

Strategic Plan 2024–28

Vision

Sport is at the heart
of an active, healthy and
connected Queensland

Purpose

To inspire all
Queenslanders to lead
active lives in healthy
communities and support
the success of the
2032 Games

OUR OBJECTIVES

More Queenslanders are active and healthy

Our communities are active
and healthy and can access
a range of racing, sport and
recreation opportunities.

Support our sector to do what they do best

Enhance the provision of grants,
infrastructure funding, advice and
services for the long-term benefit
of all Queenslanders.

Making places and spaces more inclusive

Sport and active
recreation is accessible to
all Queenslanders.

A thriving workforce

Our inclusive, diverse, passionate
professionals provide outstanding
expertise in a workplace that
champions their wellbeing.

OUR KEY PERFORMANCE INDICATORS

- **75% of infrastructure projects** funded through our programs are delivered within the program guideline timeframes.
- More than 70% of **FairPlay vouchers** redeemed.
- **70% of FairPlay recipients** indicate their physical activity levels have increased since the previous year.
- More than **80% customer satisfaction** with department-owned and operated sport and recreation venues.
- **25% conversion** annually of Queensland Academy of Sport athletes on Australian teams.

- At least **70% of sport and active recreation organisations** reported improved capability and capacity as a result of funding.
- **90% of tenants** within the department's Sports Houses (Townsville and Brisbane) are sport-related.
- Average time to assess Racing Infrastructure Fund grant applications is **30 days**.
- Co-contribution ratio of partnership investment to the Queensland Academy of Sport investment in **grants research projects is 1:1**.

- **Year-on-year increase** to a total of 150 new categorised para-athletes in the pipeline.
- 100% of funded state-level sporting organisation boards achieve **gender equity**.
- Every infrastructure funding program has **best practice social infrastructure** strategies including universal design principles.

- The overall Employee Engagement Score in the Working for Queensland survey **exceeds 70%**.
- We **meet or exceed** departmental diversity targets.
- **5% increase** in the Working for Queensland survey metric *'I feel that my organisation considers the wellbeing of employees to be important'*.

OUR STRATEGIES

- Deliver targeted/pilot infrastructure programs in areas of high need and/or the largest gaps in sport and active recreation opportunities.
- Drive physical activity participation by promoting sustainable sport and recreation infrastructure across Queensland, managing venues that serve all levels of sport, using events to drive economic and social benefits, and inspiring more people to get involved by showcasing the success of our elite athletes.
- Collaborate with Games Delivery Partners to realise and leverage Games benefits and legacy.
- Position Queensland as an epicentre for sporting excellence through the delivery of the *QAS 2032 High Performance Strategy*, including prioritising increased engagement with national sporting organisations in Queensland to further enhance performance outcomes.

- Support our industries' workforce (including volunteers) to grow their capability and capacity to meet the needs of Queenslanders.
- Enable community outcomes and help make sport and active recreation more accessible by supporting or directly delivering quality grant programs and events.
- Collaborate across industry and government to enhance our sector.
- Conduct a comprehensive and independent review of racing to ensure the long-term viability of all racing codes and venues.
- Support Games Delivery Partners, including portfolio statutory bodies, with the delivery of the 2032 Olympic and Paralympic Games.
- Leverage our strategic partnerships to enhance athlete performance.

- Deliver programs that support inclusivity and offer physical activities opportunities that are culturally appropriate for Aboriginal peoples and Torres Strait Islander peoples.
- Embrace a modern approach to managing and operating inclusive, multi-use and sustainable community sport and recreation venues that are adaptive to the needs of Queenslanders of all abilities.
- Invest in inclusive and accessible community infrastructure that is adaptive to the needs of Queenslanders.
- Incorporate human centred design in all sport and recreation programs to promote social inclusion, connection and offer more choice and flexibility.
- Build a strong pipeline of para-athletes and speed up their journey to high performance with a tailored para-development model.

- Grow awareness of departmental programs and support through improved digital content and engagement.
- Support our people through conversations about performance objectives, career development and their wellbeing.
- Implement our Strategic Workforce Plan to create a high-performance workplace culture, attract and retain a diverse team, and empower our workforce to manage risks safely.
- Use our Reframing the Relationship Plan to recognise the importance of self-determination for Aboriginal peoples and Torres Strait Islander peoples and build a culturally capable workforce and safe workplace by developing the cultural skills of our divisions.

Our strategic opportunities

We embrace strategic opportunities to maximise benefits for Queenslanders:

- **Innovation** – challenge the status quo to be agile and to drive innovation in all aspects of the portfolio.
- **Integrated** – take advantage of an integrated and cohesive sporting sector to provide a lasting economic, social and cultural legacy for the state.
- **Brisbane 2032 Olympic and Paralympic Games** – leverage Brisbane 2032 to drive growth and improvements in our sectors.
- **Skilled workforce** – attract and retain capable staff by highlighting our unique professional opportunities to engage with stakeholders in our sector.

Our strategic risks

We manage strategic risks to ensure optimal delivery to the community:

- **Investment** – unable to attract appropriate investment due to a perception of a lack of opportunities in Queensland.
- **Elite athletes** – traditional Olympic sports are not attractive to a range of people due to increasing opportunities from professional sports codes.
- **Participation** – Queenslanders will not participate in sport due to cost of living pressures.
- **Engagement** – unable to respond to innovative opportunities due to lack of staff capability to engage and educate our industry and partners.
- **Performance improvement** – unable to deliver strategies due to limited available resources.

We contribute to the Queensland Government's objectives for the community:



A better lifestyle through
a stronger economy



A plan for Queensland's
future

