

#GetLifelongReady

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Stakeholder Consultation Workshop Report



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Front cover image: Brisbane stakeholder consultation workshop

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EXECUTIVE SUMMARY

QORF (the Queensland Outdoor Recreation Federation) has focused on building the capacity of the outdoor recreation industry to better engage adult participants (aged approx. 36-60 years) through its #GetLifelongReady project. This report provides an overview of the stakeholder consultation workshops undertaken as part of #GetLifelongReady. Workshops were held with sport and recreation stakeholders (invited through QORF's database) in Brisbane, the Gold Coast and Toowoomba in March and April 2015. The findings from the workshops were grouped under three themes: Project Scope; Sector Challenges; and What Industry Needs to Better Engage Adults in Active Recreation. This summary focuses on the latter two themes. The content covered across these themes included issues and solutions that can and should be addressed through the #GetLifelongReady project, and others that will impact on the future development of this area, but at this stage are beyond the scope of this particular project.

Sector challenges were grouped at macro level (i.e. societal level) and micro level (i.e. immediate context):

- **Macro Level Challenges:**
 - **Risk and Public Liability** - Identified as necessary, but sometimes prohibitive to innovation and development and provision of sport and recreation activities;
 - **Government Funding** - Designed to support formally structured clubs and organisations, and focused on youth participation and elite pathways;
 - **Mass Promotion of Sport and Recreation** - Promotion is lacking in terms of raising awareness of the benefits of physical activity and a call to action for adults and older people to take the steps to get active, and there is low community awareness of importance / benefits of physical activity.
- **Micro Level Challenges:**
 - **Culture of Sport and Recreation Organisations** - Limited engagement with adults and older people, influenced by notions of 'doing what we've always done'; and driven by pathway structures to take youth through to higher competition, without an appreciation for participating for the sake of participation;
 - **Perceptions and Realities of Ageing** - Industry lacking in awareness / information / skills to engage adults and older people.

The theme 'What Industry Needs...' highlighted organisational capacity areas in need of development to enable industry to engage with adults and older people, including:

- **Knowledge** - There is a need for information (e.g. business case, participation and non-participation research, comparison with other countries, case studies of what is working well) to fuel impetus and innovation;
- **Culture & Capacity** - There is a need to raise sector awareness of the importance of being inclusive and emphasising workforce development;
- **Connections & Partnerships** - QORF, State Government, local councils, commercial providers and health sector all identified as having a role to play, but uncertainty as to how we activate these interactions;

- **Programming Ideas** – In some cases the sector needs to rethink programming, or the marketing of existing programming, participants were unsure of emerging trends in this area;
- **Activating Places** – From an infrastructure perspective, participants required information on what spaces are needed, and how we can encourage adults and older people into existing spaces; and
- **Promotional Strategies** – Ideas needed on target markets, key messaging, how to communicate these messages, and potential channels.

Based on the key findings from the stakeholder consultation workshops, the following recommendations are suggested for policy makers and practitioners in the outdoor recreation sector to engage 36-to-60-year-olds and various subgroups in active outdoor recreation:

- Final deliverables should clearly stipulate the aims of #GetLifelongReady and outline QORF's short and long-term plans for #GetLifelongReady (including potential stakeholders, their role and benefits of involvement);
- QORF should refer practitioners to the most up-to-date risk and public liability implications for sport and recreation providers;
- Information should be provided on the rationale and business case for sport and recreation stakeholders to invest in and target this market or markets. This information should be complemented with illustrative case studies, and included in fact sheets to disseminate to government, the sport and recreation industry, the health sector and potential participants taking up / returning to activity.

Branding and promotional frameworks should be developed to leverage #GetLifelongReady as a potential marketing campaign (including launch page within the QORF website, hashtag campaign and bank of photos to utilise in marketing).

INTRODUCTION TO #GETLIFELONGREADY

The rationales for targeting engagement with adults in their ‘middle-ages’ include:

- The physical activity habits developed during this life stage are an important precursor for continued physical activity into later years [1-4]; and
- The development of resources for adults aged 36-60 is an important building block to encourage impetus by industry to develop resources for later life stages [1, 2].

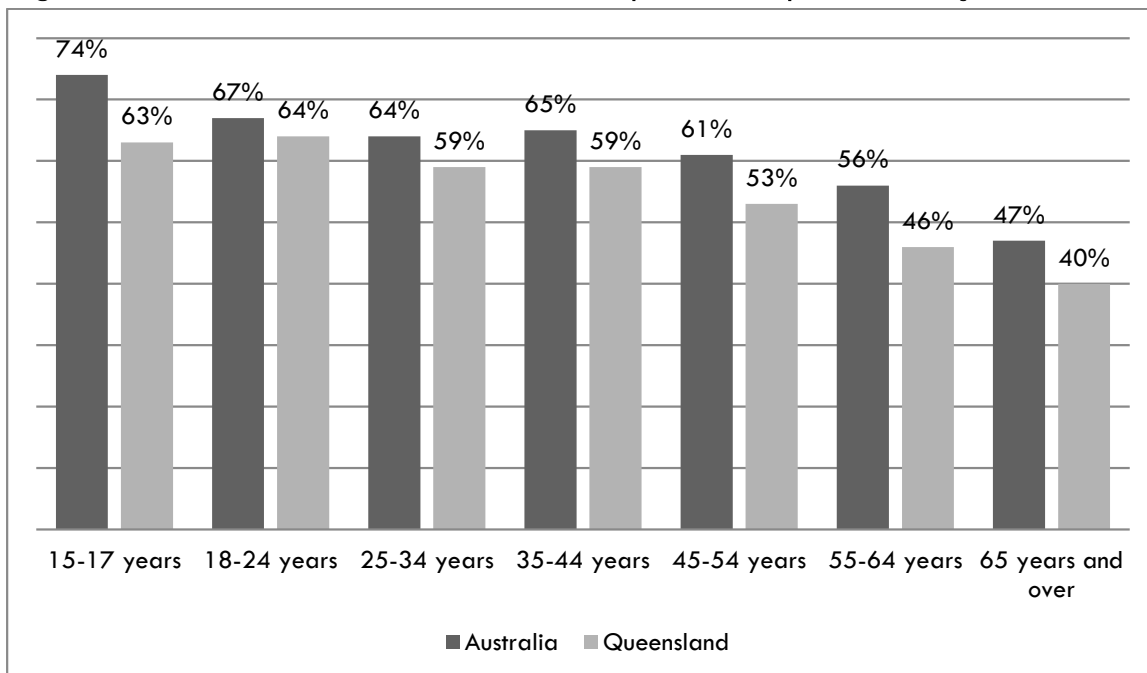
The initial #GetLifelongReady concept focused on four main areas for development:

1. Encouraging lifelong participation pathways;
2. Enhancing / developing participation opportunities for adults;
3. Upskilling our staff and volunteer workforce to confidently deliver for a group that is in itself heterogeneous by nature; and
4. Designing relevant marketing strategies to engage non-participants.

IDENTIFIED NEED FOR THE PROJECT

The Australian Bureau of Statistics (ABS) released figures in early 2015 highlighting a continued trend of decreasing participation in sport and physical recreation by adults and older Australians [5], illustrated in Figure 1. Alarming, the statistics show that in our state of Queensland, often associated with warm climates and active lifestyles, participation is tracking well below the Australian averages.

Figure 1: Australian and Queensland Participation in Sport and Physical Recreation, 2013-2014



Source: ABS, 2015

The statistics reported by the ABS are based on participation, defined as doing a particular sport and / or physical recreation at least once in the 12 months prior to interview [5]. Consistent with previous research [6], these statistics give us limited certainty whether adults and older Australians participate frequently enough to maintain functional capacities, or derive a health benefit from their participation¹. These low participation rates are problematic given that physical inactivity, or sedentariness, is considered a leading cause of many preventable and lifestyle diseases in later life [8].

While there are many factors that influence participation, a fundamental but often overlooked factor is the extent to which sport and recreation settings seek to engage and be inclusive of adults and older Australians. Research shows us that negative stereotypes and unsubstantiated fears of the health risks of adults and older people's active participation influence the likelihood of organisations developing and delivering participation opportunities targeting adults and older Australians [9, 10].

Burns' 1992 investigation into Australian Masters sport² indicated sport administrators that did not provide active participation opportunities for this group held the following views:

- Adults and older people could participate in sport equally, regardless of their age;
- The physical nature of some activities was not appropriate for adults or older people; and
- Priorities of organisations were in other areas (i.e. youth and elite development) and therefore organisations had limited time or resources to commit to developing and delivering opportunities for adults and older people [9].

At the time, Burns argued these beliefs to be flawed, and since then others have weighed in on these arguments, with key points summarised here:

- **Equal Access to Participation** – Burns highlighted that the perception of equality of access to participation for Masters-age participants was subject to the issue of inequality of opportunity, with this group facing similar constraints and barriers to participation as experienced by women, junior participants and people with disabilities [9]. Since the 1990's, government and sporting bodies have been developing initiatives to encourage women's participation, junior participation, and people with disabilities [11, 12]. A recent example of this is the Queensland Government's strategic initiative – Start Playing, Stay Playing – targeting women and girls' participation in sport.
- **Physical Demands Inappropriate for Adults / Older People** – Burns highlighted most research into participation by Masters-aged participants had found the economic, social and health benefits of older people's participation in sport far outweighed any negative consequences perceived by sport administrators. Since Burns' work was completed, a growing body of literature argues that adults and older people are much more active and prepared for physical exertion compared with previous generations

¹ Australia's Physical Activity and Sedentary Behaviour Guidelines recommend: 18-64 years olds to accumulate 2.5-5 hours of moderate intensity, or 1.25-2.5 hours of vigorous intensity physical activity, or a combination of both, each week, along with muscle strengthening activities on at least two days each week; 65 years and over to be physically active for 30 minutes every day, preferably incorporating fitness, strength, balance and flexibility (7. Department of Health, *Australia's Physical Activity and Sedentary Behaviour Guidelines*. 2014, Australian Government, Canberra, Australia.)

² Masters sport is a term used to refer to sport participation by people aged approximately 30 years and over, dependent upon the minimum age requirements of a particular sport [13,15]

[9, 11]. More recently, literature has also highlighted that stereotypes of ageing are being challenged as adults and older people choose to participate in an increasingly diverse range of leisure activities [6].

- **Other Population Groups are a Higher Priority** – There are both moral and economic reasons for sport and recreation organisations to prioritise adults’ and older people’s participation. First, access to participate in sport and recreation is a fundamental human right, regardless of a person’s age. Accordingly, sport and recreation organisations are morally bound to provide opportunities for all people in the community to participate. Second, there are economic rationales at both macro and micro levels. At a macro level, the potential costs brought about by an ageing population mean there are financial gains to be had through encouraging a more physically active and healthier ageing population. At a micro level, adults and older people constitute a substantive majority of the audience in terms of consumer spending. If the sport and recreation sector better understands and caters for the unique characteristics, needs and expectations of this target market [11, 13-15], there are gains to be had in terms of increased membership and alternative and / or additional revenue streams through diversified activity offerings.

In 2009, the Crawford Report identified adult and older people’s sport and active recreation participation as a key area for development [16]. Four years later, the Australian Sport Commission (ASC) released market segmentation profiles for adult participation, identifying a range of behaviours across existing participants and non-participants in an attempt to provide the sport industry with information on this market [17]. The ASC’s market segmentation exercise highlighted the adult market as a distinct audience, which warrants specific strategies for engagement. In many cases, however, the challenge for development in this area requires greater support, in addition to the market research.

The Australian Human Rights Commission’s (AHRC) 2013 report on the stereotypes of older Australians found more than a third of Australians aged 55 years and older reported to have experienced aged-related discrimination [18]. The AHRC found age discrimination is occurring across many facets of life, including service provision, product design, in people’s familial settings and through the representation of adults and older Australians in pop culture [18]. While the AHRC did not explicitly explore sport and recreation, the report alluded to the frailty associated with ageing and the generalisations made about what the older body is or is not capable of doing, indicating stereotypes and discrimination reported by the AHRC are likely to translate into sport and recreation settings as well. This is consistent with Burns’ recommendations for the sport and recreation sector, made over two decades ago. These recommendations remain pertinent, establishing the need for governments and sport organisations at all levels to work to dispel stereotypes of ageing; provide specific opportunities for adults and older people; and encourage older people’s active participation [9].

In 2015, gaps remain in our understanding of the practicalities of how to engage adults and older people in active sport and recreation, particularly those described as ‘non-participants’, including those who have taken a hiatus from activity or others who have simply never participated.

SCOPE FOR #GETLIFELONGREADY

With thanks to the Medibank Community Benefit Fund, QORF will develop and deliver an Online Toolkit - #GetLifelongReady - to provide access to information and case studies, providing our sector with information and confidence to better engage with adults, particularly those aged 36-60 years. QORF will aim to facilitate these outcomes through a systematic and informed process, including the delivery of the following components:

1. Review of relevant literature;
2. Stakeholder consultation workshops;
3. Development, refinement and promotion of an Online Toolkit for industry stakeholders; and
4. Forward planning for ongoing development, maintenance and renewal of the Online Toolkit.

The scope of #GetLifelongReady includes:

- Drawing on existing research and working with industry stakeholders to identify constraints and opportunities;
- Developing industry capacity to engage those in the target age range who are not participating, with a focus on:
 - a) Primary: Adults who have previously participated, but disengaged at some stage. As this group has some experience of the activities, skills and subcultures, we assume the barriers to re-entry are less than those who have never participated in sport and recreation; and
 - b) Secondary: Adults who have not participated, as we understand the higher barriers to entry, and therefore greater resources are required to engage adults who have never participated in sport and recreation. The capacity building engendered by #GetLifelongReady may engage people who have never participated, but this is a secondary focus for the project.

Importantly, #GetLifelongReady is not:

- An extensive review of the benefits of participation. There are many research articles and literature reviews documenting the benefits of participation and demonstrating these benefits far outweighs potential risks of physical activity for older people; nor
- A marketing campaign aimed at the general public to 'get active'.

CONTEXT OF REPORT

The various phases of this project are identified in Table 1. This report delivers on the first project phase, the review of literature regarding adult participation

Table 1: Project Phases for #GetLifelongReady

Project Phase	Purpose
Phase 1: Literature Review	<ul style="list-style-type: none"> ▪ Gather existing information on lifelong participation to inform subsequent phases of the project.
Phase 2: Stakeholder Consultation Workshops	<ul style="list-style-type: none"> ▪ Hear from the sector, including QORF members and sector stakeholders, about constraints and enablers of delivering outdoor recreation opportunities for adults and older people. ▪ Identify promising practice case studies.
Phase 3: Development of Online Toolkit	<ul style="list-style-type: none"> ▪ Develop an Online Toolkit to address industry capacity needs identified in Phase 1 and Phase 2. ▪ Pilot and refine the Online Toolkit.
Phase 4: Launch	<ul style="list-style-type: none"> ▪ Promote the Online Toolkit to QORF members and a broader audience of outdoor recreation stakeholders in Queensland. ▪ Raise awareness of the project by the broader community.
Phase 5: Lessons Learned and Future Proofing Report	<ul style="list-style-type: none"> ▪ Compile lessons learned throughout the project and plans for future development of #GetLifelongReady

REPORT STRUCTURE

This report incorporates the following sections:

- Section 3.0: Literature Review Process;
- Section 4.0: Literature Review; and
- Section 5.0: Final Remarks.

CONSULTANT

Alana Thomson, PhD., Thomson Management Group, is an experienced coordinator and manager of research and strategy development projects. Alana's areas of expertise include sport and recreation development, inter-organisational relationships and sport event legacies. Alana has presented conference papers and published articles in peer-reviewed journals in areas of inclusive sport (including Masters sport) and sport event impacts and legacies. Alana has worked on various leisure-based consultancy projects over the last 10 years for a number of organisations, including: Gold Coast City Council; Queensland Government; City of Sydney; Griffith University; La Trobe University; University of Technology, Sydney; Cricket Australia; the Australian Sport Commission and the AIS; the AFL; the NRL; and Netball Australia. Alana has also worked as a project coordinator with QORF for several years, gaining valuable insights into the unique nature and needs of the outdoor recreation sector in Queensland. Alana is an active participant in sport and recreation, knows first-hand the health and social benefits of participation and is a keen advocate for finding ways to encourage more people to be more active, more often.

WORKSHOP DESIGN

WORKSHOP OVERVIEW

Three stakeholder consultation workshops were held across South East Queensland (SEQ):

- Brisbane, Monday 10th March 2015, 10:00 AM-1:00 PM;
- Gold Coast, Tuesday 21st April 2015, 10:00 AM-1:00 PM; and
- Toowoomba, Thursday 23rd April 2015, 5:00-7:00 PM.

WORKSHOP PROMOTION AND PARTICIPANTS

The workshops were promoted through the QORF website and eNewsletters. Key stakeholders in the region who were not on the QORF mailing list were contacted directly by the facilitator and invited along. A handful of stakeholders could not make the sessions; the facilitator chatted with these stakeholders individually by phone or face-to-face. The organisations represented at the workshops are listed in Table 2.

Table 2: Organisations Represented at the Stakeholder Consultation Workshops

Government	Sport / Recreation Organisations	
<ul style="list-style-type: none"> ▪ Gold Coast City Council ▪ Gold Coast Public Health Unit ▪ Ipswich City Council ▪ Queensland Government ▪ Redland City Council ▪ Scenic Rim Regional Council ▪ Toowoomba Regional Council 	<ul style="list-style-type: none"> ▪ Bushwalking Queensland ▪ Girl Guides QLD ▪ Kokoda Youth Foundation ▪ Lions Camp Duckadang ▪ Orienteering Queensland ▪ Yachting Queensland 	
	<th data-bbox="800 579 1523 659">Not-For-Profit Interest Groups</th> <td data-bbox="800 659 1523 825"> <ul style="list-style-type: none"> ▪ Council of the Ageing (COTA) Queensland Branch ▪ Life Stream </td>	Not-For-Profit Interest Groups

During the welcome and introduction sessions, stakeholders were asked about their motivations to attend the workshops. The main reasons included:

- Understanding more about the #GetLifelongReady project;
- Finding out more about the 30-to-60-year-old demographic (not yet a priority for government in sport and recreation policy, but an increasing market in private outdoor recreation events);
- Finding new ways to increase participation (identified by planners and programmers);
- Finding out about new and better ways to activate people in places; and
- Identifying potential areas for collaboration across the sector, and with other sectors such as health.

WORKSHOP FORMAT

The workshop format included:

- Welcome and introductions by stakeholders and to QORF;
- Overview of the #GetLifelongReady project and key deliverables;
- Summary of findings from the literature review (i.e. business case and challenges), with time for stakeholder discussion;
- Overview of recommendations in literature, with time for stakeholder discussion; and
- Light refreshments and close of session.

The workshops became dynamic, with stakeholders engaging with the content throughout the presentation, not just during the designated discussion times. The facilitator actively took notes on white boards or butcher paper throughout the sessions to record key points from stakeholder discussion.

DATA ANALYSIS

The facilitator typed handwritten notes and entered these into Nvivo 9 qualitative software. Like-phrases were grouped together to identify themes and patterns and to develop a more concise picture of the data generated in the workshops. Once the like-phrases were grouped together, they were clustered into overarching themes of 'Project Scope'; 'Sector Challenges' and 'What Industry Needs to Better Engage Adults in Active Recreation'. These themes are presented in the following section.

FINDINGS

The findings from the workshops are presented in themes, including:

1. Project Scope;
2. Sector Challenges; and
3. What Industry Needs to Better Engage Adults in Active Recreation

PROJECT SCOPE

Stakeholders raised some questions to get a grasp of the #GetLifelongReady project, including:

- What is the aim of '#GetLifelongReady'?
 - Is it just about being active, or is it about being active for health?
- What is the long-term plan?
 - There needs to be coordination so this is not just a one-off initiative; and
 - There needs to be face-to-face implementation beyond the online toolkit if something meaningful is to be achieved.
- *These questions were noted for further project refinement.*

SECTOR CHALLENGES

Stakeholder discussion highlighted several challenges to the sector's engagement with the adult and older persons markets. These challenges are indicated in Figure 2 and have been categorised as macro level (i.e. societal level) or micro level (i.e. immediate context) challenges, to indicate the extent of control the sector has in each scenario. Each of the challenges is elaborated upon below.

Figure 2: Sector Challenges at Macro and Micro Levels



MACRO LEVEL CHALLENGES

RISK AND PUBLIC LIABILITY INSURANCE

- Participants reported insurance as a necessity in the provision of opportunities, but providing a major constraint in terms of the cost of providing sport and recreation opportunities, even when volunteers conduct the activities.
- Stakeholders identified a need as a society broadly to challenge risk aversion and move away from the public liability culture that has developed in Australia, toward a society that sees outdoor recreation and risk taking as part of life.
- There was some confusion over the status of changes under the Nature Conservation Act and what this means for potential liabilities for active recreation in National Parks.

GOVERNMENT FUNDING

- Government funding is focused on clubs and organisations with formal structures, and participants believed that this structure does not adequately fit with the evolving needs of outdoor recreation, such as the growth of informal groups meeting through online forums.
- In addition, as policy is predominantly focused on youth participation and competitive pathways, stakeholders believed there needs to be a broader acknowledgement of recreational participation – i.e. “the fun side of things”.

MASS PROMOTION OF ACTIVE RECREATION

- There was a feeling that there is a low awareness in the community about the benefits of physical activity and participating in sport and recreation.
 - It is believed that many people have opportunities to participate, but they are not taking these up.
 - There were several suggestions that a macro level campaign about activity is an important area for the government to invest.
- There is a need for consumer-based information (e.g. fact sheets) for adults entering / re-entering sport and recreation to inform, encourage and help manage expectations of the activity and oneself. For instance, there is a need to communicate to potential participants:
 - “The participation experience will be different for you compared to when you participated 20 years ago”.
 - “You need to commit 3-5 weeks to improve skills / fitness, feel part of the group, and get a feel for the activity”.
 - Stakeholders also felt such fact sheet should include links to finding activities, clubs, groups, etc.

MICRO LEVEL CHALLENGES

CULTURE OF SPORT AND RECREATION ORGANISATIONS

- There were comments that some sport organisations, outdoor camps and activity providers:
 - Tend to ‘do what they’ve always done’;
 - Focus on program delivery for youth; and
 - Have limited engagement with the opportunities presented by the markets of adults and older people, and where the industry does engage, it is often pushed to the side of other priorities.
- There was also a sentiment that from the competitive sport side of things, there is too much focus on pathways for talented and elite athletes, and not enough value placed on sport for sport’s sake.
 - Stakeholders believed there is a need to emphasise that participation in an activity can occur simply for the enjoyment of participating without having to ‘get to the next level’.

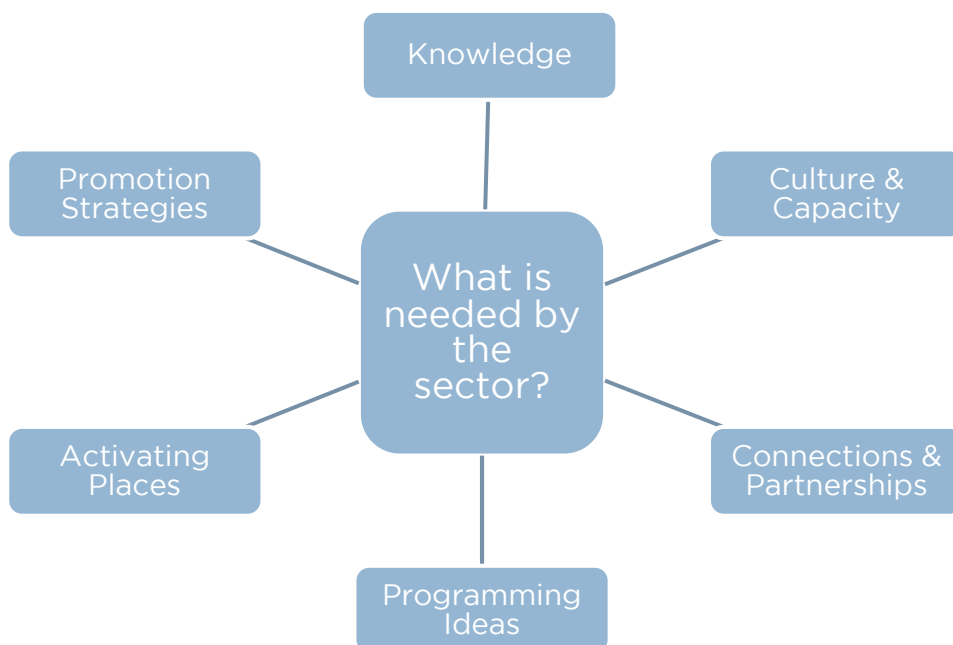
PERCEPTIONS AND REALITIES OF AGEING

- It was reported that sport and recreation organisations often lack awareness / information / skills that are needed to create inclusive environments for adults and older people.
- Even in activities that have established continuous participation pathways (e.g. orienteering), participants indicated there is still a requirement that you are physically and mentally able to participate.

WHAT INDUSTRY NEEDS TO BETTER ENGAGE ADULTS IN ACTIVE RECREATION

Stakeholder discussion highlighted six main needs to better engage adults in active recreation. These are illustrated in Figure 3. Each of these aspects are complementary, meaning they need to be improved together to support an effective system of delivery. Findings relating to the needs are presented below.

Figure 3: What is Needed by the Sector to Better Engage Adults in Active Recreation



KNOWLEDGE

BUSINESS CASE FOR ADULT PARTICIPATION

- Participants highlighted the importance of having a demonstrable business case, by way of financial models and sustainable growth projections, to inform decision making and draw attention to this potential market.
- Participants wanted:
 - Access to better participation statistics and indicated this should be a priority area for relevant government agencies; and
 - Comparisons of Australia's participation statistics with trends around the world.

CAPACITY FOR GROWTH ACROSS THE SECTOR AND DEMAND FOR ACTIVITIES

- Participants from the Gold Coast workshop indicated that in many circumstances, activities are at capacity and this inhibits impetus for engagement with the adult and older persons market.
- Participants from across South East Queensland believed that in many cases, there are opportunities available, but adults and older people are not connected to the opportunities.
- Participants wanted more information about activities in which people want to participate.

INNOVATION IN SPORT AND RECREATION DELIVERY

- Participants indicated a need to present clubs and organisations with information and ideas on how to do things differently, what is an alternative, how delivery of sport and recreation could be structured and how to modify activities so they are more inclusive.
- Workshop participants indicated a key aspect in stimulating innovation is through fact sheets and case studies which illustrate how existing activities in this space are or can be structured and delivered.
 - A template could be developed to gather information and develop case studies for distribution to the industry.
- Participants highlighted the need for operating environments to be supportive of innovation by sport and recreation providers. There was an example offered whereby a local council had tried to work with community sport organisations to do something different and encourage social or recreational participation. However, the council faced issues with negotiating the various insurance conditions for each of the activities and the supply of volunteers to keep activities going week to week.

INSIGHTS TO NON-PARTICIPATION

- Some participants agreed the non-participant group is an untapped market, but the sector lacks knowledge, skills and / or capacity to engage with this group.
- Participants reflected there may be some people who will never participate, as there are learnt behaviours regarding non-participation, handed down from generation to generation.
- Participants suggested 'Are we asking the right questions?', and perhaps we need to shift our focus from 'Why can't you participate?' to 'Why won't you participate?'.

SECTOR CULTURE AND CAPACITY

PROMOTION OF THE IMPORTANCE (AND BENEFITS) OF BEING INCLUSIVE

- Stakeholders indicated club environments that reflect a diversity of participants have an encouraging culture from which everyone can benefit. For instance, older members in one club were encouraging of younger adults' participation and provided a supportive environment in relation to physicality and self-consciousness.

- Participants highlighted a need to promote the importance of being inclusive of diversity, emphasising inclusivity of adults and older people, to clubs and organisations.

PROVISION OF WELL-TRAINED INSTRUCTORS

- Participants highlighted the need to have qualified and well-trained instructors that can meet the needs of various groups, including adults and older people.
- One specific area of workforce development was the need to equip community coaches and instructors with knowledge and confidence to effectively work with adults who are entering / re-entering sport and active recreation.
 - One suggestion was the development of pre-exercise checks, similar to those carried out in fitness centres.
 - Another suggestion was to establish links to local health practitioners to better manage the physical demands of entry / re-entry to sport and active recreation.

STAKEHOLDERS AND PARTNERSHIP POSSIBILITIES

QORF'S NETWORKS

- Participants believed QORF needs to build regional networks to encourage uptake of initiatives across the state, and there is potential to work with state government to tap into their existing networks.

ROLE OF STATE GOVERNMENT

- Stakeholders indicated state government has a role to play in enabling the sector to activate space, with queries as to the previous government's changes to the Nature Conservation Act, the current government's intentions and the implications for the sector moving forward.
- There is also a potential role for the state government to assist with identifying promising practice case studies through their networks, and to assist with profiling and promotion of these case studies across the state.

ROLE OF LOCAL COUNCILS

- Participants identified local councils as optimally positioned to enable sport and recreation organisations and local businesses to offer participation opportunities, rather than provide seed funding for new programming. This means:
 - Not burdening organisations and local businesses with red tape;
 - Incentivising desirable initiatives by making permit processes easier and reducing / cutting fees. An example provided was Redland City Council waiving DA fees for the development of tourism accommodation facilities that include provisions for camping;
 - Activating open space by working with sport and recreation groups to improve amenities and use of existing public spaces, achieving balance between the use of

these spaces and environmental conservation. Many outdoor recreation groups are strong advocates for conservation and can assist with conservation agendas (e.g. orienteering and weeding on courses);

- Encouraging interaction and networking among sector stakeholders to encourage partnerships and innovation (e.g. Gold Coast's Zest Fest).

CONNECTING WITH COMMERCIAL PROVIDERS

- Participants believed that we spend a lot of time focusing on clubs to deliver things, but perhaps we need to work more with commercial operators to deliver an innovative and consistent 'product'. Examples include the partnership between Surfing Australia and surf schools to roll out 'Surf Groms'.
- Commercial operators can potentially "provide structure in the unstructured outdoor sector", and is often the case for the rollout of recreation programs in the disability sector.
- While there are opportunities, we need to remember that businesses need to make money, and this requires rethinking how we might normally develop and implement participation opportunities.

EXTENDING REACH INTO THE HEALTH SECTOR

- Participants reported the Brisbane Physical Activity Forum, which QORF previously hosted and included representatives from the outdoor and health sectors, was valuable in building relationships with representatives of the health sector (particularly Queensland Health).
- QORF's efforts to build on the funding support provided by Medibank was highlighted as important, particularly to assist in targeting GP's, psychologists and pharmacists to provide information and links for people to 'get started'.
- Other potential but non-traditional partners were identified as those with whom the sector should work, including nursing homes, over 50's villages and support groups (e.g. Parkinson's support groups, etc.)

UTILISATION OF EXISTING CROSS-SECTOR NETWORKS

- Gold Coast participants indicated existing networks such as the Gold Coast's Active and Healthy Network can assist #GetLifelongReady by hosting and running capacity-building workshops.

PROGRAMMING IDEAS

THE CHALLENGE OF STRUCTURING THE UNSTRUCTURED

- Participants agreed that outdoor recreation is perceived as more accessible or having fewer barriers to entry compared to sport, but acknowledged its unstructured nature made it difficult to activate engagement and participation.
- Some believed that the unstructured nature of the activity meant that for some people, there is no reason for doing it, whereas sport gives people an incentive – e.g. regular time, commitment to team, commitment to training and competition.

- Participants identified examples that were working well in their communities, including:
 - Parkrun (structure, barcode, results emails provide the 'reason' for participating);
 - Guided walks in natural spaces; and
 - "Meet-Up" groups.

DEVELOPMENT OF 'NON-TRADITIONAL' AND FLEXIBLE PARTICIPATION PATHWAYS

- Participants emphasised the need for connected pathways in activities across the sector:
 - For many outdoor recreation activities, there is a lack of opportunities to participate after being introduced at school (e.g. school camp). This shapes perceptions that activities are just for kids;
 - The idea of pathways in active recreation is different to competitive and elite sport pathways - participation can be 'just participating', you can just participate without having to advance to elite / Masters competition. We should also value 'participating for the sake of participating'.
 - Girl Guides provides a positive example of a continuous participation pathway:
 - Youth members automatically become adult members at 18, with the oldest members currently around 75 years old;
 - Adult members come along to events and jamborees. Some participate in activities; some of the older members do not participate so much in the activities. Just spending time in the outdoors is a positive thing.
- We need to promote the notion of multiple entry and re-entry points into activities:
 - Adults face barriers to entry (e.g. self-confidence) and need to be supported;
 - We need to focus on 'learn-to' experiences and introductions to activities (e.g. talking about gear, what you need to start off, how it all works), and provide connections to / ideas for ongoing participation;
 - Possibility to run 'come and try' programs for adults;
 - 'Come and try' programs should not be one-offs; these need to be several-week programs to help settle into the environment, understand the subculture, develop skills and dispel any fears and other barriers;
 - Potential for 'come and try' programs to be structured into level 1, 2, etc., to provide the 'what next' for people entering or re-entering an activity.
- We need to manage returning from injury and physical limitations to participating:
 - Physical conditions can be an issue for adults and older participants (e.g. coming back from major knee / hip surgery, and expecting to get back to participating fully);
 - We can provide guidance on 'what you can be doing now', support participants in lower levels of participation;
 - We can provide ideas for alternative activities people may be able to do in the interim, or support a full transition across activities;
 - We can be preemptive in supporting transitions between disciplines (e.g. running to triathlons - encourage / provide opportunities for cross training at certain life stages);
 - Many of these points require partnerships across activities to encourage transfer / transition between disciplines.

EXPERIMENTATION WITH DIFFERENT TYPES OF PROGRAMMING

- There was consensus across the workshops that the sector needs to be more experimental with programming and try new and different modes of delivery and activities.
- Stakeholders suggested more flexibility in the delivery of programming:
 - Timing:
 - Activities targeting seniors typically see higher attendance when they are scheduled during the middle of the day.
 - Providing a variety of experiences within a single activity offering:
 - Riverlife's group activities often run with two complementing activities in the same group - e.g. half stand-up paddleboards and half kayaks. This means someone who is not confident on a stand-up paddleboard can still participate in the group activity. In addition, activities are planned with certain stopping points along the way so people who are not keeping up can stop and wait to rejoin the group for the return journey.
- Create specific programming for specific groups:
 - Women's participation is an important area for 'positive discrimination', running programs where women can participate on their own, in the company of other women of all ages.
 - Social walking groups and the Heart Foundation's Heartmoves walking groups were considered hugely popular with older adults across South East Queensland.
 - There were limited insights to the extent of the outdoor sector providing opportunities for people with disabilities, particularly in the target demographic for #GetLifelongReady.
- Develop opportunities for inter-generational participation:
 - One barrier to adults' participation is time, i.e. fitting things into busy lifestyles. Think about creating opportunities where adults and children can participate in activities together, or creating opportunities where adults and children can participate in different activities scheduled at the same time.
 - Create environments that welcome family-based participation; encourage grandparents and parents to bring children along, emphasising the kids are welcome in sport settings. Mums and bubs boot camp sessions are a popular and effective model.
 - Engage parents during kids' training and sport by running adult sessions in close vicinity. For example, one of Gold Coast Council's Active and Healthy sessions takes place at a gym at the same time as Burleigh Bears Football training. This link between activities was unplanned, but the session has had high attendance by mums whose children are involved with the football training. If clubs took on responsibility for running these types of sessions, they potentially open up a new revenue source for their clubs.
 - Think about whole family 'come and try' activities, supported through the provision of ongoing participation opportunities for adults as well as children. The example of ice hockey was given, which splits kids and adults into groups and runs sessions over a couple of weeks, providing equipment and organising for secondhand equipment sale at the end of the program to reduce barriers to entry for those wanting to continue on.
 - Provide activities for grandparents and grandkids:

- Brisbane City Council's GOLD 'n' Kids³ extends its 'Growing Old Living Dangerously (GOLD) recreation program during school holidays to provide opportunities for seniors and children over four years of age to enjoy together;
- Girl Guides Grandparents weekend is open to the general public. Grandparents bring grandchildren along, stay for the weekend and participate in all of the activities on offer.
- Develop welcoming environments for those who are new, or returning to sport:
 - Some people may not be comfortable showing up to something the first time when they do not know anyone.
 - One strategy to help alleviate this is for organisations to have a person dedicated to calling people who have enquired about an activity to establish rapport and to be at the first session to make the newcomer feel welcome.
 - Programming needs to balance the needs of those who are new or returning to an activity. The subcultures that develop in recreational activities (e.g. terminology, jargon, social expectations, etc.) often provide a strong bond between those already involved, but can act as a significant barrier for those who are thinking about getting involved. For these reasons, it may be worth running introductory / orientation programs for newcomers to make them feel welcome and help them assimilate into the group environment.
- Rethink what is already on offer:
 - Think about existing organisations and initiatives, e.g. PCYC and Sportability. Are there possibilities for these organisations / programs to be servicing the adult market?
- Volunteering:
 - We need to remember volunteering is also a form of participation. How do we better engage adults and older people into this type of participation?
- The role of events:
 - Events are very attractive to those not wanting to be tied to a club, but still wanting something to work toward in their training.
 - In addition, events can be a powerful way to connect people to places. The Nature Play events were considered a good example of this, with anecdotes about the events raising people's awareness of local parks and places that they did not know of previously.

USE OF TECHNOLOGY

- Participants discussed technology playing a bigger role in motivating people to lead healthy lifestyles (e.g. Fitbits, mobile phone apps, Apple watch). These devices are particularly popular with males aged 35-50. In addition, Medibank is rewarding people for taking 10,000 steps a day.

³ <http://www.brisbane.qld.gov.au/whats-on/events-listed-type/sports-recreation-programs/gold-n-kids>

CHARGING FOR PREMIUM EXPERIENCES

- Many outdoor recreation experiences are offered for free or at low cost. There is the potential for the sector to incorporate a range of premium experiences and charge accordingly to attract those with higher service expectations and can afford such experiences.

ACTIVATING PLACES

CREATING ENVIRONMENTS FOR ADULTS

- Local government representatives highlighted a need for guidelines to create environments that encourage engagement by adults and older people.
- Adult playgrounds were considered positive, with adults being able to use existing playground infrastructure for rehabilitation and physical activity.

CONNECTING PEOPLE WITH NATURAL AND URBAN ENVIRONMENTS

- Participants highlighted that people often have a lack of knowledge / understanding regarding how to interact in a space, and therefore investment in directional and interpretive signage is important.
- Participants reiterated the need for land managers to acknowledge that users of a space can help look after spaces (e.g. Orienteering Queensland and weeding on courses).
- Participants also indicated 'environment' does not only mean natural environment, and that there are also urban settings that can be accessed for active recreation.

PROMOTION STRATEGIES

TARGET MARKETS

- Stakeholders acknowledged the diversity of the target market, spanning from 36-60 years, and the challenges this presents in marketing.
 - In terms of life stage:
 - The younger part of the demographic is likely to be starting, or have, young families and this will impact on their use of leisure time;
 - Those in the middle years of the demographic are likely to have kids playing sport, and therefore may be able to be engaged through their child's sport;
 - The older part of the demographic is likely to have teenage or adult children, who may, or may not be living at home. This group may be harder to reach, as they are not connected through their child's sport or schools.
 - In terms of fitness orientation:
 - There will be those who want to keep fit, and those who want to get fit - these are two very different markets.
 - In terms of socio-economic status:

- Cost continues to be a barrier to entry for most people, therefore programming needs to include free / low-cost options, as well as those premium experiences referred to earlier.

KEY MESSAGES TO COMMUNICATE

- Key messages for our target market should be:
 - “It’s never too late to start / get involved again”
 - “You will have fun”
 - “You will feel healthier and more energetic”
 - “You don’t need the best and latest gear to get started”
 - Gear requirements are a notable barrier to getting involved, and commercial operators often over-prescribe the gear that is needed;
 - Marketing should provide information such as ‘start here, then work up’;
 - Rosco Canoes and Kayaks have a good model when it comes to equipment and gear, where they focus on “getting the right person in the right boat”. They facilitate this through practical ‘come and try’ days where people can have a go before committing to buying equipment.
- Messages should be at the core of programming, not just in the marketing.
- Messages and all relevant details need to be spelled out in the marketing (e.g. what the program is, what it aims to do, who should attend, what participants should bring, what participants can expect, connections to other programs and activities when the current program finishes).
- Participants highlighted the need to be mindful of promising health outcomes (e.g. losing weight, etc.), as these require participation under certain circumstances (e.g. duration, intensity and frequency), which programs or activities may not be able to deliver.

HOW TO COMMUNICATE THE MESSAGES

- Participants agreed that the tone of marketing should be playful and fun, not prescriptive or judgmental;
- Communication should also attempt to break down the potential barriers to entry:
 - One strategy may be a ‘bring a friend’ campaign, so the new person already has a point of contact in the group or activity.
 - Positive and realistic imagery should support marketing. There needs to be a bank of good quality photographs; these could potentially be sourced from QORF members or through the QORF photo competition.
 - Positive role models and positive stories about adults and older people in sport and recreation are missing in the media. This is needed to support marketing.
- Messages need to be tailored for various stakeholders to get them on board (e.g., active lifestyles, health outcomes, fall prevention, social connectedness, etc.).

POTENTIAL MARKETING CHANNELS

- Participants agreed a challenge in this area is that because a number of small and disparate organisations are trying to market to this diverse target market, efforts are watered down and not always connecting with the target audience.
- With such a diverse target market, there is a need for programmers to use both traditional and social media marketing.
- In terms of specific channels:
 - Partnerships with corporations and workplaces are considered important for this demographic, running corporate programs or finding channels to promote activities.
 - For parents with school-aged children, schools may be an important channel for marketing community activities / programs.
 - For parents with school-aged children, children's sport is another important channel to connect with parents.
 - The Gold Coast Active and Healthy website is a good example of a community website where everyone (e.g. Council, not-for-profit sport and recreation organisations, commercial providers) can list activities.

FINAL REMARKS

KEY POINTS

The purpose of this report was to provide an overview of the stakeholder consultation workshops undertaken as part of QORF's #GetLifelongReady project. The findings from the workshops were presented under three themes including: Project Scope; Sector Challenges; and What Industry Needs to Better Engage Adults in Active Recreation. The content covered across these themes included issues and solutions that can and should be addressed through the #GetLifelongReady project, and others that will impact on the future development of this area, but at this stage are beyond the scope of this particular project.

KEY POINTS: PROJECT SCOPE

The stakeholder consultation workshops raised questions about the aims and long-term plan for #GetLifelongReady. In terms of developing and delivering a manageable concept that has impact, #GetLifelongReady:

- Is focused on encouraging sport and recreation organisations to better engage adults in active recreation, with the understanding that this may manifest in different ways across different sport and recreation settings; and
- Includes a scoping phase for longer-term development beyond the Online Toolkit.

KEY POINTS: SECTOR CHALLENGES

- Macro Level Challenges:
 - **Risk and Public Liability** – Identified as necessary, but sometimes prohibitive to innovation and development of the provision of sport and recreation activities;
 - **Government Funding** – Designed to support formally structured clubs and organisations, and focused on youth participation and elite pathways;
 - **Mass Promotion of Sport and Recreation** – Promotion is lacking in terms of raising awareness of the benefits of physical activity and a call to action for adults and older people to take the steps to get active. Therefore, community awareness of the importance / benefits of physical activity is low.
- Micro Level Challenges:
 - **Culture of Sport and Recreation Organisations** – Limited engagement with adults and older people, influenced by notions of ‘doing what we’ve always done’ and driven by pathway structures to take youth through to higher competition, without an appreciation for participating for the sake of participation;
 - **Perceptions and Realities of Ageing** – Industry lacking in awareness / information / skills to engage adults and older people.

#GetLifelongReady has the greatest potential to influence micro level issues, such as the culture of sport and recreation organisations, and perceptions and realities of ageing. Organisational culture takes time to influence and shape, but is achievable. One factor influencing cultural change is awareness and education, and this is enabled through the provision of information. #GetLifelongReady will provide a starting point to access and disseminate information about the importance of providing for the adult and older Australian market, and provide ideas for how organisations can better engage with the adult market.

KEY POINTS: WHAT INDUSTRY NEEDS

- **Knowledge:** There is a need for information (e.g. business case, participation and non-participation research, comparison with other countries; case studies of what is working well) to fuel impetus and innovation;
- **Culture & Capacity:** There is a need to raise sector awareness of the importance of being inclusive and emphasising workforce development;
- **Connections & Partnerships:** QORF, state government, local councils, commercial providers and health sector all identified as having a role to play. How do we activate these interactions?;
- **Programming Ideas:** In some cases, the sector needs to rethink programming, or the marketing of existing programming. What are the emerging trends?
- **Activating Places:** From an infrastructure perspective, what spaces are needed, and how can we encourage adults and older people into existing spaces?
- **Promotional Strategies:** Ideas needed on target markets, key messaging, how to communicate these messages and potential channels.

RECOMMENDATIONS

Based on the stakeholder consultation workshops, the following recommendations are suggested for policymakers and practitioners in the outdoor recreation sector to inform the engagement of 36-to-60-year-olds in active outdoor recreation:

- Final deliverables should clearly stipulate the aims of #GetLifelongReady and outline QORF's short- and long-term plans for #GetLifelongReady (including potential stakeholders, their role and benefits of involvement);
- QORF should refer practitioners to the most up-to-date risk and public liability implications for sport and recreation providers and included in a #GetLifelongReady fact sheet;
- Information should be provided on the rationale and business case for sport and recreation stakeholders to invest in and target this market (or markets). This information should be complemented with illustrative case studies, and included in fact sheets to disseminate to government, the sport and recreation industry, the health sector and potential participants taking up / returning to activity.
- Branding and promotional frameworks should be developed to leverage #GetLifelongReady as a potential marketing campaign (including launch page within the QORF website, hashtag campaign and bank of photos to utilise in marketing).

For further information about this project, please go to www.qorf.org.au

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