



Australian Government

Department of Health  
and Aged Care

# National Sport Plan

Public Consultation Paper

November 2023



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# 1. Overview

## 1.1 Purpose of this consultation paper

The Department of Health and Aged Care (the Department) is consulting on the development of the new National Sport Plan (the Plan).

This paper is not the draft Plan. It introduces the proposed components of the Plan, seeks your views on the opportunities created through the development and implementation of the Plan, and asks for specific comments on the intent of the proposed:

- vision
- guiding principles
- priority areas
- positioning of the Plan and its links to other strategies and plans, and
- approach to measuring progress and success of the Plan in achieving outcomes.

Consultation on the Plan is being undertaken in two phases. Phase one was a targeted consultation with invited stakeholders, which has informed refinement of the consultation paper and components of the Plan. Phase two is this public consultation process, which is being undertaken to ensure the views of the wider sport sector (including those representing physical activity) are represented in the Plan.

You are invited to provide feedback about the Plan. We value the diverse perspectives, experiences and knowledge of all members of the community.

## 1.2 Consultation paper context

This paper is being used to guide consultations and will inform the development of the Plan, including the framing and language.

The Plan will be developed in response to findings from these consultations ahead of formal Government consideration. It has not been considered by Government and is therefore not Government policy.

Input to the consultation is voluntary. Your information will be stored securely and used in accordance with the Department's [Privacy Policy](#).

## 1.3 The new National Sport Plan

The Australian Government is harnessing the power of sport and physical activity to build healthy, active, connected and thriving communities.

Over the next decade, Australia will host some of the world's largest sporting events culminating in the Brisbane 2032 Olympic and Paralympic Games. The Plan will be an important mechanism to deliver on the Australian Government's commitments and priorities for sport, and to ensure success for Australia throughout the green and gold decade (2022–2032) and beyond.

The Plan provides an opportunity to leverage the decade of major sporting events to reshape the future direction of sport in Australia. This includes making the most of high performance, participation, tourism, trade, employment, inclusion and economic opportunities. The Plan recognises that sport has an important role in Australian society to promote and uphold inclusion, unity, equality, fairness and social connectedness, and that sport should always be safe for participants and supporters.

## 1.4 The content of the Plan

The Plan will set a shared vision and priorities to align and leverage key Australian Government sport strategies and plans, and align with State, Territory and other sector leaders' plans.

The Plan will provide an overarching framework that aligns to key national strategies, frameworks and policies (strategy documents) for sport. It will be guided by four principles and underpinned by six proposed priority areas for sport. The principles: *Leadership and Capability*; *Diversity, Inclusion and Equity*; *Safety*; and *Education and Development* represent the core elements of the Plan that apply to each of the priority areas.

The proposed guiding principles will underpin and be embedded throughout the Plan. Each principle will set the intent throughout all six priority areas, while the priority areas indicate specific focuses within the sector. The Plan will not replace or compete with other strategy documents. Rather, by bringing the strategy documents together under the Plan, it will provide a cohesive and integrated strategy, enabling stakeholders to better understand the connections between strategy documents and the Government's priorities for sport. It will also enable stakeholders to identify opportunities to promote and contribute to achieving these outcomes, for example, to promote inclusion, diversity, integrity, and health and wellbeing among other themes.

The Plan is not intended to be a funding instrument. While it will be a tool used by Government to consider future investments, activation of the Plan will occur through implementation of the strategy documents captured under the Plan.

The importance of State, Territory and local government strategic plans and priorities for sport and the critical role they have in delivering on sport outcomes cannot be understated. The development of the Plan will seek to create opportunities for alignment to better leverage benefits and outcomes, and articulate the long-term strategic view of the sport sectors within Australia, including the priorities of the Government for sport and physical activity.

High level measures of success are articulated in the Plan. Measuring the success of the Plan is based on the concept that measurement is already occurring within existing strategy documents. These measures will be utilised to ensure reporting is streamlined and duplication is avoided. Existing strategy documents and other related strategies provide quantified measures which can contribute to a set of interim performance measures once the Plan is developed. Further work will be undertaken to develop a monitoring and evaluation framework following the establishment of the Plan that considers the sum of all parts. Having a staged approach to reporting, including interim measures, would enable the Government to report on success outcomes in a more timely manner, while continuing to define measurement indicators and potentially enhance or develop data sets (where necessary) to support long-term reporting against each priority.

## 2. The new National Sport Plan

The proposed outline of the Plan is provided in Figure 1. Note, the below statements describe the intent of the vision, principles and priorities only. The consultation processes will inform the framing and language used in the Plan.

**Figure 1: Proposed vision, guiding principles, and priority areas for the National Sport Plan**

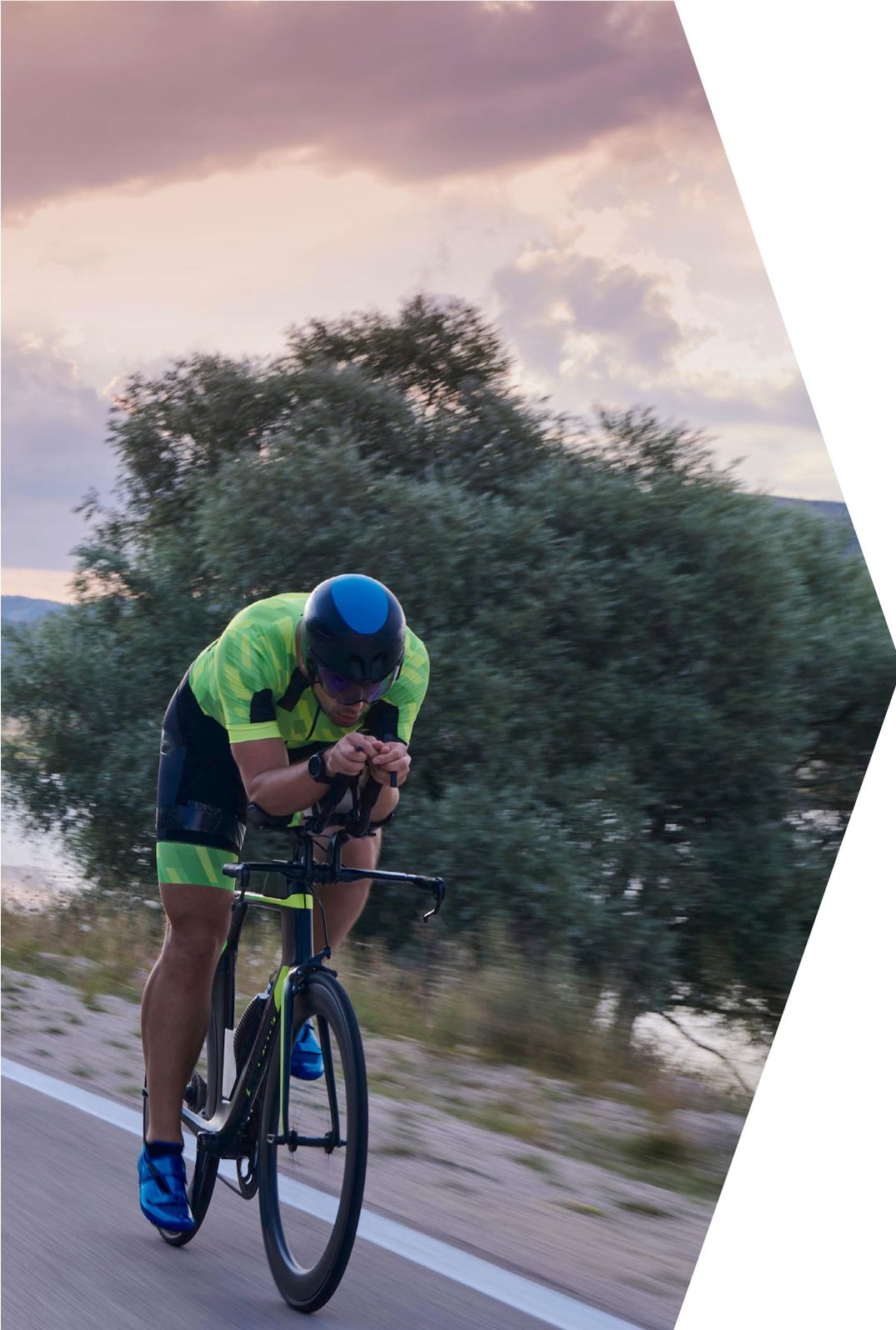
<b>Vision</b>	<b>Sport for all: Australia’s priorities for building healthy, active, connected and thriving communities</b>					
<b>Guiding principles</b>	<b>Leadership and Capability</b> Strengthening the capability of the sport sector in Australia by uplifting governance and enabling diverse, inclusive, ethical and gender-balanced leadership to ensure the decision-making roles truly reflect the nation.		<b>Diversity, Inclusion and Equity</b> Enabling everyone to participate in sport and physical activity in welcoming and inclusive environments – embracing diversity of age, disability, socioeconomic status, cultural or religious background, ethnicity, race, gender identity or sexual orientation.		<b>Safety</b> Creating safe and fair sporting environments, with a genuine culture of safeguarding and respect at all levels, that prevents and addresses individual, organisational and system-level threats.	<b>Education and Development</b> Ensuring opportunities for lifelong learning, skills development and personal growth through sport and physical activity to educate and instil health and physical literacy with the aim of improving health and wellbeing, leadership skills, and emotional and social development.
<b>Priority areas</b>						
	<b>Inclusion</b>	<b>Participation</b>	<b>High performance</b>	<b>Integrity</b>	<b>International Engagement</b>	<b>Economic and Environmental Sustainability</b>
	Promote environments that are safe and encourage participation and involvement across diverse cohorts, including: First Nations people, women, LGBTIQ+, people with disability, people living in rural, regional and remote areas, people experiencing socioeconomic disadvantage, people living with mental illness, migrants, and culturally and linguistically diverse communities.	Maximise access and rates of participation and other involvement in sport and physical activity (such as coaching, officiating and volunteering) to promote population-wide health, social and community benefits.	Enhance Australia’s reputation as a fair and successful sporting nation on the international stage. Ensure opportunities and development pathways for high performance athletes to thrive. Further develop the high-performance sport industry, including research, medicine and technology.	Create safe, fair and transparent sporting environments by addressing issues, including personal safety and welfare, behaviours in sports (such as harassment and discrimination), anti-doping, competition manipulation, wagering and dispute resolution.	Leverage the power of sport to bring people together, project Australia’s values and identity, and promote Australia’s foreign affairs, trade, and development priorities, including through strengthening international relationships.	Enable a viable sport sector to prosper at all levels. Empower meaningful careers in the sport sector.  Leverage the significant investment in sport (including infrastructure and facilities) and maximise its return to the economy, including health, social and environmental outcomes.  Consider the impacts of sport on the environment, and the environment on sport, and promote sustainability and environmental leadership.

### 3. Your views on the Plan

This section sets out each component of the Plan for your comment. The components are:

<b>vision</b>
<b>guiding principles</b>
<b>priority areas</b>
<b>alignment of the Plan to other plans and strategies</b>
<b>measuring progress</b>

There are separate questions for each component, as well as an opportunity to provide your overarching thoughts about the Plan.



## Questions for stakeholders:

- 1 What benefits and opportunities do you see in having a new National Sport Plan?

## 3.1 Vision

The intent of the vision:

### **Sport for all:**

Australia's priorities for building healthy, active, connected and thriving communities.

### **Questions for stakeholders:**

- 2** Do you agree with the intent of the proposed vision?
- 3** Are there any key elements missing?
- 4** Do you see yourself/your organisation reflected in the proposed vision?

## 3.2 Guiding principles

There are four proposed guiding principles that will underpin and be embedded throughout the Plan. Each principle will set the intent throughout all six priority areas. The proposed guiding principles for comment are:

**Leadership and Capability** – Strengthening the capability of the sport sector in Australia by uplifting governance and enabling diverse, inclusive, ethical and gender-balanced leadership to ensure the decision-making roles truly reflect the nation.

**Diversity, Inclusion and Equity** – Enabling everyone to participate in sport and physical activity in welcoming and inclusive environments – embracing diversity of age, disability, socioeconomic status, cultural or religious background, ethnicity, race, gender identity or sexual orientation..

**Safety** – Creating safe and fair sporting environments, with a genuine culture of safeguarding and respect at all levels, that prevents and addresses individual, organisational and system-level threats.

**Education and Development** – Ensuring opportunities for lifelong learning, skills development and personal growth through sport and physical activity to educate and instil health and physical literacy with the aim of improving health and wellbeing, leadership skills, and emotional and social development.

### Questions for stakeholders:

- 5 Are the proposed principles relevant and contemporary?
- 6 Is there anything you would add or remove?
- 7 Which do you feel are the most important principles?

## 3.3 Priority areas

Six priority areas are proposed for the Plan. These priority areas align and leverage key Australian Government sports strategy documents, and seek to align with State, Territory and other sector leaders' plans.

The proposed priority areas in the Plan are broad in nature and provide the opportunity to identify specific areas where there could be more focus, greater ability to influence outcomes or are of significance to broader Government policy.

The proposed priority areas for comment are:

**Inclusion** – Promote environments that are safe and encourage participation and involvement across diverse cohorts, including: First Nations people; women; LGBTIQ+; people with disability; people living in rural; regional and remote areas; people experiencing socioeconomic disadvantage; people living with mental illness; migrants; and culturally and linguistically diverse communities.

**Participation** – Maximise access and rates of participation and other involvement in sport and physical activity (such as coaching, officiating and volunteering) to promote population-wide health, social and community benefits.

**High Performance** – Enhance Australia's reputation as a fair and successful sporting nation on the international stage. Ensure opportunities and development pathways for high performance athletes to thrive. Further develop the high-performance sport industry, including research, medicine and technology.

**Integrity** – Create safe, fair and transparent sporting environments by addressing issues, including personal safety and welfare, behaviours in sports (such as harassment and discrimination), anti-doping, competition manipulation, wagering and dispute resolution.

**International Engagement** – Leverage the power of sport to bring people together, project Australia's values and identity, and promote Australia's foreign affairs, trade, and development priorities, including through strengthening international relationships.

**Economic and Environmental Sustainability** – Enable a viable sport sector to prosper at all levels. Empower meaningful careers in the sport sector.

Leverage the significant investment in sport (including infrastructure and facilities) and maximise its return to the economy, including health, social and environmental outcomes.

Consider the impacts of sport on the environment, and the environment on sport, and promote sustainability and environmental leadership.

**Note:** *The priority areas are not listed in order of importance.*



## Questions for stakeholders:

- 8** Do the proposed priority areas identify the most important areas of strategic focus over the next decade?
- 9** Is there anything missing?
- 10** Which do you feel are the most important priorities?



### 3.4 Alignment of the Plan to other strategies and plans

The Plan will not replace or compete with existing key strategy documents but will provide overarching alignment to better leverage and elevate the outcomes that existing key strategy documents and frameworks aim to achieve.

A range of strategy document (including those currently under development) across the sport sector will influence the Plan. These include, but are not limited to:

- Australia's High Performance 2032+ Sport Strategy (including Win Well)
- the National Sport Participation Strategy (currently under development)
- the National Preventive Health Strategy 2021–2030
- the Women and Girls' Sport Strategy (currently under development)
- the National Sport Volunteer Coalition Action Plan
- the National Integrity Framework
- the Sport Governance Principles and Standards
- THRIVE 2030
- the Major Sporting Events Legacy Framework (currently under development)
- the National Anti-Doping Policy
- the Australian National Anti-Doping Scheme, and
- Sports Diplomacy 2030.

The Plan will seek to align with State, Territory and other sector leaders' plans. It will also consider how sport contributes to other existing strategies and frameworks that are not sport-specific (e.g. Closing the Gap) to help deliver outcomes for the community. However, not all documents will be specifically referenced in the Plan, given its direct focus on sport.

Figure 2 over the page outlines how the Plan could align to these existing strategies and plans.

Figure 2: Alignment of the Plan with strategies and plans

## New National Sport Plan

Inclusion	Participation	High Performance	Integrity	International Engagement	Economic and Environmental Sustainability
	Major Sporting Events Legacy Framework   DOHAC – Office for Sport				
 Women and Girls’ Sport Strategy DOHAC – Office for Sport		Australia’s High Performance 2032+ Sport Strategy ASC	National Integrity Framework Sport Integrity Australia	Sports Diplomacy 2030 DFAT	THRIVE 2030 Austrade
 National Sport Participation Strategy ASC			National Anti-doping Policy and National Anti-doping Scheme Sport Integrity Australia		
National Sport Volunteer Coalition Action Plan ASC			Sport Governance Principles ASC		
	National Preventive Health Strategy 2021–2030 DOHAC				

**Legend:**  
 Currently under development

**Note:** The alignment of strategy documents is intended to show the priority/priorities of greatest alignment, noting most documents will cut across one or more priorities.

DOHAC: Department of Health and Aged Care; ASC: Australian Sports Commission; DFAT: Department of Foreign Affairs and Trade.



## Questions for stakeholders:

- 11 Do you have any comments about the alignment of the Plan to sector strategies?



### 3.5 Measuring success

This consultation paper articulates high-level measures of success for the Plan (see Figure 3 overleaf).

These measures of success are a core component of the Plan and the aspirations we seek to achieve. The measures of success are not proposed to sit directly under a specific priority area. Rather, they reflect the interconnectivity and will draw on metrics that relate to the different principles and priorities.

Monitoring and evaluation of the Plan will be undertaken in a staged approach and supported by a monitoring and evaluation framework. This framework will be developed in conjunction with partners following the release of the Plan, and it will provide detailed interim and longer-term indicators and outcomes. It also recognises many underpinning strategy documents include specific targets and measures. Where appropriate, performance measures within existing strategy documents and those under development will be used to ensure reporting is streamlined and duplication is avoided. State and Territory sport plans and other related strategies that provide quantified measures may also contribute to a set of interim performance measures developed for the Plan.

This sequencing for measuring success is appropriate given a number of the strategy documents are currently under development and will enable reporting to remain current over the life of the Plan as strategy documents are finalised and new data becomes available. The development of interim measures under the monitoring and evaluation framework will also allow the Government to report on outcomes with more immediacy while continuing to define measurement indicators and potentially enhance or develop data sets to support long-term reporting against each proposed priority area.

**Figure 3: Proposed interim measures of success for the National Sport Plan**

<p><b>More Australians are involved in sport/physical activity in safe, inclusive and respectful environments.</b></p>	<p><b>We win well to inspire Australians.</b></p>	<p><b>The Australian sport system is sustainable and prospers financially and environmentally.</b></p>	<p><b>Australia remains a global leader in sport and beyond.</b></p>
<p><b>We measure this through:</b></p> <ul style="list-style-type: none"> <li>• Rates of sport participation and physical activity</li> <li>• Volunteerism in sport and physical recreation</li> <li>• Community perceptions of sport and physical activity</li> <li>• Gender-equity across the sporting landscape</li> <li>• Performance against sport governance principles and standards</li> <li>• The ability to prevent and respond to safety and integrity threats in sport, and manage dispute resolutions.</li> </ul>	<p><b>We measure this through:</b></p> <ul style="list-style-type: none"> <li>• Wellbeing measures across high performance sport environments</li> <li>• Medal numbers</li> <li>• The breadth of sports and disciplines achieving winning medals</li> <li>• Community perceptions of sport and physical activity.</li> </ul>	<p><b>We measure this through:</b></p> <ul style="list-style-type: none"> <li>• Metrics on organisations, such as financial viability, participant registration, governance and philanthropy</li> <li>• Employment opportunities and workforce data</li> <li>• Visitor rates and economic benefits associated with major sporting events</li> <li>• The economic impact of sport and physical activity on health.</li> </ul>	<p><b>We measure this through:</b></p> <ul style="list-style-type: none"> <li>• Impact of sport to enhance Australia’s international standing, including in the region</li> <li>• Environmental leadership achieved through sport</li> <li>• Australian advances in innovation and technology in sport</li> <li>• World class facilities.</li> </ul>



## Questions for stakeholders:

- 12** What are your views on the proposed approach to monitoring and evaluation of the Plan?
- 13** Are there any additional measures of success that should be included in the Plan?

## 3.6 Final comments

Please provide any final comments on the Plan or anything else that has not been covered in your answers so far.

### Questions for stakeholders:

**14** Is there anything else you would like to tell us about the Plan?



## 4. The consultation

### 4.1 How consultation data will be collected, stored and managed

In participating in the public consultation process, respondents acknowledge:

- the purpose of this consultation as set out at the beginning of this document
- that all information provided can be shared between *Allen + Clarke* and the Department
- that all information provided may be subject to requests under the *Freedom of Information Act 1982*
- that respondents' contributions will be used to inform the development of the Plan, and may also be used in the development of a consultation report, which may be published, and
- that while reporting relating to the consultation will seek to avoid prejudice to the commercial position of participants who provide commercially sensitive information, respondents will have an opportunity to notify *Allen + Clarke* of any information that they wish to have treated as confidential commercially sensitive information. The Department will assess such information on a case-by-case basis to inform decisions regarding publication of material.

*Allen + Clarke's* privacy statement that explains how they will handle your information can be viewed at [allenandclarke.com.au/privacy-statement](https://allenandclarke.com.au/privacy-statement).

Your information will be stored securely and used in accordance with the Department's [Privacy Policy](#).

### 4.2 Next steps

Findings from the targeted and public consultations will inform the development of the Plan ahead of formal Government consideration.



**Australian Government**

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**Department of Health  
and Aged Care**

For more information on the National Sport Plan, contact:

**[NationalSportPlan@health.gov.au](mailto:NationalSportPlan@health.gov.au)**