Administrators (<i>sports administrators</i>)	1399
Amusement, Fitness and Sports Centre Managers	1491
Welfare, Recreation and Community Arts Worker (<i>recreation officer</i>)	2726
Metal Casting, Forging and Finishing Traders (<i>farrier</i>)	3221
Animal Attendants and Trainers (<i>horse trainer, dog handler or trainer, kennel hand</i>)	3611
Fitness Instructors	4521
Outdoor Adventure Guides	4522
Sports Coaches, Instructors and Officials	4523
Sportspersons	4524
Livestock Farm Workers (<i>stablehands, trackwork riders</i>)	8415

Size and Distribution of Workforce – Sport, Recreation and Racing

National Size

According to the ABS data *Sport and Recreation: A Statistical Overview*¹³, of all persons surveyed in the week prior to the 2006 Census:

- 75,155 persons (0.8%) had their main job in a sports and physical recreation occupation. For the 2001 Census the corresponding figure was 61,272 persons which was 0.7% of total employment.
- The increase in employment for sports and physical recreation occupations between 2001 and 2006 was 23%. In comparison, the increase for all occupations over the same period was 9.7%.
- The sports and physical recreation occupations recording the largest numbers of persons employed in 2006 were Fitness instructors (13,799), Greenkeepers (12,137), Swimming coach or instructors (7,585), Stablehands (3,880) and Other sports coach or instructors (3,461).
- 59% of those employed in sports and physical recreation occupations (44,443) were males and 41% (30,712) were females.

The following table outlines employment in sports and physical recreation occupations in Australia from the 2006 census:¹⁴

Occupation	2006 Census		
	Males	Females	Persons
Horse breeder	766	651	1 417
Sports administrator	1 185	721	1 906
Fitness centre manager	750	914	1 664
Sports centre manager	2 071	1 336	3 407
Recreation officer	773	1 288	2 061
Gunsmith	171	6	177
Dog handler or trainer	326	249	575
Horse trainer	1 967	797	2 764
Greenkeeper	11 816	321	12 137
Canvas goods maker	419	419	316
Sail maker	128	43	471
Fitness instructor	5 075	8 724	13 799
Bungy jump master	10	-	10
Fishing guide	93	3	96
Mountain or glacier guide	13	6	19
Outdoor adventure instructor	519	313	832
Trekking guide	6	4	10
Whitewater rafting guide	28	-	28
Outdoor adventure guides nec(d)	149	61	210
Diving instructor (open water)	394	147	541

Gymnastics coach or instructor	411	1 633	2 044
Horse riding coach or instructor	78	527	605
Snowsport instructor	391	186	577
Swimming coach or instructor(e)	1 607	5 978	7 585
Tennis coach	1 677	468	2 145
Other sports coach or instructor	2 529	932	3 461
Dog or horse racing official	459	81	540
Sports development officer	559	339	898
Sports umpire	1 804	579	2 383
Other sports official	95	23	118
Sportspersons nec(f)	710	133	843
Footballer	1 440	13	1 453
Golfer	1 162	55	1 217
Jockey	501	148	649
Lifeguard(g)	1 687	907	2 594
Stablehand	1 613	2 267	3 880
Other sports and fitness workers nfd(h)	761	543	1 304
Total sport and physical recreation occupations(i)	44 443	30 712	75 155
Total employment of all persons in Australia	4 911 129	4 193 055	9 104 184

National Distribution

The largest number of workers in Arts and Recreation Services is employed in Melbourne (46,300), followed by Sydney (40,800), Brisbane (24,800) and Perth (16,400). The Arts and Recreation Services industry is largely based in highly populated metropolitan areas, with fewer workers in smaller and more remote locations such as South Australia Country (2,800), Greater Western Australia (2,900) and the Northern Territory (3,000).¹⁵

The geographic distribution of population is the major factor influencing the distribution of businesses, employment and gross income in the sport organisations and other sport services industry in Australia. The majority of industry activity appears in Victoria (which has some 25% of the population) and New South Wales (with around 33% of the population). The head offices of major national sporting bodies are located in the more populated states – such as the AFL, Cricket Australia and Tennis Australia in Melbourne and the NRL and Australian Rugby Union, which are located in Sydney.¹⁶

- IBISWorld research on gyms, sports grounds and other facilities indicates that:¹⁷
 - the industry is forecast to grow by approximately 4.1% per annum over the five years to 2009-10;
 - turnover in health and fitness centres and gymnasias over the past five years is expected to have grown at an average annual rate of over 13%;
 - an estimated 1.8 million Australians now members of gyms and health clubs;
 - the industry will grow by 4.9% in 2010-11; and

- the industry will average 4.3% growth per year to 2014-15.
- IBISWorld research on sport organisations and other sport services reveals that between 2003-04 and 2008-09, industry employment is expected to increase by 0.7% on an average annualized basis (to around 48,700 people). At the professional level, industry employment is based on superior sporting skills for which there are very few substitutes¹⁸.

Western Australia Size

The following table outlines employment in sport and recreation occupations in Western Australia (2006):¹⁹

ANZSCO code	Occupation	Number Employed (2006)
121316	Horse Breeder	112
139915	Sports Administrator	199
149112	Fitness Centre Manager	179
149113	Sports Centre Manager	499
272612	Recreation Officer	207
323312	Gunsmith	15
361111	Dog Handler or Trainer	53
361112	Horse Trainer	283
362311	Greenkeeper	1010
393111	Canvas Good Maker	110
393113	Sail Maker	66
452111	Fitness Instructor	1395
452212	Fishing Guide	4
452215	Outdoor Adventure Instructor	65
452216	Trekking Guide	4
452299	Outdoor Adventure Guides nec	16
452311	Diving Instructor (Open Water)	55
452312	Gymnastics Coach or Instructor	192
452313	Horse Riding Coach or Instructor	76
452314	Snowsport Instructor	7
452315	Swimming Coach or Instructor	770
452316	Tennis Coach	132
452317	Other Sports Coach or Instructor	393
452318	Dog or Horse Racing Official	63
452321	Sports Development Officer	133
452322	Sports Umpire	318
452323	Other Sports Official	14
452499	Sportspersons nfd	56
452411	Footballer	118

452412	Golfer	105
452413	Jockey	68
452414	Lifeguard	327
841516	Stablehand	303
450000	Other Sports and Fitness Workers nfd	102
TOTAL		7446

A total of 7,446 persons were employed in sport and recreation occupations in Western Australia in 2006. The largest employing occupations were:

- Fitness instructor – 1395 persons;
- Greenkeeper – 1010 persons; and
- Swimming coach or instructor – 770 persons.

State Sporting Associations

Research undertaken by Apex Human Resources Consultancy on behalf of FutureNow in 2010 of all State Sporting Associations in Western Australia revealed²⁰:

- State Sporting Associations employ over 1,200 employees, including contracted seasonal/casual workers, with almost 500 employees being engaged on a permanent contract basis
- 51% of the permanently contracted staff are male, with 49% female
- 78% of the workforce are employed on a full-time basis
- Over 110,000 volunteers are engaged within the associations and club structure

Western Australia Distribution

Incomes and Employment in Western Australia Labour Force and Employment by Industry		
Total Labour Force 2008/2009		Employment by Industry 2006
		Arts and Recreation Services
Gascoyne	5,068	0.80%
Goldfields - Esperance	29,609	0.70%
Great Southern	31,115	0.70%
Kimberley	14,606	0.90%
Mid West	25,148	0.60%
Peel	44,775	1.20%
Pilbara	22,897	1.40%
South West	82,569	0.80%
Wheatbelt	38,625	0.50%
Regional WA	294,410	0.80%
Perth	865,058	1.40%
Total WA	1,159,468	1.20%

The Western Australia labour force distribution is concentrated in Perth (865,058 persons) with just 294,410 located in regional Western Australia. The South West and Peel regions contain the largest number of employed persons outside of Perth. The Pilbara and Perth metropolitan areas employ the highest percentage of Arts and Recreation Services employees at 1.4%.

Racing

The horse training industry is structured a significant core group of professional trainers, pre trainers and horse breakers with the majority of the industry income coming from training fees and their share of prize money. There are a very large number of mainly small, part-time trainers who battle to survive financially. All participants are required to be licensed, therefore the actual number of full and part time participants are accurately measured annually. The greyhound training industry has very few professional trainers with the majority of participants part-time owner-trainers. This is due to the relatively low cost associated with participation in this industry as well as the relatively low rewards in terms of the prize money able to be gained²¹.

Employment in the racing and wagering industry was estimated to be 2,324 full-time equivalent positions²². The greatest number of positions occurs in the wagering and controlling authority business of RWWA sector, followed by the training, racing club and breeding sectors. The majority of employment is located in the Metropolitan region (64.9%), followed by the South West region (8.1%) and the Peel region (6.1%)²³.

The table below outlines the number of racing industry registered persons in Western Australia²⁴:

Year	Registered Persons									
	Thoroughbreds					Harness				Greyhounds
	Trainers	Jockeys	Apprentices	Stable hands	Trackriders	Trainers	Driver/Trainer	Drivers	Stable hands	Trainers
04.05	664	87	23	-	-	279	449	64	-	340*
05.06	682	79	24	739	261	248	457	65	163	309
06.07	685	78	23	750	234	235	451	67	223	293
07.08	690	84	23	764	277	264	436	66	270	290
08.09	705	77	29	1187	329	268	434	73	283	296

* Greyhound data for 04.05 has been amended due to a change in licensing procedures

Source: *Racing and Wagering WA*

Sport and Fitness Centres

Sport and fitness centres are the largest employers of sports and physical recreation employees. According to 2006 Census²⁵ the majority of persons employed in fitness centres in Australia are:

- Fitness instructors (13,800)
- Sports centre managers (3,406)
- Fitness centre managers (1,663)

ABS publications predict the growth in fitness centre activities.²⁶ This growth is apparent through:

- An increase in operating revenue and profit
- Increased employment in the fitness industry
- An increase in health and fitness activities

The Australian Government's Department of Employment and Workplaces (DEWR) August 2007 Vacancy Report²⁷ shows that the number of job vacancies in the health and fitness sector was, at that time, at an all-time high. In 2008, it was reported that personal training was growing, along with gym memberships, fitness club openings and sales of fitness programs while the increased demand for the health and fitness industry led to a shortage of staff within the industry.

Data from the ABS Sports and Physical Recreation Services, Australia, 2004-05²⁸ shows the number of fitness centres increased from 667 in 2000-01 to 824 in 2004-05 – an increase of 24%. From June 2001 to June 2005, Western Australia experienced an increase in the number of fitness centres from 49 to 63 businesses – a 29% increase.

Gyms and health centres are the largest and fastest growing segment of the industry, which has seen substantial growth in recent years through increased interest in physical fitness as a means to better health. The development of fitness classes (yoga, Pilates etc.), the surge in the popularity of personal trainers, and a focus on improving the convenience and ease of gym work have all contributed to this growth. The opening of fitness centres for women only has also helped to attract a niche clientele. Some larger companies are now providing on-site health facilities, or subsidizing their employees' fees to health centres. Gym memberships have been growing steadily over the past decade, from around 500,000 in 1997 to an estimated 1.8 million in 2008.²⁹

Aquatics Industry

Patronage in the aquatics industry equates to 9,924,596 visits per annum. On average every Western Australia uses a Public Aquatic Centre 4.8 times per year. In Western Australia, the aquatics industry employs 356 full time, 276 part time and 2,205 casual staff³⁰.

Volunteers

Sport and physical recreation organisations attracted the largest number of volunteers in Australia with 1.7 million people (11% of the population). Over half of all sport and physical recreation volunteers (54% or 925,000) were involved in coaching, refereeing or judging. Higher proportions of sport and physical recreation volunteers were also involved in administrative and clerical roles (37% or 637,200) or management and committee work (32% or 544,100).³¹ Males were more likely than females to volunteer for organisations solely related to sports and physical recreation (8.9% and 3.8% respectively) although there was a greater proportion of females involved in volunteering as a whole³². The greatest proportion of volunteers were from the 35-44 years age group (17.1%) and the 45-54 years age group (15%)³³.

Research undertaken by Apex Human Resources Consultancy on behalf of FutureNow in 2010 of all State Sporting Associations in Western Australia revealed that there are over 110,000 volunteers active within the associations and club structure – critical to the effective operation of the state's sporting sector.³⁴

Demographics of Workforce – Sport, Recreation and Racing Industries

Sex

According to ABS Census data from 2006, of the 75,155 persons employed in sports and physical recreation occupations in Australia, there were more males (44,443 or 59%) than females (30,712 or 41%). In comparison across all industries, of all employed persons in Australia, 54% were male and 46% were female³⁵.

Age Profile

Persons employed in sports and physical recreation occupations had a younger age profile relative to all employed persons. The 20-24 year age group had the largest number of persons employed in sports and physical recreation occupations (13,403 or 17%). There were also considerably more younger workers employed in occupations such as Sports umpires, Lifeguards and Footballers. By contrast, over 40% of those employed as Horse breeders or Dog or horse racing officials were aged 50 years or over³⁶.

The DEEWR Employment Outlook for Arts and Recreation Services outlined that in 2008, the Arts and Recreation Services had a workforce skewed towards younger workers, with 49.1% of the workforce aged less than 35 years. Of the Arts and Recreation Services workforce, Sports and Physical Recreation Activities had the lowest median age of 32 years³⁷.

Of the 19 ANZSIC 2006 industries, Arts and Recreation Services has the fifth lowest percentage of workers aged 45 years and over, with only 10.2 per cent of the industry workforce aged 55 to 64 years, compared with 12.9 per cent for all industries³⁸.

The majority of people employed in sport are between the ages of 15 and 24. In 2007, the median age in the sport sector was 33, which is below the median age of the Australian workforce at 37³⁹.

The table below outlines the employment distribution by age group:

Age group (years)	Percentage of people employed in sport	Percentage of Australia's population
15-19	14.0%	6.8%
20-24	17.4%	7.1%
25-29	11.3%	6.8%
30-34	11.2%	7.2%
35-39	10.5%	7.4%
40-44	9.9%	7.4%
45-49	8.6%	7.2%
50-54	6.4%	6.6%
55-59	5.2%	6.1%
60-64	3.3%	4.8%
65 and over	2.2%	13.0%

Source: Service Skills Australia Environmental Scan 2010

Hours Worked

The 2006 Census⁴⁰ revealed that:

- Just over half (38,551 or 51.3%) of persons employed in sport and physical recreation occupations worked part time (ie less than 34 hours).
- The majority of persons employed as Sport umpires (93.8%) worked on a part-time basis (ie less than 34 hours). A large percentage of persons employed as Swimming Coach or Instructors (6,753 persons or 89.0%) and Gymnastics Coach or Instructors (1,730 persons or 84.6%) also worked part-time.
- The majority of persons employed as Horse Trainers (82.9%) and Fitness Centre Managers and Sail Makers (both 79.6%) worked full-time.
- Compared to persons employed in all occupations, persons employed in sports and physical recreation occupations (as their main job) were more likely to be working part-time (less than 35 hours per week). Large percentages of persons employed as sports umpires (94%), gymnastic coaches (85%) and fitness instructors (69%) were employed part-time.

Wages

The 2006 Census⁴¹ revealed that:

- Over fifty percent (52.1%) of persons employed in sport and physical recreation occupations received a gross weekly income between \$250 and \$799. Just over one-quarter of persons received less than this amount and just over one-fifth of persons received more.
- Sport and physical occupations that had a high proportion of persons receiving a weekly income of \$1,000 or more were Footballers (56.5%). By comparison, more than three quarters (80.8%) of Sports Umpires and one-third of Swimming Coach or Instructors received less than \$150 per week.

The table below outlines the average weekly ordinary time cash earning for full-time adult employees in Western Australia by Occupation (ANZSCO 4-digit):⁴²

Occupation		May 2006			August 2008		
		Average weekly ordinary time cash earnings			Average weekly ordinary time cash earnings		
		Estimate (\$)	SE (\$)	RSE (%)	Estimate (\$)	SE (\$)	RSE (%)
1399	Other Specialist Managers	1573.0	345.90	22.0	1736.80	160.80	9.3
1491	Amusement, Fitness and Sports Centre Manager	np	np	np	np	np	np
2726	Welfare, Recreation and Community Arts Workers	972.70	74.70	7.7	1289.40	161.80	12.5
3221	Metal Casting, Forging and Finishing Trades Workers	np	np	np	1015.00	167.60	16.5

3611	Animal Attendants and Trainers	-	-	-	np	np	Np
4521	Fitness Instructors	np	np	np	-	-	-
4522	Outdoor adventure guides	-	-	-	-	-	-
4523	Sports Coaches, Instructors and Officials	**1717.50	902.90	52.6	1289.40	9.5	0.7
4524	Sportspersons	*1202.10	595.30	49.5	*1268.50	604.20	47.6
8415	Livestock Farm Workers	np	np	np	857.10	30.30	3.5

Source: Australian Bureau of Statistics Employee Earnings and Hours, May 2006, and August 2008, ABS Cat. No. 6306.0

Please note the following occupations are included in the above groupings:

Sports Administrator:	1399	Other Specialist Managers
Recreation Officer:	1491	Welfare, Recreation and Community Arts Worker)
Farrier:	3221	Metal Casting, Forging and Finishing Trades Workers
Horse Trainer, Dog Handler or Trainer:	3611	Animal Attendants and Trainers
Stablehand, Trackwork Rider:	8415	Livestock Farm Workers

Wage costs in the sport organisations and other sport services sector are expected to have increased at an average annual rate of 4.1% between 2004 and 2009, and the average industry wage will rise from around \$26,998 in 2003-04 to around \$41,316 by 2008-09⁴³. The average industry wage reflects the high number of part time and volunteer workers. Wages for skilled and full time employees are much higher and reflect superior superior sporting ability and management skills. At the highest end of the industry, wages reflect lucrative broadcast rights and compensate for the limited length of professional sporting careers⁴⁴.

2009 Sportspeople Workplace Survey

The Sportspeople workplace survey provides a snapshot of the sport, fitness and aquatic sectors in Australia and was completed by 1,129 respondents. The data received from the survey was compiled by the Sports Business Unit at Southern Cross University.

Key findings of the 2009 Sportspeople Workplace Survey⁴⁵ revealed that:

- The mean full-time salary for the sport, fitness and aquatic sector (combined) sits within the \$65,000 - \$70,000 range and increased 3.6% over the past 12 months.
- 39.6% of the respondents in 2009 had worked in the sport, fitness or aquatic industry for 4 years or less, up from 34.8% in 2008.
- 66.8% of respondents were employed on a permanent full-time basis in 2009, down from 77% in 2008 and 80.5% in 2003.
- 64.8% of full-time respondents worked more than 40 hours a week, with 19% working more than 50 hours a week

Qualification Profile of Workforce – Sport, Recreation and Racing

The structure of the sport, recreation and racing industries has strong implications for training, skill development opportunities and demand. Career pathways may not always be apparent, for experienced workers and those who are new to the sector.

ABS data Employment in Sport and Recreation in Australia in 2001⁴⁶, revealed:

- Over half (52.8%) of all persons employed in sport and physical recreation occupations held a recognised post-school qualification, while 38.0% of persons employed in other leisure occupations had post-school qualifications.
- By comparison, 52.6% of persons employed in all occupations held a post-school qualification. Post-school qualifications in Sport and recreation were held by 6.1% of persons employed in sport and physical recreation occupations.
- The sport and physical recreation occupations having the highest percentage of employees with a Sport and recreation qualification were Golfers (45.5%), Jockeys (26.6%) and Fitness instructors (18.0%). Another 9,426 (11.4%) persons employed in sport and recreation occupations held post-school qualifications in Health.

More than half of all workers (56.8%) within the Arts and Recreation Services industry had a non-school qualification, compared with 60.2% for all industries. The most prevalent non-school qualification in the industry was a Bachelor degree or above. (22.3%), followed by a Certificate III or IV (16.4%).⁴⁷

In 2006, 47.7% or 8,041 workers in the Cultural and Recreational industry in Western Australia had no post-school qualifications. Almost a third (29.9% or 5,031) persons had qualifications higher than a Certificate IV level, while a further 13% possessed Certificate III or IV qualifications⁴⁸.

Key findings of the 2009 Sportspeople Workplace Survey⁴⁹ revealed that:

- Almost one third (29%) of respondents who have completed a Bachelors degree also had an industry accreditation. 85.6% of these qualifications are either wholly or partially specific to the job in which the respondent is presently employed
- 68.3% of respondents hold a Bachelors degree or higher

The majority of enrolments in sport, fitness and community and outdoor recreation qualifications in 2008 through publicly funded VET training were at Certificate II and III levels. The high number of enrolments at Certificate II and III levels reflects the fact that these certificate levels are the entry level qualifications for the majority of the workforce. In addition to nationally recognised training, several sport and fitness institutions have accreditation schemes. As of June 30 2008, there were 127,624 NCAS accredited coaches and 77,564 NOAS accredited officials. This was across 76 sports in coaching and 37 sports in officiating.⁵⁰

Trends Analysis – Sport, Recreation and Racing

The national push for a fitter and healthier population, with a particular focus on reducing the number of people who are overweight or obese, will be a strong driver of expansion in the sport, recreation and racing industries. The Service Skills Australia 2009 Environmental Scan⁵¹ has identified the following major trends include which will impact upon the sport and recreation industries:

Increasing population. Australia's resident population grew from 20.1 million people in June 2004 to 22.5 million as at July 2010 and is projected to increase to 39.5 million in 2050 according to the Intergenerational Report 2010⁵². This growth will lead to an increased demand for workers in the sport, recreation and racing industries.

Immigration. Overseas migration is a major contributor to Australia's population growth. In 2006/7 the largest number of migrants came from New Zealand, the United Kingdom, India and China however numbers are rising from countries such as Iraq and Sudan. In 2001, 15% of persons employed in sport and physical recreation occupations were born overseas, and of these 34% came from a non-English background.

Ageing Population. Australia's population over 65 will grow from 13% in 2006 to 27% by 2051. This trend towards an ageing population will generate new and increased demand in sport and recreation industries. A further impact of the ageing population is the decline of the population aged between 15 and 64 years, which encompasses much of the working age population. The working age population is projected to decline from 67% in 2004 to between 57% and 59% in 2051. The ageing of the Australian population will also have an impact on sport and recreation participation rates as well as participation rates in sport and recreation activities by older adults. Sports that target participation by older adults should benefit from this trend.⁵³

Health Agenda. It is well documented that Australia is facing a crisis of childhood obesity. 25% of Australian children are overweight or obese, and this number is increasing by 1% every year. This is increasing the need for more fitness trainers, and sports personnel to specialise and adapt programs to meet this need. Programs and initiatives such as the Active After School Communities, Active School Curriculum, Premiers Physical Activity Taskforce, National Children's Nutrition and Physical Activity Survey and Health School Community Program require appropriately trained professionals to deliver exercise and fitness programs to this unique demographic. Continuing interest in exercise and fitness as a means to better health will also increase. In particular, this segment has benefited from lifestyle TV shows and magazine, better health education (at school, on TV and at work), concerns over the high rate of childhood obesity, and the growing accessibility and affordability of members-only gyms. The increasing interest in regimes such as yoga, Pilates, dance, as well as boot camp-style fitness programs is also expected to increase over the next five years.⁵⁴

Data from IBISWorld reveals that the exercise and fitness industry is estimated to have achieved significant long-term growth due to:⁵⁵

- increased incomes and leisure time;
- societal changes such as greater levels of education;
- the participation of women and disabled persons in sport; and
- the increased awareness of fitness and health issues in the community.

Economic Drivers – Sport, Recreation and Racing

Sport and Recreation

Sport in Australia generated an estimated net income of approximately \$8.8 billion in 2004/5. Australian households spend more than \$6.3 billion on sport and recreation in 2003/4 – up from \$4.7 billion in 1998/99⁵⁶. Retail sales of sports and physical recreation products in WA are about \$409 million which includes sport and recreation vehicles, products, fees and services (\$4.1 billion nationally) This represents 1.6% of the total expenditure by Australian households. In WA, total income from health and fitness centres and gymnasia alone is approximately \$32.3 million.⁵⁷

Community level sport promotes physical activity, with benefits in terms of reduced health-care costs and improved labour productivity. Research shows that health costs could be reduced, in gross terms, by \$1.49 billion per year; and that productivity gains by making the workforce healthier through increased physical activity could be as much as 1% of GDP (or \$12 billion) per year.⁵⁸

Every dollar invested by the Western Australian State Government in the Community Sporting and Recreation Facilities Fund generates \$2.36 in direct economic activity and \$6.51 in total economic activity. On the basis of the current annual commitment of \$10.5 million, this equates annually to more than \$24.7 million in direct and \$68.3 million in total economic activity.⁵⁹

Major sporting events and competitions also generate employment, infrastructure investment and attract thousands of visitors to Western Australia every year. In an increasingly competitive market where sport and particularly sporting events are seen as an ideal medium to increase product/service awareness, sport sponsorship was estimated to be worth in excess of \$1 billion in Australia in 2004.⁶⁰

Total revenue generated by entities in the Sport Organisations and Other Sport Services industry increased from \$4.35 billion at the end of 2003-04 to an expected \$5.37 billion by the end of 2008-09, representing an average annualized 4.3% expansion.⁶¹

An economic contribution report commissioned by Fitness Australia and prepared by Access Economics estimates that Australia's fitness centres can provide savings in direct health care costs of up to \$108 million per annum. Further economic modeling has revealed that a 3% increase in fitness centre utilization by the adult population has the potential to deliver additional health care savings in the order of \$204.8 million and lead to around 2,609 extra full time employees in the workforce.⁶²

Revenue generated in 2006 (and corresponding participation rates) of the top four sporting codes in Australia are outlined in the table below:⁶³

State of Play in 2006 – Revenue and Participation Rates of the Top 4 Sporting Codes in Australia				
	Soccer	AFL	Rugby League	Rugby Union
Participation Rates	614,300	536,200	195,900	165,900
Revenue	\$60 m	\$208 m	\$107 m	\$70 m

According to the 2009 Annual AFL report⁶⁴, Australia's largest sporting code:

- Recorded an increase in revenue from \$302.1 million in 2008 to \$303.5 million in 2009
- Drew 6,370,797 fans to games across the season, down 2.2% compared to 2008
- Had an average audience per round for the premiership season of 4.5 million viewers
- Recorded an increase in radio audiences in 2009, increasing by 8.9% with an average of 1.48 million radio listeners per week

- Was Australia's most popular sports website in season 2009 with an average of more than 2.8 million unique visits per month – an increase of 24% on the 2008 season
- Recorded an increase of 2% in retail sales of AFL-licensed products in 2009 up from 2008 despite the global financial crisis

Racing

The total value of production of goods and services by the racing industry was estimated to be \$255.8 million during the 2002/3 exclusive of GST and betting tax. The key products of the racing industry are off-course wagering (50.6% of the value of production) and the sale of animals and services for owners of racing animals (33% of the value of production).⁶⁵

The industry value added created by the racing and wagering industry was estimated for 2002/3 at \$124 million, representing approximately 0.15% of Western Australia's Gross State Product (GSP).⁶⁶

The racing industry in Australia generates over \$10 billion annually and creates around 92,000 full-time equivalent jobs. Almost half of the gross economic impact from the racing industry is generated in non-metropolitan regions.⁶⁷

Western Australia is experiencing the greatest growth in terms of horse and dog racing industry related revenue, establishment and employment numbers. This state experienced particularly strong growth from between 2004-05 to 2006-07, and remained relatively unaffected by the EI crisis, positioning it well to increase its share of the market in the future. According to Racing Victoria, the average prize money per race and individual horse has increased the greatest in Western Australia compared to other Australian states.⁶⁸

Impact of Government Policy/Decisions – Sport, Recreation and Racing

Award Modernisation

New Modern Award Name	Code
Amusement, Events and Recreation Award 2010	MA000080
Sporting Organisations Award 2010	MA000082
Fitness Industry Award 2010	MA000094
Horse and Greyhound Training Award 2010	MA000008
Racing Clubs Events Award 2010	MA000013
Racing Industry Grounds Maintenance Award 2010	MA000014

The latest variations to 'modern awards', are set to have a major impact on wage costs on the sport, fitness recreation and racing industries. The modern awards are the result of the Federal Government's 2008 amendments to the Workplace Relations Act, which introduced the concept of 'award modernisation'. Significant changes are likely to see casual employees becoming entitled to a loading of 25% in addition to the basic hourly rate of pay, and penalties for hours worked on Saturdays (additional 25%), Sundays (additional 100%), Public Holidays (additional 150%) and in the evening on Monday- Friday (additional 25%). Hours in excess of the ordinary number of hours will also attract overtime penalties (time and a half for the first three hours and double time thereafter).⁶⁹

These loading and penalty rates have raised concern among organisations, clubs and associations within the sport, recreation and racing industries due to the highly casualised workforce and the unique nature of the sector often requiring work outside of typical Monday – Friday, normal business hours.

Infrastructure

The lack of a suitable, multi-purpose outdoor stadium is preventing WA attracting large scale sporting events to the state. The current capacity and seating arrangement of Subiaco Oval is preventing the membership growth of the two AFL club tenants the West Coast Eagles, and the Fremantle Dockers, and previous Super 14 Rugby tenant the Western Force has shifted all home games to nib Stadium due to substandard ground viewing for spectators. The Western Australian Government has committed to rebuild nib Stadium as a dedicated rectangular venue in a staged \$160 million upgrade. However, work on the stadium will not start for at least another year while detailed plans are drawn up and negotiations are held with the Town of Vincent over the level of control the WA Government will have.

The State Government has currently put development plans of the new multi-purpose stadium on hold resulting in the WA Football Commission now focussing on securing Government support to upgrade Subiaco Oval. Alternative sites such as Burswood have since been suggested.

Due to the high cost of staging a round of the V8 Supercars in Perth and the substandard nature of the Barbagallo Raceway, V8 Supercars Australia organisers cancelled the event which was to be held in Perth from June 4 – 6, 2010 due to the need for an upgrade of the racing surface, and associated racing facilities. However in August this year, Premier Colin Barnett announced the allocation of funding to provide significant upgrades to the circuit and a new five-year deal which will see the V8 Supercars return to Barbagallo raceway from May 2011.

New \$73.4 million sporting facilities have recently opened at AK Reserve in Mt Claremont with the completion of a world-class athletics stadium, and new basketball centre as the first stage in the development of a sporting precinct which will provide for all levels of sport — from community level to major national events. Currently under construction on the AK Reserve site is a new rugby facility which is expected to be completed by the end of 2010.

Independent Sport Panel Report (Crawford Report) – The Future of Sport in Australia

The announcement by the Minister for Sport of the terms of reference for the Independent Sport Panel (the Panel) was a recognition by Government that a review of all aspects of sport in Australia and to chart a new direction. The aim of the report was to address the goals and aspirations at both the elite and participatory level, taking account of economic and demographic changes, immigration and resultant new cultures, population shifts - rural to urban, and the changing nature of sport itself and physical activity. FutureNow will monitor progress on action that is taken as a result of the report to gauge implications for training.

The report focuses on the following topics and outlines a number of recommendations to ensure the success and viability of the national sport system in Australia:⁷⁰

- Defining our National Sports Vision
- Reforming the Australian Sports Commission to Lead the Sports Systems
- Merging our Institutes of Sport
- Building the Capacity of our National Sporting Organisations
- Putting Sport and Physical Activity Back into Education
- Building Community Sport with People and Places
- Ensuring Australia's Sport System is Open to All
- Sustaining the Funding Base for Sport

Regulatory Requirements – Sport, Recreation and Racing

The following are a number of the industry-specific and generic regulatory requirements and licenses which may be required to work the sport, recreation and racing sectors:

Fitness

- Fitness Australia registration for fitness professionals (instructors, personal trainers and fitness specialists)

Fitness professionals registered with Fitness Australia are allocated a level (Level 1 – Introductory; Level 2 – Intermediate; and Level 3 – Advanced) based upon their education experience, their qualification held, and the number of years of registration.

Sport

- National Coaching Accreditation Scheme (NCAS) and National Officiating Accreditation Scheme (NOAS) provide competency based training and nationally recognised accreditation to coaches and officials working at all levels of sport.

The NCAS is a progressive coach education program. It offers education, accreditation and a nationally recognised qualification to people coaching beginner to elite athletes through the following courses:

- Beginning Coaching General Principles
- Intermediate Coaching General Principles
- Advanced Coaching General Principles (under development)

The NOAS through a General Principles Accreditation program includes general officiating principles, sport specific elements such as technical rules, interpretations and reporting; and practical officiating experience. Courses available include:

- Introductory Level Officiating General Principles
- Advanced Level Officiating General Principles

- Sports Trainer accreditation

Sports Medicine Australia provides training and accreditation for Sports Trainers. The National Sports Trainers Scheme consists of the following components:

- Sports First Aid Course
- Level One Sports Trainers' Course
- Level Two Sports Trainers' Course

Outdoor Recreation

- The National Outdoor Leaders Recreation Scheme (NOLRS) for outdoor recreation instructors, leaders and guides is a national scheme that registers outdoor leaders who have the skills, experience and qualifications deemed as being the equivalent to industry standard.

Aquatics

- Legalisation requires all aquatic industry personnel to be accredited with LIWA Aquatics and have access to relevant professional development. Those working in the Aquatic Recreation Industry in WA must be an accredited member of LIWA Aquatics to ensure compliance to the WA Health Department Code of Practice.

Racing

- Racing industry licenses are required for jockeys, owners, trainers, trackwork riders, harness racing drivers and stablehands (thoroughbred and harness) and are coordinated through Racing and Wagering WA
- Apprentice jockeys are now required to complete the Certificate IV in Racing (Jockey) prior to applying for a Jockey's license. Harness Drivers are required to complete a skill set from the Certificate IV in Racing (Harness Race Driver) prior to being licensed as a B Grade Race Driver.

Generic

Generic certifications such as those listed below may also be required to work within areas of the sport, recreation and racing industries:

- Responsible Service of Alcohol
- Police clearance
- Working with Children Check
- Senior First Aid
- Sports First Aid

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Impact of Globalisation – Sport, Recreation and Racing

Sport and Recreation

While many sports played by Australians in Australia have international followings and competitions, industry globalization overall is low. There are a number of small, locally based operators in this industry, and cases of foreign ownership are minimal. The level of globalization has however increased through the hosting of global events, such as the Olympics, and other international sporting events. This creates an international interest in the industry, and as a result boosts government funding.⁷¹

The sport organisations and other sport services sector has a low level of globalization, with low levels of private sector for-profit ownership, and a low incidence of sporting bodies operating internationally. There are some major overseas-based global sports management groups, which operate in Australia, although the market is small. Local bodies of international sports usually form alliances with overseas-based bodies (such as South African, New Zealand and Australian Rugby Union – SANZAR).⁷²

Racing

There is little participation by racing operators in world racing events, apart from some of the major Sydney and Melbourne racing events. Due to increasing prize-monies there is greater participation of Australian horses participating in global events such as the Singapore Airlines International Cup, Dubai World Cup, Triple Crown Races (USA), Epsom Derby (UK), Japan Cup and other worldwide international horse racing events. The horse racing segment has the highest degree of globalisation in this industry compared to harness and dog racing. Horses, jockeys and trainers are on an increasing basis being sent to various parts of the globe to race and compete. Trainers are experiencing rising globalisation through the growing presence of international horse race events, as well as the relative ease and demand of sending horses across the globe to races which are offering high prize money. Additionally, stable owners are generating enhanced income through the increased numbers of international horses that are entering Australia to compete within the large race meets and racing carnivals.⁷³

Training

Globalisation is increasing the portability of sport, recreation and racing industry qualifications, and encourages a more transient workforce:

- The international recognition of fitness professional qualifications (REP's) – through participating countries Australia, New Zealand and Europe, allows for portability and transferability of fitness qualifications internationally.
- Racing professionals are able to compete internationally at racing events
- Many Australian sporting coaches and qualified practitioners are in high demand world-wide due to Australia's proven track record of success in sporting pursuits

Social Impact – Sport, Recreation and Racing

Sport and Recreation

It has been demonstrated that sport and recreation programs operating in Aboriginal communities (town-based or remote) have improved participation and capacity building. Secondary benefits have been improved school attendances, stronger community resilience and reduced anti-social behaviours.⁷⁴

The positive impact of participation in sport and active recreation on physical health is now well accepted (Australian Institute of Health and Welfare 2006). Research has identified a wide range of sport-induced health benefits including improving cardiovascular health, assisting in the development of strength and balance and maintaining a healthy weight.⁷⁵

The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flow from participation in organised sport and recreation is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. Sport plays a key role in improving the physical and psychological wellbeing of individuals and the community. Participation in sport and active recreation can contribute to higher levels of self-esteem, motivation and self-worth as well as prevent obesity, relieve symptoms of arthritis and positively influence the immune system. Sport and recreation can help divert young people from crime and anti-social behaviour. It can also target those young people most at risk of committing crime and help their rehabilitation and development.⁷⁶

Enhancing social cohesion, improving self-esteem, reducing the incidence of violence, delinquency and suicide, and providing a system of social support are additional benefits of sport that researchers have identified.

Evidence-based research detailed within the Australian Outdoor Adventure Activity Benefits Catalogue recognises the ways in which outdoor activities contribute to society, including⁷⁷:

- Health (physical, social, psychological, quality of life);
- Personal and group development;
- Environmental awareness;
- Healthy families and communities, social capital; and
- Local and district economy

Racing

The Western Australian Racing Industry makes a significant contribution to community social benefit, enhancing individual and community wellbeing throughout the State, and delivering economic, social and environmental benefits. Participation in the racing industry as a hobby owner, trainer or breeder, or as a customer attending or races or other racing club events, provides a significant leisure opportunity for many Western Australians.⁷⁸

A Community Social Benefit Survey of Western Australian race clubs was conducted by Racing and Wagering WA as part of an industry study and highlighted the racing industry's significant critical role in the areas of:⁷⁹

- **Community building** – building inclusive and welcoming communities featuring powerful collaborative partnerships and relationships
- **Family** – providing opportunities for family participation in racing which develops stronger family relationships
- **Education and training** – supporting the education, training and development of participants and race club staff and volunteers
- **Health** – commitment to policies that support priority community health objectives

- **Leisure** – providing enjoyable leisure opportunities for hobby owners, trainers and breeders, race day customers and other race club event attendees
- **Employment** – creating a major source of employment and a variety of career opportunities for the Western Australia community
- **Environment** – adoption of many environmentally friendly practices that support Government and community expectations relating to the protection of the Western Australia environment.

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Technology and Innovation – Sport, Recreation and Racing

The continuous introduction and increasing use of new technologies drives the need for training or paid and unpaid workers. New media technologies are creating potential new sources of revenue, and customers and employers have to be trained to use new equipment and software.

Technological impacts affecting the sport, recreation and racing industries include:

- Fitness – The increase in ‘at home’ access to online fitness programs and gaming consoles including Wii Fit, electronic fitness games, online access to fitness programs and personal trainers
- The lines between fitness and entertainment are blurring with the emergence of ‘exergaming’. This technology is making games more interactive, enabling online social physical activity that will challenge current fitness models
- Sport – technology used to improve the performance of athlete’s has seen major technological advances in competition attire (e.g. swimming bodysuit, athletics)
- Sports science technology now allows coaches and exercise physiology staff with the access to monitor athlete’s physiological readings through GPS, heart-rate monitors etc to track performance
- Artificial turf is increasingly being used on a number of playing surfaces to combat water issues and assist with maintenance and upkeep.
- Online ticketing for sport and racing events is becoming
- Access to online courses/training is increasing. This is particularly vital for regional areas of Western Australia to enable employees to access sport, recreation and racing training.

The impact of technology on the sport, recreation and racing industries is apparent in the following trends:⁸⁰

- Access to online courses/training is increasing. This is particularly vital for regional areas of Western Australia to enable employees to access sport, recreation and racing training.
- Increased use of computers has led to less physical activity in work places.
- Technology is challenging physical activity as a main source of entertainment for young Australians and resulting in a diversity of lifestyle and leisure patterns.
- Television watching and computer use provide alternatives to physical activity.
- New and modified sports are emerging and spectator sports are changing to meet the requirements of television
- Access to sporting events and information has spread on the Internet.

Sport

Technology change has had a major impact on spectator sports. This has been apparent through⁸¹:

(1) the way the game is played – through the adoption of modern training and medical techniques;

(2) the way the game is watched – by extending broadcast rights to TV, radio and (more recently) mobile and Internet networks; and by investment in the state of the art stadiums; and

(3) the way the game is managed – by the adoption of modern business theories and processes (that have introduced advertising, merchandise sales, brand development, and, most importantly, strict financial management).

The major advances in technology are in enhancing the performance of athletes, and improving recovery from athletic injury through sports medicine advances. Sports management has adopted modern business theories and processes which emphasise advertising and merchandise sales, brand development, and most importantly, strict financial management⁸².

Facilities

Major sporting and recreation facilities are becoming increasingly high-tech, particularly in relation to lighting, sound, and recording equipment, as well as improved viewing areas for spectators. Sporting arenas are being fitted with colour scoreboards, improved broadcasting systems and better playing surfaces. Premium seating and corporate viewing and entertaining areas have also been improved to enhance the quality of the experience for spectators. Establishments are also using more TV, radio and internet simulcasts and producing DVDs and CDs to increase interest and growth in attendance numbers. Many new sporting arenas are now being built with retractable roofs to optimize the viewing and playing conditions for spectators and players⁸³.

Racing

The technology in the horse and dog racing industry has greatly increased in the area of computerised registration and identification of individual horses and dogs. Identification of horses is extremely important given the strict nature of Australia's quarantine laws, which have been more strictly enforced since the Equine Influenza scare in 2007. Race clubs have also put in new all-weather facilities for the public, and are installing state of the art tracks to allow for safer racing, improved drainage, a more consistent surface, longer life, divot resistance and accelerated turf recovery⁸⁴.

Major technology advances are also apparent through racing wagering. Racing clubs are now placing their races on pay-TV which has allowed for a national TV based betting system to be introduced and has led to substantial increases in phone betting and turnover. Recent trends have also seen many racing clubs moving towards being a year-round use entertainment facility (and not only for racing) with gaming machines, holding special events (such as animal and horticultural shows) and other functions⁸⁵.

Utilisation of the Internet

The industry has also benefited from the increased use of the Internet. The Internet and other forms of mass media have revolutionised corporate sponsorship by allowing operators to more easily attract streams of revenue other than admission fees. Operators are also able to provide electronic access to event information and sell tickets to events via the internet. This improves the market reach and profile of events and increases administrative efficiency⁸⁶.

Sustainability – Sport, Recreation and Racing

Sport and Recreation

Australians are becoming more aware of environmental sustainability issues such as dealing with drought, water and energy restrictions. Climate change threatens Australia's landscapes and marine environments, to the detriment of many the sport, recreation and racing sectors. Access and availability of green space including sporting fields, is becoming a major issue in Western Australia.

Increasing water restrictions have reduced playing surface quality on a number of sports grounds (mainly grass venues). This has and will continue to impact club attendance levels as well as membership numbers.⁸⁷

The *Recreational Trails Strategy for WA* sets out a plan for the development and maintenance of environmentally-sustainable recreational trails. Approximately 700 formally-recognised trails, and a number of informal tracks provide an opportunity for the community to experience recreational, health and wellbeing, environmental, economic and/or cultural enrichment through interaction with the environment in metropolitan and regional areas of Western Australia.⁸⁸

Local Government has a key role in Western Australia, as the provider of approximately 80% of all sport and recreation infrastructure including, but not limited to, public open space, ovals, sport and recreation centres, swimming pools and cricket pitches.

A Community Sport Consultation submission by the Western Australian Local Government Association (WALGA) in March 2009 outlined the following:⁸⁹

'There are major challenges confronting local governments to provide and maintain the required amounts of active playing reserves and to cope with climate change impacts. In WA, local governments are required to develop water conservation plans as one of the State's new water efficiency measures and tied to the State Water Strategy 2007. Sport and recreation organisations in WA will need to contribute to strategies that local governments develop in their water conservation plans (required by Department of Water, 2008/2009), e.g. use of synthetics, resource sharing, etc. The West Australian Local Government Association has highlighted the importance of upgrading irrigation infrastructure to ensure continued maintenance of high quality active resources whilst delivering water efficiency dividends to the state.'

Racing

Western Australian racing clubs have adopted many environmentally friendly practices that support Government and community expectations relating to the protection of the State's environment. Key initiatives are evident in the area of water saving, reduction of air pollution, efficient resource use and waste recycling, energy efficient buildings and development of native flora and fauna. These initiatives protect the Western Australian environment and are also delivering operational cost savings for racing clubs⁹⁰.

As outlined in the Racing and Wagering WA report⁹¹ some of the sustainable practices that race clubs have adopted include:

- Water saving, and re-circulating (regular maintenance of plumbing, minimal or dual-flush toilets, rain water tanks, overnight sprinklers, minimal watering of outer sports fields, removal of auto-flushing urinals and composting and mulching of gardens)

- Native flora and fauna development (tree planting in sensitive areas, pest eradication programs and preference for native Aboriginal plants)
- Air pollution reduction (composting of horse droppings, planting of trees or shrubs, providing patrons with bus options to the venue, power saving programs)
- Reduction in the use of resources and recycling of waste such as glass bottles, aluminium cans and food scraps
- Energy efficient buildings (energy efficient light bulbs, switch off and save computer systems, and building insulation)

Sustainability Training

To improve awareness and understanding of the need for sustainability practices within the sport, recreation and racing industries, sustainability competencies are being incorporated into vocational education and training. The introduction of the new SIS10 Sport and Recreation Training Package will see a number of sustainability skills covered by the new units of competency. These include:⁹²

- Awareness and adherence to the aims and objectives of environmental management practices (programs, procedures and activities related to this may include environmental load reduction, waste management and energy saving)
- Identifying threats and opportunities for conserving and re-establishing natural systems (in addition to developing, implementing and evaluating strategies to conserve and re-establish natural systems)
- Undertaking land capacity studies and associated land management strategies
- Open space planning
- Minimising vegetation trampling
- Introducing new flora and fauna
- Chemical alteration of environment
- Avoiding sensitive areas
- Respecting and protecting heritage and cultural sites
- National and state environmental protection
- Identifying interrelationships between the natural environment and human activity
- Identifying potential impacts of outdoor recreation on natural resource areas
- Assessing the implications of key ecological concepts on the conducts of outdoor recreation in natural resource areas

b) Industry Occupational Overview – Sport, Recreation and Racing

Supply and Demand of Training – Sport, Recreation and Racing

The majority of enrolments in sport, fitness and community and outdoor recreation qualifications in 2008 through publicly funded VET training were at Certificate II and III levels. The high number of enrolments at Certificate II and III levels reflects the fact that these certificate levels are the entry level qualifications for the majority of the workforce. Supply is currently meeting demand within metropolitan Western Australia (with the exception being specific fitness skill sets), however it is regional areas of Western Australia where supply of training is either non-existent or not meeting the industry's needs. In general, the sport and recreation sectors have not embraced traineeships, with only low numbers recorded in Western Australia.

Racing in particular has a very low uptake of training and a lack of recognition of qualifications. The majority of employers do not require a qualification or skills set for licensing, nor do they look to employ 'qualified' people. Training is either undertaken on-the-job or they employ already skilled people. Skill sets funding is a method which would suit the racing industry, particularly for existing workers specifically in the occupations of horse trainers, trackriders, stablehands, steward and club administrators.⁹³

Outlined in the table below are the number of enrolments in the sport, recreation and racing training packages in Western Australia from 2005 – 2009⁹⁴:

Training Package	2005	2006	2007	2008	2009
Fitness Industry (SRF)	711	687	713	698	839
Community Recreation Industry (SRC)	284	250	227	235	356
Outdoor Recreation Industry (SRO)	1009	1515	1432	1261	943
Sport Industry (SRS)	343	521	604	649	1293
Racing Industry (RGR)	142	129	123	128	120
TOTAL	2489	3102	3099	2971	3551

Source: NCVET VET Student Enrolments by Training Package – Western Australia

Trainees and Apprentices

Apprenticeship and traineeship in-training and completion data provided by Department of Training and Workforce Development:

Commencements/In-training

The number of apprentices and trainees who commenced and were in-training for the years 2005 to November 2009 in sport and recreation, and racing qualifications are outlined in the following tables.

Department of Training and Workforce Development
Apprenticeship & Traineeship Statistics – All Commencements, In Training by Qualifications – Sport and Recreation
Source: TRS Cube as at November 2009

Qualification	Commenced					In Training				
	2005	2006	2007	2008	To Nov 2009	2005	2006	2007	2008	To Nov 2009
SRC20201 – Certificate II in Community Recreation	9	0	0	0	0	10	0	0	0	0
SRC20204 – Certificate II in Community Recreation	0	14	1	0	0	0	10	0	0	0
SRC20206 – Certificate II in Community Recreation	0	2	9	11	14	0	2	7	9	11
SRS20203 – Certificate II in Sport (Career-oriented participation)	1	2	5	0	0	0	0	0	0	0
SRS20206 – Certificate II in Sport (Career-oriented participation)	0	0	0	7	5	0	0	0	1	5
SRS20299 – Certificate II in Sport (Career-oriented participation)	1	0	0	0	0	1	0	0	0	0
SRO20199 – Certificate II in Sport and Recreation	1	0	0	0	0	1	0	0	0	0
SRO20103 – Certificate II in Sport and Recreation	20	24	1	0	0	18	15	0	0	0
SRO20106 – Certificate II in Sport and Recreation	0	0	34	33	35	0	0	28	25	30
SRC30201 – Certificate III in Community Recreation	16	0	0	0	0	58	8	1	0	0
SRC30204 – Certificate III in Community Recreation	1	25	1	0	0	1	21	2	0	0
SRC30206 – Certificate III in Community Recreation	0	4	17	17	12	0	4	17	16	14
SRF30201 – Certificate III in Fitness	9	0	0	0	0	8	1	0	0	0
SRF30204 – Certificate III in Fitness	0	22	2	0	0	0	10	1	0	0
SRF30206 – Certificate III in Fitness	0	4	13	25	20	0	4	13	20	19
SRO30299 – Certificate III in Outdoor Recreation	3	0	0	0	0	2	0	0	0	0
SRO30203 – Certificate III in Outdoor Recreation	0	4	5	0	0	0	3	5	0	0
SRO30206 – Certificate III in Outdoor Recreation	0	1	0	7	4	0	1	1	5	4
SRS30203 – Certificate III in Sport (Career-oriented)	5	1	0	0	0	3	0	0	0	0

participation)										
SRS30206 – Certificate III in Sport (Career-oriented participation)	0	1	4	19	34	0	1	3	4	19
SRO30199 – Certificate III in Sport and Recreation	1	0	0	0	0	2	0	0	0	0
SRO30103 - Certificate III in Sport and Recreation	48	31	0	0	0	37	14	0	0	0
SRO30106 – Certificate III in Sport and Recreation	0	6	43	41	28	0	6	26	33	28
SRF40204 – Certificate IV in Fitness	0	2	0	0	0	0	1	0	0	0
SRF40206 – Certificate IV in Fitness	0	0	1	2	25	0	0	0	2	22
SRO40206 – Certificate IV in Outdoor Recreation	0	0	0	3	3	0	0	0	2	3
SRO40103 – Certificate IV in Sport and Recreation	1	0	0	0	0	6	0	0	0	0
SRO40106 – Certificate IV in Sport and Recreation	0	0	1	5	20	0	0	0	5	22
TOTAL	116	143	137	170	200	147	101	104	122	177

Department of Training and Workforce Development Apprenticeship & Traineeship Statistics – All Commencements, In Training by Qualifications - Racing Source: TRS Cube as at November 2009										
Qualification	Commenced					In Training				
	2005	2006	2007	2008	To Nov 2009	2005	2006	2007	2008	To Nov 2009
RGR20102 – Certificate I in Racing (Stablehand)	2	0	9	7	6	2	1	5	9	6
21677VIC – Certificate III in Farriery	0	0	0	4	6	0	0	0	3	9
RGR30202 Certificate III in Racing (Advanced Stablehand)	0	1	1	3	0	0	1	1	3	2
RGR30402 – Certificate III in Racing (Harness Driver)	0	2	0	0	0	0	1	0	0	0
RGR30102 – Certificate III in Racing (Trackrider)	16	12	13	16	5	13	12	11	15	7
TOTAL	18	15	23	30	17	15	15	17	30	24

Completions

The number of apprentices and trainees who completed a sport, recreation or racing qualification in the 12 months prior to January 2010 is outlined in the following table:

Sector	Qualification Details	Completions 12 mths to January 2010
Sport and Recreation	SRC20206 – Certificate II in Community Recreation	6
	SRS20206 – Certificate II in Sport (Career-oriented participation)	1
	SRO20106 – Certificate II in Sport and Recreation	17
	SRC30206 – Certificate III in Community Recreation	7
	SRF30206 – Certificate III in Fitness	18
	SRO30206 – Certificate III in Outdoor Recreation	2
	SRS30206 – Certificate III in Sport (Career-oriented participation)	19
	SRO30106 – Certificate III in Sport and Recreation	36
	SRF40206 – Certificate IV in Fitness	5
	SRO40206 – Certificate IV in Outdoor Recreation	4
	SRO40106 – Certificate IV in Sport and Recreation	2
Racing	RGR20102 – Certificate II in Racing (Stablehand)	7
	21677VIC – Certificate III in Farriery	-
	RGR30202 – Certificate III in Racing (Advanced Stablehand)	1
	RGR30102 – Certificate III in Racing (Trackrider)	9
	RGR30108 – Certificate III in Racing (Trackrider)	-
	RGR40208 – Certificate IV in Racing (Jockey)	-
TOTAL		134

Source: TRS cube as at January 2010

Current and Emerging Skill / Labour Gaps – Sport, Recreation and Racing

Western Australia⁹⁵

As outlined in the FutureNow – Creative and Leisure Industries Training Council State Training Profile submission update 2010 – 2012:

- **Racing/Equine**
Labour shortage: Apprentice jockeys, track work riders, farriers and stablehands
Training for existing workers is needed specifically for stewards in the racing industry.
- **Outdoor Recreation**
Labour shortage: Instructors and leaders
- **Venues and Facilities**
Labour shortage: Venue/facility managers, administrators (particularly in regional WA)
Skills shortage: Leisure planning/programming
- **Fitness**
Labour shortage: Fitness instructors and personal trainers (particularly in regional WA)
Skills shortage: Fitness instructors qualified in aqua and group fitness instruction.
- **Community Recreation (Aquatics)**
Labour shortage: Swimming pool operatives: pool managers, swim instructors, lifeguards (particularly in regional and remote WA)

Australia: Outlined below are the national racing, sport, fitness, outdoor and community recreation occupations in demand as identified by Service Skills Australia and AgriFood Skills Australia, the national Industry Skills Councils for the racing and sport and recreation industries.^{96, 97}

	ANZSCO Code	Occupation
Service Skills Australia	452315	Swimming coach/instructor
	452414	Lifeguard
	452317	Other sports coach or instructor
	452111	Fitness instructor
	452321 or 139915	Sports development officer or sports administrator (program coordinator)
	1491	Amusement, fitness and sports centre manager (facility manager)
	452322	Sports umpire
	111111	Chief executive or managing director (board and committee members)
	139915	Sports administrator (high/mid-level manager)
	542111	Receptionist (general) (customer service personnel)
	4523	Sport coach (skills acquisition and performance analysis)
AgriFood	452318	Race steward
	452413	Jockey
	841516	Stablehand

Emerging Occupations – Sport, Recreation and Racing

- Employment is expected to increase in Horse and Dog Racing Activities by 2.8 per cent per annum over the next five years (February 2009 to 2013-2014). Increases are also expected in Sports and Physical Recreation Activities (2.7 per cent).⁹⁸
- In the five years to 2013-2014, growth in Sports and Physical Recreation Activities is projected to increase by up to 12,100 employees and Horse and Dog Racing Activities by 1,800.⁹⁹
- Increasingly, rehabilitation of clients is playing a greater role in the fitness industry, creating the emergence of professionals with the skills and knowledge to compliment the allied health industry and work collaboratively in the rehabilitation of clients. Formal linkages between health services and the fitness industry are emerging.
- ABS publications predict the growth in fitness centre activities. This growth is apparent through:
 - An increase in operating revenue and profit
 - Increased employment in the fitness industry
 - An increase in health and fitness activities

The Australian Government's Department of Employment and Workplaces (DEWR) August 2007 Vacancy Report shows that the number of job vacancies in the health and fitness sector was, at that time, at an all-time high. In 2008, it was reported that personal training was growing, along with gym memberships, fitness club openings and sales of fitness programs while the increased demand for the health and fitness industry lead to a shortage of staff within the industry.¹⁰⁰

- Data from the ABS Sports and Physical Recreation Services, Australia, 2004-05 shows the number of fitness centres increased from 667 in 2000-01 to 824 in 2004-05 – an increase of 24%. From June 2001 to June 2005, Western Australia experienced an increase in the number of fitness centres from 49 to 63 businesses – a 29% increase.
- The majority of sports and physical occupation groups show some increase in employment between the 2001 and 2006 Censuses. The largest increases in percentage terms, were for Other sports and fitness workers nfd (64% from 797 to 1,304) and Outdoor adventure instructors (52% from 548 to 832).¹⁰¹
- Recruitment of jockeys and track work riders remains the number one growth determinant of the racing industry. With high levels of migration from rural to urban areas by young people, less potential candidates are coming forward with the required skills and of these, a declining number are willing to settle for a regional lifestyle, the long hours, or male dominated culture.¹⁰²

Declining Occupations – Sport, Recreation and Racing

- The ABS 2006 Census revealed that there were three sports and physical recreation occupation groups that experienced a decline in numbers between 2001 and 2006. In percentage terms, the largest falls occurred for Sportspersons nec (70% from 2,791 persons to 843 persons), Recreation officers (46% from 3,842 to 2,061) and Jockeys (42% from 1,124 to 649). Although Western Australia has also experienced a decline in Jockey numbers from 87 in 2004/5 to 77 in 2008/9, apprentice numbers were up over the same time period.¹⁰³

3.2 Labour and Skills Needs

Sport, Recreation and Racing Industries

Industry Critical Occupations

Definition: An Industry Critical Occupation is a skilled occupation that **is** in critical demand (ie crucial to industry operations, growth and development, and/or could seriously harm business viability if not addressed).

An Industry Critical Occupation is **not** an occupation that is:

- seasonal
- a labour shortage
- low or unskilled
- difficult to fill because of industry pay and conditions
- a result of attraction and retention issues

Criteria as a guide

The criteria to be used in determining industry critical occupations are:

- Forecast strong demand
- Licensing / regulatory requirement
- Lag time for training
- Demographics
- Worklife cycle
- New / emerging technology occupations
- Difficult to fill (vancancy rates)
- Barriers to participation / entering occupations / retention
- Excessive hours of work
- Regional challenges
- Decline in training effort
- Competition between industries (i.e. same occupation)
- Other forces / events (i.e. CHOGM)

Critical Skilled Occupations for the Sport, Recreation and Racing Industries in Western Australia

Occupation	ANZSCO Classification	Critical Skills Criteria	Yes/ No	Evidence
Farrier	322113			
Certificate III in Farriery		Forecast strong demand	Yes	On WA SPOL list
		Licensing / regulatory requirement	Yes	Persons working in a racing training stable must be licensed with Racing and Wagering WA
		Lag time for training	Yes	36 months for apprenticeship

	Demographics	Yes	Ageing workforce
	Worklife cycle	Yes	Life cycle stage is in maturity
	New / emerging technology / occupations	No	
	Difficult to fill (vacancy rates)	Yes	Appears on SOL Trade occupancy list
	Barriers to participation / entering occupations / retention		Low uptake of training and a lack of recognition of qualifications amongst industry, ageing workforce
	Excessive hours of work	Yes	Few farriers in WA undertaking the bulk of the work
	Regional challenges	Yes	Limited access to training – only one training provider in WA scoped to deliver the farriery qualification
	Decline in training effort	Yes	Polytechnic West are currently the only RTO in WA delivering the farriery qualification
	Competition between industries (i.e. same occupation)	No	
	Other forces / events (e.g. CHOGM)	No	

**Fitness instructor/
personal trainer**

452111

Certificate III in Fitness Certificate IV in Fitness	Forecast strong demand	Yes	On SPOL list
	Licensing / regulatory requirement	Yes	Fitness Australia registration
	Lag time for training	No	12 months
	Demographics	Yes	Predominantly young, highly mobile workforce
	Worklife cycle	No	Industry in growth stage
	New / emerging technology / occupations	Yes	Increase in new specialised training for specific populations, increasing collaboration with the health industry
	Difficult to fill (vacancy rates)	Yes	Regional and remote areas of WA
	Barriers to participation / entering occupations / retention	No	
	Excessive hours of work	No	
	Regional challenges	Yes	Limited access to training
	Decline in training effort	No	
	Competition between industries (i.e. same occupation)	Yes	Onsite mine fitness professionals
	Other forces / events (e.g. CHOGM)	Yes	Government National Health Agenda

Outdoor Adventure Instructor

452215

Certificate IV in Outdoor Recreation	Forecast strong demand	Yes	On SPOL list
	Licensing / regulatory requirement	No	National Outdoor Leaders Registration Scheme
	Lag time for training	Yes	12 months
	Demographics	Yes	Predominantly young, highly mobile workforce
	Worklife cycle	No	Industry in growth stage
	New / emerging technology / occupations	Yes	Corporate adventure, adventure tourism
	Difficult to fill (vacancy rates)	Yes	Regional and remote areas of WA
	Barriers to participation / entering occupations / retention	Yes	Outdoor nature of the industry, and large amounts of travel prevents many people entering the industry. Due to the type of work and activities involved it is a high risk industry
	Excessive hours of work	No	
	Regional challenges	Yes	Limited access to training
	Decline in training effort	Yes	Drastic reduction in publicly funded training
	Competition between industries (i.e. same occupation)	No	
	Other forces / events (e.g. CHOGM)	Yes	State coronial inquiries into outdoor recreation related deaths have brought about a tightening of industry standards for operators
Swimming 452315 Pool Manager			
Certificate III in Community Recreation	Forecast strong demand	Yes	On SPOL list
	Licensing / regulatory requirement	Yes	LIWA Aquatics accreditation
	Lag time for training	Yes	Often dependant on availability and frequency of training in regional areas
	Demographics	No	
	Worklife cycle	No	Industry in growth stage
	New / emerging technology / occupations	Yes	Knowledge of pool maintenance upkeep, sustainability
	Difficult to fill (vacancy rates)	Yes	Regional and remote areas of WA
	Barriers to participation / entering occupations / retention	Yes	Remote locations of many swimming pools are a barrier to employment, seasonal nature of the aquatics industry is a barrier

	Excessive hours of work	No	
	Regional challenges	Yes	Limited access to on-site training
	Decline in training effort	No	
	Competition between industries (i.e. same occupation)	No	
	Other forces / events (e.g. CHOGM)	No	
Lifeguard 452414			
Certificate II in Community Recreation	Forecast strong demand	Yes	On SPOL list
	Licensing / regulatory requirement	Yes	LIWA Aquatics accreditation
	Lag time for training	Yes	Often dependant on availability and frequency of training in regional areas
	Demographics	Yes	Young, highly mobile workforce. Large amount of casual employees
	Worklife cycle	No	Industry in growth stage
	New / emerging technology / occupations	No	
	Difficult to fill (vacancy rates)	Yes	Regional and remote areas of WA
	Barriers to participation / entering occupations / retention	Yes	Remote locations. Not seen as a viable long-term career. Seasonal nature of the aquatics industry is a barrier.
	Excessive hours of work	No	
	Regional challenges	Yes	Limited access to training
	Decline in training effort	No	
	Competition between industries (i.e. same occupation)	No	
	Other forces / events (e.g. CHOGM)	No	

Skilled Occupations in Demand for the Sport, Recreation and Racing Industries in Western Australia

Identified Skill Gaps/Shortages in Western Australia – as identified in the FutureNow Input to State Training Profile – Sport, Recreation and Racing 2010-2012 and industry consultation in 2009-2010.

ANZSCO Code	Occupation	SRF04 Fitness Training Package SRC04 Community Recreation Training Package SRO03 Outdoor Recreation Industry Training Package RGR08 Racing Industry Training Package
Industry Critical Jobs:		
322113	Farrier	Certificate III in Farriery
452111	Fitness instructor/personal trainer	Certificate III in Fitness Certificate IV in Fitness
452215	Outdoor Adventure Instructor	Certificate III in Outdoor Recreation Certificate IV in Outdoor Recreation
452315	Swimming Pool Operator	Certificate III in Community Recreation
452414	Lifeguard	Certificate II in Community Recreation
Skills/Labour Shortage Occupations:		
452413	Jockey	Certificate IV in Racing (Jockey)
841516	Track work rider	Certificate III in Racing (Trackrider)
841516	Stablehand	Certificate II in Racing (Stablehand)
149112	Fitness Centre Manager	Diploma of Facility Management
149113	Sport Centre Manager	Diploma of Facility Management

3.3 Issues, Barriers and Opportunities

Creative and Leisure Industries

Sport, Recreation and Racing Training – Issues/Barriers and Opportunities/Strategies

Issues and Barriers to Training	Recommendations, Opportunities and Strategies
<p>Industry Image</p> <ul style="list-style-type: none"> • Industry image proves a challenge in attracting the right people to undertake training in the sector • Sport and recreation in particular seen as ‘sexy industries’ • Low awareness of career and training options within the racing industry 	<ul style="list-style-type: none"> • Targeted promotion is needed which outlines realistic training pathways in the sport, recreation and racing industries
<p>Lack of Formal Qualifications in Industry</p> <ul style="list-style-type: none"> • Only 52.8% of all persons employed in sport and physical recreation occupations held a recognised post-school qualification, while 38.0% of persons employed in other leisure occupations had post-school qualifications. • These statistics reveal that almost half of the sport and physical recreation employees and over 60% of leisure employees do not have a recognised, post-school qualification 	<ul style="list-style-type: none"> • FutureNow, Registered Training Organisations (RTO’s) and peak industry bodies/associations to promote opportunities to provide Recognition of Prior Learning (RPL) and skills gap training to existing workers • Foster industry/RTO partnerships to establish more flexible training arrangements to meet the needs of industry • FutureNow to work with the state training system, RTO’s and industry to streamline the RPL processes to ensure it is more flexible and industry friendly. • Targeted promotion to increase industry awareness of the benefits of training, flexible training options and funding/incentives available for employers.
<p>Industry Support of Training</p> <ul style="list-style-type: none"> • Industry view that formalised training is often an unnecessary burden on financial and human resources as opposed to a personal and industry investment • Past experiences with the time-consuming nature of RPL and the inflexibility of training providers in terms of organisation-specific relevant training has meant that many organisations have not seen the advantages 	<ul style="list-style-type: none"> • Industry to work in closer partnership with RTO’s to establish more flexible training arrangements to meet the needs of industry • Targeted promotion of successful industry/RTO partnerships and examples of ‘best practice’ which could be adopted by organisations/industry sectors to be undertaken by FutureNow

Issues and Barriers to Training

Recommendations, Opportunities and Strategies

and benefits of formalised VET training.

- Racing has a very low uptake of training, and a lack of recognition of qualifications, employers (horse trainers) do not require a qualification or skills set for licensing, nor do they look to employ 'qualified' people – they are quite happy to either train themselves or employ already skilled people.

Industry Perception of Training Providers

- Industry concerns with the quality of training provided by RTO's
- Courses which provide the opportunity for students to obtain their qualifications in a short time period (fast-track training) remain of concern to the industry as graduates are often too young, immature and not job-ready upon graduation.

- FutureNow to facilitate greater industry participation into training package reviews and continuous improvement to ensure training package content is meeting the needs of industry
- FutureNow to review the relevance of electives chosen in conjunction with industry

Lack of Career Information and Advice

- The supply and promotion of industry relevant and realistic information remains a barrier to providing appropriate training advice.

- FutureNow to participate in relevant careers expos, school expo visits, prison expos etc to promote careers and training pathways in the creative and leisure industries
- FutureNow to work with Curriculum Council and Catholic Education Office representatives to ensure accurate and realistic careers advice is being filtered to appropriate VET coordinators, careers counsellors/advisers, teachers etc.
- FutureNow to create partnerships with key Government departments and industry associations in the promotion of VET training pathways and sport, recreation and racing careers (Career Centre – Department of Training and Workforce Development, Department of Sport and Recreation, Racing and Wagering WA)

Access to Quality Training, Work Placements and Infrastructure

- Access to training, work placements for students are becoming increasingly difficult to find, particularly in regional / remote areas of Western Australia.
- Many regional and remote areas of WA require individualised approaches to training delivery due to their distance from major centres.
- Small or volunteer-run organisations may be unable to fulfill the

- FutureNow to promote flexible training arrangements such as online, on-the-job, RPL, skills gap training, short course skills set training to industry
- RTOs required to send trainers to regional/remote locations to alleviate the issues associated with lack of access to training
- FutureNow and Group Training Organisations (GTOs) to promote group training (eg AFL SportsReady) and the role they can play in

Issues and Barriers to Training	Recommendations, Opportunities and Strategies
requirements of a training program (traineeship).	assisting organisations/employers and the uptake of traineeships.
<p>Articulation Arrangements</p> <ul style="list-style-type: none"> The ease of articulation arrangements between RTO's and universities remains a concern in industries such as fitness where there is often an overlap between graduates and students from RTOs and universities working in the same positions within the industry. As articulation from VET to higher education is a key recommendation from the <i>Bradley Review of Australian Higher Education</i> this is an issue which will no doubt attract closer investigation. 	<ul style="list-style-type: none"> FutureNow, RTO's and industry to identify and develop partnerships and pathways available for students to continue on from VET training to university level training, and vice versa for students wishing to return to VET training to gain what is often seen as the more 'practical' skills and qualifications. Identify and promote information on clear training pathways from VET in schools to TAFE/private training providers to higher education.
<p>Linking Industry-Specific Programs with the VET Sector</p> <ul style="list-style-type: none"> There is a need in the sport sector in particular for sport-specific coaching and officiating programs (NCAS and NCOS) to be linked with the national VET system Linking skill development with industry licensing and compliance requirements has also been identified as a major challenge by Agri-Food Skills Australia, the National Skills Council for the racing industry. 	<ul style="list-style-type: none"> FutureNow, Service Skills and industry to ensure links between sport specific programs (such as the NCAS and NOAS) are embedded within the new training package FutureNow, Agri-Foods and the Racing industry to map RGR08 (Racing Industry Training Package) units of competency to racing industry licensing and compliance requirements (as skill sets).
<p>Expanding the Traditional Workforce</p> <ul style="list-style-type: none"> To service the demand for skilled employees/volunteers in the short, medium and long term, industry needs to look to alternative avenues and labour pools to expand the traditional workforce. 	<ul style="list-style-type: none"> Identify alternative labour pools to expand the traditional workforce to service the demand for skilled workers and volunteers and develop promotional strategies FutureNow to identify relevant employment strategies within the Training Together Working Together report and the myriad of volunteer programs on offer (eg seniors who are increasingly choosing to spend their time volunteering) and develop promotional strategies.
<p>Greater Uptake of RPL</p> <ul style="list-style-type: none"> Many skilled and experienced workers in the sport, recreation and racing industries do not hold a formal qualification. An increased use of RPL to formally qualify these workers (and decision makers) may lead to greater industry support for VET, and assist in employers with retaining existing workers. 	<ul style="list-style-type: none"> FutureNow targeted promotion to industry of the benefits of RPL for existing workers Training Councils to work with the state training system, RTO's and industry to streamline the RPL processes to ensure it is more flexible and industry friendly.

Issues and Barriers to Training

Recommendations, Opportunities and Strategies

Publicly Funded Training Places

- The Commonwealth Government's Productivity Placement Program (PPP) initiative does not include funding for skills sets, only full qualifications
- The lack of ability for Private Providers to access public funds for 'profile training' and impediments to CAT funding for mainstream courses / skill sets in the racing industry leaves a huge section of training in the TAFE only domain – this is often inflexible and not industry accepted.

- FutureNow, Service Skills and industry to advocate for skills sets to be funded through the Productivity Places Program (PPP).
- Promote the use of contestable funding to create more flexibility to ensure it is not dominated by TAFE and institutional training (specifically the racing industry)

DRAFT

Sport, Recreation and Racing Employment – Issues/Barriers and Opportunities/Strategies

Issues and Barriers to Employment	Recommendations, Opportunities and Strategies
<p>Industry Image</p> <ul style="list-style-type: none"> The sport, recreation and racing industries face an image problem, largely due to the often incorrect and unrealistic perceptions of working in industry and the fact that in the case of sport and recreation in particular, they are not seen as a united industry incorporating all facets of the sector. The sport and recreation sectors are often perceived to be ‘sexy’ industries to work in and as a result, attract a large cohort of the younger population, many with no real knowledge of what work within the industry entails. 	<ul style="list-style-type: none"> FutureNow, industry, RTO’s and Government to develop more realistic marketing of the range of careers and training/career pathways for the sport, recreation and racing industries is needed to alleviate this issue. FutureNow, RTO’s and Government to use career and occupation case studies and ‘ambassadors’ - successful young people currently working in the industry to improve industry image.
<p>Employment Conditions</p> <p>Challenge attracting and retaining employees due to:</p> <ul style="list-style-type: none"> The industry often works on a 7 day business operation, most apparent in the sports and racing industries where games, race meets, competitions etc are largely held on weekends. Early morning start hours for many occupations within the racing industry may be a deterrent for employees. The seasonality of parts of the industry (e.g. aquatics, summer/winter sports) and associated down-periods with little or no work may be a deterrent. Work/life balance is difficult as working hours may vary from week to week. Wages are low when compared to other industries. 	<ul style="list-style-type: none"> FutureNow to work with RTO’s and industry associations to development strategies to ensure that: <ul style="list-style-type: none"> New entrants/graduates to the industry are well aware of the employment conditions and have realistic expectations of hours, pay etc. Effectively utilise the transferability of skills in areas of the industry which are subject to seasonality (eg aquatics, racing industry personnel etc). Promote a horizontal style careers progression, rather than a typical vertical approach.
<p>Modern Awards</p> <ul style="list-style-type: none"> Significant changes are likely to see casual employees becoming entitled to a loading in addition to the basic hourly rate of pay, and penalties for hours worked on Saturdays, Sundays, Public Holidays, and in the evening on Monday- Friday. Hours in excess of the ordinary number of hours will also attract overtime 	<ul style="list-style-type: none"> Monitor feedback from organisations/businesses, peak industry bodies and associations on any negative impacts or to seek clarification on issues relating to the introduction of the new Modern Awards with Fair Work Australia.

Issues and Barriers to Employment

Recommendations, Opportunities and Strategies

penalties (time and a half for the first three hours and double time thereafter).

- The associated increases in costs emanating from the introduction of the modern awards may dissuade employers from employing casual staff.

Work-readiness of Graduates

- The variable quality of training and the variation in work readiness of graduates are considered an issue by a number of industry employers.

- FutureNow to facilitate greater industry participation into training package reviews and continuous improvement to ensure that:
 - training package content is meeting the needs of industry; and
 - graduates have the skills and knowledge that meets industry standards
- FutureNow to work with industry to support structured workplace learning, on-the-job training components, traineeships/apprenticeships etc to provide students with 'real work' opportunities which will assist with the transition from training to work.

Industry Need for Workforce Development

- A national workforce development strategy for the sport and recreation industries is needed to ensure an appropriately skilled, able and motivated workforce to contribute to the growth and development of a productive and sustainable sport and recreation industry.

- FutureNow to facilitate WA input to Service Skills Australia's development of a national workforce development strategy for the sport, fitness and recreation industries.
- Act on outcomes of the Department of Sport and Recreation (DSR) HR Industry Project for state sporting associations in conjunction with DSR and WA Sports Federation.

Lack of Access to Industry Data and Statistics

- Access to relevant data, research and analysis is a serious barrier to business and strategic planning for organisations within the sport, recreation and racing industries.
- Consistency of collection.
- Availability and comparability of data from existing sources.

- FutureNow in collaboration with relevant industry associations to promote and disseminate relevant industry data and statistics when accessed and available.
- Access to current research is vital to understanding the size of the industry, industry developments, labour market trends and industry performance, and to anticipate the impacts of climate change, shifting consumer preferences and demography.*

Ageing Workforce and Increased Population

- Western Australia's population, which is projected to more than double

- FutureNow, RTO's and Government to ensure greater promotion of careers within industries which are experiencing the effects of

Issues and Barriers to Employment

Recommendations, Opportunities and Strategies

<p>between 2007 and 2056 reaching 4.3 million people</p> <ul style="list-style-type: none">• The median age of Australia's population (36.8 mid 2007) is projected to increase to between 38.7-40.7 in 2026 and to between 41.9 - 45.2 in 2056.• Parts of the racing industry in particular are beginning to feel the effects of the ageing workforce with over 40% of those employed as Horse breeders or Dog or horse racing officials aged 50 years or over.	<p>the ageing workforce (such as dog and horse racing officials).</p> <ul style="list-style-type: none">• Develop and promote organisational succession plans and exit strategies in consultation with peak industry bodies/associations and government departments (DSR, RWWA).
<p>Young Cohort Within the Industry</p> <ul style="list-style-type: none">• According to the latest ABS census data, persons employed in sports and physical recreation occupations had a younger age profile relative to all employed persons.• The 20–24 year age group had the largest number of persons employed in sports and physical recreation occupations (13,403 or 17%).	<ul style="list-style-type: none">• Promote alternative work/life benefits to the Gen Y/young cohort of industry workers to attract them to the industry (flexible work/life arrangements versus a work/salary focus).• Identify strategies for greater retention of young workers – due to the transient nature of this cohort.• Identify career pathways and promote to the existing workforce to retain them in the sport, recreation and racing industries.
<p>Transient Nature/Mobility of the Workforce</p> <ul style="list-style-type: none">• Globalisation has increased the mobility of the workforce.• Gen Y's by nature are a more transient cohort.	<ul style="list-style-type: none">• Embrace and promote (global) mutual recognition and portability of qualifications and industry standards in conjunction with Service Skills Australia and overseas counterparts (e.g Fitness industry with the introduction of the Register of Exercise Professionals (REPS) – global recognition of qualifications by the participating countries of Australia, New Zealand, the United Kingdom and European Union).
<p>Changing Gender Balance</p> <ul style="list-style-type: none">• The changes in demographics amongst sections of the industry are requiring many organisations to adapt and change work practices they may have used in the past.• The racing sector in particular has seen an increase in the number of female jockeys and apprentices• Gender balance within the sports industry is also an issue with a report by the Australian Government's Independent Sports Panel in 2009, highlighting the fact that women are currently under-represented in leadership roles as coaches and administrators in sporting organisations.	<ul style="list-style-type: none">• Promote careers options to females in industry areas which in the past have been male dominated (racing, sports governance etc).• FutureNow to promote benefits of gender balance to ensure industry is flexible, adaptable and embraces change within those sectors or specific occupations where opportunities exist.

Issues and Barriers to Employment

Recommendations, Opportunities and Strategies

Engaging the Aboriginal Labour Force

- Aboriginal people are under-represented in the Western Australian labour force.

- Develop sustainable training to employment pathways especially in regional and remote WA for Aboriginal populations.

DRAFT

3.4 Call for Industry Action

Call for Industry Action

What can industry employers do to increase their business' sustainability and employee retention whilst making a positive contribution to the growth of the sport, recreation and racing industries in Western Australia?

Some examples for consideration may include¹⁰⁴:

- Increase participation in formalised (accredited) training to better equip employees with the skills they need to do their job productively and professionally.
- Implement long term business strategies to train the next generation of employees with increased effort into apprentices and trainees.
- Up-skill and/or multi-skill existing workers in your business.
- Consider increasing wages and pay for performance to retain skilled workers where viable.
- Document standard operating procedures and/or gain accreditation in industry.
- Improve the selection process when taking on casual staff to reduce time and effort to train them for employment.
- Reduce the 'burn out' of employees. Look after your greatest assets (your staff!). Pay attention to rostered hours, split shifts, lack of days off and the over-accrual of annual leave. This may result in: a reduced likelihood of accidents in the workplace; reduced stress levels; improved morale and commitment; reduced absenteeism; decrease in staff turnover; and improved productivity.
- Ensure workforce salaries are paid in accordance with relevant Awards where applicable (particularly for apprentices and trainees). Not only is it illegal to not pay employees their full entitlements, but due to access to information online, these days it is much easier for employees to source this information and potentially leave you for an employer who is doing the right thing. It is no longer acceptable to underpay staff for the privilege of working in your establishment.
- Ensure your workplace is an enjoyable place for staff to work. Social activities that bring employees together as a team on a regular basis may improve retention and loyalty e.g. staff meetings incorporating product tastings or attending industry functions.
- Revisit your customer service strategies and enhance the abilities of your staff to deal with these potentially damaging situations through training and professional development.
- Develop mentoring programs to increase the effectiveness, professionalism and confidence of staff through the support of a more experienced employee or external industry professional.
- Create opportunities for ongoing and valuable work experience. Better workplace experience may encourage a better understanding of the nature of the industry, and increase access to potential future employees.

- Create a positive work culture by paying attention to employee’s work needs: praise staff; provide development opportunities; create informal leadership roles; and communicate effectively.
- Consider flexible working arrangements such as flexible working hours, flexible leave options, gradual retirement, part time work, job sharing, or working from home. These arrangements may increase your access to more suitably qualified employees, or increase retention and the investment you have already made in your existing employees.
- Reduce levels of casual staffing – this may improve retention and will also enhance the image of industry as not just a transient employment pathway, but one of authentic, realistic and exciting career opportunities!
- Increase positivity and partnerships - Industry Associations and Organisations to work in partnership and support of each other for positive growth and development. Fractured industry views and political motivations ultimately demonstrate some industries as troubled sectors unable to see the ‘bigger picture’ for the benefit of all stakeholders. This has a negative image impact on prospective young people, parents and schools considering and endorsing careers in the tourism, hospitality and events industries.
- Help us here at the Training Council:
 - Help us to help you – give us your feedback, tell us what’s working and what’s not in your industry sector.
 - Tell us what training you need and what skills your future workers will need.
 - Support the employment of graduates, trainees and apprentices and help them to become leaders of the future.
 - Support and provide advice to the quality training providers that work so hard to supply you with your future skilled workforce.
 - Support FutureNow – Creative and Leisure Industries Training Council and get involved with our work and contribute to the professionalism, productivity and growth of our creative and leisure industries in Western Australia.

How Can Training Improve Your Business?

Many workers in the sport, recreation and racing industries in Western Australia do not have a post-school qualification. This has highlighted a need for government to invest in training and provided an opportunity for industry sectors to take advantage of the diverse range of training options that can benefit their businesses, employees and customers.

Just some of the benefits of nationally accredited Vocational Education and Training include:

- Training is flexible and can be undertaken on or off the job;
- Training can be tailored to your business needs;
- Federal and State funding incentives are available to eligible employers and employees;

- All VET qualifications are created and endorsed by industry professionals;
- Qualifications and competencies gained are nationally recognised; and
- VET training provides a skilled workforce resulting in:
 - increased knowledge and skills;
 - increased productivity;
 - increased quality of service;
 - increase in staff retention;
 - increase in staff morale; and an
 - increase in customer satisfaction.

Handy Links to Training and Development Information

FutureNow – Creative and Leisure Industries Training Council - www.futurenow.org.au

WA Department of Training and Workforce Development - www.trainingwa.wa.gov.au

Apprenticentre - www.trainingwa.wa.gov.au/apprenticentre

Business Growth Centre - www.bgc.wa.gov.au

Service Skills Australia - www.serviceskills.com.au

National Training Information Service - www.ntis.gov.au

Department of Education, Employment and Workplace Relations - www.deewr.gov.au

4. Action Plan / Priority Action

Sport, Recreation and Racing Industries

4.1 Theme 1: Labour Market and Supply

Sport, recreation and racing industry organisations in Western Australia are currently experiencing:

Critical skills shortages: in occupations such as farriery, outdoor recreation instructors, fitness instructors/personal trainers, pool managers and lifeguards.

Skills and labour shortages across industry: across a range of industry occupations (particularly in regional and remote areas).

Strategies and actions to improve the labour market and supply include:

- **Improve Industry Image** (6 – 12 months) - Joint initiatives through the Department of Education, Department of Training and Workforce Development, Department of Sport and Recreation, Racing and Wagering WA, Curriculum Council, Industry Associations and FutureNow to:
 - Increase training, pathways and careers promotion to schools, VET facilitators, advisers and the community through positive and realistic mediums – demonstrate industry occupations embedded in other industries and their contribution to the economy - scholarship roadshow - promote success stories - involve young industry professionals as ambassadors.
 - Work with other Training Councils such as Food, Fibre and Timber where some industries are reliant on others, e.g. farriery and its relationship with the animal care and management industry. In partnership with other Training Councils identify workforce development and training opportunities to enhance productivity and return on investment for businesses, the industries, and in turn the State economy.
 - Utilise WA Training Award winners and Apprentice and Trainee ambassadors as champions of training in careers expos, school visits and in case studies about success stories in priority industries.
 - Build industry awareness for career, training and occupation pathways for vertical and horizontal advancement. Pathways emphasising creative and technical skills for careers, occupations and job roles.
 - Department of Training and Workforce Development to develop new media engagement promoting training and careers for Generation Y.
- **Competing Industries** (6 – 12 months) - FutureNow in Partnership with Registered Training Organisations and Industry Associations to create a promotion strategy for recruiters in industry to market the benefits of work/lifestyle/family employment arrangements versus a work/salary focus marketed by competing industries.
- **Promote VET to Industry** (1 – 3 years) - FutureNow to identify and promote global and best practice industry promotion and to provide industry associations and operators with simple and easy information (to produce regional publications for distribution online) about the benefits of training, training options, apprenticeships and traineeships, training providers, government initiatives, and key links.
- **Funded Training Places** (1 – 3 years) - Department of Training and Workforce Development to increase access to publicly funded training places (for school aged and

mature aged students) particularly in pathways to skill shortage occupations in the sport, recreation and racing industries. A whole of government approach to gathering and sharing real industry data and analysis for better workforce development planning will be essential to justify an increase in funding and initiatives.

- **Create Skills Sets** (1 – 3 years) - Department of Training and Workforce Development to negotiate with the Federal Government to allow funding through the Productivity Places Program (PPP) for skill sets to provide upskilling and retraining opportunities for existing workers and job seekers in occupations where full qualifications are not required. This will result in short and long term benefits for workers and businesses and through increase take-up of training will benefit the promotion of skills development generally.

FutureNow to negotiate with the Department of Training and Workforce Development for the funding of skill sets for identified occupations where full qualifications are not required by industry. For example:

- Racing industry skill sets tied to licensing requirements (e.g stewards);
 - Apprentice/Trainee Employer and Supervisor Skills Set to provide desperately needed assistance for employers and supervisors of apprentices and trainees in the workplace (skills set for the mentoring, training and support of apprentices and trainees and management of contractual obligations); and
 - Industry specific Supervisory Skills set for existing workers in the sport, recreation and racing industries.
- **On the Job Training** (1 – 3 years) - Access to quality training in the work place may provide opportunities to increase apprentice and trainee numbers. FutureNow to work closely with industry in identifying and planning workplace training and assessment versus the off the job component of training. Additionally, FutureNow will encourage Registered Training Organisations (RTOs) to:
 - increase flexible and online training options and technologies where suitable;
 - increase quality on the job training and assessment in metropolitan, regional and remote areas to service the demand (promotion available to industry through Department of Training and Workforce Development, ApprentiCentre, FutureNow and RTO Network portals); and
 - develop the provision of Cultural Awareness Training which may improve industry entry and retention of Aboriginal employees.
- **Skilled Migration** (1 – 3 Years) - The following recommendations are not a proposal for the replacement of Australian Apprentices, but to act as complimentary strategies to respond to critical skill shortages:
 - Government to review the impacts and changes to the Skilled Occupation List (SOL) for industries experiencing critical skills shortages (such as sectors of the creative and leisure industries), and to identify new initiatives to assist employers to recruit under the employer nominated sponsored Visa;
 - Employers wishing to recruit through skilled migration should prove that they have exhausted all means of recruiting Australian apprentices and have displayed a commitment to training; and
 - Government and industry to promote the establishment of relationships with identified countries that provide access to suitably qualified workers. Include the development of training programs to required qualification levels, then link to a fast track visa nomination process.

Measures of Success

To measure the success of these actions, positive outcomes would include:

- Increase in school student participation in sport, recreation and racing industry VET in Schools.
- Increased number of school leavers following a sport, recreation or racing industry training pathway.
- Increased general knowledge about sport, recreation and racing industry workers and roles within workplaces and other industries.
- Increase in Registered Training Organisation on the job training placements / visits (regional and remote).
- Increase in industry apprenticeship, traineeship and school based traineeship commencements and completions.
- Increased publicly funded training places (particularly in pathways to occupations experiencing skills shortages).
- Creation and implementation of publicly funded Skills Sets (racing).
- Inclusion of skilled migration occupations to alleviate skill shortages across the sport, recreation and racing industries.
- Decline in industry organisation job vacancies.
- Utilisation of 'ambassadors' to promote training and careers within the sport, recreation and racing industries.
- Development of promotional strategies to target alternative labour pools.
- Increase in under-represented group's participation in the workforce.

4.2 Theme 2: Workforce Participation

To service the demand for skilled employees in the short, medium and long term, the sport, recreation and racing industries must expand the traditional workforce to include under-represented workforce entrants such as matured aged people, women, parents, welfare recipients, retired/semi-retired people, people with disabilities, Aboriginal Australians and overseas workers. However the following points must be acknowledge prior to the implementation of any strategies and actions:

- It must be accepted that some creative and leisure industry occupations are not the right choice of industry for many long-term unemployed, due to the customer service focus requirements e.g. fitness instructors; and
- Classroom training is often not the best option for Aboriginal entrants, people with language and literacy problems and some others. Government funding for programs in this area is usually ad-hoc, short term, unreliable for investment decision-making, and not targeted at small to medium enterprise in industry.

Strategies and actions to improve workforce participation include:

- **Lack of Career Information and Advice** (6 – 12 months) – Ensure relevant and realistic careers and training information for the creative and leisure industries is promoted to prospective employees and students. FutureNow to liaise with Government departments and industry bodies/associations and ensure training council participation in relevant expos and events.
- **Changing Gender Balance** (6 – 12 months) – FutureNow to promote careers to females in industry areas which in the past have been male dominated e.g. racing and sports governance/leadership.

- **Employment Conditions** (1 – 3 Years) - Department of Training and Workforce Development, Registered Training Organisations and FutureNow to better promote VET training for management and business skills providing key industry associations and industry operators with the knowledge to better facilitate improved business practices, strategic planning and flexible working arrangements.
- **Recognition of Prior Learning (RPL) and Skills Sets** (1 – 3 Years) - Department of Training and Workforce Development (DTWD), Registered Training Organisations and FutureNow to consider a greater focus (and funding) on specific, focused and accelerated programs for mature age entrants to the industry. These should include better RPL processes across industry and shorter, sharper training options in the areas of hospitality operations, supervision, events and racing (Skills Sets) *Skills Sets funded through Federal Government Productivity Places Program (PPP) and where applicable DTWD.
- **Literacy and Numeracy** (1 – 3 Years) – Increase availability of support for literacy and numeracy:
 - FutureNow to identify industries and employers that would benefit from literacy and numeracy training;
 - Workplace English Language and Literacy Program (WELL) to be targeted by Registered Training Organisations working with FutureNow to access funding for existing worker literacy and numeracy training;
 - FutureNow to work with Industry Skills Councils to ensure literacy and numeracy is appropriately included in Training Packages; and
 - Commonwealth and State Governments to review effectiveness of literacy and numeracy delivery outcomes from training packages.
- **Personal Income Tax Reform** (1 – 3 Years) – Personal income tax reform is critical to improving workforce participation. Examples of reforms may include:
 - increases to the tax free threshold, a flattening of the scales and the longer term reduction of the top marginal tax rate to align with the company tax rate;
 - addressing effective marginal tax rates to maximise the incentives to move from income support payments to increased participation in paid work;
 - off-set tax credits against pay roll tax for all recognised training (not just apprenticeships) undertaken by organisations. *applying to organisations with pay roll over \$750,000pa;
 - training guarantee levy or industry fund; and
 - incentives for employers to provide more full time employment places e.g. tax credits, retention bonuses, training vouchers.
- **Expanding the Traditional Workforce** (1 – 3 years) – The sport, recreation and racing industries need to expand the traditional workforce to service the demand for skilled workers. Department of Training and Workforce Development, Registered Training Organisations, FutureNow and industry to work in partnership to improve apprenticeship/traineeship participation rates and other training opportunities by development new strategies (while maintaining existing strategies) to target: people with disabilities; Aboriginal people; overseas workers; and the existing workforce. Existing strategies in the sport, recreation and racing industries include the promotion of training, careers and employment opportunities to prisoners and attracting mature aged workers into the industry.
 - Department of Training and Workforce Development and FutureNow to develop innovative approaches to attract and engage workers, with lifestyle choices, generic skills recognition, cross industry/sector skilling and career advancement e.g. identify innovative approaches to engage younger workers.

- FutureNow to work with industry associations/operators to research redesign of jobs and job descriptions to suit demographic needs and choices; and
- Small to Medium Enterprises, Department of Training and Workforce Development , FutureNow and industry associations to promote and engage older workers with information expos e.g. a Mature Workers Expo.

Alternative labour pools to be investigated to service the demand for skilled workers and volunteers. FutureNow to identify and promote employment strategies which aim to expand the traditional workforce (e.g. Golden Gurus social inclusion program which provides mature aged Australians (aged 50 years and over) with a range of opportunities to support community organisations and small businesses:

- Department of Training and Workforce Development to develop and education and awareness strategy for 'mature workers' about skill shortages and new flexible work styles enabling part time work, flexible hours and work from home options – 'Contemporary Employment Practices';
 - Department of Training and Workforce Development and government agencies to deliver specialist career advice to clearly identify career pathways between and across areas of an industry and career/job matching for older workers promoting and fostering generic skills with past work/life duties and experience;
 - Department of Training and Workforce Development, FutureNow and industry associations to promote flexible work arrangements for women, including older female workers, mothers of school aged children, single mothers, return to work women and women who have never worked but have generic skills from volunteering, community and school positions;
 - Department of Training and Workforce Development, Registered Training Organisations, Department of Education, FutureNow and employment agencies to promote return to work programs and case studies of 'Women at Work'; and
 - Department of Training and Workforce Development, Government agencies and industry associations/operators to use volunteering in the sport, recreation and racing industries as a step towards employment for alternative labour pools to gain skills and to generate social outcomes and exposure to the workforce or alternative careers.
- **Engaging the Aboriginal Labour Force** (1 – 3 years) – Promote the establishment of sustainable training to employment pathways especially in regional and remote Western Australia for Aboriginal populations. The employment of Aboriginal people must be increased by industry within the mainstream sport, recreation and racing industries:
 - Department of Training and Workforce Development, Registered Training Organisations and FutureNow to identify and facilitate the delivery of appropriate specialist cultural awareness training programs for employers and non-Aboriginal employees to improve successful employment and retention outcomes (in metropolitan, regional and remote areas);
 - Vocational Education and Training (VET) programs targeting Aboriginal participants need to be refined to include culturally appropriate support, mentoring and training;
 - Department of Training and Workforce Development through Aboriginal Workforce Development Centre to engage and enable Aboriginal people to educate, promote and build community awareness and actions for workforce participation. Encourage 'Family' consultation/participation of Aboriginal staff's employment requirements, needs and access. Understanding and allow for family engagement and flexibility; and
 - **People with Disabilities** (1 – 3 Years) – Work with State and Federal Government Departments to further develop strategies to encourage work-trial and work-experience programs with support for people with disabilities to increase experience, exposure and chances of securing employment:

- Department of Training and Workforce Development, Registered Training Organisations and FutureNow to develop and/or identify existing disability awareness training programs in appropriate industry occupations;
 - Federal Government to review Supported Wage System to reward competencies as well as productivity and integrate these skills assessments into a strategy that builds a competency portfolio for each individual to encourage skill development and workplace learning;
 - Department of Training and Workforce Development, Registered Training Organisations and Department of education to increase diversity and innovation in vocational training courses and pathways for people with a disability and remove the presence of artificial skill-based barriers that impacts on access to on the job training, traineeships and career development from school to post-school study and work options; and
 - State and Federal Government to formulate improvements to the Disability New Apprentice Wage Support (DNAWS) scheme, including increased funding, provision of appropriate supports for work experience, traineeship and apprenticeship schemes (including the Australian Apprenticeship Access Program and school-based apprenticeships).
- **Skilled Migration (1 – 3 Years)** - Increased access by the sport, recreation and racing industries to skilled migration to address critical skills shortages in the short term should be complimentary to strategies for the training and development a skilled Australian workforce in the medium to long term.
 - **Seasonal Industry Partnerships (1 – 3 Years)** - Conduct research/feasibility studies into 'Seasonal Industry Partnerships' for promotion to industry e.g. sport, aquatics industries.
 - **Ageing Workforce and Increased Population (3 – 5 years)** – FutureNow to ensure greater promotion of careers within industries which are experiencing the effects of Australia's ageing population (e.g. dog and horse racing officials and farriers).

Measures of Success

To measure the success of these actions, positive outcomes would include:

- Greater exposure of sport, recreation and racing industry career pathways.
- Increased promotion of careers within industries which are experiencing the effects of the ageing workforce.
- Increased participation in Vocational Education and Training (VET) and Recognition of Prior Learning (RPL) by existing industry employees and employers.
- Development, implementation and funding of critically needed Skills Sets in industry to provide licensing and industry short term solutions while long term strategies and actions are underway.
- Changes to personal income tax reform resulting in employment growth.
- Greater participation of females amongst sectors of the workforce (racing, sports governance/leadership).
- Increased participation of under-represented workforce groups in industry training and employment and utilising flexible work arrangements.
- Increased participation of the Aboriginal workforce.
- Increase uptake of pathways for training and job opportunities for disabled persons, especially school to training transition pathways.
- Access to critically needed skilled migration by small to medium enterprise.
- Increase in seasonal industry operator partnerships.

4.3 Theme 3: Planning and Coordination

Access to industry relevant data, research and analysis is a serious obstacle to the development of sustainable business planning and coordination by sport, recreation and racing industry organisations. Key areas of concern include gaps in, or the lack of:

- Timely and broadly available operational data in industry sectors
- Data structured by sector, rather than occupation, and the lack of data covering many sport, recreation and racing industry occupations
- Regional workforce data for entire industry sectors, and the various sub-sectors within them
- Consistency and regularity of collection
- Availability and comparability of data from existing sources

Strategies and actions to improve workforce planning and coordination include:

- **Business and Management Skills Promotion** (6 – 12 months) - Department of Training and Workforce Development, Registered Training Organisations and FutureNow to increase focus on the promotion of enhancing business and management skills of managers through Vocational Education and Training (VET). This is required to develop and maintain the capacity of managers in the industry to strategically plan and run operations effectively, implement succession planning and to attract, develop and retain staff.
- **Industry Research and Analysis** (1 – 3 Years) – Readers of this plan will note that many of the bibliographical references reflect Australian rather than Western Australia data. WA data is often not available and even where FutureNow has subscribed to data sources such as IBISWorld, disaggregated data at the State level is not available.

Robust research is needed to underpin key policies and industry workforce development in the sport, recreation and racing industries. Current and ongoing research is vital to understand market developments, labour market trends and industry performance, and to anticipate the impacts of climate change, shifting consumer preferences and demography.

Key stakeholders capable of compiling comparative research and data include Government Departments, Regional Development Commissions, Industry Training Councils and key industry associations/organisations. Once research and data are available, they must be provided as broadly as possible in a format that enables stakeholders and government to make informed decisions.

- **Workforce Development** (1 – 3 years) – FutureNow to:
 - Assist National Skills Councils such as Service Skills Australia, Innovation and Business Skills Australia and AgriFood Skills Australia with the development of national workforce development strategies for sectors within the creative and leisure industries by facilitating and providing Western Australian input and feedback.
 - Act on outcomes of reports, projects and pilots from key government, regulatory and industry authorities e.g. Learning and Workforce Development Project for State Sporting Associations carried out by Apex HRC in conjunction with the Department of Sport and Recreation and the WA Sports Federation.

Measures of Success

To measure the success of these actions, positive outcomes would include:

- Increased participation in Vocational Education and Training (VET) and Recognition of Prior Learning (RPL) by existing industry employees and employers.
- A cross-government approach to the compilation of research, data and analysis. Results to be shared with Government agencies, industry training councils and key industry associations.
- Concise data of the Western Australian sport, recreation and racing industry workforce by occupation and economic contribution.
- Clear numbers of volunteers in sport, recreation and racing industry sectors and their value in a voluntary exchange market.
- Measurement of sport, recreation and racing industries influence on lifestyle and attracting people to Western Australia from interstate and overseas.
- Public funding in the sport, recreation and racing industries to accurately reflect the critical needs of industry.
- Growth of sport, recreation and racing industries SMEs (Small to Medium Enterprise) and projects generating employment and stimulating economy growth.
- National Skills Councils, Industry Training Councils and key industry associations to share information for workforce development planning.

4.4 Theme 4: Attraction and Retention

Typically in many sub-sectors of the sport, recreation and racing industries, operators employ younger people and sustain a culture of limited working arrangements to suit this demographic with high rates of part-time and casual employment and a highly mobile workforce. Formalised training is not always seen as a necessity with on-the-job informal training common practice. This may prohibit organisational/business growth and sustainability in the medium to long term.

Volunteerism is significant in areas of tourism, events, arts, culture, sport and recreation e.g. Recent WA Department of Sport and Recreation data suggests that there are more than 187,000 volunteers active in sport and recreation in WA, Clubs WA data revealed that just over 24,500 volunteers made contributions to club activities in 2007-2008.

A shortage of trained/qualified personnel in industry sectors experiencing extreme skills shortages also encourages poaching by competing businesses and industries due to skill shortages and high overall business performance expectations/pressures.

Strategies and actions to improve attraction and retention include:

- **Improve Industry Image** (6 – 12 months) - Joint initiatives through the Department of Education, Department of Training and Workforce Development, Department of Sport and Recreation, Racing and Wagering WA, Curriculum Council, Industry Associations and FutureNow to increase training, pathways and careers promotion to schools, Vocational Education and Training (VET) facilitators, advisers and the community through positive and realistic mediums – scholarship roadshow - promote success stories - involve young industry professionals as ambassadors.
- **Business and Management Skills Promotion** (6 – 12 months) - Department of Training and Workforce Development, Registered Training Organisations and FutureNow to increase focus on the promotion of enhancing business and management skills of managers through Vocational Education and Training (VET) to implement or enhance

retention strategies including greater collaboration between management and staff to establish and maintain a culture that fosters innovation and rewards effort.

- **Flexible Working Conditions** (6 – 12 months) - Promotion of the benefits of flexible working conditions as a recruitment and retention tool by FutureNow such as working hours and salary conditions to attract workers such as retirees, single parents and return to work mums may increase access to suitable long-term employees. FutureNow to also promote the advantages of job redesign to include flexible working hours, job sharing, casual and part time arrangements, and the use of non financial rewards to suit the cross generational make up of the workforce.
 - Contemporary Employment Practices: Department of Training and Workforce Development, FutureNow and industry associations to research and build currency of emerging, new positions within the workforce and promote in house training and up skilling for new technologies.
- **Mobility of Workforce** (1 – 3 Years) - Joint initiatives between the Department of Education, Department of Training and Workforce Development, FutureNow and industry associations for attraction and retention of workers in the sport, recreation and racing industries in Western Australia:
 - Department of Training and Workforce Development and Department of Immigration and Citizenship to research circumstances behind sport, recreation and racing industry migration and develop strategies to retain new graduates in Western Australia;
 - Department of Training and Workforce Development, FutureNow and industry associations to identify attraction and retention for employees including, interests/experience matching their job role/agency, technical challenge/complexity of work job security, ability to contribute to making a difference and desire to gain experience in a different working environment and promote best practice in workforce development; and
 - Staff retention in regional and remote areas: Government agencies to work with industry associations/operators to undertake research into attraction and retention.
- **Young Cohort of Industry** (1 – 3 years) – With a large portion of young people employed in and attracted to sport and recreation industry occupations, flexible work/life arrangements and identified career pathways for progression are needed to retain existing employees. FutureNow to assist employers and peak industry bodies/associations in promoting flexible working conditions to attract and retain young workers.
- **Employment Conditions** (1 – 3 years) – FutureNow and associated industry partners to ensure that all careers promotion activities accurately reflect the industry's conditions to make sure that new entrants/graduates to the industry have realistic expectations. FutureNow to also promote work-life balance benefits and continue with the theme of promoting creative and leisure industry employment as lifestyle careers.
- **Industry Support of Training** (1 – 3 years) – Industry to work in closer partnership with Registered Training Organisations (RTOs) to establish more flexible training arrangements to meet the needs of industry. Greater promotion is needed of successful industry/RTO partnerships and examples of 'best practice' which could be modelled in other sectors.
- **Transient Nature/Mobility of the Workforce** (1- 3 years) – FutureNow in conjunction with the National Industry Skills Councils to promote global mutual recognition and portability of qualifications and industry standards to enable transferability of sport, recreation and racing qualifications internationally.
- **Human Resource Management** (1 – 3 Years) - Industry recruiters to improve the attraction and retention of staff by using customised recruitment tools and screening

processes that assess aptitude for the industry, establish attitude to work, recognise relevant prior learning and experience, and establish skills gap for potential and existing employees.

- **Cultural Awareness Training** (1 – 3 Years) - Department of Training and Workforce Development and Registered Training Organisations to increase the provision of cultural awareness training to improve the employment and retention of Aboriginal employees.
- **Access to Employment** (1 – 3 Years) - Access to employment in industry is not only difficult for people living in the metropolitan area, but is extremely difficult or non-existent in areas of minimal or poor infrastructure, regional and remote areas. Government to:
 - improve infrastructure (reasonably priced accommodation for workers, child care facilities etc) to enable better access to employment;
 - increase availability of public transport during industry operational times (early mornings, late evenings, weekends and public holidays) in areas / regions with a high density of industry employees (e.g. Airports, sporting venues, hospitality, tourism and cultural and events precincts);
 - personal income tax reform. Increase the tax free threshold and address effective marginal tax rates to maximise the incentives to move from income support payments to increased participation in paid work;
 - reduce red tape to enable urgently needed land releases for the development of housing and tourism growth (hotels, venues etc);
 - Increase capacity for hotel rooms in Perth;
 - Improve access to regional destinations with the development of regional airports and capitalising on opportunities for international aviation gateways; and
 - Improve bids/funding, development and marketing for events in Western Australia.

Measures of Success

To measure the success of these actions, positive outcomes would include:

- An increase in school student participation in sport, recreation and racing Vocational Educations and Training (VET) in Schools.
- Increase in industry apprenticeship, traineeship and school based traineeship commencements and completions.
- Identification and application of strategies for greater retention of young workers.
- New graduates being employed locally in field of study and residing in Western Australia longer.
- Increased participation in Vocational Educations and Training (VET) and Recognition of Prior Learning (RPL) by existing industry employees and employers.
- Increase of alternative job descriptions to suit demographics especially older, part time workers.
- Increased migration of employees from interstate and overseas for lifestyle and career opportunities in the sport, recreation and racing industries in occupations experiencing skill shortages.
- Increase of mature workers re-entering or staying in workforce.
- Decline in industry operator job vacancies.
- Increased participation of the Aboriginal workforce.
- Improved infrastructure - accommodation for workers, child care facilities, public transport.
- Personal income tax reform.
- Increased land releases for housing and tourism growth.
- Increased capacity for hotel rooms in Perth.
- Regional airport / international aviation gateway developments.

- Increased successful bids for events in Western Australia.

4.5 Theme 5: Training and Productivity

Many employees in the sport, recreation and racing industries do not have a formal post-school qualification. This perpetuates the myth that these industry sectors do not require skilled workers and is a deterrent to training and serious consideration as a long term career choice.

Many employers are unaware of formalised vocational education and training, industry qualifications, recognition of prior learning and flexible training options. An opportunity exists to increase this awareness through promotion and industry association / operator initiatives.

Through Vocational Education and Training, new entrants and existing workers in industry can enhance business sustainability, economic contribution, quality of service delivery, and Australia's reputation/competitiveness on a global scale.

Strategies and actions to improve training and productivity include:

- **Promotion of Industry Training and Careers** (6 – 12 months) - Joint initiatives through the Department of Education, Department of Training and Workforce Development, Department of Sport and Recreation, Racing and Wagering WA, Curriculum Council, Industry Associations and FutureNow to increase training, pathways and careers promotion to schools, Vocational Education and Training (VET) facilitators, advisers and the community through positive and realistic mediums – scholarship roadshow - promote success stories - involve young industry professionals as ambassadors.
- **Promotion of Training to Existing Workers in Industry** (6 – 12 months) - FutureNow to identify and promote global and best practice industry promotion and to provide industry associations and operators with simple and easy information about the benefits of training, training options, training providers, government initiatives and key links. An increase in skilled workers will increase productivity and quality of service/products:
 - Department of Training and Workforce Development, Education Department and FutureNow initiative to develop onsite training promotion utilising industry contacts supported by testimonials to build training recognition while fostering industry ownership of Training Packages;
 - Department of Training and Workforce Development to research circumstances of increased multi skilling, multi tasking, job expectations and labour requirements to fulfil duties within occupations aligned to ANZSCO (Australian New Zealand Standard Classification of Occupations);
 - Department of Training and Workforce Development and Registered Training Organisations to support the sport, recreation and racing industry workforces' continual development and up skilling by offering new and modified learning modes and simulation options suited to industry sectors such as master classes.
- **Industry Perception of Training Providers** (1 – 3 years) – FutureNow to ensure greater industry input and participation in training package reviews, continuous improvement processes etc to ensure training package content is meeting the needs of industry.
- **Professional Development for VET Coordinators and Teachers** (1 – 3 Years) - Teachers, Vocational Education and Training (VET) / Enterprise and Vocational Education

(EVE) Coordinators and others responsible for student industry contact and work placements must be provided with professional development in the areas of school to business partnerships, effective communication, networking and nurturing business relationships. Professional Development in these areas may help ease the burden of dealing with business operators, developing sustainable partnerships, and increasing knowledge of industry sectors. This may result in increased work place training and experience opportunities for students and greater exposure to prospective employees for industry operators.

- **Increase Recognition of Prior Learning (RPL) Uptake and Outcomes** (1 – 3 Years) – Department of Training and Workforce Development, Registered Training Organisations (RTOs) and FutureNow to promote opportunities to provide Recognition of Prior Learning (RPL) and skills gap training for existing workers. RTOs to ensure streamlined RPL processes are available to increase participation/completion. FutureNow to promote key industry identities undertaking RPL.
- **Funding Models** (1 – 3 Years) – Department of Training and Workforce Development to review funding models to allow for increases in funding for training hours and resources and explore innovative funding methods for new training opportunities, partial completion when industry certification is aligned to certain units of competency.
- **Increase Publicly Funded Training Places in Industry** (1 – 3 Years) – Department of Training and Workforce Development to increase access to publicly funded training places (for school aged and mature aged students) particularly in pathways to skill shortage occupations.
- **Create Skills Sets** (1 – 3 years) – Department of Training and Workforce Development in partnership with FutureNow to create publicly funded Skills Sets (funded through Federal Government Productivity Places Program (PPP) and where applicable, DTWD), to provide short term solutions for skilled labour and increase industry exposure:
 - Racing skill sets linked to industry licensing requirements (e.g. stewards);
 - Apprentice/Trainee Employer and Supervisor Skills Set to provide desperately needed assistance for employers and supervisors of apprentices and trainees in the workplace (skills set for the mentoring, training and support of apprentices and trainees and management of contractual obligations);
 - Supervisory Skills Set for existing workers in the sport, recreation and racing industries.
- **On the Job Training** (1 – 3 years) - Access to quality training in the work place may provide opportunities to increase apprentice and trainee numbers. FutureNow to encourage Registered Training Organisations (RTOs) to:
 - increase flexible and online training options and technologies where suitable;
 - increase quality on the job training and assessment in metropolitan, regional and remote areas to service the demand (promotion available to industry through Department of Training and Workforce Development, Apprenticentre, FutureNow and RTO Network portals); and
 - develop the provision of cultural awareness training and targeted support, mentoring and training programs may improve industry entry and retention of Aboriginal employees.
- **Access to Quality Training, Work Placements and Infrastructure** (1 – 3 years) – FutureNow to promote flexible training arrangements such as online, on-the-job,

Recognition of Prior Learning, skills gap training, and short course skills set training especially in regional and remote areas of Western Australia.

- **Industry Employment / Training Disconnect (1 – 3 Years)** - the industry employment and training disconnect is misleading (and potentially disillusioning) sport and recreation students. Unrealistic graduation expectations are common with misconceptions about the real world nature of the jobs for which they are qualified. Realistic training outcomes must be communicated by Registered Training Organisations (RTOs), Industry Training Councils (ITCs) and careers advisers (focus on RTO marketing materials during auditing process through Training Accreditation Council (TAC)).
- **Auditing of Registered Training Organisations (RTOs) (1 – 3 Years)** – FutureNow in partnership with industry to identify poor performing RTOs and work with the Department of Training and Workforce Development, State Training Board and Training Accreditation Council (WA) implement regular robust auditing systems, acting accordingly to ensure compliance, or removing scope to prevent negative impacts for graduates, industry employers, and the reputation of Vocational Education and Training in Western Australia.
- **Vocational Education and Training (VET) Articulation to Higher Education (1 – 3 Years)** - The promotion of and actualisation of VET graduate articulation to higher level qualifications and tertiary studies may be achieved through recognition of VET qualifications and industry requirements. This may result in improved career opportunities and an improved industry image of 'professional' occupations. FutureNow to support collaboration between schools, Registered Training Organisations and universities to ensure smooth training pathway transitions for students.
- **Overseas Students (1 – 3 Years)** – Changes to skilled migration and student visa requirements by the Australian Government must consider the negative effects of these decisions: a reduction in student workforce available to industry; decrease in skilled graduates applying for Permanent Residency to live and work in Australia; decrease in economic contribution (education); decrease in economic contribution (tourism - visiting friends and relatives); and decrease of specialist employment opportunities for Australian industry lecturers.
- **Linking Industry-Specific Programs with the Vocational Education and Training (VET) Sector (1 – 3 years)** – FutureNow to facilitate industry feedback into training package reviews and continuous improvement processes to ensure industry-specific programs/licensing/compliance requirements are met within the training package.
- **Work-readiness of Graduates (1 – 3 years)** – FutureNow to:
 - Invite input, participation and feedback from industry into training package reviews, and encourage closer industry/Registered Training Organisation partnerships to ensure graduates have the skills and knowledge that meets industry standards; and
 - Encourage industry to support workplace learning, on-the-job training components, traineeships/apprenticeships etc to provide students with 'real work' opportunities which will assist with the transition from training to work.
- **Lack of Formal Qualifications in Industry (3 – 5 years)** – FutureNow, Registered Training Organisations (RTOs) and peak industry bodies/associations to promote opportunities to provide Recognition of Prior Learning (RPL) and skills gap training to existing workers. Promote to industry the benefits of training and ensure awareness of flexible training options and funding/incentives available.

Measures of Success

To measure the success of these actions, positive outcomes would include:

- Increase in school student participation in sport, recreation and racing industry Vocational Education and Training (VET) in Schools.
- Increase in Registered Training Organisation on the job training placements / visits (regional and remote).
- Increase in sport, recreation and racing industry Vocational Education and Training (VET) course enrolments.
- Increase in industry apprenticeship, traineeship and school based traineeship commencements and completions.
- Creation of apprenticeship system for Cultural and Creative industries.
- Increased Recognition of Prior Learning (RPL) administered by Registered Training Organisations with a streamlined system.
- Increased participation in Vocational Education and Training and Recognition of Prior Learning by existing industry employees and employers.
- Decline in industry organisation job vacancies.
- Increase in Aboriginal training leading to employment and retention.
- Increase in funding, new funding models for emerging training opportunities and publicly funded training places (particularly in pathways to skill shortage occupations in the sport, recreation and racing industries).
- Creation and implementation of publicly funded Skills Sets.
- Inclusion of skilled migration / overseas student strategies to alleviate skill shortages across sectors of the sport, recreation and racing industries in Western Australia.
- Increase in student articulation from Vocational Education and Training to higher education.
- Increase in Registered Training Organisation audits by the WA Training and Accreditation Council (TAC).

5. The Way Forward – Approach and Linkages

Sport, Recreation and Racing Industries

Information Gaps

Research and statistics (other than Census) is unavailable for many sectors within the creative and leisure industries portfolio of FutureNow, and where available, often overlaps and duplicates key statistical information.

Shaping the future through better data collection and workforce planning¹⁰⁵

Department of Training and Workforce Development data pertaining to institutionalised training delivery (commencements, in training and completions) is vital to making recommendations on funding decisions based around demand versus supply.

Industry stakeholders and experts maintain that the lack of comprehensive analysis of industry trends is a serious obstacle to the development of sustainable business plans by industry operators. Key areas of concern include gaps in, or the lack of:

- Timely and broadly available operational data in industry sectors
- Data structured by sector, rather than occupation, and the lack of data covering many creative and leisure industry occupations
- Regional workforce data for industries, and the various sectors within them
- Consistency of collection
- Availability and comparability of data from existing sources

Without comprehensive and consolidated information on workforce and industry growth, sound investment decisions on staff recruitment and training are problematic. Moreover, failure to invest in skills development will support low productivity, industry loss of critical mass and reduce innovation.

The end result is a negative image of the creative and leisure industries, feeding skills attrition and labour shortages. Lack of reliable labour market information will hamper the speed of the market adjustment process and therefore the duration of shortages or surpluses. The availability of good quality labour market information to relevant stakeholders is essential for an efficient market. This is even more the case after events like the economic shocks in 2008 to react fast and adapt to new market situations.

Partnerships

A whole of government approach to workforce development and the sharing and distribution of key labour and economic data to Industry Training Councils is vital to ensure workforce development in Western Australia successfully achieves the required labour and skills needed to facilitate growth and economic sustainability for industry employees, business operators and local economies throughout the State.

In addition to the role of government, Industry Training Councils must provide working partnership links to all key stakeholders such as government, National Skills Councils, schools, industry associations/organisations and operators, Partnership Brokers, registered training organisations and the community. Clear communication and ongoing participation by all parties will enhance opportunities for growth and development.

6. Performance Update

Sport, Recreation and Racing Industries

Updates to Action Plans / Priority Actions outlined in Section 4 Themes will be provided by FutureNow – Creative and Leisure Industries Training Council on an annual basis (or as requested by the WA Department of Training and Workforce Development). These themes will be assessed by prescribed methods to measure the success of recommended objectives and strategies.

6.1 Theme 1: Labour Market and Supply

6.2 Theme 2: Workforce Participation

6.3 Theme 3: Planning and Coordination

6.4 Theme 4: Attraction and Retention

6.5 Theme 5: Training and Productivity

Annual Performance Update due by 30th June 2011.

7. Consultation: Key Associations and Stakeholders

Sport, Recreation and Racing Industries

The consultation process for this Workforce Development Plan developed by FutureNow – Creative and Leisure Industries Training Council included representatives of the following key industry association/organisations from November 2009 to June 2010:

Sport, Recreation and Racing Industries

- Apex HRC
- Department of Sport and Recreation
- FutureNow Board of Management
- Human Resources Industry Advisory Group, consisting of representatives from:
 - Department of Sport and Recreation
 - Fremantle Dockers Football Club
 - Rugby WA
 - WA Sports Federation
 - West Coast Eagles Football Club
 - West Australian Football Commission
 - Western Australian Cricket Association
- Industry Operator Representatives (sport, recreation and racing sectors)
- Racing and Wagering WA
- Racing and Wagering WA (Racing Industry Training)
- Registered Training Organisation Representatives (public and private)
- Rugby WA
- WA Sports Federation
- Registered Training Organisation Representatives (public and private)

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