



Australian Government  
Office for Sport

# SPORT HORIZON

National Sport Strategy  
2024 - 2034



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## ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

Together we stand on the shoulders of 1,600 generations of Aboriginal and Torres Strait Islander people and that is our shared history.

We reflect on the immense contribution of Aboriginal and Torres Strait Islander people to sport, and their role as sporting leaders, across this nation.

# MINISTER'S FOREWORD



**The Hon Anika Wells MP**

Minister for Aged Care  
Minister for Sport

A stylized, handwritten signature in blue ink that reads "Anika Wells".

Sport is the lifeblood of Australia.

The Brisbane 2032 Olympic and Paralympic Games creates a unique opportunity to unite communities through sport, create healthier lives through sport, promote our beautiful country through sport and ensure more Australians from more diverse backgrounds are more active.

*Sport Horizon* is Australia's new national sport strategy. It sets the direction and aspiration for the Commonwealth, state and territory governments, communities, and sporting organisations to create thriving systems.

*Sport Horizon* will ensure more people play and enjoy sport in safer environments. It will create world-leading pathways for our most talented people, better support weekend warriors and the volunteers who turn events into celebrations.

It will also drive gender equity throughout Australian society. It's time to create more environments for women that propel them to greatness, more pathways for female leadership and more incentives for girls to pursue sporting passions.

I would like to thank everyone involved in the consultation and development of *Sport Horizon*. I would also like to thank Australia's state and territory Sport Ministers for their support in contributing to and welcoming this strategy.

From playground to podium, *Sport Horizon* will bind us with a strategy to help all Australians live healthier lives.

I look forward to continuing to work with the dedicated individuals, communities and organisations that make sport the lifeblood of our great country.



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## Acronyms

<b>ASC</b>	Australian Sports Commission
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>DOHAC</b>	Department of Health and Aged Care
<b>DSS</b>	Department of Social Services
<b>NIAA</b>	National Indigenous Australians Agency
<b>PM&amp;C</b>	Department of the Prime Minister and Cabinet
<b>SIA</b>	Sport Integrity Australia

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# AN INSPIRING HORIZON







# OUR VISION

## **Building healthy, active, connected communities and a thriving sport system**

The decade of major sporting events leading up to, and including the Brisbane 2032 Olympic and Paralympic Games, creates a window of opportunity to reimagine Australian sport and bring about unprecedented cooperation and alignment of the sport sector. Working together we will harness the power of sport for healthy, active and connected communities, to create positive, meaningful change.



# STATE OF PLAY



Over **3 million**  
Australians **volunteer** in sport annually.<sup>1</sup>

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**88%** of Australians believe sport is good  
for **bringing their communities  
together**.<sup>2</sup>

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**40%** of people (aged 15+) **participate in  
a sport**-related activity at least once a week.<sup>3</sup>

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**100%** of Australian Sports Commission  
recognised sports have **signed up to the  
National Integrity Framework**  
or are working to meet best practice standards.<sup>4</sup>



Sport delivers **\$83**  
**billion** in combined  
**economic, health  
and education  
benefits** to Australia annually.<sup>5</sup>

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The **Brisbane 2032**  
Olympic and Paralympic Games will deliver  
**\$17.6** billion  
**in economic, social  
and environmental  
benefits** to Australia.<sup>7</sup>

**2,800**  
**categorised athletes  
are supported** by Australia's  
high performance sport system at any  
one time, across Olympic, Paralympic and  
Commonwealth Games sports.<sup>6</sup>

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**Physical inactivity**  
is the **9th leading**  
**preventable cause of**  
**ill health** and premature death,  
responsible for **2.5%** of total disease  
burden in Australia (in 2018).<sup>8</sup>

# THE NEW HORIZON

Over the next decade, Australia will host some of the world's largest sporting events culminating in the Brisbane 2032 Olympic and Paralympic Games.

We have an unprecedented opportunity to leverage the 'green and gold decade' of events to reshape the future direction of sport in Australia – to promote inclusion through safe and welcoming environments, inspire and motivate participation, support our athletes to compete with integrity and perform at their best, grow our presence internationally, and achieve positive economic, social, and environmental outcomes.

To harness this opportunity, we need to understand how the sporting landscape and the ways we engage in sport are being transformed by new technologies, shifting societal values and expectations, and the changing environment. We must continue to be adaptable and responsive

to the challenges these changes present to fully realise the benefits of sport, such as improved health and wellbeing, strengthened social connections, and increased productivity.

## A FOCUS ON SPORT

*Sport Horizon* has been developed with, and for, the Australian sport sector. It sets a collective vision and priorities for sport in Australia over the next decade.

The focus of the Strategy is on sport, including organised sport, development pathways and high performance. Given the health and wellbeing benefits of an active lifestyle and emerging pathways into sport, the Strategy also seeks to leverage opportunities created through active recreation and physical activity in schools and the community. Whilst critical to the health of our nation, activities of daily living and active travel are beyond the scope of the Strategy.

Figure 1 – A Focus on Sport





## KEY POLICY SETTINGS

*Sport Horizon* acknowledges the significant work already underway across the sector. It brings together key strategies, including *Australia's National Sport Participation Strategy – Play Well*, *Australia's 2032+ High Performance Sport Strategy – Win Well*, and state and territory strategies and plans.

*Sport Horizon* also acknowledges the role of

sport in achieving outcomes in line with other national agreements and strategies, such as the *National Agreement on Closing the Gap*, *National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030*, *National Preventive Health Strategy 2021-2030*, *Working for Women: A Strategy for Gender Equality* and *Australia's Disability Strategy 2021-2031*.

## PARTNERSHIP AND COLLABORATION

*Sport Horizon* provides a framework to align our focus, efforts and resources, and garner the expertise needed to drive improvements across the sector and outcomes for sport.

We must work together with renewed focus to achieve the aspirations set out in *Sport Horizon*. All levels of government and the sport sector have important roles in delivering policies, programs, community infrastructure and services needed to build healthy, active, connected communities and a thriving sport system.

We need to continue to be innovative and think differently. This will require collaborating and partnering with different sectors, such as media, technology, and data, to enable a digitally connected, data driven, and sustainable Australian sport ecosystem. Improved data sharing, data quality, research and evaluation will boost the evidence-base and shape further action needed to make impactful change.



# OUR GAME PLAN

**VISION:** Healthy, active, connected communities and a thriving sport system

**GUIDING PRINCIPLES:** To guide the implementation of priority areas and decision making



LEADERSHIP



DIVERSITY, EQUITY, INCLUSION



INTEGRITY



EDUCATION AND DEVELOPMENT



SUSTAINABILITY

**OUR PRIORITIES:** Areas of focus for the Strategy, aligned with the immediate priorities of the sport sector

Inclusion	Participation	High Performance	Safety	International Engagement	Economy and Environment
Promote inclusive practices and environments that are safe and encourage participation, involvement, and leadership across diverse cohorts.	Increase rates of participation and involvement in sport, and maximise access and quality of experiences.	Enhance Australia's reputation as a fair, successful and leading edge sporting nation with opportunities and development pathways for high performance athletes, coaches and officials to thrive.	Instil safe sporting environments through a genuine culture of respect and integrity at all levels of sport.	Leverage the power of sport to bring people together, project Australia's values and identity, and promote Australia's international priorities.	Enable the sport sector to prosper at all levels. Leverage the significant investments in sport, including infrastructure and facilities. Promote sustainable practices and environmental leadership.

**MEASURING SUCCESS:**



Everyone has a place in sport



We win well to inspire Australians



A sustainable Australian sport system



Australia remains a global leader in sport



# GUIDING PRINCIPLES

*Sport Horizon* is guided by five principles that reflect our commitment to achieving positive, meaningful change. These principles are woven throughout *Sport Horizon* and the related strategy documents, and will guide implementation and decision making to ensure *Sport Horizon* remains agile and achieves its objectives.



## Leadership

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A capable sport sector committed to uplifting governance and creating diverse, inclusive, ethical and gender-balanced leadership across the sport sector that reflects the community.



## Integrity

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A fair and honest sport sector that builds community confidence in sport, by demonstrating ethics and values that promote safe environments and enhance sport overall.



## Sustainability

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An innovative, resilient and sustainable sport sector that builds capacity and capability and works collaboratively to achieve strategic outcomes, such as ensuring the efficient use of resources to maintain and grow involvement in sport at all levels and locations.



## Diversity, Equity, Inclusion

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A sport sector which embraces everyone and celebrates diversity, so everyone feels valued and has an opportunity to participate, contribute and reach their full potential.



## Education and Development

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Sport and physical activity contributes to personal growth, physical and health literacy, and the development of skills across the life course.





# OUR PRIORITIES









# INCLUSION





**Everyone should have the opportunity to be active and engage in sport, and feel safe to do so. We must embed inclusive practices to give people choice and control. At every level of sport, we have the power to challenge and change stereotypes, build connections, celebrate diversity, raise awareness of social issues, overcome cultural barriers and create places of belonging.**

**We will:**

- > promote safe and welcoming environments that encourage participation, involvement and leadership of First Nations people; women and girls; LGBTIQ+; people with disability; older people; people living in rural, regional and remote areas; people experiencing socioeconomic disadvantage; people living with mental illness; migrants; and culturally and linguistically diverse communities.
- > promote the benefits of inclusion, such as stronger, better connected sporting communities, increased participation and volunteering, to ensure the long-term sustainability of the sector.
- > contribute to the *National Agreement on Closing the Gap* through improved health and wellbeing of First Nations people through increased involvement in sport.
- > grow diverse representation in a range of roles, such as athletes, coaches, administrators, officials, volunteers and journalists so individuals see themselves represented and feel a sense of belonging.
- > embed inclusivity in design by involving those with lived experience in the development and implementation of policies and programs.

**Activated through:**

- > **Play Well**
- > **Win Well**
- > **Sport Volunteer Coalition Action Plan 2022-2026**
- > **National Integrity Framework**
- > **Major Sporting Events Legacy Framework**
- > **State and territory sport and recreation plans and programs.**

**Contributes to priorities and objectives related to:**

- > **National Agreement on Closing the Gap**
- > **Australia's Disability Strategy 2021-2031**
- > **Working for Women: A Strategy for Gender Equality**
- > **Multicultural policies.**



# PARTICIPATION





**Participating in sport provides a range of benefits for individuals, families, and communities. But participation is about much more than turning up to play. To maximise participation we need the people, programs, partners, places and spaces to optimise experiences, and ensure opportunities are available for people of all ages.**

**We will:**

- > encourage fun, safe, and enriching experiences, particularly for children and young people, so they enjoy being active and learn skills that allow for their lifelong involvement.
- > break down individual, social and economic barriers that prevent participation, such as cost, geographic location and physical literacy levels, to empower individuals to engage with, and connect through, sport.
- > celebrate, support and recognise the contributions of those who volunteer and work in the sector, including coaches, administrators and officials.
- > increase rates of participation and other involvement in sport for all age groups (including coaching, officiating and volunteering) to promote population-wide health, social and community benefits, including physical literacy and skills development.
- > unlock alternative and non-traditional spaces for community use to ensure opportunities are accessible and available to all.

**Activated through:**

- > **Play Well**
- > **Sport Volunteer Coalition Action Plan 2022-2026**
- > **Major Sporting Events Legacy Framework**
- > **National Integrity Framework**
- > **State and territory sport and recreation plans and programs.**

**Contributes to priorities and objectives related to:**

- > **National Preventive Health Strategy 2021-2030**
- > **National Obesity Strategy 2022-2032**
- > **Working for Women: A Strategy for Gender Equality.**



# HIGH PERFORMANCE







**We have a long, successful sporting history, domestically and on the global stage. Through Australia's high performance sport system and in professional sport, we support athlete development pathways, from foundational skills through to talent identification and mastery. When we host major sporting events, athletes have the opportunity to fulfil their dreams of competing in front of a home crowd. Across the 'green and gold decade', our athletes and teams will inspire Australians and proudly embody the Australian spirit by competing fairly, passionately and fiercely.**

**We will:**

- > focus on competing with integrity and sportsmanship.
- > look beyond winning to deliver benefits for performance delivery and athlete performance pathways while building capable organisations and a workforce that utilises world-leading knowledge and practice.
- > unite in our pursuit to build an inclusive and sustainable sporting system that is performance driven, athlete focused, exceptionally led and purposefully collaborative.
- > identify and address barriers to entry and progression for athletes from under-represented communities and ensure supportive pathways prioritise wellbeing for both emerging and established athletes, including those transitioning to life after sport.
- > continue to empower and support coaches, officials, other staff and volunteers to access development and training opportunities and increase capability to support their athletes and teams.
- > remain a leading-edge sporting nation through research and innovation to advance coaching, science, medicine, engineering, and technology and retain our competitive advantage.

**Activated through:**

- > **Win Well**
- > **Major Sporting Events Legacy Framework**
- > **National Integrity Framework**
- > **Sport Volunteer Coalition Action Plan 2022-2026**
- > **State and territory sport and recreation plans and programs.**

# SAFETY

Prioritising safety to support clean, fair and ethical conduct and competition is integral to ensuring integrity in sport.

The prioritisation of safety alongside effective mechanisms to handle complaints, independent dispute resolution, and disciplinary action, is essential for protecting people involved in sport and the sports ecosystem from:

- abuse, bullying, intimidation, discrimination, or harassment
- improper use of drugs and medicine
- manipulation of sporting competitions.







**Safety in sport and physical activity is paramount. We must actively prevent and respond to individual threats across different dimensions of safety, including physical, psychological, cultural, and online safety. We must protect the health, wellbeing, and rights of everyone involved.**

**We will:**

- > adopt culturally inclusive practices and instil safe environments through a genuine culture of integrity and respect at all levels of sport. This involves education, prevention and action to address harmful behaviours that threaten sports integrity, including abuse, bullying, harassment, discrimination, gendered or other violence relating to children and all members of sport.
- > at a system level, continue to advance our ability to prevent, detect, disrupt and address safety threats through education, intelligence and regulation; efficient, independent dispute resolution; and continuous improvement to remain contemporary and keep pace with technological and other advances.
- > ensure facilities and equipment are safe, and rules and practices minimise the occurrence and impact of injuries, e.g. concussion.
- > uplift capability at an organisational level to enhance safety, governance, and compliance protocols, and equip organisations to prevent, detect and respond to safety risks and incidents.

**Activated through:**

- > **National Integrity Framework**
- > **National Sports Tribunal**
- > **Sport Governance Principles**
- > **Play Well**
- > **Major Sporting Events Legacy Framework**
- > **Sport Volunteer Coalition Action Plan 2022-2026**
- > **State and territory sport and recreation plans and programs.**

**Contributes to priorities and objectives related to:**

- > **National Plan to End Violence against Women and Children 2022-2032**
- > **National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030**
- > **Working for Women: a Strategy for Gender Equality.**





# INTERNATIONAL ENGAGEMENT





**The ‘green and gold decade’ provides Australia with an unparalleled opportunity for international engagement through sport. Sport provides a platform for advancing our national interests on the global stage. It can build networks that foster business, economic and investment opportunities. To maximise outcomes over this the next decade we require engagement by, and strong partnerships between governments, the sport sector and business.**

**We will:**

- > through major events, build international recognition and promote Indigenous, historic and natural heritage, and showcase Australian values, excellence and expertise.
- > enhance our ties, presence, standing and influence across the Indo-Pacific and beyond, as we work with our neighbours to advance participation, development and leadership pathways in sport.
- > continue to leverage our diplomatic network to connect Australia to global markets and trade and investment opportunities in sport.

**Activated through:**

- > **Australia’s Sports Diplomacy Strategy 2032+**
- > **Major Sporting Events Legacy Framework**
- > **Sport Volunteer Coalition Action Plan 2022-2026**
- > **State and territory sport and recreation plans and programs.**



# **ECONOMY AND ENVIRONMENT**





**Sport is a major contributor to, and a valuable part of, our nation's economy. The 'green and gold decade' has incredible potential to stimulate trade, investment, and employment opportunities. To maximise these opportunities, we need a coordinated approach and partnerships to use our resources wisely and grow participation. To support collective action to address emerging challenges, including those resulting from the changing climate, we need adaptable, innovative and resilient solutions that promote sustainability and environmental leadership, and consider the impacts of sport on the environment and the environment on sport.**

**We will:**

- > promote meaningful career pathways, access to learning and development opportunities and recognise the economic and societal value of volunteers, to help sustain a strong, capable and diverse workforce and support the ongoing viability of the sector.
- > embrace an evidence-based approach to policy, championing data driven insights and translating research to practice.
- > harness emerging digital and technological solutions to help the system drive innovation and remain current and competitive.
- > support sector and organisational sustainability through opportunities that promote effective governance and the efficient use of resources, to remain contemporary and maintain and grow participation and involvement in sport.
- > encourage partnership arrangements and philanthropy as tools to improve the financial sustainability of all sports, particularly those outside of the major codes, emerging sports, and sports tailored for diverse cohorts.
- > encourage an aligned and coordinated approach to sport infrastructure.
- > promote and encourage the implementation of sustainable practices and environmental leadership across the sport sector.
- > leverage the significant investment in sport (including infrastructure and facilities) and maximise returns to the economy to achieve health, social and environmental outcomes.

**Activated through:**

- > **Play Well**
- > **Win Well**
- > **Major Sporting Events Legacy Framework**
- > **Sport Volunteer Coalition Action Plan 2022-2026**
- > **Australian Sports Foundation**
- > **State and territory sport and recreation plans and programs.**

**Contributes to priorities and objectives related to:**

- > **National Visitor Economy Strategy (THRIVE 2030)**
- > **National Agreement on Closing the Gap.**

# MOVING FORWARD TOGETHER

Activation of the priorities in *Sport Horizon* will occur through national sport-related strategy documents. State and territory strategy documents will contribute to achieving the outcomes of the Strategy. *Sport Horizon* will also contribute to the objectives of non-sport related strategies and policies.





National sport-related strategy documents						State and territory sport-related strategy documents		National strategies to which Sport Horizon contributes		
Safety				Sport Governance Principles (ASC)				National Plan to End Violence against Women and Children 2022-2032 (DSS)	National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030 (National Office for Child Safety)	
Participation		Play Well (ASC)						National Preventive Health Strategy 2021-2030 (DOHAC)	National Obesity Strategy 2022-2032 (DOHAC)	Working for Women: a Strategy for Gender Equality (PM&C)
Inclusion	Major Sporting Events Legacy Framework (DOHAC)		Sport Volunteer Coalition Action Plan 2022-2026 (ASC)		National Integrity Framework (SIA)	State and Territory Sport and Recreation Plans and Programs	Elevate 2042 (Queensland Government)	National Agreement on Closing the Gap (NIAA)	Australia's Disability Strategy 2021-2031 (DSS)	
Economy and Environment				Win Well (ASC)					National Visitor Economy Strategy (THRIVE 2030), (Austrade)	
High Performance										
International Engagement		Australia's Sports Diplomacy Strategy 2032+ (DFAT)								

# MEASURING SUCCESS

Measuring success requires access to reliable, high-quality data, and consistency and integrity in data collection. Progress will be measured and reported across four outcome groups that draw on measures related to the interconnected principles and priorities of *Sport Horizon*. Indicators will

be informed by relevant strategies, such as *Play Well* and *Win Well*\*.

Monitoring and evaluation of the Strategy will be undertaken in a staged approach. The Department of Health and Aged Care will develop a robust monitoring and

evaluation framework in partnership with key stakeholders. The framework will build on the proposed themes identified in the table overleaf to provide detailed interim and longer-term indicators and outcomes, including baseline data and targets.





**Everyone has a place in sport**

- > Participation in sport (participants, coaches, officials, administrators, and volunteers, stratified by diversity groups, such as First Nations people).
- > Health and wellbeing outcomes (e.g. sports injury, reducing physical inactivity).
- > Community sport infrastructure and facilities.
- > Community perceptions of sport, including participant experience.
- > Safety and integrity threats in sport, and independent dispute resolution.

**We win well to inspire Australians**

- > Performance at Summer and Winter Pinnacle Events.
- > Wellbeing measures across all high performance sport system environments.
- > Diversity and inclusion in high performance.
- > Perceptions of the Australian community.
- > Broadcast and engagement rates at sporting events.

**A sustainable Australian sport system**

- > Organisational outcomes, such as financial viability, participant registration, governance and philanthropy.
- > Employment and workforce opportunities.
- > Governance principles and standards, including diversity in leadership and gender equality.
- > Economic benefits associated with major sporting events.
- > Economic impacts of sport on health.

**Australia remains a global leader in sport**

- > Successful delivery of major events.
- > International influence, particularly in the region.
- > Australian advances in innovation and technology in sport.
- > Fit-for-purpose facilities.
- > Environmental leadership achieved through sport.

\* Where applicable, the measures of success and supporting indicators will be directly linked to the aims and targets of relevant strategies, including Australia's National Participation Strategy – Play Well and Australia's 2032+ High Performance Strategy – Win Well.



**Australian Government**

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**Office for Sport**

## **ACKNOWLEDGEMENTS**

Many individuals and organisations have given their time and expertise to support the development of *Sport Horizon*.

We would like to acknowledge members of the steering committee, working group, state and territory officials, and representatives who attended the targeted consultation and roundtable, whose experience and expertise were invaluable in developing the Strategy.

We would also like to thank those who through the public consultation shared why sport matters to them and their views on how we can best shape the future of sport in Australia.

For more information on the National Sport Strategy, contact

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