



# NEW ENGLAND & NORTH WEST

SPORT AND ACTIVE RECREATION PLAN  
2018 - 2023





## MINISTER'S MESSAGE

The New England & North West region with its “big sky” country that encompasses the cool temperate tablelands of the Great Dividing Range to the western slopes and plains, its nature-based activities, strong education sector and well connected communities is a great place to play sport and be active.

This is the first comprehensive Sport and Active Recreation Plan for the New England & North West. It builds upon a strong university sport culture, well designed sport and recreation facilities and an active population living in healthy and safe regional centres and prosperous farming areas.

During the development of the plan, we heard from a wide cross section of community participants in the sport and active recreation sector who contributed their thoughts on enhancing active participation opportunities, attracting sporting events, designing sporting facilities including regional sporting hubs and creating integrated performance pathways for talented athletes.

This Sport and Active Recreation Plan is complementary to the New England & North East Regional Plan 2036 developed by the NSW Department of Planning and Environment. The broader Regional Plan makes reference to a focus on nature and adventure based activities available at the Sport UNE Mountain Bike Trails and Moree Water Park. It also commits to expanded recreational walking and cycling trails, and continued investment in national sporting facilities such as the Australian Equine and Livestock Events Centre.

The Sport and Active Recreation Plan takes into account the region's two cities of Tamworth and Armidale, and strategic centres of Gunnedah, Narrabri, Moree, Inverell and Glen Innes as key places for sporting and active recreation activities to occur, while recognising and addressing the travel and access constraints of those living in rural and isolated areas of the region.

This plan also draws on the concepts being considered in the development of the National Sports Plan by the Australian Sports Commission. The National Sports Plan is built around the four pillars of participation, performance, preventive health and integrity, all of which are reflected in this plan. The plan has also benefited from input from peak bodies Sport NSW and Outdoors NSW.

This document sets out the vision, outcomes and strategies which will ensure the New England & North West region provides increased sport and active recreation opportunities to enhance the lives of its people as members of healthier, more active communities.

I encourage everyone in the New England & North West to get behind this plan and benefit from the opportunities it promises.



**Stuart Ayres MP**  
Minister for Sport

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## A NEW WAY OF DELIVERING SPORT AND ACTIVE RECREATION IN REGIONAL NSW

In April 2017, the Office of Sport embarked on a project to review and renew the way that sport and active recreation is planned and delivered in regional NSW.

The project was established to directly contribute to the vision of the Office of Sport:

***“A vibrant and valued sport and active recreation sector that enhances the lives of the people of NSW.”***

The project started from the view that a new regional sport and active recreation model would take a more “place-based” rather than a “one size fits all” approach. The ten service delivery regions of NSW were used as a starting point to develop a specific plan for each region of NSW.

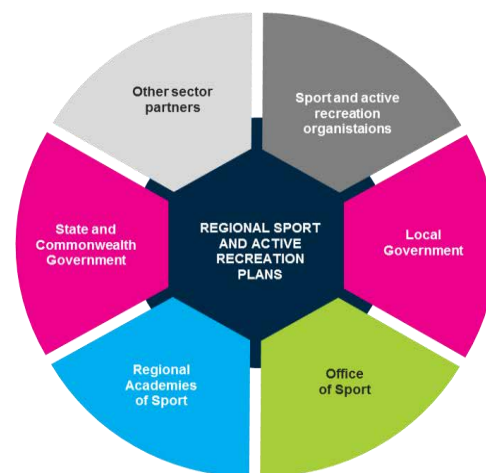
Initial concept testing was conducted with key partner groups in April, May and June 2017. One of the central concepts tested was a planning and delivery model which consisted of six partner groups collaborating together. The six partner groups are outlined in Figure 1.

In October 2017, representatives from the six partner groups gathered in each region to commence the process of creating a customised regionally specific plan for their region.

This document represents the beginning of a collaborative approach across the region to the planning and delivery of sport and active recreation. The Office of Sport will provide the necessary coordination to enable the collaboration demonstrated during the workshop to continue into the future.

The language of many of the strategies attempts to accurately reflect the discussions of the planning workshop. This plan has retained the actual wording presented by workshop participants, so does not use formal planning terminology.

Finally, the six partner groups agreed that this Sport and Active Recreation Plan is not “set and forget”. As the region continues to evolve over the next few years, so will this plan.



**Figure 1. Six Partner Group Model**

## ROLES OF THE SIX PARTNER GROUPS



### 1. SPORT AND ACTIVE RECREATION ORGANISATIONS

- Providing the sport's "best case" position on an optimised delivery environment for each region
- Contributing to the evidence base for sport and active recreation
- Collaborating with Government (Local, State and Commonwealth) to identify sporting infrastructure and program needs
- Contributing to the development of Regional Sport and Active Recreation Plans
- Aligning service delivery with the Regional Sport and Active Recreation Plans
- **Partners include:** State Sporting Organisations (SSO's), Regional Sporting Associations, Local Clubs, Sport NSW, Outdoors NSW.



### 2. LOCAL GOVERNMENT

- Constructing, maintaining and managing sport and active recreation infrastructure and programs in local communities
- Collaborating with the community to identify sporting infrastructure and program needs
- Incorporating sport and active recreation into Community Strategic Plans
- Contributing to the development of Regional Sport and Active Recreation Plans
- Aligning service delivery with the Regional Sport and Active Recreation Plans



### 3. REGIONAL ACADEMIES OF SPORT

- Delivering pre-elite sport programs across their region
- Collaborating with sports, other key community organisations and high performance system partners to optimise performance pathways



### 4. STATE AND COMMONWEALTH GOVERNMENT

- Providing the Office of Sport with relevant specialist advice and expertise
- Integrating sport and active recreation outcomes in agency planning
- **NSW Government partners include:** Departments of Industry, Premier and Cabinet, Health, Education, Family and Community Services, Planning and Environment, Destination NSW, Infrastructure NSW, Treasury, Office of Local Government.
- **Commonwealth Government partners include:** Australian Sports Commission, Department of Health.



## 5. NGOs AND OTHER PARTNERS

- Constructing, maintaining and managing sport and active recreation infrastructure and programs in local communities
- Contributing to the evidence base for sport and active recreation
- Providing the Office of Sport with relevant specialist advice and expertise
- Integrating sport and active recreation outcomes in their planning
- **Partners include:** Universities, TAFEs, Charity organisations, ClubsNSW, Volunteering NSW, PCYC, YMCA, parkrun Australia, Parks and Leisure Australia, Fitness Australia, and Event organisers.



## 6. OFFICE OF SPORT

### **Sport and Recreation Services Group**

- Lead implementation and activation of Sport and Active Recreation Plan
- Facilitating contemporary and relevant services
- Providing opportunities for life long sport and active recreation experiences (from first experience to high performance)
- Leading local coordination
- Fostering new local partnerships
- Optimising Sport and Recreation Centres for sport and active recreation outcomes
- Managing funding programs to support Regional Sport and Active Recreation Plans and their implementation

### **Sport Infrastructure Group**

- Identifying current and future requirements for infrastructure
- Planning of community sport infrastructure
- Master planning processes
- Project feasibility support and advice to government, state and local partners
- Developing standards for facilities planning and development
- Best practice research in land and community development, environmental sustainability and urban design

### **Sport Development Group**

- Capacity building for sport and active recreation organisations, including participation and inclusion strategies for under-represented groups
- Advice and strategies to support integrity in sport, including safeguarding children
- Support for and leveraging major sporting events
- Policy and strategy development, including building the evidence base for the value of sport and active recreation

## VISION FOR THE NEW ENGLAND & NORTH WEST REGION\*



\*This vision was conceived and designed at the Regional Planning Day held on 19 October 2017.





# INPUTS INTO THE NEW ENGLAND & NORTH WEST SPORT AND ACTIVE RECREATION PLAN

This plan reflects and builds on the outcomes of the regional planning day by incorporating other inputs as represented in Figure 2 below:



Figure 2. Inputs into plan



## OUTCOMES

After a series of consultation sessions in the region, six outcomes have been identified for the New England & North West region:



### INCREASED PARTICIPATION

of adults and children in regular sport and active recreation.



### IMPROVED ACCESS

to sport and active recreation for everyone in the region, regardless of background or ability.



### INTEGRATED PERFORMANCE PATHWAYS

for participants in sport.



### FIT FOR PURPOSE FACILITIES

in the region.



### VALUED REGIONAL SPORTING EVENTS

which are valued by the region.

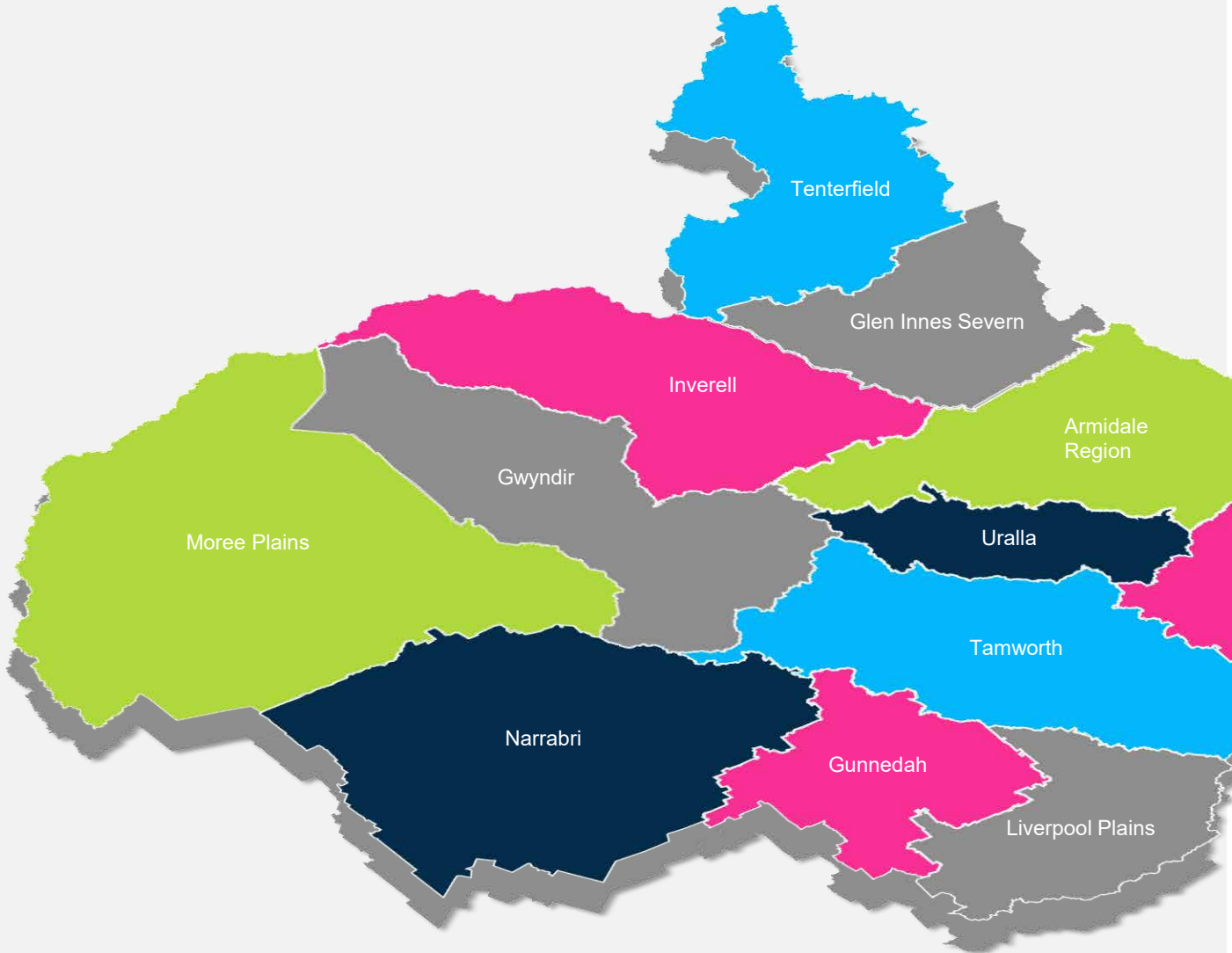


### EFFECTIVE COLLABORATION

within the sport and active recreation sector.



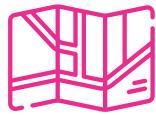
# LOCAL GOVERNMENT AREAS



# FEATURES OF THE NEW ENGLAND & NORTH WEST REGION



**12** Local Government Areas,  
**2** Regional Cities and  
**5** Strategic centres.



**Multiple inland waterways and recreational opportunities,**  
Lake Keepit and Chaffey Dams  
and spectacular waterfalls



**The University of New England –**  
Australia's oldest regional university



**Home to some of Australia's largest,**  
most efficient and productive graziers  
and farmers



**World Heritage listed New England**  
and Oxley Wild Rivers National Parks

Walcha



## OUTCOME 1 INCREASED PARTICIPATION

In order to achieve an increase in participation rates for adults and children in sport and active recreation, the following strategies will be explored.

Actions to support each strategy will be developed by working groups comprised of relevant stakeholders from the region.

### Strategies suggested at regional planning day workshop

#### Strategy 1.1 – Develop a multi-sport gala day

##### *Concepts to consider*

- Conduct a 'come and try' event which hosts multiple sports at hubs across the region.
- The event could link to clubs for ongoing opportunities and be non-competitive to create an environment for newcomers to try.
- Identify and increase public awareness of festivals or Come and Try opportunities where significant occasions such as:  
International Women's Day,  
Harmony Day,  
National Aborigines and Islanders Day Observance Committee (NAIDOC) week,  
International Day of People with Disability.

**NOTE:** The concept of an integrated insurance scheme to cover children participating in multiple sports was discussed and it was agreed that the Office of Sport would advocate for this at the national level.



### Strategies suggested from other inputs

#### Strategy 1.2 – Promote the Active Kids Voucher program

##### *Concepts to consider*

- The Active Kids program provides a voucher of up to \$100 for parents / guardians / carers to contribute to the cost of their children's membership fees in approved sport and active recreation activities.

The program:

- supports increased participation of school-enrolled children in sport and active recreation
- contributes to the delivery of the Premier's Priority to reduce childhood overweight and obesity by increasing physical activity levels in children
- aims to help change the physical activity behaviours of children and young people in NSW.

#### Strategy 1.3 – Plan for and promote child safe and child friendly environments

##### *Concepts to consider*

- Provide training for coaches, officials and leaders of clubs and active recreation organisations.
- Provide education and awareness to parents, carers and children on what to expect from activity leaders.

#### Strategy 1.4 – Support Councils to include and strengthen reference to sport and active recreation in their Community Strategic Plans (CSPs)

##### *Concepts to consider*

- Convene a forum for Councils to share and compare their sport and active recreation strategies in CSPs.
- Consider initiatives which cross Local Government Area (LGA) borders to gain economies of scale.

#### Strategy 1.5 – Support State Sporting Organisations (SSOs) to develop a regional participation strategy

##### *Concepts to consider*

- Convene a forum for the five sports with highest participation to develop specific regional strategies.
- Engage with other SSOs with regional strategies to learn from the experiences of those sports.

#### Strategy 1.6 – Attract and retain new Volunteers

##### *Concepts to consider*

- Establish a partnership with the regional branch of Volunteering NSW.
- Create a new style of volunteer incentive program based on loyalty points.
- Establish a partnership with Duke of Edinburgh's International Award units in the region to access award candidates as volunteers in sport and active recreation.





# OUTCOME 2

## IMPROVED ACCESS

In order to improve people's access to sport and active recreation in the New England & North West region, regardless of their background or ability, the following strategies will be explored.

Actions to support each strategy will be developed by working groups comprised of relevant stakeholders from the region.

### Strategies suggested at regional planning day workshop

#### Strategy 2.1 – Develop modified sports to align with target group

##### *Concepts to consider*

- Match the delivery of sport to targeted groups (e.g. age, cultural) by offering modified rules, formats, times and structure to increase participation.
- Examples could include: walking football and walking basketball designed to appeal to people who are not as mobile, or people who have disabilities restricting themselves from playing the original format of the game.

- This initiative could assist to break down cultural and physical barriers, promote inclusion and create more opportunities for access. Outcomes delivered could include improved health and social benefits and increased participation.

#### Strategy 2.2 – Develop a digital platform that connects people with sport and active recreation

##### *Concepts to consider*

- Create a digital platform that helps to connect people, provide access to information, and provide training for volunteers.
- Outcomes delivered could include improved coordination of sports, management of facilities, increased skill levels for volunteers and improve communication.
- Seek expressions of interest from regional Information Technology providers to develop the platform.

#### Strategy 2.3 – Explore a regional sport transport network

##### *Concepts to consider*

- Connecting bus routes to sport competitions with pick up services in towns. This would involve collaboration with sporting bodies and possible partnerships with community/commercial entities.
- Formalise car pooling arrangements through clubs and organisations.
- Seek engagement with local transport providers to consider alternative services.
- Access local council vehicles during non-peak use times.
- This addresses issues around barriers to access in smaller towns, time commitments for parents and costs to individuals.
- Outcomes delivered could include increased participation, improved access to higher standard facilities.



### **Strategy 2.4 – Identify inclusion opportunities for people with disabilities**

#### *Concepts to consider*

- Identify inclusion opportunities to raise awareness, help to overcome social awareness and improve community well-being.
- Outcomes delivered could include increased self-confidence within disability groups, acceptance, increased membership and involvement.

### **Strategies suggested from other inputs**

#### **Strategy 2.5 – Provide support to under-represented groups to access sport and active recreation opportunities**

#### *Concepts to consider*

- Determine which groups are significantly under represented within the region and identify organisations who can adequately represent the needs of Indigenous, Culturally and Linguistically Diverse (CALD) groups.
- Modify facilities and programs to enable access for people with disabilities, seniors and other under-represented groups.
- Consider the priorities referred to in the Office of Sport's 2018-2022 Women in Sport Strategy as a guide for supporting under-represented groups.

### **Strategy 2.6 – Support sport and active recreation clubs to attract new participants**

#### *Concepts to consider*

- Provide training and skill development in marketing and promotion.
- Conduct cross-sport member attraction programs for sports with complementary winter and summer seasons.

#### **Strategy 2.7 – Focus on people not currently participating in any form of sport and active recreation**

#### *Concepts to consider*

- Develop a regional communication strategy on the benefits of physical activity.
- Engage local sporting heroes as ambassadors of sport and active recreation activities.
- Develop a “first-timers” incentive award scheme for individuals and sporting organisations.



**Strategy 2.8 – Enhance and promote Sport and Recreation Centre at Lake Keepit as a place for children and adults to experience sport and active recreation activities**

*Concepts to consider*

- Encourage sport and active recreation providers to use Lake Keepit as a venue for introducing new participants to their sport or activity.
- Ensure all local schools are aware of opportunities for organised school activities at the centres.
- Engage with local sporting clubs to offer training camps and outdoor activities for their members.
- Promote the range of active recreation opportunities to regional community groups.
- Raise awareness amongst community groups about the facilities at Lake Keepit.

**ACCESS CASE STUDY**

**Title:** Moree Blasts Cricket

**Description:** Gain participation in the Indigenous community of Moree for Cricket.

**Partners:** Cricket NSW, Clontarf Foundation, Moree East Primary School, St Philomena's School, Moree Junior Cricket Association, Office of Sport

**Outcomes:**

Increase Indigenous participation in Junior cricket to at least 4% by the end of December 2018, from a starting point of less than 2%.

Delivered by utilising the Clontarf Schools program which is supported by Cricket Australia to deliver programs in 2 identified primary schools in Moree. Clontarf students receive training and supervision to deliver game coaching, umpiring and skill session to participants as an After School Community Activity.

Programs run for 8 weeks with a participation target of 40 per program, boys and girls.

Program will see the continued development of Junior Cricket across the Moree area to another sector of the community not engaged at this time. This opportunity will also allow the development of leadership through the Clontarf student involvement as mentors to the junior players.

# OUTCOME 3

## INTEGRATED PERFORMANCE PATHWAYS

In order to build and maintain integrated performance pathways for participants in sport and active recreation the following strategies will be explored.

Actions to support each strategy will be developed by working groups comprised of relevant stakeholders from the region.

### Strategies suggested at regional planning day workshop

#### Strategy 3.1 – Use technology to provide high quality coaching

*Concepts to consider*

- Establish a centre of excellence to provide various structured sports camps and services catering to the “talent” level of the Foundation, Talent, Elite and Mastery (FTEM) model (e.g. regional teams, Paralympic teams).

### Strategies suggested from other inputs

#### Strategy 3.2 – Embed the Foundation, Talent, Elite and Mastery (FTEM) pathway model established by the Australian Sports Commission in the region

*Concepts to consider*

- Promote the Australian Sport Commission’s FTEM model of athlete development to athletes, parents, coaches and the wider community to assist athletes in the New England & North West region to achieve their sporting goals.

#### Strategy 3.3 – Strengthen links between the Northern Inland Academy of Sport and other sector partners

*Concepts to consider*

- Facilitate athlete pathway planning sessions to maximise the collaboration between sports, system partners and providers of services in the region.

#### Strategy 3.4 – Improve coaching and officiating standards in the New England & North West Region

*Concepts to consider*

- Improving the quality of coaching and officiating will positively impact participation and high performance in the region. While each sport owns its own accreditation programs an action plan to develop coaches and officials in the Region should be developed. It will involve consultation between the Office of Sport, the Northern Inland Academy of Sport and State Sporting Organisations to ensure the plan best suits the region, has maximum impact and avoids duplication and date conflicts.





## OUTCOME 4 FIT FOR PURPOSE FACILITIES

In order to provide contemporary, fit for purpose facilities in the region, the following strategies will be explored.

Actions to support each strategy will be developed by working groups comprised of relevant stakeholders from the region

### Strategies suggested at regional planning day workshop

#### Strategy 4.1 – Establish Regional Sporting Hubs

##### *Concepts to consider*

- Create multi-purpose facilities for sport and community purposes that will be accessible for the whole region. The location of the hubs should be determined by a collaborative approach and considered in the context of other community facilities and growth corridors.

#### Strategy 4.2 – Continue developing the Northern Inland Centre of Sports Excellence (NICSE) as a regional sporting hub and explore locations for a potential sub-hub

#### Strategy 4.3 – Explore opportunities to develop the University of New England campus in Armidale as a regionally significant sports facility and consider locations for other potential Regional Significant Sport Facilities (RSSFs)

#### Strategy 4.4 – Develop model for shared use of facilities

##### *Concepts to consider*

- Develop a model for shared use of new & existing facilities throughout the region for maximum utilisation and greater participation.
- This could help to reduce costs around maintenance and management, as well as ensuring better use of single/limited use facilities. Outcomes delivered include improved quality of facilities and increase opportunities for local economy.

#### Strategy 4.5 – Develop new or upgrade existing infrastructure

##### *Concepts to consider*

- Ensure there is a planned approach to develop new or existing facilities that benefits the whole region.
- Outcomes delivered could include better quality facilities, ability to attract more significant events to the region, collaborative approach to regional sports and the creation of tiered level facilities.
- Good example includes the installation of floodlights at the Bellevue Oval Sports facility Armidale, creating a sports facility for the local region that can be used through day and night.

#### **Strategy 4.6 – Plan for female friendly sporting facilities**

##### *Concepts to consider*

- Seek input from female members of clubs and organisations about their needs and wishes.
- Include female friendly toilets and change rooms in every new sporting facility.

#### **Strategy 4.7 – Determine optimal uses for Lake Keepit Sport and Recreation Centre**

##### *Concepts to consider*

- Establish Lake Keepit as a niche centre for sailing and obstacle/adventure race style events in the region.
- Promote Lake Keepit Centre as a “best in class” outdoor recreation centre for schools and community groups.
- Review and plan for accommodation and facility upgrades to ensure the centre remains relevant to the New England & North West region.

#### **Strategy 4.8 – Gain access to school facilities**

##### *Concepts to consider*

- Convene an information session for primary and secondary school principals to discuss and agree on access possibilities.





## HUBS – OVERVIEW

At a regional strategic level, the Office of Sport is proposing a sustainable network of regional level sport and recreation facilities that meet the needs of stakeholders and communities. This includes a model for regional sport hubs and/or regionally significant sport facilities (see Figure 3).

The planning for sport hubs supports local Councils and the sport sector aligning their objectives and priorities for a common purpose and vision. The planning also encourages stakeholders to identify priorities that focus on increasing participation, make a contribution to regional and economic growth, deliver sustainable assets that are well used and the design of 'facilities for all'.



## HUBS – FEATURES OF HUBS. A REGIONAL SPORT HUB MAY INCLUDE THE FOLLOWING FEATURES:

- a multi-sport facility, which may include a sport administration centre (e.g. Sports House) that supports participation at the community and pre-elite level.
- the capacity to host national, state and regional championships. The location of regional sport hubs may complement already established regionally significant sport facilities; that is, venues that are listed as Tier 3 facilities under the NSW Stadia Strategy (2012). There are 27 such facilities in NSW, with 11 in regional NSW.
- could include broader community facilities such as aquatic and fitness facilities and other types of development such as a school or tertiary institution
- a main site incorporating core sporting facilities and services, as well as supporting facilities and services.



## HUBS – SUPPORT FACILITIES

Support facilities that could be connected to the core facilities (on-site or nearby) include:

- Health and fitness facilities/services
- General health and fitness
- Sports science
- Other allied health services
- Education and training facilities/services
- Aquatic facilities
- Additional administration for all sport and other partners.



## SNAPSHOT OF THE 2017 NEW ENGLAND & NORTH WEST FUTURE NEEDS OF SPORT INFRASTRUCTURE STUDY

10 of 12 Councils participated in the Future Needs of Sport Infrastructure Study 2017

130 facility projects were submitted by the 10 Councils

- 82 sport facility projects
- 48 active recreation facility projects

Of the 130 facility projects:

- 14 were for national/state level facilities
- 45 were for regional level facilities
- 63 were for local level facilities
- 8 were for neighbourhood level facilities

In addition, 17 State sporting organisations submitted 26 sport facility projects.





## REGIONALLY SIGNIFICANT SPORTS FACILITIES

A project is considered “regionally significant” if it meets the following broad facility criteria:

- is a sport or recreation facility of regional level significance to a State sporting organisation
- meets the standards required to host major regional, state or national level competitions, events and/or training
- provides a range of participation outcomes (community, competitions, events and talent development)
- caters for a broad catchment across multiple local government boundaries, and
- delivers flexibility of use, high quality amenity, management and service levels.



Figure 3 – Regional Sports HUB Model

# OUTCOME 5

## VALUED REGIONAL EVENTS

Hosting sports events can provide a broad range of economic, promotional and community benefits to a region. Events have the ability to provide participation opportunities for local residents, showcase regional communities, increase or develop civic pride, enhance high performance pathways, maximise utilisation of local sporting and cultural infrastructure and drive overnight visitation, delivering an economic boost to local businesses and community organisations. Local, state and national sporting organisations, councils, sponsors and the NSW Government and event management companies are all involved in the attraction and delivery of events to a region.

To ensure the benefits and legacy of hosting sports events are maximised, a collaborative approach should be employed, ensuring roles and responsibilities are clearly articulated and measures for success identified.

In order to attract and host valued events to the region, the following strategies will be explored.

Actions to support each strategy will be developed by working groups comprised of relevant stakeholders from the region

### Strategies suggested at regional planning day workshop

#### Strategy 5.1 - "Big sky country, big sports country"

##### Concepts to consider

- Develop a single major event calendar for the region that identifies key events and programs offered in the New England & North West region. This could aim to reduce clashes and 'bidding wars' for event and enable more efficient use of infrastructure by increasing utilisation and preventing duplication of facilities.
- Promotion of the calendar could have positive economic benefits of driving visitation to the region, while whole of sport exposure across the region may help drive advocacy and participation.

#### Strategy 5.2 - Actively seek to attract equestrian events

##### Concepts to consider

- Host National Championships in a variety of equestrian disciplines.

#### Strategy 5.3 - Maintain hosting rights for team based national/state championships

##### Concepts to consider

- Events include: OzTag championships, Unigames, Koori Knockout Rugby League.

### Strategies suggested from other inputs

#### Strategy 5.4 - Work with key stakeholders on events activation and legacy planning

##### Concepts to consider

- Identify additional mass participation events which may be hosted by the region.
- Identify and bid for additional high profile (national or world championship) events that may be hosted by the region.
- Establish a regional partnership with the Outback and Country Destination Network.

## EVENT CASE STUDY

**Title:** National Primary Games – Tamworth

**Time of Year:** July

**Approx no. athletes in 2017:** 1800

**Approx no. officials / volunteers in 2017:** 300

**Approx no. spectators in 2017:** 700

The National Primary Games (NPG) is a unique sports carnival for girls and boys aged 8 to 14 years from across the Eastern Seaboard of Australia and from far the inland regions.

The NPG embraces inclusivity, enjoyment, friendship in sport and sportsmanship as its core values and athletes compete over two days in a feel good atmosphere.

Athletes can represent their school, club or association, playing at all levels of the sport, teams are pooled with teams of their own standard.

In 2018, there will be five sports contested; Netball, Tennis, Rugby League, Gymnastics and Football on the 21st and 22nd of July.

The event is hosted by the Northern Inland Academy of Sport in the beautiful city of Tamworth with the support of the Australian Olympic Committee. Girls and boys competing have the opportunity to meet their sporting heroes with visits from current and past Olympians as well as up and coming athletes in their chosen sport.



# OUTCOME 6

## EFFECTIVE COLLABORATION

In order to facilitate collaboration within the sport and active recreation sector, the following strategies will be explored.

Actions to support each strategy will be developed by working groups comprised of relevant stakeholders from the region.

### Strategies suggested at regional planning day workshop

#### Strategy 6.1 - Encourage volunteers

##### *Concepts to consider*

- Appreciate the work volunteers do through public recognition and provide incentives to reduce volunteer number burnout.
- Outcomes delivered could include creating a sustainable volunteer base with members that are more engaged.

#### Strategy 6.2 - Establish a regional sport and active recreation council

##### *Concepts to consider*

- Establish a collaborative coordinating body for the placement, timing and targeting of local and major sporting activities.

- The council could improve cohesion as well as a better planning and strategic approach around event coordination. It also addresses issues around the lack of perceived communication and develop governance around sports.
- Outcomes delivered could include economic benefits, drawing power of the collective group, promotion of sport and active recreation locally, coordination and integration of events.

#### Strategy 6.3 - Seek private investment in regional infrastructure

##### *Concepts to consider*

- Obtaining investment from private enterprise for ongoing sport and active recreation activities. This would assist in initial capital investments, as well as ongoing maintenance and repairs to ensure sustainability.
- Outcomes delivered could include continued servicing and maintenance of quality infrastructure for the region.

#### Strategy 6.4 - Explore commercial partnerships

##### *Concepts to consider*

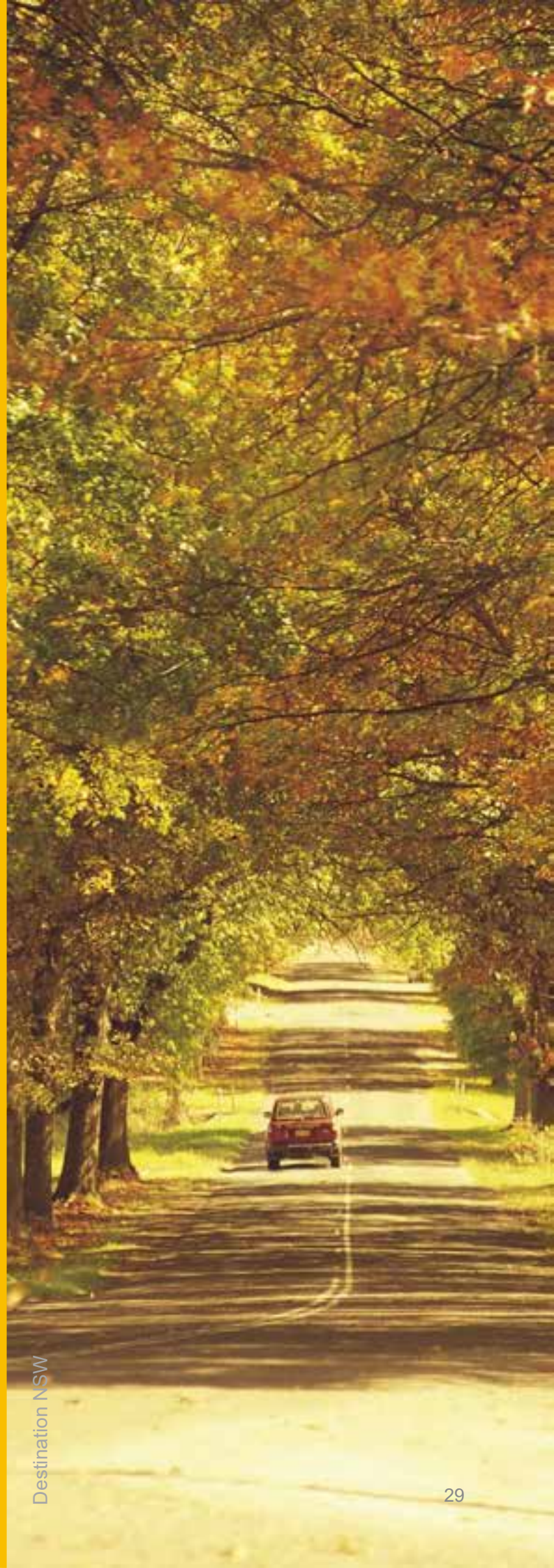
- Provide opportunities to a wide variety of commercial entities to provide ongoing / recurrent funding into sporting activities.
- Outcomes delivered could include exploring new funding streams into the sports sector, opportunities for new / local businesses to be involved and greater opportunities to gain commercial exposure.

## REGIONAL PLANNING DAY SNAPSHOT

On 19 October 2017, 33 leaders from the community, sport and active recreation organisations and groups, NSW Government, and local Councils from the New England & North West region came together at the Tamworth Jockey Club with the purpose of developing a first draft of sport and active recreation priorities for the region.

The day began with participants thinking about the unique character of the New England & North West region, and its community, and to then work together to identify the opportunities and challenges for sport and active recreation from a number of perspectives.

The discussions and ideas discussed at the concluding event form the basis for this Sport and Active Recreation Plan. NSW Office of Sport will work closely with community leaders to continue and refine the plan and deliver on the suggested outcomes.



# SUMMARY OF OUTCOMES AND STRATEGIES

It is not possible to address all of these strategies in five years. They provide a list of possibilities which can be prioritised by the Sport and Active Recreation Steering Group over the life of the plan.

<p>OUTCOME 1 <b>Increased Participation</b></p>	<p>OUTCOME 2 <b>Improved Access</b></p>	<p>OUTCOME 3 <b>Integrated Performance Pathways</b></p>
<p><a href="#">Strategy 1.1</a> - Develop a multi-sport gala day</p>	<p><a href="#">Strategy 2.1</a> - Develop modified sports to align with target group</p>	<p><a href="#">Strategy 3.1</a> - Use technology to provide high quality coaching</p>
<p><a href="#">Strategy 1.2</a> - Promote the Active Kids Voucher program</p>	<p><a href="#">Strategy 2.2</a> - Develop a digital platform that connects people with sport and active recreation</p>	<p><a href="#">Strategy 3.2</a> - Embed the Foundation, Talent, Elite and Mastery (FTEM) pathway model established by the Australian Sports Commission in the region</p>
<p><a href="#">Strategy 1.3</a> - Plan for and promote child safe and child friendly environments</p>	<p><a href="#">Strategy 2.3</a> - Explore a regional sport transport network</p>	<p><a href="#">Strategy 3.3</a> - Strengthen links between the Northern Inland Academy of Sport and other sector partners</p>
<p><a href="#">Strategy 1.4</a> Support Councils to include and strengthen reference to sport and active recreation in their Community Strategic Plans (CSPs)</p>	<p><a href="#">Strategy 2.4</a> - Identify inclusion opportunities for people with disabilities</p>	<p><a href="#">Strategy 3.4</a> - Improve coaching and officiating standards in the New England &amp; North West Region</p>
<p><a href="#">Strategy 1.5</a> - Support State Sporting Organisations (SSOs) to develop a regional participation strategy</p>	<p><a href="#">Strategy 2.5</a> - Provide support to under-represented groups to access sport and active recreation opportunities</p>	
<p><a href="#">Strategy 1.6</a> - Attract and retain new Volunteers</p>	<p><a href="#">Strategy 2.6</a> - Support sport and active recreation clubs to attract new participants</p>	
	<p><a href="#">Strategy 2.7</a> - Focus on people not currently participating in any form of sport and active recreation</p>	
	<p><a href="#">Strategy 2.8</a> - Enhance and promote Sport and Recreation Centre at Lake Keepit as a place for children and adults to experience sport and active recreation activities</p>	

OUTCOME 4  
**Fit for  
Purpose  
Facilities**

[Strategy 4.1](#) - Establish Regional Sporting Hubs

[Strategy 4.2](#) - Continue developing the Northern Inland Centre of Sports Excellence (NICSE) as a regional sporting hub and explore locations for a potential sub-hub

[Strategy 4.3](#) - Explore opportunities to develop the University of New England campus in Armidale as a regionally significant sports facility and consider locations for other potential Regional Significant Sport Facilities (RSSFs)

[Strategy 4.4](#) - Develop model for shared use of facilities

[Strategy 4.5](#) - Develop new or upgrade existing infrastructure

[Strategy 4.6](#) - Plan for female friendly sporting facilities

[Strategy 4.7](#) - Determine optimal uses for Lake Keepit Sport and Recreation Centre

[Strategy 4.8](#) - Gain access to school facilities

OUTCOME 5  
**Valued  
Regional  
Events**

[Strategy 5.1](#) - "Big sky country, big sports country"

[Strategy 5.2](#) - Actively seek to attract equestrian events

[Strategy 5.3](#) - Maintain hosting rights for team based national/state championships

[Strategy 5.4](#) - Work with key stakeholders on events activation and legacy planning

OUTCOME 6  
**Effective  
Collaboration**

[Strategy 6.1](#) - Encourage volunteers

[Strategy 6.2](#) - Establish a regional sport and active recreation council

[Strategy 6.3](#) - Seek private investment in regional infrastructure

[Strategy 6.4](#) - Explore commercial partnerships



## DELIVERING THE PLAN

As this is the first Sport and Active Recreation Plan, it is anticipated that responsibilities for driving and delivering the plan will evolve over time.

As a starting point, a **Sport and Active Recreation Steering Group** will be convened by the Office of Sport. It is envisaged that the Group will consist of the following members:

- Chair:** Regional Director, Western Regions (Office of Sport)
- Members:** Director New England & North West Region, Department of Premier and Cabinet  
Executive Officer, Northern Inland Academy of Sport  
Local Council representative  
CEO Sport NSW (or nominated sport representative)  
Destination NSW representative  
Regional Manager, New England & North West (Office of Sport)
- Secretariat:** Office of Sport

**Working groups** will be established to pursue outcomes for specific strategies outlined in this plan.

**An Evaluation Process** and **Reporting Framework** will be considered during the first year of this plan.



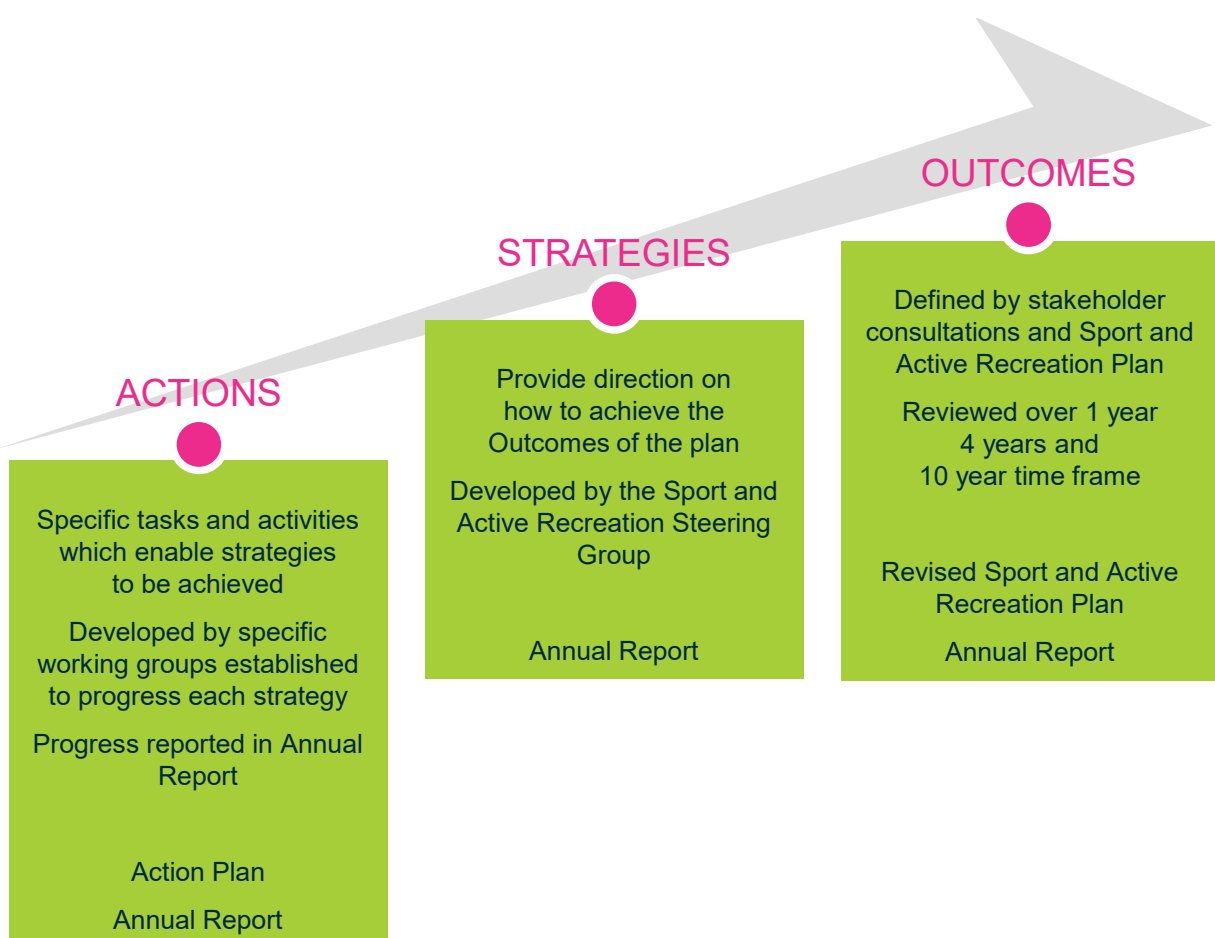


## REVIEWING THE PLAN

The plan will be reviewed annually by the Sport and Active Recreation Steering Group through an Annual Report.

A revised plan for 2019 will be developed following the review of the 2018 plan.

The 2018 Report and 2019 Plan will be provided to the NSW Minister for Sport, CE of the Office of Sport and Chair of the Regional Executive Leadership Group convened by the Department of Premier and Cabinet.





## ADDITIONAL RESOURCES


### Resources

- NSW Office of Sport's 2017-2022 Disability Inclusion Plan
- NSW Office of Sport's 2018-2022 Women in Sport Strategy
- NSW Office of Sport's 2018-2022 Multicultural Inclusion Plan
- Multicultural NSW's Community Profiles
- Transport Roads and Maritime Walking Regularly Programs
- NSW Department of Planning and Environment New England & North West Regional Plan







### Office of Sport

 6B Figtree Drive, Sydney Olympic Park NSW 2127


 Locked Bag 1422, Silverwater NSW 2128


 13 13 02 (Mon to Fri 9am to 5pm)

 [info@sport.nsw.gov.au](mailto:info@sport.nsw.gov.au)


 [sport.nsw.gov.au](http://sport.nsw.gov.au)


### Tamworth Regional Office

 Noel Park House 155  
Marius Street  
Tamworth NSW 2340

 (02) 6766 1200  
(Mon to Fri, 8.30am to 5pm)

### Lake Keepit Sport and Recreation Centre

 Fitness Camp Road  
Gunnedah NSW 2380

 (02) 6769 7603  
(Mon to Fri 9am to 5pm)

*The Office of Sport would like to acknowledge and thank all sector partners and members of the community that provided input into the development of this sport and active recreation plan.*