



2023 Western Sydney Marathon at Sydney International Regatta Centre

# Everyone Plays Here

NSW Office of Sport  
Strategic Plan 2024-2028







# Acknowledgement of country

The Office of Sport acknowledges and celebrates the Traditional Custodians of the Lands and waters of NSW where we work, live and play. We pay our respects to Elders past and present, and recognise their strengths, knowledge, and continuing connection to Country.

Artwork - "Jennebe"  
by Jasmine Sarin  
Proud Kamilaroi and Jerrinja woman from NSW



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Participants in the Surfing NSW Her Wave program



# The Importance of Sport and Active Recreation

It is well recognised that participation in sport and active recreation plays an integral role in both improving the health and wellbeing of individuals, whilst also fostering social connections and building relationships and networks within communities.

Participation in sport and active recreation can take many forms including as a player or athlete, coach, official, administrator, volunteer, sponsor, corporate partner, broadcaster, media, or as a spectator or fan. From grassroots through to elite, the opportunity to participate should be available to everyone.

The Office works to create, support and promote inclusive and accessible opportunities for all individuals, broadening people's understanding of participation and adapting to emerging trends.

According to the Institute of Public Policy and Governance at the University of Technology, Sydney, the economic, social and health benefits of sport and active recreation provide multiple direct benefits to NSW. This includes increased productivity and employment, reduced chronic diseases, improved mental health and general sports related expenditure.





Our purpose:

# Everyone Plays Here

Supporting all people, communities and organisations across NSW to enjoy and realise the benefits of participating in sport and active recreation.

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Who we are:

The lead NSW Government agency for sport and active recreation.

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How we deliver:

Providing leadership, policies, programs, funding and infrastructure to ensure everyone has the opportunity to participate.

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# Our Focus

## Sector Growth

Supporting the sector in adapting and growing sport and active recreation across NSW.

## Facilities and Spaces

Enabling an inclusive and accessible network of facilities and places for sport and active recreation.

## For all People

Facilitating increased opportunities for inclusion in sport and active recreation so every person in NSW can participate throughout their whole life.

## Partnerships and Investment

Pursuing partnerships and investment opportunities that facilitate and grow sport and active recreation in NSW.

## Organisation Development

Ensuring the Office of Sport is sustainable, responsive and contemporary.



URBNSURF facility at Sydney Olympic Park



## 1

# Sector Growth

The NSW sport and active recreation sector delivers services to millions of people, and while diverse, is united in its passion to bring the value of sport and active recreation into people's lives across the state.

From community through to elite, the Office of Sport collaborates with and supports the sector to facilitate and promote participation opportunities and pathways for individuals and communities. It provides tools, resources, and in some instances regulation, to create fair, safe and inclusive experiences and environments for participation in sport and active recreation.

For the people of NSW to get the most out of sport and active recreation, it is important the sector is sustainable, agile and upholds integrity in order to maintain its value and grow participation.

With the changing nature of how sport and active recreation is played, accessed and consumed, the Office of Sport supports the sector to better meet these opportunities and challenges, assisting the sector and its organisational health.

This focus on the organisational health and sustainability of the sport and active recreation sector ensures that future generations will continue to enjoy and benefit from the positive impacts of sport and active recreation, both socially and physically.



NSW Nippers State Championships





Australian Pickleball Championship

## What we want to achieve

- Increased capability, agility and resilience of the sport and active recreation sector to respond to emerging trends and challenges.
- Increased capability of the sector to create equitable, safe and inclusive environments for everyone.
- Increased organisational health of the sport and active recreation sector.
- Increased sector satisfaction with the support of the Office of Sport.
- Improved participant retention across all age groups for sport and active recreation.
- Increased public awareness of both formal and informal sport and active recreation opportunities and their associated health and wellbeing benefits.

## Ways of achieving

- Work and collaborate with peak bodies and the sector to grow and promote participation.
- Develop tools that support good governance practice.
- Support the sector to recognise and respond to challenges and emerging trends, and adapt product and service offerings accordingly.
- Educate, promote and maintain the value and role of sport integrity.
- Ensure resources are in place to build sector capability.
- Work with the sector and partners to provide programming that focuses on the overall wellbeing of participants and inspires continued participation.



## 2

# Facilities and Spaces

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

Across NSW, there are networks of sport and active recreation facilities and spaces available for individuals, communities and organisations to use for participation, spectating or hosting activities and events.

The Office of Sport strives to ensure that this network is fit-for-purpose, sustainable, adaptable and enables participation at all levels and across all abilities, to meet the diverse needs of communities - from local community fields through to large international venues.

From planning, funding and advocating for sport and active recreation facilities, through to operating a group of Sport and Recreation Centres and Olympic Sport Venues across the state, the Office of Sport is a key enabler of growing and strengthening the network of facilities and spaces in NSW.



Youth participating in BMX Cross





Holiday camp at Berry Sport and Recreation Centre

## What we want to achieve

- Increased number and diversity of fit-for-purpose sport and active recreation facilities across NSW.
- Improved capacity and adaptability of existing sport and active recreation infrastructure and facilities.
- Improved sustainability of the Office of Sport's assets.
- Increased visitation, utilisation and access to Office of Sport Centres and Venues.
- Increased number of facilities designated and made available for outdoor recreation.

## Ways of achieving

- Collaborate with stakeholders to facilitate access to existing sport infrastructure for new and existing user groups.
- Ensure the guidelines for sport infrastructure funding address the impacts of climate change on facilities and encourage appropriate adaptations as part of design and build considerations.
- Facilitate and encourage greater integration and collaboration with councils, state government and other facility and space providers on planning and delivery.
- Promote and support the delivery of facilities and spaces that are adaptable, accessible and enable utilisation by all participants for new and emerging sports.
- Maintain, upgrade and evaluate state-owned facilities.
- Ensure our Centres and Venues are fit for modern customer needs by adapting how we operate, manage and renew our assets.
- Support and advocate for facilities and spaces that are sustainable.
- Support the facilitation of access to natural environments for outdoor recreation.
- Data informed decision making for new and upgraded facility investment.



# 3

## For all People

It is well recognised that sport and active recreation have the power to change lives and promote social inclusion within our community. A key objective of the Office of Sport's work is to ensure the structures in our sporting community are fair and inclusive for people of all backgrounds. NSW is a richly diverse state, with a mix of cultures, backgrounds, personal circumstances and characteristics, and the sporting landscape of our state should reflect the exceptional diversity of our society.

While sport and active recreation are important for physical and mental health, equally important are the social and community connections they create. By working to ensure sport and active recreation across the state are more diverse and that clubs, associations and organisations are inclusive and welcoming for everyone, the Office of Sport aims to facilitate positive outcomes – not just for individuals, but for society as a whole.

In collaboration with the broader sporting sector, local councils and other government agencies, the Office of Sport endeavours to create environments and experiences that allow everyone to have equal opportunity to participate and thrive in sport and active recreation.



© Geoff Tripp Photography





FIPFA Powerchair World Football Championships 2023 held at Sydney Quay Centre.

## What we want to achieve

- Increased participation in sport and active recreation for populations in under-represented groups including females, multicultural people, people with disability, First Nations people and the LGBTQIA+ community.
- Growth in partnerships and initiatives where diversity and inclusion are a key focus.
- Increased diversity in leadership and management across the sector.
- Increased opportunities to engage in the sport and active recreation sector.

## Ways of achieving

- Be a sector leader, improving diversity at the Office of Sport and creating a workplace culture of inclusion.
- Provide leadership and policies that support participation opportunities accessible to everyone.
- Support industry to prepare policies that promote participation by priority groups.
- Pursue partnerships where diversity and inclusion are championed.
- Develop new programs and initiatives to support diversity and inclusion.
- Engage and consult with experts and people with lived experience to inform future policy and program development.
- Actively engage with communities to inform and improve access to sport and active recreation opportunities.
- Design, support and implement initiatives to overcome participation barriers, such as costs, access, self-esteem, risk of injury and awareness of opportunities.
- Research and identify how changing demographics and lifestyles alter the way everybody participates.
- Provide participation opportunities through evidence-based programs at Office of Sport, Sport and Recreation Centres and Olympic Sport Venues.



# 4

## Partnerships and Investment

Partnerships and investment play pivotal roles in fostering the growth and sustainability of sport and active recreation. They are critical to bringing more resources, expertise and opportunities to the sector, as well as amplifying financial resources and enhancing infrastructure development, program and activity delivery, and access to sporting facilities.

Partnerships can innovate initiatives that support diverse participation, talent development, and the hosting of major sporting events, thereby reinforcing the societal value and inclusivity of sport and active recreation on a global scale.

By supporting a range of partners to collaborate and deliver mutually beneficial outcomes, sport and active recreation can contribute towards a broader range of government priorities and create greater benefits and value for everyone in NSW - both now and into the future.

The Office of Sport has a key role in managing government investments, coordinating partnerships and providing the evidence base to grow the contribution that sport and active recreation make to NSW.







FIFA Women's World Cup Fan Festival™ 2023, Darling Harbour, Sydney

## What we want to achieve

- Recognition and promotion of the value and benefit of sport and active recreation as an important contributor to government priorities.
- Collaboration across all of government to increase the number of programs, services and facilities considering and incorporating sport and active recreation outcomes
- Increased number of sport and active recreation programs and events being co-delivered by government and the sector.
- Growth in strategic partnerships that strengthen the overall sports ecosystem through innovative thinking and solutions.
- Increased private sector investment in the sport and active recreation sector.
- Reinforce NSW's reputation for hosting the world's biggest sporting events and tournaments and their importance in supporting the future growth of sport in the state.

## Ways of achieving

- Highlight and communicate to our stakeholders the economic direct benefit and value of sport and active recreation.
- Articulate and promote the value and benefits to NSW of our centres and venues.
- Build relationships with new delivery partners and deliver programs through partnerships across the sector.
- Work with peak bodies and the sector to develop opportunities for sport and active recreation which connect to and support government priorities.
- Leverage investment in sport and active recreation to create and contribute to economic, health and social outcomes.
- Administer grant programs in line with the grant project objectives including value for money principles and the delivery of outcomes.
- Secure sustainable funding and investment sources.
- Ensure whole of government collaboration to plan and deliver major events, including the development and implementation of legacy programs and initiatives with the sector.



## 5

# Organisation Development

Establishing a strong culture and foundation for success is pivotal to achieving the Office of Sport's collective purpose.

With a focus on people development, leadership, sustainable and safe practices, and service delivery, the Office of Sport aims to develop an organisation that not only meets current challenges but anticipates and embraces future opportunities.

Encouraging an engaged workforce will drive innovation, enhance productivity and ensure the successful execution of long-term objectives.

By fostering engagement with stakeholders, building partnerships and harnessing information and knowledge, the Office of Sport can stay ahead of the curve, remain agile and responsive, and drive continuous innovation and improvement.



White water rafting at Penrith Whitewater Stadium





Holiday Break camp at Borambola Sport and Recreation Centre

## What we want to achieve

- A positive internal employee culture that amplifies the purpose and passion of the people who work for the Office of Sport.
- Sustainable organisational operations and growth.
- Growth in capacity and capability of Office of Sport employees for today and our future.
- Strong brand recognition that resonates with stakeholders and is associated with quality, innovation and trust.
- Foster a culture that promotes creativity, drives innovation, continuously explores new ideas and supports risk based decision making and outcomes.
- Exceptional customer service that exceeds the expectations of our customers and provides a positive and memorable experience.
- A socially responsible organisation where consideration of economic, environment and community impacts is embedded across all work.

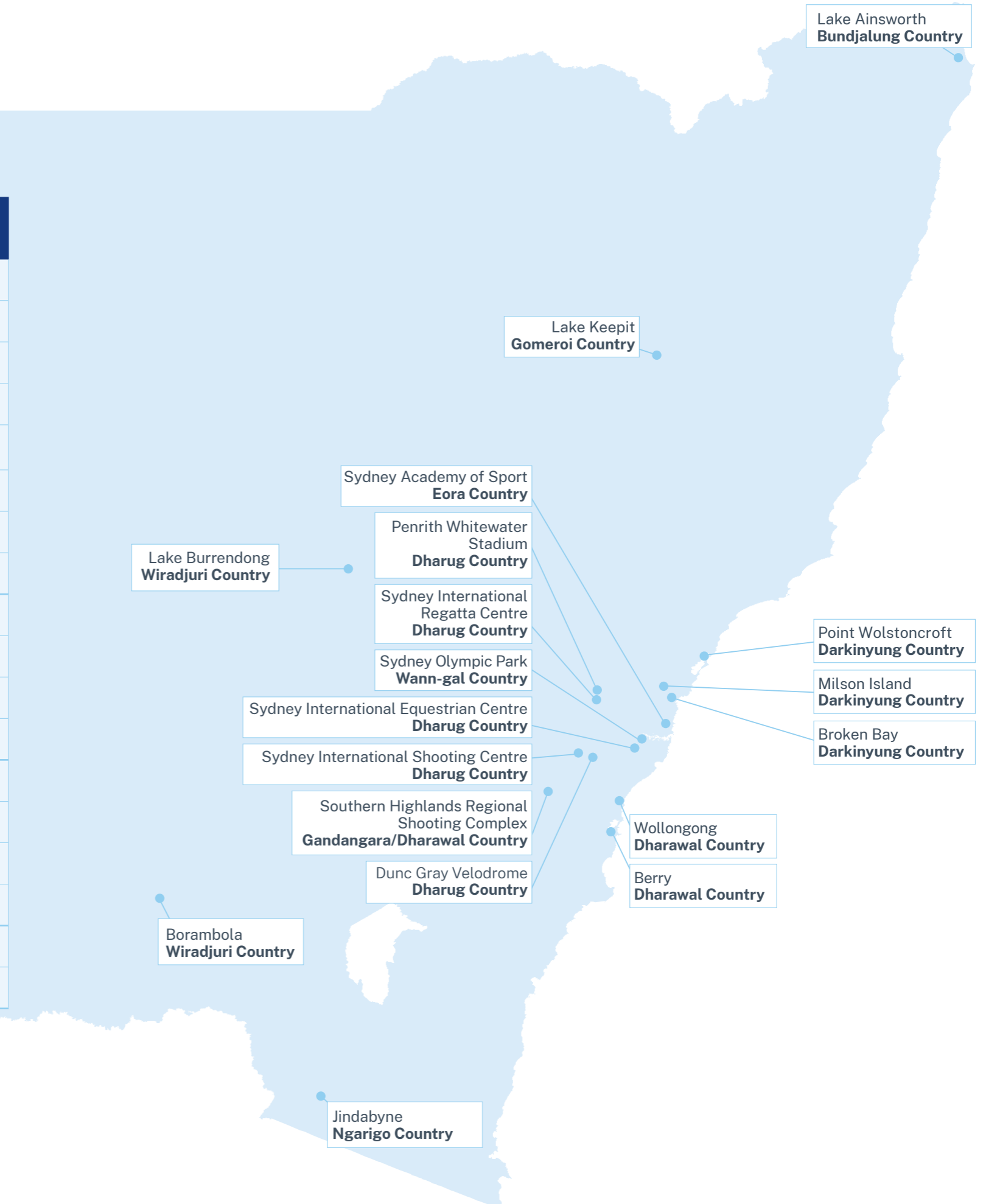
## Ways of achieving

- Foster and uphold a workplace environment where employees feel valued, safe, engaged and supported and where diversity and inclusion are prioritised.
- Embed a culture of accountability, child safeguarding and good governance across all work and ways of working.
- Encourage innovation and continuous improvement to meet evolving stakeholder and government needs.
- Attract, develop and engage a talented workforce that shares our purpose and passion.
- Seek out and increase revenue opportunities to become more sustainable in our own operations while ensuring compliance with government requirements.
- Improved use of technology, data and our people to better meet our customer needs and expectations and improving their end-to-end experience.
- Operate in a socially responsible manner, including developing and implementing initiatives relating to environmental sustainability, ethical practices and community engagement.



# Our Locations

	LOCATION	ABORIGINAL NATION
<b>Metropolitan</b>	Sydney International Regatta Centre (Penrith)	Dharug Country
	Penrith Whitewater Stadium	Dharug Country
	Sydney International Shooting Centre (Cecil Park)	Dharug Country
	Sydney International Equestrian Centre (Horsley Park)	Dharug Country
	Southern Highlands Regional Shooting Complex (Hill Top)	Gandangara/Dharawal Country
	Dunc Gray Velodrome (Bass Hill)	Dharug Country
	Sydney Academy of Sport	Eora Country
	Sydney Olympic Park	Wann-gal Country
<b>Northern</b>	Lake Ainsworth	Bundjalung Country
	Point Wolstoncroft	Darkinyung Country
	Milson Island	Darkinyung Country
	Broken Bay	Darkinyung Country
<b>Southern</b>	Berry	Dharawal Country
	Borambola	Wiradjuri Country
	Jindabyne	Ngarigo Country
	Wollongong	Dharawal Country
<b>Western</b>	Lake Keepit	Gomerioi Country
	Lake Burrendong	Wiradjuri Country







Jamison Park Synthetic Facility





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