

Strategic Plan

2025–2029

Vision

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

Purpose

To inspire all
Queenslanders to have
active lives in healthy
communities and lead
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 recreational, sport and racing opportunities.

- **75% of infrastructure projects** funded through our programs are delivered within the program guideline timeframes.
- More than 70% of **Play On! vouchers** redeemed.
- **70% of Play On! 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.

Support our sector to do what they do best

The provision of grants, infrastructure funding, advice and services to deliver long-term benefit to Queenslanders.

- 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**.

Making places and spaces more inclusive

Sport and active recreation is accessible to all Queenslanders.

- 100% of funded state-level sporting organisation boards show improvement in **gender representation by 2029**.
- Every infrastructure funding program has **best practice social infrastructure** strategies including universal design principles.

A thriving workforce

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

- 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 KEY PERFORMANCE INDICATORS

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.
- Support Queenslanders' participation in sport and active recreation in partnership with the active industry through program and event delivery.

- 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 partners to attract world class sporting events.

- Deliver programs that support inclusivity and offer physical activities opportunities that are culturally safe 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 using universal design principles.
- Incorporate human centred design in all sport and recreation programs to promote social inclusion, connection and offer more choice and flexibility.
- Support return to participation after disaster events through engagement and provide funding in activated areas in partnership with the Queensland Reconstruction Authority.

- 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 and intentional 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 culturally safe workplace.

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 outcomes for the state.
- **Brisbane 2032 Olympic and Paralympic Games** – leverage the 2032 Games to drive growth and improvements in our sectors.
- **Skilled workforce** – attract and retain a diverse and capable workforce 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 greater competition for investment in Queensland.
- **Athlete Pathways** – entry to athlete's pathway is unattainable due to increasing opportunities from professional sports codes, lack of awareness of Paralympic sports, and barriers to classification, qualification and coaching.
- **Participation** – Queenslanders will not participate in sporting activities due to cost of living pressures.
- **Performance improvement** – unable to deliver strategies due to limited innovation and available resources.
- **Accountability** – unable to deliver effective 2032 Games governance and program outcomes due to a lack of clarity and engagement with 2032 Games partners.

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

We value and respect Aboriginal and Torres Strait Islander cultures in all that we do.
We respect, protect and promote human rights in our decision-making and actions.
We are a White Ribbon-accredited employer.



A better lifestyle through
a stronger economy



A plan for Queensland's
future