 OUR VISION

A vibrant and valued sport and active recreation sector that enhances the lives of the people of NSW

THE VALUE OF SPORT AND ACTIVE RECREATION

Sport and active recreation is important, contributing significantly to our health, economy, social wellbeing and the liveability of our cities and communities.

THE HEALTH BENEFITS

Regular physical activity improves our physical and mental health, and reduces the risk of obesity and lifestyle related illnesses across life stages.

An active lifestyle contributes significantly to our general wellbeing, our productivity and performance at work or school.

THE SOCIAL BENEFITS

Sport and organised physical activity brings people and communities together which contributes to a stronger, more socially inclusive society.

A vibrant sport and active recreation sector contributes to the liveability of cities and regions.

THE ECONOMIC BENEFITS

Sport and active recreation is a growing industry that creates jobs and opportunities for investment and innovation.

Sporting and other recreational events attract visitors to cities and communities, and are significant drivers for the visitor economy across the state.

An active population leads to improved productivity as well as addressing preventative health costs facing governments.

OUR VALUE PROPOSITION

We are committed to realising greater value for the people of NSW and recognition of the importance of sport and active recreation as a contributor to the economic and social wellbeing of our society.

We believe that by embracing a new strategic direction and working with the sector, government agencies and other partners to implement this plan, we can improve the relevance and recognition of sport and active recreation and its contribution to public value.
Our agenda links to the NSW Government’s

PRIORITIES
- Delivering infrastructure
- Creating jobs
- Tackling childhood obesity
- Improving education results
- Protecting our kids

OUTCOMES
- Improved health
- Productive people
- Strong economy
- Strong communities
- Livable and culturally vibrant cities and towns
OUR OPERATING CONTEXT

A rapidly evolving sector with significant challenges and opportunities

SECTOR CHALLENGES AND OPPORTUNITIES

The sport and active recreation sector is broad and comprises everything from grassroots sports clubs to professional sports, from recreational event organisers to operators of venues, facilities and fitness clubs, and not-for-profit to commercial businesses.

The primary outputs of the sector come from businesses, venues and non-government organisations. These are driven by a complex and important system of state, national and international sporting organisations, peak bodies, advocacy groups and involves agencies from local, state and Commonwealth government.

The unstructured nature of active recreation presents government with a number of challenges on how to best support and enable the active recreation sector.

Shifting participation landscape
People are increasingly time poor, have limited budgets and are being offered new forms of entertainment. Fewer people are participating in organised sport and broader participation trends are problematic. Changing community demographics provide opportunities for developing new offerings and to enable traditional sports to remain relevant.

Sector sustainability
The future viability and performance of many sports is under threat from declining volunteering, funding pressures, product relevance and governance capability and capacity to respond to current and future challenges.

Access to places and spaces
Lack of access to quality places and spaces particularly in urban areas is constraining involvement in sport and active recreation. Continuing population growth and goals of increased participation are driving demand pressures for more and better quality facilities. The emerging focus on liveable communities provides an opportunity to integrate improved planning and smarter investments.

Integrity in sport
Instances of inappropriate or illegal behaviour relating to use of drugs, match fixing, corruption, discrimination and participant welfare continue to be exposed and can seriously damage the reputation and integrity of sport.

Customer expectations
Technology and social media are driving new spectator and fan expectations which have significant implications for sports and stadia investments. Positive engagement on these fronts provides opportunities to address some of the sustainability challenges.

High performance success
International and national success is becoming harder to achieve as other countries, states and territories invest more in elite sports. Opportunities to drive improved high performance outcomes lie in addressing pathway connectivity and program funding and alignment issues.

Availability and analysis of data
Understanding and responding to the changing needs of consumers and the sector requires a strong evidence base. The translation of available data into insight reports has been identified as an avenue to assist in strengthening and shaping future decision making across the sector.

Partnerships
Innovative solutions to the challenges facing the sector should be explored through partnerships government and sectors. This will assist in leveraging economic and social outcomes and strengthening the value proposition of sport and active recreation.
The sport and active recreation sector contributes around $10 billion annually to the NSW Gross State Product.

**ECONOMIC**

- Employment
  - 30,000+ people employed in the sector

- Visitor economy
  - 3.5 million domestic and international visitors travelling to NSW annually to participate in or attend a sporting event

**PARTICIPATION**

- Adults (15+), participating in physical activity at least once a week
  - 79%

- Adults (15+), participating in physical activity at least three times a week
  - 59%

- Children (0-14), participating in physical activity at least once a week outside school
  - 55%

- Children (0-14), participating in physical activity at least three times a week outside school
  - 21%

**SOCIAL**

- 10,000+ community based clubs

- 415,000+ volunteers

- 100+
  - State Sporting Organisations
  - State Disability Sporting Organisations

OFFICE OF SPORT STRATEGIC PLAN 2018-2022
PARTNERS & STAKEHOLDERS

- **Sport**
  State Sporting Organisations, National Sporting Organisations, professional clubs, community clubs, regional associations, regional academies

- **Venues and facilities**
  Users, tenants, school groups, community groups

- **Government**
  Local councils, state government agencies, Commonwealth government agencies

- **Other non-government organisations**
  Peak bodies, advocacy groups, businesses and service providers, active recreation organisations and volunteers
PLACES & SPACES
Well managed facilities that meet the needs of users and investors

SECTOR PERFORMANCE
A strategically focused and empowered NSW sport and active recreation sector

PARTICIPATION
More people in NSW participating in sport and active recreation

HIGH PERFORMANCE PATHWAYS
More NSW sporting success and NSW being a valued partner in Australia’s international success

OUR CAPABILITY
The Office of Sport has the capability to make a valued contribution to the sector
PLACES AND SPACES

Our goal: Well managed facilities that meet the needs of users and investors

Places and spaces for sport and active recreation enable participation and sporting events. Meeting the evolving needs of consumers to support participation at all levels requires a strategic and coordinated approach to building, modernising and optimising the use of facilities.

WHAT WE DO

Stadia Network Planning and Activation
We lead the planning and coordination with Government agencies and venue operators to deliver on the NSW Government’s investment in major stadia. We seek to enhance the fan and user experience through insights from global best practice and to strengthen the coordination of commercial and operational decisions across the network.

Asset Management
We provide planning, coordination, delivery and maintenance of high quality venues and facilities. We inform infrastructure investment decisions through master planning to maximise the value and useful economic life of our facilities and precinct growth to the benefit of the local community.

Facilities Strategy and Planning
Working with our partners and stakeholders, we facilitate the identification of current and future requirements for sport and recreation infrastructure to inform strategic planning and investment decisions. We influence policies and coordinate grants and funding for facilities and upgrades to improve access and utilisation of metropolitan and regional places and spaces for sport and active recreation.

Olympic Sport Venue Management
We operate the Sydney International Equestrian Centre, Sydney International Shooting Centre and Sydney International Regatta Centre. Through these venues we attract and host national and international championships, other sporting and cultural events and provide facilities for the numerous sporting clubs and the community.

OUR STRATEGIC INITIATIVES

NSW Stadia Network Plan
Regional Sports Infrastructure Fund
Greater Sydney Sport Facility Plans
Strategic Asset Management Plan for Office of Sport Facilities
Future Needs of Sport Infrastructure Study

CHALLENGES

Improvements in technology, broadcast quality, digital sport content and broader variety in cultural and sporting events continuously increase consumer expectations and the international and inter-state competition among major stadia.

The rapidly growing population of NSW puts pressure on existing places and spaces reserved for physical activity. The rate of available places and spaces per capita has been steadily decreasing in some regions and particularly in Greater Sydney. In some regions where demand exceeds supply, physical activity levels may be constrained. In other regions the challenge is the opposite with facilities being under-utilised due to quality, accessibility or configuration that may limit their use to certain hours, sports or demographic groups.

The response to this pressure involves innovation, investment and a new way of thinking from both Government and the sport sector. The challenge is to adopt a flexible approach to the provision and use of places and spaces so that availability of facilities is increased and that the facilities provided are fit for purpose.
OUR TARGETS

- 10% increase in attendance at major stadia by 2025
- 100% utilisation of sport facilities across NSW
SECTOR PERFORMANCE

Our goal: A strategically focused and empowered NSW sport and active recreation sector

Supporting a sustainable sector requires collective advocacy, leadership, coordination and sharing of best practice.

WHAT WE DO

Sector Performance Improvement
In collaboration with State Sporting Organisations and other peak bodies, we seek to cultivate and leverage partnerships within the sector and lead initiatives to enhance alignment and cohesion. We provide insights and capacity building strategies and foster cross-sector collaboration and partnerships to improve sector sustainability and performance.

Sports Integrity
We provide awareness training across the sector to improve integrity and confidence in organised sport. We partner with sporting organisations to support programs and provide policy advice in relation to match-fixing, sports betting, child protection, anti-doping and member protection.

Major Sport Events
We partner with event organisers, government agencies, private sector entities and major sponsors to assist with event planning and activation to deliver high quality events and maximise the benefits of events for NSW.

Regional Service Coordination
In collaboration with sector stakeholders, we plan, invest in and deliver on sport and active recreation outcomes for each of the 10 regions in NSW. Our involvement includes leading, coordinating, contributing and in some cases, delivering services and activities in the regions.

Regulation
We provide regulatory services for combat sports and motor vehicle sports in accordance with the Combat Sports Authority Act 2013 and the Motor Vehicle Sports (Public Safety) Act 1985 to promote integrity and safety in these sports.

OUR STRATEGIC INITIATIVES

State Sporting Organisations Performance Improvement Plan
NSW Sport and Active Recreation Sector Strategic Plan
Child Protection Best-Practice Capability Program
Events Activation and Legacy Planning Framework
Regional Sport Delivery Model
Combat Sports and Motor Vehicle Sports Legislation Reviews

CHALLENGES

Organised sport and active recreation is made up of a complex and diverse network of public, private and not-for-profit players with varying business models, governance and levels of capacity.

Not-for-profit sporting organisations and grassroot sports face challenges with adapting to consumer demands and expectations about governance while remaining financially sustainable.

Addressing emerging integrity threats occurring at all levels of sport requires cooperation and collaboration across a range of government and sector stakeholders.
OUR TARGETS

- 80% of State Sporting Organisations with a sound organisational health rating by 2020
- 80% of State Sporting Organisations satisfied with Office of Sport quality of advice and support
PARTICIPATION

Our goal: More people in NSW participating in sport and active recreation

Participation in organised sport, active recreation and physical activity is becoming increasingly important to health in all life stages. Responding to the major demographic and social changes being faced requires sports to innovate and develop new offerings to ensure traditional sports remain relevant to changing community needs.

WHAT WE DO

Participation Strategy and Planning
We plan and coordinate with key sector partners to review current approaches, influence and connect stakeholders across government and the sector, and to develop and implement new strategies and policies that address barriers and promote participation.

Participation Funding and Support
We deliver grants and policy support for key sector partners on strategies and programs that increase participation and promote inclusion.

Sport and Recreation Centres
We operate 11 centres across NSW that offer facilities, premium outdoor education programs, traditional camps and fully qualified instructors for schools, sporting groups, families, corporates and communities. The centres offer different specialist programs in their unique surroundings, which provide opportunities for all demographic groups to engage in sport, recreation and an active lifestyle.

Duke of Edinburgh’s International Award
We manage the program in NSW and provide training and support to registered Coordinators and Award Leaders in schools and community organisations.

OUR STRATEGIC INITIATIVES

NSW Physical Activity Strategy
Childhood Obesity Collaboration
Active Kids Program
NSW Women in Sport Strategy

CHALLENGES

Organised sport is stagnating with barriers to participation including time, money, access to facilities and a continual increase in new forms of entertainment competing with physical activity.

Meanwhile participation has increased in more flexible active recreation activities which are less structured and better able to respond to the changing needs and lifestyles of time-poor consumers.

The school years are critical to embedding the benefits and establishing the habits of an active life.
OUR TARGETS

- 65% of NSW adult population participating in regular physical activity by 2025
- 30% of NSW children participating in regular physical activity outside of school by 2020
HIGH PERFORMANCE PATHWAYS

Our goal: More NSW sporting success and NSW being a valued partner in Australia’s international success

High performance sport is an important driver for participation in sport and attendance at major sporting events. Through sport we find inspirational role models who engender community pride and help strengthen the social fabric of communities, regions and even countries.

For over a century Australia has prided itself on our sportspeople delivering superior performances on the world stage and inspiring the next generation of aspiring athletes.

WHAT WE DO

High Performance Strategy
We partner with sporting organisations, regional academies, state sporting high schools and the NSW Institute of Sport to drive alignment of high performance pathways, resources and stakeholders.
Together we seek to influence and connect all relevant stakeholders and resources within the high performance system to achieve better outcomes for talented athletes.

High Performance Funding and Support
We foster athlete development and elite performance through funding of high performance sport programs and we facilitate the development of centres of excellence.

OUR STRATEGIC INITIATIVES

NSW High Performance Strategy
National Rugby League Centres of Excellence Grants Program

CHALLENGES

Lack of integration and alignment in performance pathways constrains activities undertaken by various stakeholders involved in planning and delivery of high performance programs and limits the cost-effective achievement of sport outcomes.

Access to quality support services and facilities in regional NSW is limited.

Greater investment is required in talent identification and development programs to ensure emerging athletes receive the right support at the right time to progress along the high performance pathway.
OUR TARGETS

- 80% of NSW teams with top three ranking in National Aged Junior Competitions
- 35% NSW athlete representation in national teams
OUR CAPABILITY

Our goal: The Office of Sport has the capability to make a valued contribution to the sector

The Office of Sport was established in 2014 as the NSW Government’s lead agency for sport by bringing together divisions and entities related to sport and active recreation.

WHAT WE DO

Organisational Capability Improvement
We embed organisational excellence by continuously benchmarking ourselves against best practice to improve our structure, systems and processes, develop the skills and capabilities of our workforce and enhance the effectiveness of our governance and risk management systems.

Corporate Support
We provide core agency coordinating functions, support and administration. We also undertake various initiatives to improve employee engagement, learning and development, embed our values, and build our brand within the sector.

OUR STRATEGIC INITIATIVES

Business Excellence Program
IMT Platform Rebuild Program
Customer Relationship Management Replacement Strategy
Shared Corporate Services Program
Modernise and Optimise Sport and Recreation Centres

CHALLENGES

A decade of change and decentralisation has inhibited the establishment of a unifying purpose and an enduring strategy to make NSW the number one state for sport and active recreation.

Responding to the need for increased capability in areas including partnering, influencing and connecting with stakeholders, facilitating planning and providing insights and capacity building to make a valued contribution to the sector.

Alignment of internal systems, processes and structures to ensure that our agency operates efficiently and is a great place to work.
OUR TARGETS

- Employee Engagement rating of 75% by 2020
- Australian Business Excellence performance score above 550 by 2020
The Office of Sport is an executive agency within the NSW Department of Industry and is the lead and coordinating entity within the Minister for Sport’s portfolio.

The Office of Sport works closely with:
- NSW Institute of Sport
- Sydney Cricket and Sports Ground Trust
- Sydney Olympic Park Authority
- Venues NSW

We provide leadership and support to the sport and active recreation sector to enhance its performance and sustainability. A core value proposition is to bring improved coherence and coordination of activities and investment to the sector.

We are responsible for planning, managing and delivering high quality venues, facilities, sport development and active recreation programs, high performance sport, and sport integrity and safety. We are also a driver for sport policy and strategy, the formation and dissemination of insights and information, and the promotion of partnerships.

**WHAT WE DO**

**Sport Infrastructure Group**
Infrastructure and facilities planning and delivery and strategic asset management of state-owned sport facilities.

**Sport Development Group**
Development of sport and active recreation sector strategy, policy, integrity, capacity and performance through industry engagement, provision of information, promotion of safe and inclusive practices, and leveraging events.

**Sport and Recreation Services**
Facilitating opportunities for participation and performance, by leading and coordinating sector partners and delivering services.

**Corporate Services**
Organisational support services, business partnering, corporate planning and governance.
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

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