

**JOINT ORGANISATIONAL REVIEW  
RECOMMENDATIONS EXPLANATION**

The Review resulted in 16 evidence-based recommendations and a proposed Post Review Implementation Plan (the “Implementation Plan”), which have now been endorsed in principle by Boards of LAWA and AWA.

The 16 Recommendations areas are as follows:

1.1	<p><b>Whole of Sport Purpose Statement</b> LAWA and AWA to confirm the core purpose of a future <u>single entity governing body</u> for the sport of Athletics in WA to be:</p> <p>To encourage, assist and enable anyone in WA who wants to engage with the sport of Athletics (e.g. participants / athletes, coaches, officials, volunteers, spectators, etc.) to be able to, in positive and meaningful ways, through their involvement in walking, running, jumping, throwing and rolling.</p>
1.2	<p><b>Whole of Sport Planning Framework</b> Prior to a single entity governing body for Athletics in WA being formed (refer Recommendation 2.5), LAWA, AWA (and other entities including Masters Athletics WA, Perth Marathon Club and Parkrun, etc.) need to work together to develop a unified planning framework to guide the future of Athletics in WA between 2019 and 2022.</p>
2.1	<p><b>Whole of Sport Staff Structure</b> LAWA and AWA to collectively undertake all necessary activities to restructure their currently separate human resource models, to implement a single “whole of sport” professional staffing structure, prior to the formation of the single entity governing body for Athletics in WA (refer Recommendation 2.5). .</p>
2.2	<p><b>Whole of Sport Staff Policies and Procedures</b> Prior to the implementation of the interim whole of sport staffing structure, detailed position descriptions are to be developed for each staff position identified in Recommendation 2.1. In addition to this, appropriate service agreements / employment contracts, performance review and learning and development policies; and all other necessary human resource related policies and procedures must be developed to effectively guide the recruitment process and to drive and support the activities of staff once engaged by LAWA and AWA.</p>
2.3	<p><b>Whole of Sport Staff Selection</b> Based on the new position descriptions, employment contracts and associated human resource related policies and procedures associated with each of the whole of sport staff positions identified in Recommendation 2.1, the LAWA and AWA Boards should collectively initiate a transparent selection process associated with all joint staff positions.</p>
2.4	<p><b>Dissolution of the Community Athletics Council of WA Inc</b> The CACWA Board to undertake all activities necessary to dissolve CACWA in preparation for the formation of a single entity to govern to the sport of Athletics in WA – i.e. Athletics West (Refer Recommendation 2.5).</p>

2.5	<p><b>Formation of Athletics West</b></p> <p>LAWA and AWA Boards (and potentially other entities such as Masters Athletics WA) to undertake all activities necessary to dissolve LAWA and AWA respectively (and potentially other entities such as Masters Athletics WA) and form a single state level entity to govern to the sport of Athletics in WA – i.e. Athletics West.</p> <p>It is recommended that Athletics West be registered as a Public Company Limited by Guarantee (PCLG), as opposed to an Incorporated Association.</p>
2.6	<p><b>Athletics West Governance Structure</b></p> <p>In line with best practice sports governance principles, the governance structure of Athletics West is to be developed.</p>
2.7	<p><b>Athletics West Governance Policies and Procedures</b></p> <p>Development and implementation of all necessary Athletics West Governance Policies and Procedures.</p>
2.8	<p><b>Athletics West Operating Systems</b></p> <p>Athletics West to develop and implement a suite of integrated Athletics West Business Management Systems (i.e. commercial, financial management, digital / IT, etc.).</p>
3.1	<p><b>Athletics in WA Headquarters</b></p> <p>LAWA and AWA (and potentially other entities) to identify the optimal single facility from which to operate its administrative activities.</p>
4.1	<p><b>Athletics “in” Australia - Whole of Sport Participant Pathway Framework</b></p> <p>LAWA and AWA to lobby AA and LAA (and Masters Athletics Australia / WA) to develop a whole of sport Participant Pathway Framework; and provide support and input into this process. This Framework should be designed to increase participation uptake, decrease participation drop out, guide the development and delivery of bespoke athletics offerings, which meet the specific participation motivations of all identified consumer segments (i.e. Athletics is a sport for life), guide competition frameworks and implement best practice coach and official development frameworks. Importantly, participant age should only be used as a guide within the Participant Pathway Framework.</p>
4.2	<p><b>Whole of Sport Participation Product Offerings</b></p> <p>Following the development of a national whole of sport Participant Pathway Framework (refer to Recommendation 4.1) Athletics West to work closely with AA and LAA (and Masters Athletics Australia / WA) to support their development of a suite of contemporary and nationally consistent program / product offerings, designed to meet the specific participation motivations of the various elements within the pathway framework.</p>
4.3	<p><b>Athletics West Membership and Participation Model Review</b></p> <p>Undertake a whole of sport Membership and Participation Model Review, the broad purpose of which to be to more effectively engage with a broadened suite of Athletics consumers (e.g. participants / athletes; parents; coaches; officials; volunteers; schools; unaffiliated Athletics clubs / providers / participants; commercial partners; spectators; etc.).</p> <p>It is recommended that as a result of the Review, Athletics West design and implement a <i>1- Sport Community Model</i> which:</p> <ol style="list-style-type: none"> <li>1. Grows revenues gained via membership;</li> <li>2. Appropriately monetises the Registered Participants and Partnerships elements of the 1-Sport Community Model, to ensure Athletics West can effectively service these elements; and</li> <li>3. Clearly identifies the value proposition associated with each element of the mix (i.e. various forms of membership, various participation categories and various partnership categories).</li> </ol>

4.4	<p><b>Whole of Sport Competition and Events Framework Review</b></p> <p>Undertake a comprehensive, state-wide Competition and Events Framework Review to ensure relevant competition and event opportunities are offered to <u>all</u> Athletics competitors / participants across WA. The broad objective of the Review is to scope the opportunities to improve the structure of the whole of sport Competition and Events Framework for Athletics in WA, to ensure the greatest efficiencies, whilst optimally supporting all current and future members / participants.</p> <p>The core purpose of the Athletics Competition and Events Framework is <i>“to provide a sport industry leading competition and events pathway, which meets the participation motivations and development needs of all competitors, coaches and officials participating in Athletics competition at local, regional and state levels in WA”</i>.</p>
5.1	<p><b>The Future of Athletics in WA – Post Review Promotional Strategy</b></p> <p>AWA and LAWA to develop a Promotional Strategy designed to effectively and efficiently promote the endorsed recommendations to come from this Review.</p>

The Implementation Plan will see several key activities implemented over the coming 12 to 18 months as we work towards a single governance model for the sport. The initial focus will see LAWA and AWA become one team, with joint staffing and a co- location, providing the basis for our two organisations to increase collaboration, resources and maximising success in all areas of the sport.