



QSport

2024-25 STRATEGIC PLAN

**Bigger,
better,
together**



We acknowledge the Traditional Owners and Custodians of the lands, waters and skies which provide for the delivery and enjoyment of sport across the state.

We recognise that sport has been played across these lands, waters and skies for thousands of years and we recognise the invaluable contributions that Aboriginal and Torres Strait Islander peoples continue to make to sport at all levels.

We acknowledge the Elders of our First Nations, including those past, those who lead today and those who are emerging as Elders – from whom we will learn and with whom we will work in future.

Sport is a vital part of the fabric of communities – it is brought to life through the friendships, stories, achievements and experiences we share.

Like any fabric, success is the result of multiple strands coming together and working as one. And this unity of purpose and tight cooperation can feel counter-cultural for an industry hard-wired for competition.

But sport in Queensland stands at a critical juncture – expanding our share of heart, mind, voice and wallet will require an expanded understanding of and capacity to engage an increasingly diverse population whose preferences are evolving in lock-step with new opportunities to source information, activity and connection 'on their own terms'.

As our Queensland population grows and diversifies, traditional models of sport delivery must evolve to remain connected with and in service of Queenslanders and their communities.

Sport must diversify its offer, tailor experiences to local requirements, bolster its sustainability credentials and develop new capabilities for an evolving marketplace populated with increasingly diverse communities. At its best, sport remains a glue for social connection and an engine for positive physical, mental and social benefits.

QSport will play a crucial role in enabling and supporting the sector with this evolution.

Unlocking 'next level' impacts across our communities through sport requires a renewed and robust commitment to and investment in working together.

Powered by our Vision that every Queenslander can find connection, be active and contribute to their community through sport, we are supporting the work sport is doing to stretch its thinking and refine its operating models.

We are a crucial conduit for connection, learning and insight – and thus an enabler of positive impact – throughout the state's sport ecosystem.

This Plan sets out:

- Our Vision, Purpose and Values
- The context for our work with and in support of Queensland sport
- Our Ambitions and Priorities for the period to December 2025
- What our success will look like.

1.

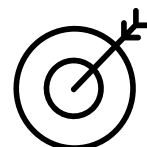
Vision, purpose & values





Our vision

Every Queenslander can find connection, be active and contribute to their community through sport



Our purpose

To unite and support a thriving sport ecosystem that connects, activates and inspires Queenslanders

Our Values act as a scaffold for the ways we work internally as a team and externally with our members, stakeholders and partners.



Find new ways up the wall

We're naturally curious about innovations that unlock greater impact. We look for and invest in new paths to success.



Look up and link up

Great teams are more than the sum of their parts. We unlock greater impact when we collaborate as a collective, so we ask for and offer help.



Take the shot

We believe decision-making is a verb and time is of the essence. We back intelligent choices and taking action, and believe the shots we miss offer valuable learning so we nail the next one.



Can see, can be

Sport should reflect the communities it serves and supports. We welcome diverse communities to connect, share and thrive through sport.

2.

The context



Queensland's sport ecosystem and engagement insight

890,000

Members of Queensland's State Sporting Organisations + State Sporting Organisations for People With Disability (SSOs + SSODs)¹

1.22 million

Queenslanders involved in sport through Queensland's SSOs + SSODs¹

20% & 43%

Percentage of Queensland adults and children respectively participating in sport through a club or association²

\$21 billion

Economic impact of sport in Queensland³

57% & 46%

Percentage of Queensland adults and children respectively that meet Australia's Physical Activity and Sedentary Behaviour Guidelines⁴

72% & 51%

Rate of all Queensland children participating in sport and active recreation vs percentage of Queensland First Nations children's participation²

The opportunity to harness established and emerging technologies in our ecosystem:

18%

Percentage of Australia's sportstech jobs based in Qld⁵

19%

Percentage of Australia's sportstech companies based in Qld⁵

1. SSO + SSOD annual reporting to Queensland Government, 2022

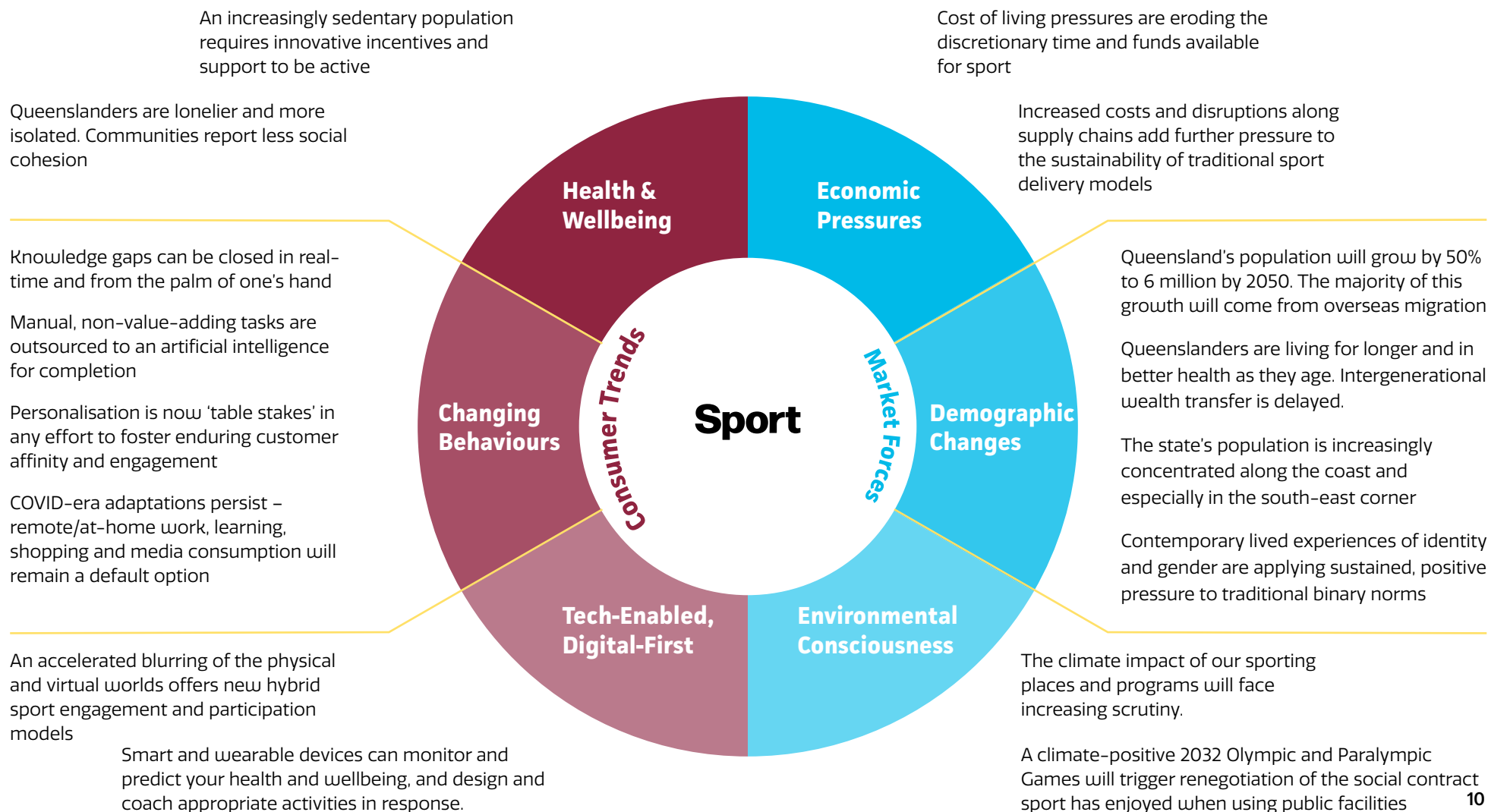
2. AusPlay data for Australian Sports Commission, June 2023

3. Economic, Social and Health Impacts of Sport and Active Recreation in Queensland, Adept Economics, 2024

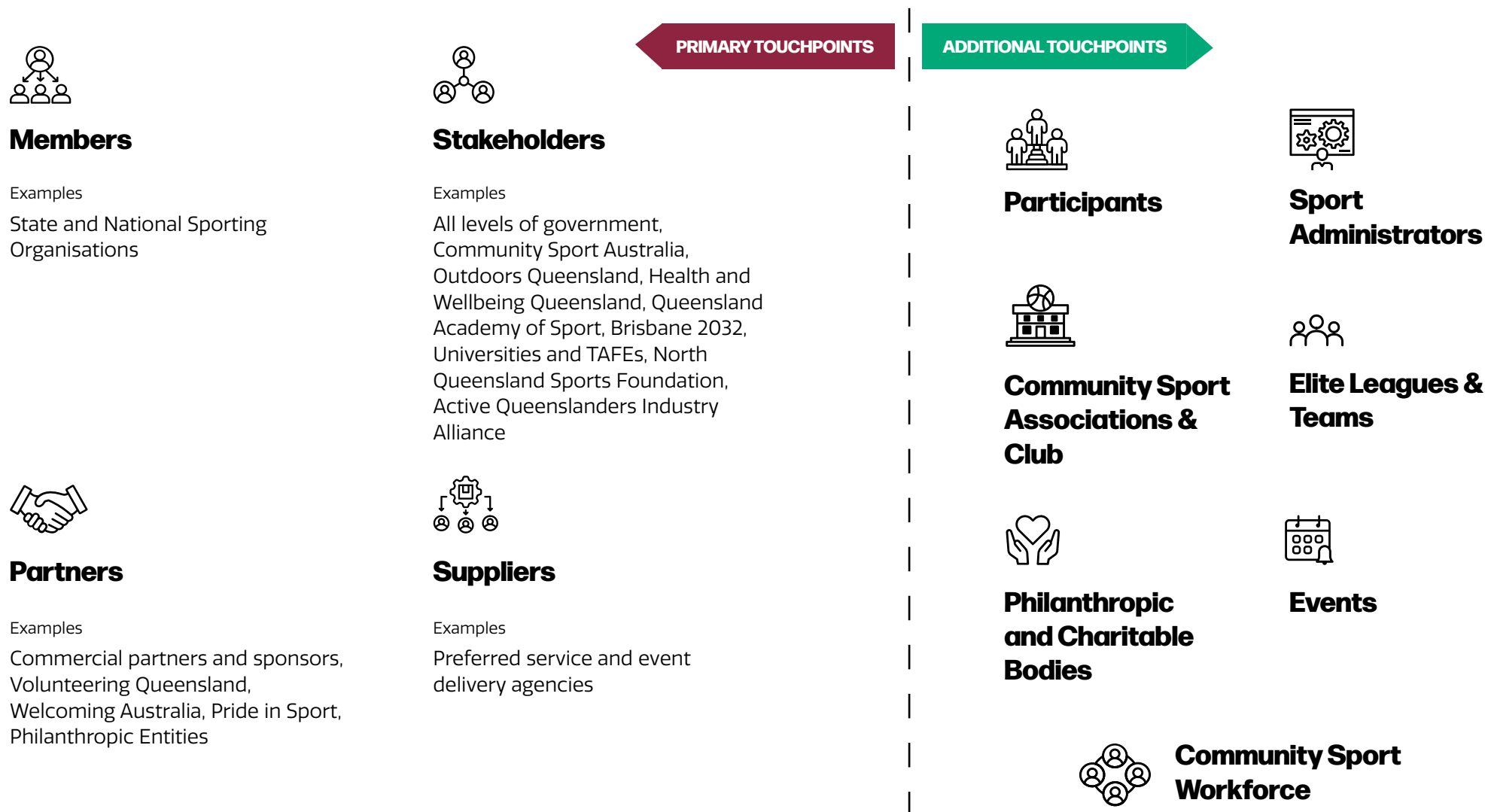
4. The Health of Queenslanders, Report for the Chief Health Officer Queensland, 2022

5. 2023 Sports Innovation Report, Australian Sports Technologies Network

In pursuit of future success and sustainability, QSport will support the industry’s understanding of and ability to harness key influences shaping consumer and community priorities, preferences and expectations.



QSport connects and engages with a broad and diverse array of touchpoints across Queensland's sport ecosystem.

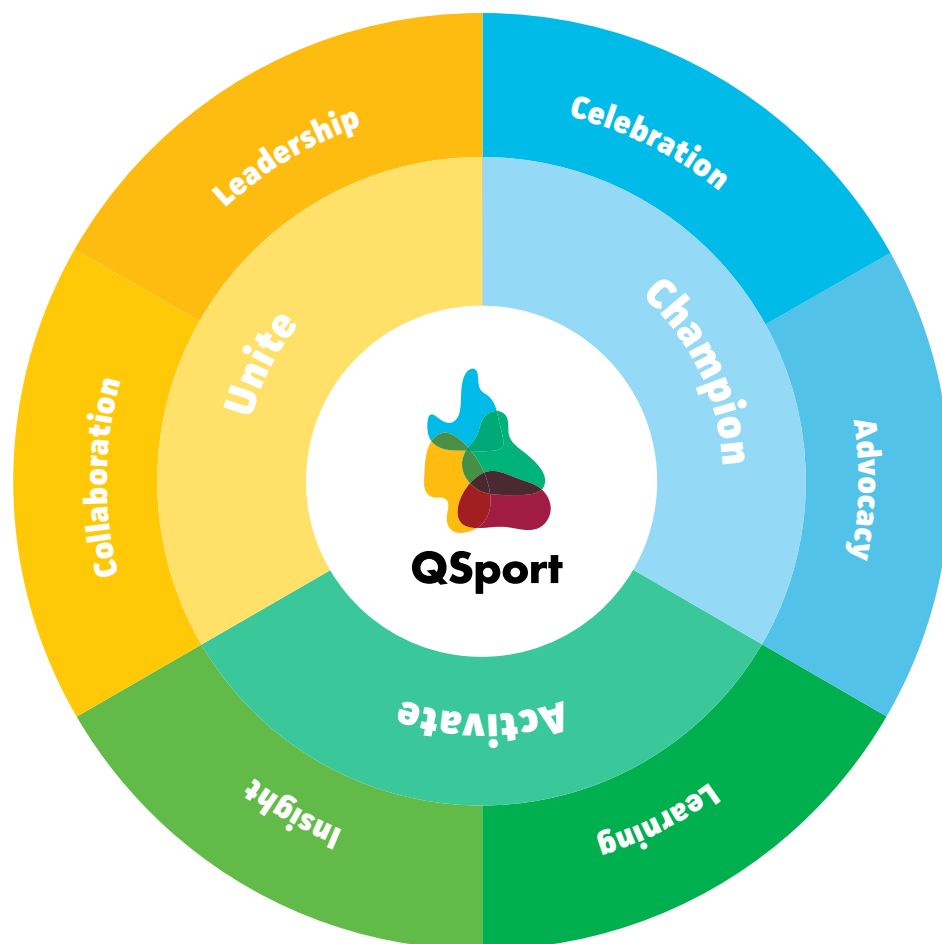


3.

Our ambitions and priorities



Our Ambitions to UNITE, ACTIVATE and CHAMPION sport in Queensland are underpinned by Strategic Priorities and Key Enablers.



Our successful pursuit of these Ambitions will be enabled by

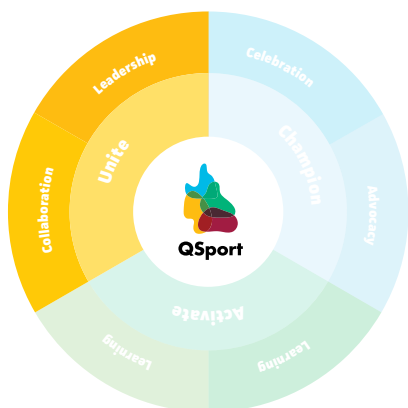
1. Partners that share and invest in our Vision
2. Relevant data that underpin meaningful insights that in turn deliver continuous improvement in decision-making, investment and evaluation
3. The right capabilities to meet our requirements
4. Great governance and bold leadership
5. Creating space for and genuinely including diverse perspectives and lived experiences

IMPACT:
We bring sport together.

We will act as a cohesive force that draws all corners of Queensland sport together to:

Harmonise our individual efforts to solve shared problems.

Unlock better returns on our collective endeavour and investment.



To **UNITE SPORT** in Queensland, we will prioritise:

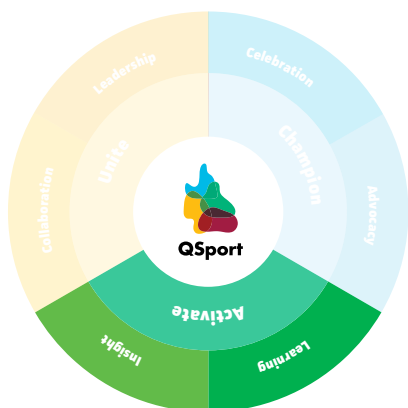
PRIORITY	OUR FOCUS	WHAT IT LOOKS LIKE
LEADERSHIP	<p>Build the required capability, insight and capacity to lead and support all sport across all of Queensland</p> <p>Develop and deploy a catalogue of supporting initiatives for sport state-wide</p> <p>Lead by doing, not by talking – excellence in governance, strategic management and inclusion will be our leadership trademarks.</p>	<p>Expanding QSport's membership to engage more of Queensland sport including both organised and informal formats</p> <p>Resources that enable sport to respond proactively to current and emerging issues and opportunities</p> <p>Role modelling high standards of governance, strategic management and inclusion so that others will follow</p>
COLLABORATION	<p>Build tangible links between members, stakeholders and partners that provide measurable benefits to their people</p> <p>Enable members to share their respective problems and opportunities and support collective effort and investment to address them</p>	<p>Hosting forums that bring QSport members and the wider ecosystem together to solve problems and tackle opportunities</p> <p>Identifying opportunities and sourcing support for efficiencies across multiple members</p>

IMPACT:
We bring out the best in sport.

We are the engine powering capability growth across Queensland sport

We surface, share and scale the best examples of solutions to shared problems across the industry.

We work with partners to translate ideas and insights into useful tools that unlock meaningful impact from club rooms to Board rooms.



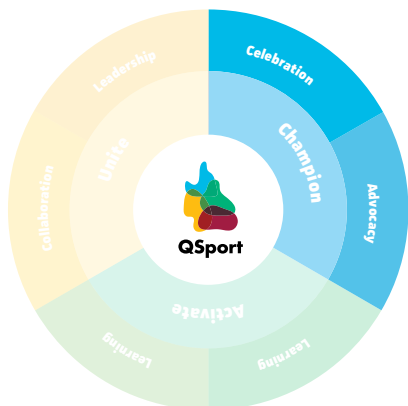
To **ACTIVATE SPORT** in Queensland, we will prioritise:

PRIORITY	OUR FOCUS	WHAT IT LOOKS LIKE
INSIGHT	<p>Capture and distil disparate, relevant data that baseline sport's performance and impact, and highlight opportunities for improvement</p> <p>Tailored resources and communications that enhance decision-making at individual sport and collective levels</p>	<p>Research and data capture that provides information enabling increased investment in, better decisions by and greater impact from sport</p> <p>Resources and briefings accessible state-wide and on-demand</p>
LEARNING	<p>Deliver formal and informal learning that enhances the leadership, delivery and impact of sport</p> <p>Create and support opportunities for members, stakeholders and partners to learn with and from each other</p>	<p>Governance and leadership development programs that deliver positive operating and cultural changes</p> <p>Sports with shared problems and/or opportunities are supported to learn with and from each other</p>

IMPACT:
We bring sport to life.

We are rightly proud of Queensland sport and excited by the potential and promise of the ‘green and gold runway’ to Brisbane 2032.

We will showcase sporting achievement and its impact at all levels in ways that unlock greater shares of heart, mind, voice and investment among stakeholders, partners and communities.



To **CHAMPION SPORT** in Queensland, we will prioritise:

PRIORITY	OUR FOCUS	WHAT IT LOOKS LIKE
ADVOCACY	<p>QSport is a trusted conduit for stakeholders and partners in their work with and for the industry</p> <p>Identify, craft and tell the stories of sport’s reach, impact and future requirements to source support that underpins growth in capacity</p>	<p>QSport has a voice at the table whenever sport has a stake in the conversation</p> <p>Sharing the reach and impact of sport to unlock increased investment from stakeholders and partners</p> <p>Proactive advocacy that demonstrates the platform sport provides for positive social changes</p>
CELEBRATION	<p>Showcase the achievements of our members and their respective communities to amplify their profile and impact</p> <p>Create platforms that enable celebration of outstanding achievement across Queensland sport</p>	<p>The annual Queensland Sport Awards and Hall of Fame Induction celebrate the best of our industry</p> <p>We are always looking for ways to recognise our leading people, programs, places and performances</p>

Realising these Ambitions requires a robust foundation comprised of the following Enablers.

ENABLER	WHAT THIS LOOKS LIKE
<p>RIGHT PARTNERS</p>	<p>The right combination of partners that ensure we know what we must and have what we need to meet 'here and now' responsibilities AND to plan for and pursue the opportunities across our future horizons.</p> <p>These partners share our Vision, are invested in our work and amplify the benefits it delivers for sport and communities across Queensland.</p>
<p>RIGHT DATA</p>	<p>Accessible, relevant and useful information that powers intelligent decision-making, investment and evaluation.</p> <p>We capture, share and harness data to support effectiveness (doing the right things) and efficiency (doing things right) across the network.</p>
<p>RIGHT CAPABILITIES</p>	<p>Right-sized financial, digital, cultural and human capabilities that ensure we 'punch above our weight' in engaging and supporting members, stakeholders and partners.</p>
<p>GREAT GOVERNANCE AND BOLD LEADERSHIP</p>	<p>Systems and processes that reinforce governance and leadership behaviours that generate advantage and supercharge our impact.</p> <p>Our leaders are custodians for our Vision and set the standard for how we work to realise it.</p>
<p>MEANINGFUL INCLUSION OF DIVERSE VOICES</p>	<p>We welcome and include the diverse perspectives and lived experiences that add tangible value to our thinking, activities and evaluation.</p>

4.
**Our
success**



We anticipate the positive impacts of our leadership, investment and activity will be evident across three dimensions.





QSport

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