



High Performance Sport Strategy 2021

VENUES WEST





Acknowledgement of Country

We acknowledge the Whadjuk Noongar people as the Traditional Owners of the land upon which our venues stand and recognise their continuing connection to land, waters and culture.

We pay our respects to Elders past and present.

Artwork by J.D. Penangke

Contents

01. Foreword	4
02. Introduction	6
Assumptions	7
Background	8
Purpose	10
03. Vision	11
Objectives and Performance Measures.....	12
Guiding Principles.....	13
04. Consultation	14
05. Support of High Performance Sport	16
06. Opportunities and Challenges	19
Parasports.....	22
Alignment with Other Strategies and Initiatives.....	22
07. Implementation Strategy	24
Make-up of the Targeted Sports Committee	25
Targeted Sports Assessment.....	27
Risks During Implementation	30
08. Definitions	31
09. References	33



01 | FOREWORD

Foreword

Western Australians have a profound love of sport and the State has forever benefited from a demonstrable homegrown competitive spirit, ensuring that we historically bat above our average in terms of performance at National and International sporting competitions. VenuesWest is proud to be the provider of the State's premier sporting facilities that provide world class spaces for our athletes to train and compete, and looks forward to continuing our commitment to high performance sport through the optimisation of these venues.

Our High Performance Sport Strategy 2021 is a strong foundation for our commitment to enabling WA based athletes to compete and train in their home State, and supports the development of pathways for international competition and team selection through select benefits provided to their sports.

The Strategy extends our commitment to sport in Western Australia. We have always taken immense pride in being able to host some of the world's major sporting competitions in our State, not only attracting tens of thousands of visitors to WA but also promoting the value of sport and harnessing the potential of high performance sport for wellbeing, social pride and a sense of community.

In delivering this Strategy we intend to evolve how we support high performance sport so it is no longer centralised around the 'traditional sports', but rather, enables the support of new and emerging sports that are already being practised by our future champions, further enhancing our ability to make a meaningful and measurable impact on all of our Western Australian athletes. Working with these sports will help ensure the State's long term high performance success.

The role of sport in our society and the impacts that it can have are themes increasingly acknowledged beyond the industry itself. The inspiration and pride built by everyday West Aussies because of high performance sport is a powerful tool in increasing participation in sport, providing community cohesion, and encouraging overall health and wellbeing. Sporting excellence has the ability to build national pride, and motivation.¹

We are very excited about the future of high performance sport in this State. We believe that through this Strategy we can realise our vision to influence the performance of current and future Western Australian athletes by facilitating their ability to compete and train at home, and in doing so, help make our State even stronger for generations to come.

Graham Goerke
Chair

David Etherton
Chief Executive Officer

¹Sportaus, (2018. Sport 2030 Participation, Performance, Integrity and Industry)



02 | INTRODUCTION

Introduction

Assumptions

Please note that all references in this strategy utilise the 2018/19 financial year as the baseline for ease of referencing i.e. the use of pre COVID-19 data provides a true account of support typically provided and delivered by VenuesWest across its venues.

In recognition of a changing sporting environment in Western Australia, VenuesWest has identified a requirement for change in how it supports the growth and sustainability of high performance sport through the optimisation of its facilities. A shift to a future-oriented and sustainable methodology that not only aligns with Olympic, Paralympic and Commonwealth programs, but also with global competitions in traditional and non-traditional sports, is essential. With a 'home' Olympic/Paralympic Games being hosted in Australia in Brisbane 2032, it is imperative that this Strategy focusses on the tangible and practical support of high performance sport, and the direct impact on the success of athletes in Western Australia. A report by the Australian Olympic Committee and Commonwealth Games Australia identified that the Australian public have been shifting away from participation in organised sport over the past five years². A home Games in 2032 is expected to guide this trajectory back to organised sport through investment in infrastructure, grassroots development and the tangible impact that Australians competing on a world stage, such as the Olympics/Paralympics, can have on inspiration and pride. It will also build a foundation for intergenerational success. This theory should also translate to events such as the 2023 FIFA Women's World Cup Australia and New Zealand and the success of Australian athletes and teams at iconic and popular global sporting competitions. Investment in high performance sport in Western Australia is a key element in ensuring a continuous cycle of participation and global success exists in organised sport.



²Australian Olympic Committee and Commonwealth Games Australia, (2021. Powering Australia's Future 10+10)

A strong and compelling vision for the future of sport across the whole of Australia has been developed by Sport Australia through its Sport 2030 Plan. Their vision is for Australia to be the most active sporting nation, known for integrity, a vibrant participation base, thriving sports organisations and world-leading sports industry, as well as elite competitive results. This vision resonates with VenuesWest and this Strategy.

The VenuesWest High Performance Sport Strategy has been developed to facilitate the targeted support of specific and relevant high performance sports that have been identified through robust selection processes. These sports will be referred to as 'targeted sports'. The Strategy will ensure high performance capability in these sports is enabled through access to the State's premier sport training and competition facilities. Investment in infrastructure is a prerequisite in ensuring that training and competition facilities remain world class. Investment decisions require co-ordination across Government agencies and departments to ensure that infrastructure provides the State with the opportunity to not only deliver high quality events but provide sustainable and multi-purpose facilities for Western Australian athletes.

The strategic support of high performance sport encourages a valuable cycle of participation and success in sport in the State across all levels and age groups. When individual and/or team success on a global scale declines, an ongoing impact on participation in organised sport and investment in high performance sport is felt. This Strategy will target not only investment in high performance sport that will encourage success at a global level and therefore ongoing participation in the community, but it will also allow support for the development of high performance sports not traditionally on the Olympic, Paralympic or Commonwealth Games circuit.

Background

The support of high performance sport in Western Australia is currently the remit of three entities in the Sport and Recreation portfolio – the Department of Local Government, Sport and Cultural Industries (DLGSC), the Western Australian Institute of Sport (WAIS) and VenuesWest. All three entities also have a strong relationship with SportWest as the industry peak body in WA. This Strategy focusses on VenuesWest's support of high performance sport in Western Australia as it is currently directed by the legislated functions of the Western Australian Sports Centre Trust Act 1986 (the Act).

To ensure the functions in the Act are delivered, VenuesWest provides direct support to high performance sport through capital investment in infrastructure, subsidy on venue usage and priority access for targeted sports. VenuesWest currently targets 18 high performance sports in Western Australia. Traditionally, VenuesWest has only expanded the list of targeted sports as a result of new and/or enhanced facility infrastructure. The needs of these sports are often factored into the business case for investment in infrastructure in collaboration with key industry partners in the State.

To deliver the State's premier facilities and world class sporting experiences, and provide services and subsidies to these 18 targeted sports, VenuesWest utilises a cross-subsidy model, i.e. the cost of high performance sport is offset by the government appropriation received and the commercial revenues generated by the broader business. In 2018/19, \$12.4 million was provided to VenuesWest by the State Government in appropriation for the delivery of high performance sport (7% of the total cost in delivering high performance sport) and a further 18% was contributed by high performance sports themselves through user fees and charges. The remaining 76% was funded through commercial activities and the optimisation of venues.

The cross-subsidy model allows VenuesWest to subsidise the cost of high performance sport through revenue generated from programs and services offered at all venues. This means that the capacity for the organisation to subsidise high performance sport is dependent upon the organisation's continued commercial success.

It is recognised that some high performance sports also have the capacity to operate commercially and are adept at attracting sponsorship and broadcasting benefits which are also strategically beneficial to VenuesWest. Conversely, however, many minor sports struggle financially and can find it difficult to secure the rights to host State, National or International competitions. The Strategy will ensure that all high performance sports not only benefit from and/or contribute to the cross-subsidy model in place at VenuesWest but that benefits offered to targeted sports enable them to meet strategic goals and overcome obstacles in their development.

VenuesWest is keen to expand the number of sports it can support and in doing so, will utilise a balanced scorecard, encouraging the support of sports across the spectrum, i.e., sports that have high market share and are commercially successful through to those who do not have a strong participation stronghold and require significant subsidy to train and/or compete. In 2018/19, VenuesWest subsidised the cost of high performance sports to the value of \$134 million across our 13 venues, enabling 27,100 high performance competition and training hours to take place. It is anticipated that from 2022 and beyond, the number of high performance competition and training hours at VenuesWest venues will increase. In order to proportionally increase the subsidy provided or to maintain the subsidy value while increasing the number of sports, balance in the make-up of sports targeted is paramount or a change in funding structure becomes a requisite.

In the past, we have prided ourselves on the ability to support sports that do not stack up financially but present opportunities for success for Western Australian athletes on the global stage. It is essential that this Strategy enables this level of support for these individual sports. The support of a mix of high performance sports also provides a diverse performance pathway for potential athletes³ in the State.

While assessing existing and proposed targeted sports, the Strategy will also examine the synergies between these sports and VenuesWest, their maturity and pathway in WA, and the viability of VenuesWest's continued or changed level of support. The ongoing evaluation of VenuesWest's ability to support our targeted sports may shed light on the inevitable inability to meet the changing needs of existing targeted sports and/or the capability to meet the needs of certain minority groups and their evolving requirements. This transparency is an essential component in the success of this strategy and will be a reportable critical success factor.

³Australian Olympic Committee and Commonwealth Games Australia, (2021. Powering Australia's Future 10+10)

The importance of supporting high performance sport and its impact in the community cannot be underestimated. Sport Australia believes that the performance of our high performance athletes plays a significant role in helping to motivate and inspire other Australians⁴. Increased investment in sport can also have an indirect effect on investment in health care in the State. As the expenditure on health care across Australia continues to increase in recent years and the burden placed on the system increases, preventative measures can be identified in the sport and high performance sport industries that promote physical activity and the benefits of organised sport on mental health. Australia has been achieving fewer medals on the world stage since the Sydney Olympics and our international rankings in many sports have slipped. It is recognised that other countries have changed the way they focus on high performance sport and have redefined success, and Australia is keen to do the same.

After extensive consultation, VenuesWest identified the need to develop a High Performance Sport Strategy that is future focussed and able to provide clarity on purpose, process and benefits involved in order to ensure a consistent level of understanding across the sporting community and influence success.

Purpose

VenuesWest's intent, through the Strategy, is to ensure that high performance sports are supported through subsidy, priority access to venues and capital investment to the best of its capacity, and this in turn directly contributes to the achievements of Western Australian athletes and the broader economy of the State. To ensure continued relevance in the sporting environment, sports that are targeted for support will be considered on a cyclical basis.

It is recognised that there are a number of government entities that sporting organisations currently navigate in order to secure support and funding. A lack of clarity on responsibilities can result in inefficiencies and duplication of effort by the sport which can impact their capacity to deliver their objectives. Many sporting organisations are run by voluntary committees and it is the desire of VenuesWest to focus on industry collaboration and State-led activities to ensure streamlined procedures and reduce any unnecessary double handling from sports.

The Strategy provides a framework and methodology to ensure transparent, consistent, and robust selection of targeted sports that will deliver the proposed outcomes of athlete and economic success in an efficient manner.

Other key aims of the Strategy are to:

- Develop awareness of the benefits of being a VenuesWest targeted sport.
- Create transparency of the priority of use at venues for sports, patrons and staff.
- Ensure all benefits are communicated effectively to the sports to realign the perception of their value.
- Ensure benefits offered remain relevant to the sport's needs.
- Ensure Western Australian athletes directly benefit.
- Guide the alignment of long term master planning of venues and precincts with the evolving needs of sport.

⁴Sportaus, (2018. Sport 2030 National Sport Plan)



03 | VISION

Vision

Our vision for high performance sport in Western Australia:

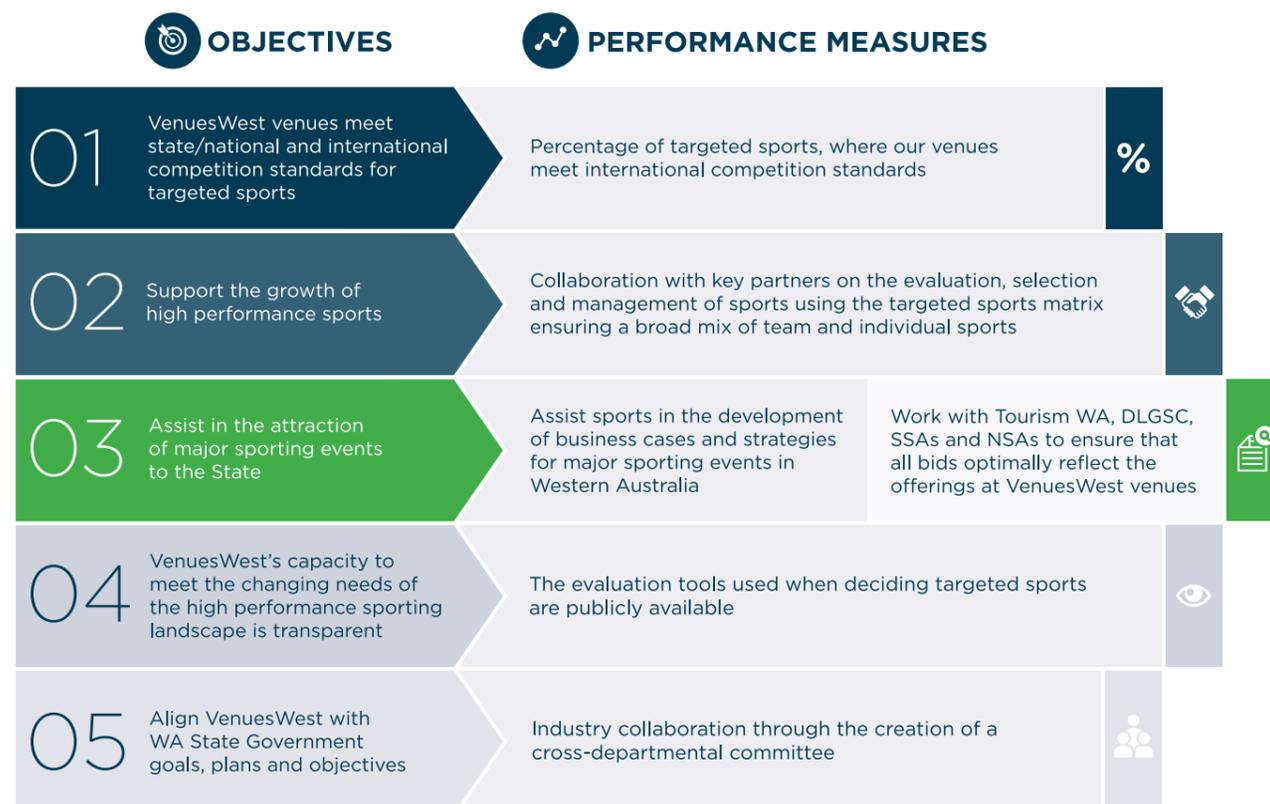
WA based athletes can train and compete in their home State, and pathways for international competition and team selection are optimised through benefits received, where alignment with the sport's national performance pathways is sound.

In 2018/19, there were 27,100 hours of high performance competition and training taking place at VenuesWest venues and 81 high performance national/international competitions held. The vision is to increase the amount of high performance training and competition hours and the number of competitions held at our venues. This ensures that the benefits delivered to a growing number of targeted sports directly support the desired pathway for international competition and/or team selection. Some sports that are not resourced to attract 'a competition pipeline that can provide their athletes with the necessary event experience that will maximise their potential for success'⁵ require this level of assistance, and this Strategy aims to combat that for 'targeted sports'. Although the Strategy will pursue growth in the support of high performance sport, all relative growth will be managed within organisational constraints such as the capability and capacity of resources.

VenuesWest also seeks to proudly connect global high performance events with everyday activities so that pride and inspiration are built by Western Australians as a result of high performance sport.

Objectives and Performance Measures

The Strategy's vision will be realised through attainment of the following objectives:



⁵Australian Olympic Committee and Commonwealth Games Australia, (2021. Powering Australia's Future 10+10)

Guiding Principles

To ensure a transparent and consistent implementation of the Strategy, six guiding principles have been developed. These principles have been set in place to drive behaviour and decision-making during the evaluation and ongoing monitoring of targeted sports.





04 | CONSULTATION

Consultation

Internal and external stakeholders were consulted in the development of the Strategy and were invited to participate through the following opportunities:

Key VenuesWest Stakeholders	Non VenuesWest Targeted Sports	Internal Stakeholders
<ul style="list-style-type: none"> Stakeholder Survey Co-Design Workshop One-on-one interviews 	<ul style="list-style-type: none"> One-on-one interviews for select sports 	<ul style="list-style-type: none"> Co-Design Workshop Ideation workshops Internal working group

VenuesWest would like to thank the following organisations who provided feedback during this process.

Department of Local Government, Sport and Cultural Industries (DLGSC)	Western Australian Institute of Sport (WAIS)	Tourism WA	SportWest
Basketball WA	Gymnastics WA	Rowing WA	Volleyball WA
Rollersports Association of WA	Diving WA	Swimming WA	WA Water Polo Inc
Athletics West	Taekwondo WA	Surfing WA	Ultimate Frisbee WA
VenuesWest Key Stakeholders	VenuesWest Stakeholders	VenuesWest Internal Working Group	



05 | SUPPORT OF HIGH PERFORMANCE SPORT

Support of High Performance Sport

In order to fulfil the vision of the Strategy and influence the capability for Western Australian athletes to train and compete 'at home', the concept of a list of targeted sports needs to resonate with the high performance sport industry and remain 'sound'. The effect of being a targeted sport therefore must be in benefits valued by the sport in terms of ongoing viability and opportunity for their athletes. Although any benefit provided should assist the sport through management of their financial viability, it is also essential that sports are afforded access to facilities and provided with appropriate infrastructure, as without it, sporting organisations are unable to offer training to their members or attract and retain State and National competition.

In this Strategy's collaboration sessions, it became clear that existing targeted sports have not perceived the benefits they receive in the manner anticipated, and in some cases are completely unaware of what they are. The nature of busy venues, clubs and commercial activity competing for available space have negatively impacted on the sports' perception of the benefits they are receiving. To combat this, a full communications strategy that details the below elements will accompany the Strategy:

- the commercial value of venue hire and the subsidy applied in each instance;
- the nature of each sport's priority of use and their part in the hierarchy; and
- an annual statement that details the amount of subsidy provided.

The feedback from sports through collaboration indicated that the benefits valued most highly in being a targeted sport were in fact:

- subsidy on venue hire;
- priority access to venues and facilities; and
- access to VenuesWest resources to assist in the development of competitive bids for competitions at VenuesWest venues.

Surveyed sports also identified three key areas that they recognise as critical success factors in the projected growth of their sport. There are ways in which VenuesWest can directly contribute to these success factors which can further increase the positive impact on the sport and increase the perception in the value of being 'targeted'. The success factors identified are:

- participation;
- spectators; and
- podium success.

The Strategy will focus on the ability for athletes to train/compete at home and therefore directly support and influence podium success. VenuesWest holds the unique position of owning and managing the State's premier sporting arenas and stadiums as well as possessing extensive experience in event management and event bidding that can increase spectator numbers and participation in the State.

The proposed support for targeted sports are:

Benefit	Support level
Subsidy on venue hire.	Targeted sports will receive subsidies between 60% and 90% of the commercial rate based on outcomes from the evaluation and the relative maturity of the sport.
Priority access to venues and facilities.	Priority of use afforded to each sport based on the specific needs of that sport, e.g. swimming pools, basketball courts.
Access to VenuesWest resources to assist in the development of competitive bids for competitions at VenuesWest venues.	Targeted sports will have access to a brand new High Performance Sporting Event Development Officer available to assist with competition bids at VenuesWest venues and guide negotiation with various arms of government.
Prioritised capital investment in training and competition facilities.	As targeted sports are afforded access to world class venues, VenuesWest will ensure the ongoing maintenance of these facilities and equipment through a capital maintenance program. VenuesWest will pursue new funds for capital investment in new high performance sports that are identified and subsequently supported.
Subsidy on lease arrangements.	VenuesWest also has the capability to lease spaces to State Sporting Associations for the purposes of housing their administration and storage needs. Where VenuesWest can meet such needs, targeted sports will also be eligible for subsidised lease arrangements of 70% of the commercial rate. All such agreements are assessed on a case by case basis.



06 | OPPORTUNITIES AND CHALLENGES

Opportunities and Challenges

The Strategy proposes cyclical evaluation of targeted sports, which presents the requirement for responsiveness in our support of high performance sport. The future of VenuesWest targeted sports is an evolving list, aligned with world class competition programs, and recognises the State's position with regard to the pathway from grass roots to high performance sport in Australia. This evolving nature can present constraints in the development of a long-term capital investment program. This needs to be considered when identifying the needs of targeted sports in infrastructure development and scrutiny over the longevity of that sport. A detailed needs analysis and business case for the sport will ensure that this success is not just a 'point in time', and combined with a sustainable and multi-purpose approach to infrastructure development, benefits to the entire sporting industry in Western Australia could be realised.

When considering non-traditional sports, the strategy will identify sports that, in the next 10-15 years, have potential for one or more of the following: podium success, commercial success, sporting participation, and economic and social benefit. The success drivers of these sports should also align with VenuesWest's broader goals and visions in order to present a mutually beneficial relationship.

Changes in sporting trends globally have implications on high performance sports in Western Australia and in turn, how VenuesWest can best support the industry. These trends have been considered in the evaluation process of targeted sports, how VenuesWest invests in infrastructure based on the needs of sports, and also the benefits being offered to the sport.

Sporting Trends	Impact	Implications for sport and VenuesWest
Alternative sporting formats	20/20 Cricket AFLX 3x3 Basketball	Changing demand on facilities Use of public space instead of large venues Increased demand for technology such as large screens and LED lights
Commercialisation of sport	Sports with access to commercial revenue can invest in their own infrastructure. Three (largely male) sports - AFL, NRL and Cricket dominate TV exposure accounting for more than half of all televised sport ⁶	More demand for sport specific venues Sports have more input into venue design Minor sports without broadcast rights receive a small and decreasing percentage of the sponsorship market
Tendering for major competitions	Shift from rotational allocation of competitions. Now venues and event agencies bid for events	Strategic approach required. WA needs to concentrate on specific target markets instead of competing with Eastern States. Align with geographic location and international connections VenuesWest can assist targeted sports in the tendering process for major competitions

⁶Sportaus, (2017. Intergenerational Review of Australian Sport)

Investment by other countries	Countries such as Germany, China, Japan and the Netherlands are investing heavily in high performance programs and many are also sourcing funding from outside of government	Australia's levels of high performance funding are now well outside the top 10 VenuesWest can invest in high performance sport in the State in order to assist in the intergenerational shift across the country ahead of Brisbane 2032
Misalignment of purpose of the Australian and WA sports system	Government is involved at all tiers in sport. Federal government supports National Sporting Associations (NSOs) and drives policy and participation, WA State Government focusses on high performance via WAIS, VenuesWest, SSAs and some policy programs. Local government manages community sports infrastructure	A risk of misalignment between NSOs and SSAs can result in sports being run by smaller organisations, each too small to have the scale to compete with the commercial sports Small non-commercial sports could face sustainability threats
Tourism	The inclusion of new non-traditional sports and the target of national and international competition Focus on the development of training camps and training hubs for sports that Perth's climate and landscape has a natural affinity with e.g. rowing, dragon boating, surfing, triathlon Development of Perth as a destination for training camps and competition ahead of Brisbane 2032	Increase in interstate and international visitor numbers in WA Opportunity to increase spend per-person in longer stays/organised tours Attract new markets to Perth and WA Increased opportunities in Perth as a sporting destination for amateurs, professionals and fans
Transport and Connectivity	Perth is an easy port of access for major Asia Pacific cities	Ability to host Asia Pacific games and long-stay sporting camps

Parasports

The progress and growth within parasport in recent years has been well documented and a steady increase in participation in sport by people with a disability has been observed.⁷ The development of parasports and the success of the Paralympic movement has enabled organisations such as Paralympics Australia to become the most effective disability organisation in Australia. They have been guiding the integration of disability sports into the organisational structure of generic national sporting organisations (NSOs). In order to align with this, this Strategy aims to consider the unbiased and unrestricted inclusion of any disability sport that is considered either equal to, or as an alternative format to, the non-disability sport. VenuesWest will actively consult with the SSA regarding any disability sport included in their organisational structure and their potential desire for that sport to be considered in the program. Where a disability sport has not been incorporated into an NSO or SSA, VenuesWest will interact with Paralympics Australia or the most appropriate Peak Body.

Alignment with Other Strategies and Initiatives

National Sport Plan 2030:

Through the Australian Sports Commission, in 2017 the Australian Government developed the National Sports Plan 2030. The Plan articulates the vision for government, which is to ensure that Australia is the world's most active and healthy nation, known for our integrity and sporting success. Of the main goals, two have direct relevance for the Strategy:

- Our high performance system will be focussed around sports, teams and athletes and ensuring they have world-leading technology, practices, systems and people to enable them to achieve lasting podium success; and
- The best governance systems will better position our sports for a changing world, enabling them to focus their energy, time and revenue on driving international performance, strengthening the pathways system, creating greater commercial opportunities and increasing participation rates among more Australians.

National High Performance Sports Strategy (NHPSS) 2024:

The NHPSS focusses on having an aligned high performance system which revolves around athletes, coaches and sports and their mission is to have sustained sporting success at the highest level. They measure this through podium success, sporting champions being a positive influence on the community and a world leading high performance sports system. The Strategy seeks to provide the assets and the environment to support these success factors within Western Australia.

State Sporting Infrastructure Plan (SSIP):

The most recent addition of the SSIP was developed in 2019 by DLGSC to provide insight into the provision of infrastructure to service State, National and International level sporting competition into the future and is aligned with broader State Government Policy. VenuesWest's remit is intrinsically linked with this Plan and can utilise relevant data and analysis that has been conducted to support this plan.

VenuesWest Master Planning:

VenuesWest has established a Master Plan Framework in 2021 that details the vision and long term strategies for each venue in the portfolio. The Strategy, vision and proposed targeted sports have been considered concurrently in the development of the Master Plan. Future investment decisions in asset development will consider the current, past and proposed targeted sports and their potential for economic benefit and/or global podium success.

It is essential that Master Planning at VenuesWest considers the evolving nature of high performance sports, the national context for sport and the position that WA will adopt long the pathway.

VenuesWest Strategy Asset Management Planning (SAM Plan):

VenuesWest develops a five year rolling capital works program which includes approved project requests from key stakeholders. The Plan is sensitive to priorities, funding and specific requirements. Projects are allocated across five investment categories which are used to guide investment decisions. It is imperative the Strategy is considered during this process.



⁷Vic Sport, (2017. Participation, People with Disability)



07 | IMPLEMENTATION STRATEGY

Implementation Strategy

Close collaboration between key industry partners is essential to the successful implementation of the Strategy. VenuesWest will undertake the first round of detailed assessment for the selection of targeted sports before review by a cross-departmental committee, the Targeted Sports Committee. This newly formed Committee will review the selection and make the final recommendations to the Minister for Sport and Recreation. This assessment process will be conducted annually.

Make-up of the Targeted Sports Committee:

Organisation	Role	Role on the Committee
VenuesWest	Chief Executive Officer	Chair
VenuesWest	Director Strategy and Partnerships	Member
Western Australian Institute of Sport	Chief Executive Officer	Member
DLGSC	Director – Sport and Recreation Development	Member
SportWest	Chief Executive Officer	Member
VenuesWest	Manager Planning, Research and Reporting	Attendee
Sporting Associations	As required	Attendee

The key steps in order to implement the Strategy are:



Targeted Sports Assessment

Sports will be evaluated using consistent criteria broken down between training and competition. The criteria is displayed on the following tables and will be made publicly available.



Competition		Criteria	Definition
1 (a & b)	Participation/spectator base		Participation/potential participation by WA based athletes/teams and spectators attending competitions that are at the high performance level. Note: Information collated from the Sport/DLGSC/WAIS and or the SSA/NSO and the attendance that is usually expected at competitions. 1a) Considers the potential magnitude of participation and number of high performance competitions for the sport. 1b) Considers the potential and/or actual growth in number and participation at high performance competitions for the sport i.e., are the number of competitions increasing/decreasing or static?
2	VenuesWest infrastructure capacity to support competition needs		Does VenuesWest have the existing compliant facilities and capacity to support state/national/international? Consider if temporary infrastructure may be required to deliver the competition (minimal/significant).
3	Sport has world class competition		Is the sport listed on the Commonwealth Games/Olympics/Paralympics or will be at the Pinnacle competition for the sport within the next eight to 10 years?
4	Competition frequency		What is the expected frequency of high performance competitions per year? Consideration will be given to the potential and/or actual number of Competitions as well as the magnitude of the Competition in relation to spectators, participants duration and other factors. There is no score attributed to this criterion, the comments will flow to the recommendation report for consideration overall.
5	Variable costs/revenue		Ability of the sport to cover variable costs of holding an event and/or bring in additional revenue for competition ticket sales and food and beverages.
6	Partnership capacity between the targeted sport and private sector		Is there an identified partnership opportunity between the private sector and the targeted sport or the high possibility of a partnership opportunity?
7	State Government policy		Does the sport meet state policy objectives?
8	Cost/benefit analysis		How much of an increase in high performance hours will result from accommodating this sport? Consider the level of increase in high performance competition hours expected in VenuesWest venues and the magnitude i.e., multiple athletes, teams, days, competitions versus a small one day competition with limited athletes.

Competition		Criteria	Definition
1	Patronage		Define the number of patrons attending VenuesWest venues because of the sport in the last 12 months/4 years.
2	Competition hours		Has there been an increase in competition hours in the last 12 months/4 years?
3	Revenue		Has there been an increase in direct bookings revenue? Has there been an increase in food and beverage revenue?
4	Compliance		Have there been changes in compliance standards required for the sport in the last 12 months?

Training		Criteria	Definition
1 (a & b)	Participation Perth metro		Participants include any person who pays fees to a club to participate or be a member and plays or takes part in the sport as a result, anyone who purchases a ticket to an event of that sport and any active member of the community (e.g., subscribes to a newsletter for that sport etc.) – does not include unorganised participation e.g. swimming at the beach. Also consider if participation in the sport increased in the last 4 years. 1a) Considers the magnitude/potential magnitude of participation in the sport. 1b) Considers the growth of the sport i.e., is participation in the sport increasing/decreasing or static?
2	VenuesWest capacity to support training needs		VenuesWest has the current facilities/infrastructure and financial capacity to support the training needs of the sport.
3	VenuesWest competing demands		Consider if there are competing demands for the same space at the same time.
4	Maturity of the sport		This is an assessment on how organised i.e., if they have a State Sporting Association and organisational governance structure (note: this is already assessed by DLGSC).
5	Alignment with world class competition		Is the sport listed on the Commonwealth games/Olympics/Paralympics or will be the Pinnacle competition for the sport within the next eight years?
6	Are their current and/or growth needs being met elsewhere?		Consider if the sport's training needs are being met sufficiently elsewhere for both their current and projected growth in the next eight years.
7	Cost/benefit analysis		Will the cost of supporting the sport (i.e., access to facilities for training) result in tangible benefits to VenuesWest (i.e., high performance training hours, increased patronage and/or commercial revenue)?

Existing targeted sports will be assessed using additional criteria to determine the success of the partnership.

Annual incremental review additional criteria

1	Patronage	Define the number of patrons attending VenuesWest venues because of the sport in the last 12 months/4 years.
2	Competition hours	Has there been an increase in competition hours in the last 12 months/4 years?
3	Revenue	Has there been an increase in direct bookings revenue? Has there been an increase in food and beverage revenue?
4	Compliance	Have there been changes in compliance standards required for the sport in the last 12 months?

Risks During Implementation

The following risks have been considered during the implementation phase:

Key Risks

Risk	Root Cause	Strategy
Potential for growth in high performance sports is impeded by commercial imperatives at VenuesWest.	Lack of consultation with relevant stakeholders.	Review internal stakeholder list to determine if all stakeholders have been engaged with the process. Clear internal communications program to be developed. Review internal dialogue.
Lack of flexibility in facility access and use by sports will impede VenuesWest's capacity to increase the number of sports that can be supported.	Sports have had priority access to the same facilities for many years.	Clear communication strategy to be developed. Intersport relationships encouraged.
Frustration with the new Strategy by established sports.	Potential inclusion of new and emerging sports in the list.	Clear Strategy documentation and communications program to be developed.
Unrealistic expectations by sports.	Lack of clarity regarding VenuesWest's capacity to maintain and improve assets. Lack of clarity regarding the need to manage competing demands across multiple facility users.	Clear communication strategy to be developed. Intersport relationships encouraged.
Inability for VenuesWest's capital program to keep up with evolving needs of sport.	'Arms race' approach globally and nationally to have the 'best' facilities leads to changing sporting standards for compliance. Changes to facility purpose and fit-out and investment in new facilities requires long lead times and clear rationale.	Assessment of sporting needs in comparison to facility capabilities will be transparent. Stakeholders will be engaged in long term planning.



08 | DEFINITIONS

Definitions

Targeted Sport	VenuesWest has targeted sports that are identified based on their inclusion in international competitions such as the Olympics, Paralympics and Commonwealth Games and their potential to drive revenue/attendance. VenuesWest strives to provide venues with world class competition standards for our targeted sports and provide subsidies to sporting bodies for the use of these facilities.
Priority of Use	Each self-managed venue has a priority of use schedule that determines which organisation receives priority access to their desired facilities in a scenario where there are two or more organisations competing for a space on the same day/time.
Subsidisation	Sporting organisations are provided with a subsidy on their venue hire fees based on whether they are: targeted and/or a state sporting association.
SSA	State Sporting Association
NSO	National Sporting Organisation
WAIS	Western Australian Institute of Sport
DLGSC	Department of Local Government, Sports and Cultural Industries
Capital Investment	Investment into facilities of a structural nature.
SportWest	Formerly WA Sports Federation, SportWest is the peak industry body for sport in Western Australia. SportWest exists to promote, strengthen and advocate for sport in Western Australia.
High Performance Sport	A sport deemed high performance by WAIS and the relative NSO and/or a sport that consists of franchise teams and attract high participation and attendance and/or a sport where a WA representative participates and podiums at the pinnacle competition.
High Performance Competition	The pinnacle competition of that sport at state/national/international level.
Industry Investment Committee	DLGSC administers the Industry Investment Program for state sporting associations (SSAs) and utilises a Committee to receive the results of the assessment process and provide input on conclusions.
VenuesWest Executive Team	The day to day operations of VenuesWest are delegated by the Board to the Chief Executive Officer and the Executive Team. The Executive team is made up of the Chief Executive Officer, Chief Operating Officer, Director Strategy and Partnerships, Director Corporate services, Director Portfolio Management and the Manager, Governance and Executive Services.
Targeted Sport Committee	The targeted sports committee is the cross-departmental committee responsible for the final evaluation and recommendation of targeted sports. Members are from VenuesWest, DLGSC, WAIS and SportWest.



09 | REFERENCES

References

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