



OFFICE OF SPORT

Strategic Plan

2020 – 2024

STRATEGIC CONTEXT

Our Influence



The Office of Sport is the lead NSW Government agency for sport and active recreation.

The **Office of Sport** aims to increase the levels of physical activity of the people of NSW by providing the leadership, policies, programs, funding and infrastructure necessary to enable higher rates of participation in sport and active recreation.

Sport is defined as physical activity that can be undertaken by a team or an individual in a social or competitive environment in pursuit of a result. It can be organised or less formal with a greater focus on social outcomes.

Active recreation is defined as physical activity for the purposes of relaxation, health and wellbeing or enjoyment which can be self-directed or facilitated by a provider or organisation.

Our Planning Framework

Our planning framework shows how the Office of Sport converts this Strategic Plan into action.



OUR MISSION

Building active communities.

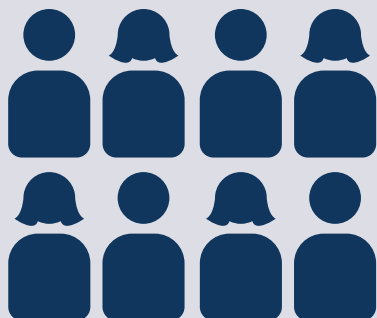


OUR VISION

Sport and active recreation creating healthier people, connecting communities and making a stronger NSW.

VALUE PROPOSITION

Providing the people of NSW with the leadership, policies, programs, funding and infrastructure necessary to maximise the social, health and economic benefits realised through sport and active recreation.



SOCIAL OUTCOMES

Sport and active recreation are an important part of the fabric of our communities. It reaches across age, cultural background and demographic groups. Whether it's performed at grassroot or elite level, it can be a vehicle for community identity and pride.

Sport and active recreation strengthens social networks and builds a sense of belonging for participants. It contributes to community character and gives us local role models that inspire and unify us.



HEALTH OUTCOMES

People who participate in sport and active recreation enjoy better physical and mental health.

A child participating in sport and active recreation early in life is more likely to maintain active and healthy behaviours throughout their life.

Participation in sport and active recreation can improve life expectancy and can reduce the rate of non-communicable diseases.

It can also play a significant role in the management and prevention of mental health conditions.

Research also shows that participation in sport and active recreation contributes to better cognitive function and academic achievement.



ECONOMIC OUTCOMES

Sport and active recreation create jobs and opportunities for investment.

Hosting major sporting events contribute to regional and local economies and is a driver for the NSW visitor economy.

Voluntary work enables many sport and active recreation events and activities and makes a large contribution to the economy. Volunteering also helps to develop and reinforce skills and build social networks that can lead to economic as well as social and health outcomes.

The health and social outcomes achieved through participating in sport and active recreation contribute to improving workforce productivity and reducing overall healthcare costs.



OUR FOCUS AREAS



PARTICIPATION



PLACES AND SPACES



SECTOR SUSTAINABILITY



PARTNERSHIPS AND INVESTMENT



PARTICIPATION



OUR GOAL: Everyone in NSW participating in sport and active recreation throughout their whole life

The landscape of participation is changing. Once perceived as strictly structured and competitive, today sport and active recreation is seen as a vehicle for social interaction and better health. There is an increasing emphasis on less formal, less competitive forms that are not defined by seasons. Participation can mean anything from being an elite athlete to joining in for the first time.

The Office of Sport works to promote inclusiveness so everyone can participate regardless of age, ability, gender or background. By broadening people's understanding of participation and adapting to emerging trends, more people in NSW can take part in sport and active recreation and participate throughout their whole life.

OUR OUTCOMES

- **Increase** the percentage of adults and children participating regularly in sport and active recreation.
- Improve participant **retention across all age groups** for sport and active recreation.
- Increase participation in sport and active recreation for populations **under-represented in participation** including females, Culturally and Linguistically Diverse (CALD) communities, people with a disability and Aboriginal and Torres Strait Islanders (ATSI).
- Increase **public awareness** of sport and active recreation opportunities, both formal and informal.
- Enable **aligned and inclusive talent pathways** so everyone can achieve the level to which they aspire.

OUR FOCUS

- Designing and implementing initiatives to overcome barriers to participation, such as time, costs, access, lack of enjoyment, self-esteem, risk of injury and awareness of opportunities.
- Ensuring everybody has access to sport and active recreation programs.
- Promoting the benefits of sport and active recreation.
- Understanding how changing demographics and lifestyles alter the way everybody participates.
- Working to drive alignment of pathways with key stakeholders and partners.



PLACES AND SPACES



OUR GOAL: Everyone in NSW can access places and spaces for sport and active recreation

Fit-for-purpose facilities and infrastructure are vital to increase the number of people participating in sport and active recreation.

A network of sport and active recreation infrastructure allows communities to take part in, watch or host sport and community events. This includes community facilities through to large international venues.

In some areas, the demand for facilities exceeds supply due to population growth, higher densities or aging infrastructure. In other areas, facilities are under-utilised due to quality, accessibility, changing demographics or poor design.


The Office of Sport plays an important role in planning, coordinating and optimising sport and active recreation infrastructure that are in the public’s best interest and provide value for money.

OUR OUTCOMES

- Increase the number and proportion of **fit-for-purpose** sport and active recreation facilities across NSW.
- Increase **accessibility** to sport and active recreation facilities for everyone.
- Increase the availability and use of **multi-purpose facilities**.
- Increase the number of facilities designated for **outdoor recreation**.

OUR FOCUS

- Facilitating greater integration with councils, state government and other facility providers on facility planning and delivery.
- Making it easier to find and book facilities online.
- Providing infrastructure that supports evolving sport formats.
- Maintaining and upgrading state-owned facilities.
- Providing access to natural environments for active recreation and outdoor recreation opportunities.
- Adopting affordable and sustainable models to manage the long-term impacts of investment in infrastructure.



SECTOR SUSTAINABILITY



OUR GOAL: The sector continues to grow sport and active recreation across NSW

For the people of NSW to get the most out of sport and active recreation, the sector needs to uphold integrity, maintain value and grow participation.

The sport and active recreation sector delivers valued services to millions of people. The sector includes more than 10,000 providers, ranging from not-for-profit organisations to private operators, with a workforce of close to 500,000, including both paid and voluntary roles.

While diverse, the sector is united in its passion to bring the value of sport and active recreation into people's lives. However, with this comes its challenges, particularly in areas such as funding, technology, data, products and compliance requirements.

The Office of Sport supports the sector to meet these challenges and provides the tools to create a fair, safe and inclusive environment so that sport and active recreation can continue to grow in NSW.

OUR OUTCOMES

- Increase the capability of the sector to **respond** to emerging trends and challenges.
- Increase the capability of the sector to create **fair, safe and inclusive** environments for everyone, including children.
- Increase the **organisational health of the sport sector**.
- Increase **sector satisfaction** with the support of the Office of Sport.

OUR FOCUS

- Developing tools which help the sector implement their obligations, good governance practice and meet customer expectations.
- Supporting the sector to adapt service offerings.
- Promoting and teaching a holistic approach to sport integrity addressing issues such as child safety, participant wellbeing, harassment, misconduct and doping.
- Developing evidence and data to better understand the challenges and opportunities facing the sector.
- Providing research, insights and data to build capability across the sector and grow participation.
- Facilitating learning opportunities for the sector.



PARTNERSHIPS AND INVESTMENT



OUR GOAL: Partnerships and investment in sport and active recreation that maximise the value for everyone in NSW

Partnerships and robust investment decision-making are critical to bring more resources and expertise to projects, enable new solutions and to provide more sport and active recreation opportunities.

The Office of Sport cannot achieve its goals alone. By supporting a range of partners to all work together and deliver mutually beneficial outcomes, it will allow sport and active recreation to contribute towards a broader range of government priorities and create greater benefits for everybody in NSW.

In a changing world of government services provision, it is essential to supplement traditional streams of revenue such as sponsorship, hospitality, membership, merchandise and match-day takings, with new sources of funds.

The Office of Sport has a key role in managing government investments, coordinating partnerships and providing the evidence base to ensure value for money.

OUR OUTCOMES

- Increase the number of programs and services incorporating sport and active recreation **across all of government**.
- Increase recognition of sport and active recreation as an important **contributor to government priorities**.
- Increase the number of programs being **co-delivered** by government and the sector.
- Increase the **contribution** from partners and stakeholders for Office of Sport programs.

OUR FOCUS

- Establishing an evidence base on the value of sport and active recreation.
- Building relationships with new delivery partners and delivering programs through partnerships across the sector.
- Developing opportunities for sport and active recreation to support key government priorities in education, health, inclusion and social outcomes.
- Administering sport and active recreation grant programs in line with value for money principles and the delivery of outcomes.
- Leveraging investment in major sporting events to create more health, social and economic outcomes.
- Securing sustainable funding and investment sources.

OUR VALUES



INTEGRITY

We will:

- Be honest and transparent in our actions and decision making
- Be respectful in the way we deal with people
- Do what is right



HONESTY AND TRUST

We will:

- Welcome constructive input into the decision-making process
- Communicate clearly decisions that impact people
- Help our people to feel trusted and empowered
- Create an environment that fosters open and frank communication with regular and honest feedback



SERVICE

For the people and groups we serve, we will:

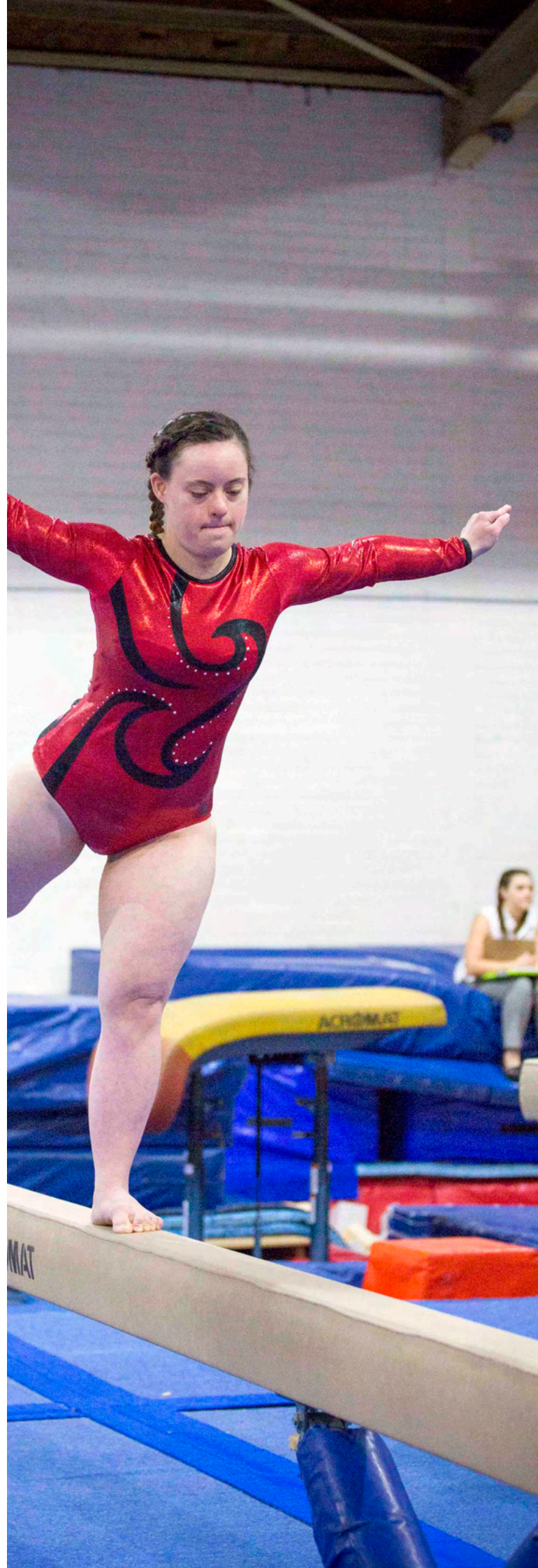
- Seek to understand what they need
- Deliver on what we promise
- Care about them
- Work collaboratively with them



ACCOUNTABILITY

We will:

- Take responsibility for decisions and actions
- Stand up and own our actions and decisions both individually and as a leadership team
- Make decisions transparently
- Not pass the buck on things that don't go well



OUR LOCATIONS



Western cluster	Southern cluster	Sydney	Northern cluster
<p>Lake Keepit Sport and Recreation Centre</p> <p>Lake Burrendong Sport and Recreation Centre</p> <p>Orange Regional Office</p> <p>Tamworth Regional Office</p> <p>Dubbo Regional Office</p>	<p>Berry Sport and Recreation Centre</p> <p>Jindabyne Sport and Recreation Centre</p> <p>Borambola Sport and Recreation Centre</p> <p>Wagga Wagga Regional Office</p> <p>Wollongong Regional Office</p>	<p>Sydney Academy of Sport</p> <p>Sydney International Regatta Centre</p> <p>Sydney International Equestrian Centre</p> <p>Sydney International Shooting Centre</p> <p>Southern Highlands Regional Sporting Complex</p> <p>Head Office Sydney Olympic Park</p>	<p>Milson Island Sport and Recreation Centre</p> <p>Broken Bay Sport and Recreation Centre</p> <p>Point Wolstoncroft Sport and Recreation Centre</p> <p>Lake Ainsworth Sport and Recreation Centre</p> <p>Ourimbah Regional Office</p> <p>Newcastle Regional Office</p> <p>Lennox Head Regional Office</p>



OFFICE OF SPORT

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☎️ **13 13 02** from Monday to Friday, 9am to 5pm
(with the exception of public holidays)

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View or download this report from the Office of Sport website:

sport.nsw.gov.au/aboutus/corporateinformation