

Recreation, Sport & Racing

Strategic Plan

2021 - 2025



Government of South Australia

Office for Recreation, Sport and Racing





Contents

Messages from the Minister and Chief Executive	3
Our Vision	4
Are South Australians Active Enough?	5
At a Glance: Goals and Key Strategies	7
Strategic Priorities	
• Active Lives	9
• Places and Spaces	11
• Sporting Excellence	13
• Strategic Partnerships	15
• Business Performance	17

We acknowledge the traditional custodians of the lands of South Australia.

We pay our respects to ancestors and Elders; past, present and emerging. We are committed to honouring their unique cultural and spiritual relationships to the land, waters and seas and recognise the outstanding contribution they make to South Australia. We celebrate the power of community sport, recreation and racing to promote connection, reconciliation and to reduce inequality.

Messages from the

Minister

The landscape for recreation, sport and racing has changed enormously in the past decade. Increased lifestyle pressures, evolving social norms and the rise of technology have had a significant impact on the amount of leisure time we have and what we choose to do with it. Our key challenge in delivering our new vision is to find ways to embrace this recent fundamental shift in the sector and use this to enable movement, play or performance as part of the everyday lives of all South Australians. The goal is to make physical activity an unquestionable daily habit, essential to our health and wellbeing and an important part of our sense of belonging and connection to others.

Currently in SA, 74 per cent of children and 86 per cent of youth are not doing enough activity to meet the National Physical Activity Guidelines. We must start young, developing the knowledge and behaviours that give our children the motivation and confidence to enjoy active lifestyles and then continue to further adapt and utilise these skills across the whole of our lives.

The COVID-19 pandemic has challenged us all and has reinforced the need for strong, resilient communities supporting connections to others. In providing the entire state with opportunities to participate in regular movement, we encourage more physical activity for all which not only leads to better health outcomes but also safer and stronger communities. Through innovative thinking and strategic partnerships, we'll deliver active places and spaces and set the benchmark for the 'Clubs of the Future.' Working together, we must create a new way forward where we not only find ways to adapt to our ever-changing lifestyles, but thrive as well.



Hon Corey Wingard MP
Minister for Recreation,
Sport and Racing

Chief Executive

This Strategic Plan provides a blueprint for the next five years to contribute to our vision to create an *Active State*, connected communities and to inspire performance. We should not underestimate the scale of the challenge, but we should also see this as an opportunity and the beginning of an exciting new journey.

This Plan recognises the critical importance of harnessing the power of strategic partnerships across a broader range of stakeholders – private industry, other government agencies and the education sector. Partnerships will be deeply embedded into the way we work to achieve our goals.

The Plan also recognises that investment is critical to activate more places and spaces. We will address identified gaps in our state's infrastructure to support and inspire more active communities.

While the 2020 Olympic and Paralympic Games have been disrupted by a global pandemic, South Australia's elite athletes remain focused on achieving their sporting dreams and working towards success on the world stage. Crucial planning and investment is required to ensure the training environments supporting these athletes and their coaches remain competitive both nationally and internationally.

I encourage all stakeholders to embrace this Plan and proactively engage to advance South Australia and the sector.



Kylie Taylor
Chief Executive
Office for Recreation, Sport and Racing

Our Vision

Active State

Ensure lifelong movement, play and performance is part of our daily routine.

Connected Communities

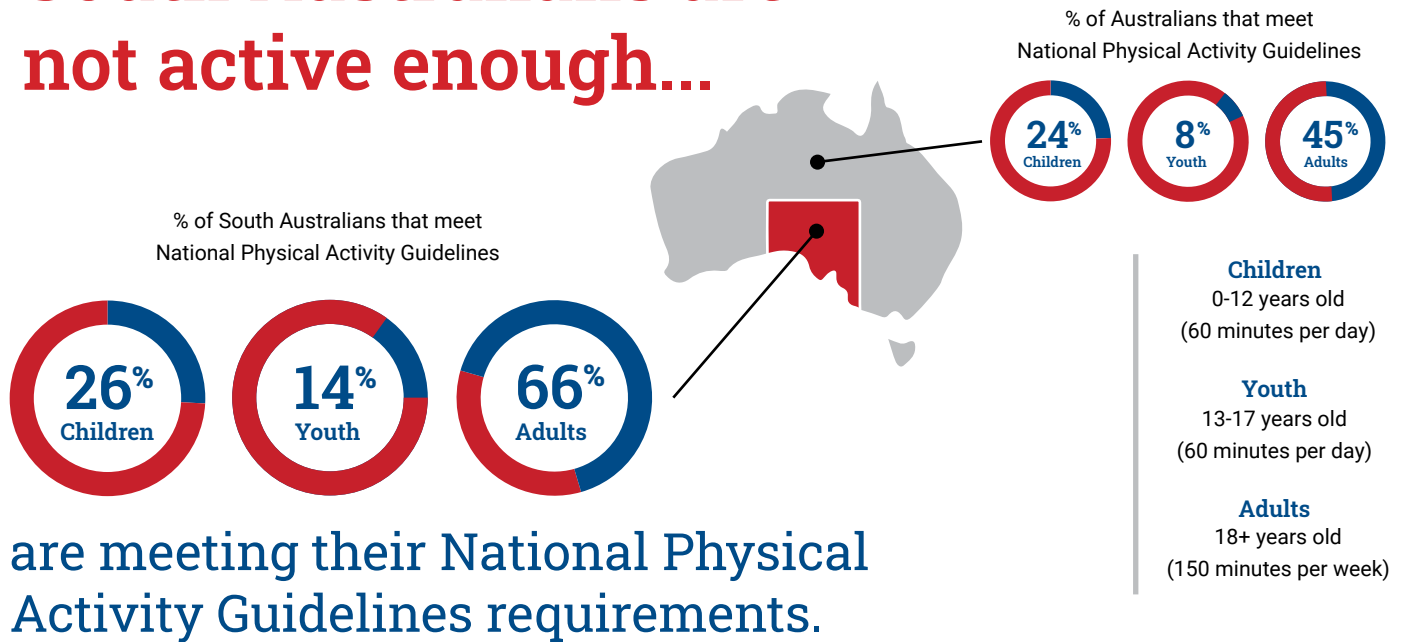
Bring people together to build strong, healthy, safe and more resilient communities.

Inspire Performance

Empower people to achieve their sporting dreams.



South Australians are not active enough...



Key Trends Impacting Active Living



Our Strategic Plan must give consideration to the key trends and issues facing the community in the coming years. Some of the challenges are constant and enduring, while others are new and emerge from a digitally connected world, which is increasingly globalised and commercialised.

The following trends are relevant to our goals and strategies:

Family and work pressures

Diversity in family structures and work arrangements place pressure on managing time and finances.

On-demand everything

Consumers now expect instant gratification tailored to their individual circumstances.

Experience and personalisation

The emergence of genetic technologies, virtual reality and artificial intelligence is supporting the personalisation of many products and services.

Ageing population

Our population is ageing so tailored options are needed so they can stay active.

Rise of lifestyle

Consumers desire to be 'part of something' and are attracted to experiences that define them and their lifestyle or community.

Broader and more diverse population

28.2% of Australians were born overseas, almost 20% of Australians have some form of disability and 3% of Australians may have a diverse sexual orientation or gender identity.



New technology

Access to technology is changing the way people work, source information and manage their lives.

Volunteering

More than 2.3 million Australians support sport and recreation through the volunteering of labour valued at \$4 billion annually.

Active travel

The most common methods of travel to work for employed people were:

- car driver - 66%
- public transport - 7.2%
- car passenger - 4.6%
- employee working from home - 4.4%

Urban planning infill

Urban infill is a key planning strategy to address demographic changes and affordability that can result in a more hostile environment for active lifestyles.



What is the impact?

The average difference in costs to the public health system of South Australians who do not meet the National Physical Activity Guidelines compared to those who do is:

\$86,366

per person across their lifetime.



Achieving activity targets for all South Australians could save us up to an estimated:

\$804 million

per year in South Australia's public health expenditure*.

* Active Lives - Population Health Surveys (2019). Prepared for the Office for Recreation, Sport and Racing by SA Health, Prevention and Population Health Branch. https://www.orsr.sa.gov.au/_data/assets/pdf_file/0024/27645/Active-Lives-Main-Report-September-2019.pdf
 Australian Institute of Health and Welfare (2016). Australia's health 2016. Australia's health series no. 15. Cat. no. AUS 199. Canberra: AIHW. Retrieved from <https://www.aihw.gov.au/reports/risk-factors/insufficient-physical-activity/contents/physical-inactivity>
 Eckermann and Willan (2020). Active Lives South Australia Health Economic Analysis – an evidence based for reduced public health costs through physical activity. https://www.orsr.sa.gov.au/_data/assets/pdf_file/0022/27643/Active-Lives-economic-analysis-of-health-service-utilisation-December-2019.pdf

At a Glance

The Office for Recreation, Sport and Racing has an ambitious set of goals to get South Australians moving. We can't do this on our own – we will be seeking out new partners from diverse sectors with a wide range of skillsets. We will welcome ideas from potential partners who can help us achieve our vision.

Active Lives

Strategic Goal

Movement, play and performance is embedded into the daily lives of South Australians.

Key Strategies

Support children and youth to move and play more.

Devise 'Club of the Future' to improve community experiences.

Activate movement and play in our regions.

Increase opportunities for movement and play for all South Australians.

Enable recreation, sport and racing organisations to thrive.

Places and Spaces

Strategic Goal

Places and spaces that encourage and support movement, play and performance are accessible to all.

Key Strategies

Lead planning for the provision of active places and spaces.

Support the delivery of the state's significant active places and spaces.

Optimise utilisation of places and spaces for active living.

Sporting Excellence

Strategic Goal

People are empowered to achieve their sporting dreams.

Key Strategies

Provide a world class high performance daily training hub including leading-edge technologies.

Optimise national representation and medal success on the world stage for South Australian-based athletes and teams.

Pursue excellence in practice, services and culture.

Develop sustainable talent pathways for athletes and coaches.

Enhance community engagement with SASI.



Strategic Partnerships

Strategic Goal

Community outcomes are delivered through strategic partnerships.

Key Strategies

Ensure delivery of the 'Game On' actions to get South Australians moving.

Improve the ability of South Australians to adopt more active means of transport.

Actively seek partnerships to achieve outcomes and leverage investment in movement, play and performance.

Business Performance

Strategic Goal

Recognised as a respected organisation, delivering high quality services to support the achievement of our strategic goals.

Key Strategies

Inspire South Australians to adopt active lives through engaging communications.

Identify and explore emerging sector issues and trends through research, analysis and innovation.

Provide integrated and responsive corporate support systems, processes, programs and services.

Deliver grants programs that drive the achievement of our strategic goals.

Empower and invest in our people.



Active Lives

Our Strategic Goal:

Movement, play and performance is embedded into the daily lives of South Australians.

Our Role:

Develop policy, programs and initiatives with our partners to get South Australians active.



Key Strategies:

Support children and youth to move and play more.

We will work with South Australian youth to understand how they want to move, play and perform. We will prioritise actions to reverse the decline of children and youth movement, play and performance.

Devise 'Club of the Future' to improve community experiences.

We will co-design the benchmark for clubs as community hubs. We will explore innovative ways for clubs to deliver quality experiences, share resources, services and facilities, increase affordability and promote contemporary approaches to volunteering.

Activate movement and play in our regions*.

We will partner to stimulate more activity in the regions through targeted infrastructure and program investment.

Increase opportunities for movement and play for all South Australians.

We will partner and invest to motivate and provide opportunities for all South Australians to make daily activity a habit.

Enable recreation, sport and racing organisations to thrive.

We will empower and, where necessary, facilitate the policy or systems required to enable sport, recreation and racing organisations to thrive.

* Regions refers to areas outside metropolitan Adelaide.

Key Projects:

An action plan that explores youth inactivity and provides a pathway to influence increased youth movement, play and performance.

Development of contemporary systems to support volunteer organisations to manage and deliver their activities.

Our Targets:

Adults achieving activity targets to increase to 70% by 2025.

Youth achieving activity targets to increase to 18% by 2025.

Children achieving activity targets to increase to 30% by 2025.

Increase the percentage of South Australians that volunteer more than once per year for sport or recreation to 33% by 2025.



Places and Spaces

Our Strategic Goal:

Places and spaces that encourage and support movement, play and performance are accessible to all.

Our Role:

Plan, invest, optimise and deliver active places and spaces through evidence-based decision making.



Key Strategies:

Lead planning for the provision of active places and spaces.

We will lead state-wide planning for the sector, contribute to whole-of-government strategies and initiatives and support local government and state level organisations to plan for infrastructure investment that supports active living.

Support the delivery of the state's significant active places and spaces.

We will manage, support and/or monitor the delivery of the state's key active places and spaces that support active living, major events and elite athletes.

Optimise utilisation of places and spaces for active living.

We will support the activation of public spaces and promote optimal utilisation of dedicated active places and spaces.

Key Projects:

Progress priority projects identified in the State Sport and Recreation Infrastructure Plan.

Activate coastlines, parklands and other public spaces to encourage more movement and play.

Deliver the State Sports Park Master Plan including stage development.

Our Targets:

Secure investment for 10 projects identified in the State Sport and Recreation Infrastructure Plan by 2025.

Five infrastructure initiatives to deliver greater environmental sustainability are delivered per annum.



Sporting Excellence

Our Strategic Goal:

People are empowered to achieve their sporting dreams.

Our Role:

As South Australia's high performance sporting hub, we will provide the highest quality daily training environments to optimise the performance of our people, programs, projects and partners.



Key Strategies:

Provide a world class high performance daily training hub, including leading-edge technologies.

We will deliver elite training facilities that provide world-class athlete training experiences. We will pursue partnerships to develop and access advanced sports technology applications and services.

Optimise national representation and medal success on the world stage for South Australian-based athletes and teams.

We will conduct programs and partnerships that provide critical support for individual and team success for our athletes.

Pursue excellence in practice, services and culture.

We will develop and support our staff, athletes and partners in an exemplary high performance environment to deliver world-class performances and services.

Develop sustainable talent pathways for athletes and coaches.

We will lead initiatives to develop more sustainable talent pathways for targeted athletes, coaches and sports.

Enhance community engagement with SASI.

We will harness the success and expertise of our people and programs to provide inspiration and deliver community benefit.

Key Projects:

Support South Australian-based athletes' and programs' Olympic and Paralympic campaigns.

Development of a concept and associated business case for a world-class SASI high performance sports hub.

Establish the National Centre for Sport Aerodynamics.

Our Targets:

Establish a new High Performance Sports Hub by 2025.

South Australian-based athletes comprise 10% of Australian teams and achieve 10% of Australian medals at Olympic, Paralympic and Commonwealth Games.



Strategic Partnerships

Our Strategic Goal:

Community outcomes are delivered through strategic partnerships.

Our Role:

Identify and develop strategic partnerships and co-investments that support movement, play and performance.



Key Strategies:

Ensure delivery of the 'Game On' actions to get South Australians moving.

We will establish an across-government implementation committee, nurture key partnerships and champion the implementation of recommended actions of 'Game On: Getting South Australia moving' to ensure movement and play can fit seamlessly into the daily lives of South Australians.

Improve the ability of South Australians to adopt more active means of transport.

We will work across government to facilitate policy and investment that supports active transport.

Actively seek partnerships to achieve outcomes and leverage investment in movement, play and performance.

We will work with governments and partners to deliver on government priorities that contribute to a better South Australia for all.

Getting South Australians moving, playing and performing more is a substantial task that will bring sizeable benefits to South Australia.

Actively partnering with others to achieve this challenge is a critical part of our approach.

Key Projects:

Pursue whole of government and commercial partnerships to maximise outcomes from a bike economy.

Establish and coordinate an across-government implementation committee for *Game On*.

Our Targets:

Three co-branded projects to progress *Game On* recommendations are delivered by other government agencies.

Explore the benefits and opportunities that come with creating better, safer cities for all people on their bikes, regardless of their age, level of fitness or cycling activity.



Business Performance

Our Strategic Goal:

Recognised as a respected organisation, delivering high quality services to support the achievement of our strategic goals.

Our Role:

Invest in our people, values, processes and systems to allow us to achieve our objectives and realise our vision.



Key Strategies:

Inspire South Australians to adopt active lives through engaging communications.

We will develop comprehensive communications across all media to ensure clear messaging to our partners and to inspire the South Australian community to adopt active lives.

Identify and explore emerging sector issues and trends through research, analysis and innovation.

We will scan the latest research and commission and partner in projects to understand emerging issues, trends and technologies that impact on active living.

Provide integrated and responsive corporate support systems, processes, programs and services.

We will understand the service delivery challenges and drivers of our people and optimise their time and effort through the delivery of well-adapted and efficient technologies and practices.

Deliver grant programs that drive the achievement of our strategic goals.

We will strive to secure greater public and private co-investment in facilities, programs and people to amplify the impact of government investment.

Empower and invest in our people.

We will foster a working environment that is committed to developing skills, providing opportunities for growth and cultivating a philosophy of lifelong learning in our workforce.

Key Projects:

Improve our understanding and determine options to reduce the rising costs of participation in sport.

Implementation of Strategic Communications Plan.

Our Targets:

Promote active engagement by obtaining a 10% annual increase in social media followers.

No negative findings for our annual financial management audits by the Auditor-General (no qualified reports).

New grant programs planned and scheduled within six months of Grants Review adoption.



Image Credits

Cover

Pondalowie Bay
South Australian Tourism Commission / Jonathan van der Knaap

Page 4

Flinders Ranges
South Australian Tourism Commission / Brian Hatchard

Page 6

Doubles tennis
Julian Schiemann / Source: Unsplash

Page 8

Santos Tour Down Under
South Australian Tourism Commission / Meaghan Coles

Cricket Blast

South Australian Cricket Association / Cricket Australia

Page 9

The Barossa Trail
Barossa Grape & Wine Association / Sven Kovac

Kangaroo Island Cup

Kangaroo Island Racing Club / Dean Wills

SANTOS Aboriginal Power Cup 2019

Power Community / South Australian Aboriginal Sports Training Academy (SAASTA) / Mark Piovesan

Page 10

Links Lady Bay Resort, Fleurieu Peninsula
South Australian Tourism Commission / Ian Routledge

Page 11

Adelaide Oval
South Australian Tourism Commission / Hirokazu Ishino

Coorong National Park

South Australian Tourism Commission / Mike Haines

Priceline Stadium

Mark Brake / Stringer

Page 12

Murray River Walk
South Australian Tourism Commission / Jonathan van der Knaap

Page 13

Jess Trengove
Source: ORSR Image Library

Darren Hicks

Source: ORSR Image Library

SASI Training Facilities

Source: ORSR Image Library

Page 14

Kyle Chalmers wins gold at Rio Olympics
Source: ORSR Image Library

Page 15

Ebenezer Place, Adelaide
South Australian Tourism Commission / Ian Routledge

Coach looking at game plan

Nguyen Thu Hoai / Source: Unsplash

Seal Bay Conservation Park, Kangaroo Island

South Australian Tourism Commission / Adam Bruzzone

Page 16

Gawler

South Australian Tourism Commission / Josh Geelen

Page 17

Novotel Barossa Valley Resort, Barossa
Novotel Barossa Valley Resort / Pete Thornton

Memorial Drive Tennis Centre

Chris Oaten / World Tennis Challenge

Weightlifter

Frans Van Heerden / Source: Pexels

Page 18

Taekwondo

Uriel Soberanes / Source: Unsplash

State Sport and Recreation Strategic Plan: 2021 - 2025

At a Glance

The Office for Recreation, Sport and Racing has an ambitious set of goals to get South Australians moving. We can't do this on our own – we will be seeking out new partners from diverse sectors with a wide range of skillsets. We will welcome ideas from potential partners who can help us achieve our vision.

Active Lives

Strategic Goal

Movement, play and performance is embedded into the daily lives of South Australians.

Key Strategies

Support children and youth to move and play more.

Devise 'Club of the Future' to improve community experiences.

Activate movement and play in our regions.

Increase opportunities for movement and play for all South Australians.

Enable recreation, sport and racing organisations to thrive.

Places and Spaces

Strategic Goal

Places and spaces that encourage and support movement, play and performance are accessible to all.

Key Strategies

Lead planning for the provision of active places and spaces.

Support the delivery of the state's significant active places and spaces.

Optimise utilisation of places and spaces for active living.

Sporting Excellence

Strategic Goal

People are empowered to achieve their sporting dreams.

Key Strategies

Provide a world class high performance daily training hub including leading-edge technologies.

Optimise national representation and medal success on the world stage for South Australian-based athletes and teams.

Pursue excellence in practice, services and culture.

Develop sustainable talent pathways for athletes and coaches.

Enhance community engagement with SASI.

Strategic Partnerships

Strategic Goal

Community outcomes are delivered through strategic partnerships.

Key Strategies

Ensure delivery of the 'Game On' actions to get South Australians moving.

Improve the ability of South Australians to adopt more active means of transport.

Actively seek partnerships to achieve outcomes and leverage investment in movement, play and performance.

Business Performance

Strategic Goal

Recognised as a respected organisation, delivering high quality services to support the achievement of our strategic goals.

Key Strategies

Inspire South Australians to adopt active lives through engaging communications.

Identify and explore emerging sector issues and trends through research, analysis and innovation.

Provide integrated and responsive corporate support systems, processes, programs and services.

Deliver grants programs that drive the achievement of our strategic goals.

Empower and invest in our people.







Government of South Australia

Office for Recreation, Sport and Racing