



# Implementation Plan

July 2024—June 2025

**PLAYWELL**

Everyone has a place in sport





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**Play Well — Australia's Sport Participation Strategy has been developed to create great sporting environments and experiences, where individuals of all ages, backgrounds, genders and abilities can come together to access the benefits of sport.**

Everyone has a right to participate in sport. Sport is a powerful vehicle for personal growth, community building and positive social change.

Harnessing knowledge and experience from across the sector, we commit to making positive changes, to break down barriers and empower individuals to explore, create and connect through sport. We are redefining participation to be about more than just competing. It is about creating safe, welcoming and inclusive spaces where everyone can belong and thrive.

The Play Well Implementation Plan outlines the steps we will take over the next 12 months to deliver our priority initiatives.

***“This Implementation Plan is a critical step in bringing the strategy and our vision that ‘everyone has a place in sport’ to life. The sector including sports and multiple levels of government is more aligned than ever around the Play Well Strategy and addressing the barriers and challenges to participating in sport. By working together we can increase the number of Australians involved in sport leading to a healthier, cohesive and more prosperous nation.”***

**Richard McInnes,  
Play Well Leadership Group Chair/  
Executive General Manager Sport  
and Community Capability, ASC**





# Play Well Leadership Group

A Play Well Leadership Group (PLG) has been established to oversee the implementation of the strategy and deliver on its vision that ‘everyone has a place in sport’. In consultation with stakeholders from across the sport ecosystem, the PLG will:

- oversee the strategic direction and implementation priorities
- encourage alignment of goals with the strategy
- provide oversight of strategic initiative planning and development
- monitor strategy progress and evaluation outcomes
- make data-driven decisions to enhance strategy execution effectiveness
- foster engagement and participation of the sport ecosystem.

The PLG will play a crucial role in ensuring our strategy is implemented successfully for Horizon 1 (Nov 2023—June 2026).



**Alexandra Ash**  
President, Royal Life Saving Society



**Glenn Williams**  
CEO, Baseball Australia



**Maia Tua-Davidson**  
Manager, Welcoming Clubs



**Dr Paul Oliver**  
Head of Sport Engagement,  
Sport Integrity Australia



**Rob Hyatt**  
Manager Cultural Experiences, Koorie  
Heritage Trust, Owner Cultural Pathways,  
Wotjobuluk/Gunai Kurnai



**Tim Oberg**  
Founder, Healthy Kids Project



**Mitch Gourley**  
Paralympian and National Manager, Sport4All



**Molina Asthana**  
Chair, AFL South East Regional Advisory Council  
and Handball Victoria, Former Chair, Gymnastics  
Victoria and Founder, Multicultural Women in Sport



**Cameron Dare**  
Chairman, Team Sports 4 All



**Richard McInnes**  
Executive General Manager,  
Sport and Community Capability, ASC



**Matt Hayes**  
Director Strategy and Investment, Sport and Recreation,  
Department of Local Government, Sport and Cultural  
Industries (WA) (Government rotation)



**Dr Phil Hamdorf**  
CEO, Australian Sporting Alliance for People with a  
Disability and Chair Skate Australia



**Rochelle Eime**  
Professor of Sport Science, Federation University



**Trisha Squires**  
Head of AFL Queensland



**Tim Klar**  
CEO QSport (State partner rotation)

# PLAYWELL





**Our vision:** Everyone has a place in sport.

**Our mission:** We will create safe, welcoming, inclusive and fun sporting experiences.

## We will achieve this through six priority areas

1.	<b>Empowering people and organisations</b>	Building the capability of people and organisations to meet the needs of everyone involved in sport.
2.	<b>Driving lifelong involvement</b>	Foster a sporting environment that enables positive lifelong involvement in sport.
3.	<b>Activating places and spaces</b>	Creating, improving, activating and better managing places and spaces to ensure everyone can have safe and enjoyable sporting experiences.
4.	<b>Building connections</b>	Creating a connected and collaborative sport ecosystem that supports all organisations to provide quality sporting experiences.
5.	<b>Equitable access</b>	Prioritising equity and choice to ensure all Australians can access sport.
6.	<b>Transforming culture</b>	Transforming the culture of sport in Australia to create an environment where everyone can access safe, inclusive, welcoming and fun experiences.

## These priority areas will be pursued across each of the key elements of the sport ecosystem

 <p><b>People</b> The people that participate in, facilitate and deliver sporting experiences.</p>	 <p><b>Places</b> The places where sporting experiences take place.</p>	 <p><b>Partners</b> The organisations which do, or can, support the delivery of quality sporting experiences.</p>	 <p><b>Programs</b> The activities that make up sporting experiences.</p>
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## All enabled by

 <p><b>Diversity and inclusion</b> Ensuring diversity and inclusion are central to the delivery of each activity.</p>	 <p><b>Technology and digital</b> Embracing technology and a digital first philosophy.</p>	 <p><b>Yarning</b> Listening to the community and taking a proactive approach to advocating for sport.</p>	 <p><b>Data and measurement</b> Developing data and measurement approaches and practices.</p>
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Delivered through a deliberately collaborative approach to implementation, supported by annual planning and review.



# About the Play Well Implementation Plan

## Linked to the strategy document

The Play Well Implementation Plan should be reviewed alongside the Play Well Strategy, found at [www.playwell.gov.au](http://www.playwell.gov.au) with key sections summarised below:

- **Strategic Planning Cycle** — we are at the very beginning of the cycle that will lead to the Brisbane 2032 Olympic and Paralympic Games
- **Our Connection to Country** — how we will use sport as a vehicle to build community identity and social cohesion
- **Enablers** — key elements that support the roll out of the activities
- **Sport Ecosystem** — participant experience is at the core of the work we do and supported by people, places, programs and partners
- **Our Impact Indicators** — approach to measuring our impact and evaluating the success of the strategy.

## Activity codesign

Like the strategy's development, the sector will continue to work together to benefit all of sport.

This will be demonstrated in the following ways:

- **Discovery** — what is the state of play and ensuring we build on the work that has already been done
- **Codesign** — roadshows, think tanks, partnerships and other engagements that can support collaboration on project delivery
- **Endorsement** — we will ensure that we seek endorsement from the key entities that will support the delivery of the activities.

*“This inaugural Implementation Plan serves as a crucial scaffold for the collective contributions the ecosystem will make to Play Well — it clarifies what we’ll do and how we can do it together.*

*The codesign of the Strategy remains the bedrock of the work and this Plan frames the positive, incremental changes we’ll pursue and unlock through the agreed activities.*

*Importantly, the Plan is iterative — regular reviews and annual refreshes will absorb learnings and respond to landscape changes, ensuring the plan remains a roadmap for collaboration, investment and change.”*

**Tim Klar, CEO, QSport**

*“The sport sector has and will continue to be a major contributor to the physical and mental wellbeing of Australian society.*

*Embracing and implementing the Play Well Strategy successfully throughout the sector will help provide those benefits for many who face barriers in accessing sport.”*

**Glenn Williams,  
CEO, Baseball Australia**





# Collaborative implementation approach

The PLG, project squads and priority activity working groups will facilitate a **deliberately collaborative approach to bring the strategy to life.**

## Play Well project squads

The Play Well project squads will provide subject matter expertise and guidance to support the delivery of the priority activities identified in the strategy. This will ensure the diverse perspectives of current and future sport participants and organisations are considered.

The five project squads are made up of more than 50 industry leaders and include representatives from the sport, education and government sectors as well as ASC staff.

## Activity working groups

Priority activity working groups will be formed to advise on and support delivery of the priority activities.

The working groups will:

- provide technical expertise and advice on planning for and design of priority initiatives
- seek out and represent diverse perspectives to ensure initiatives meet everyone's needs
- support coordination and alignment across the sport ecosystem to deliver priority initiatives.



*“This Implementation Plan puts actions to the strategy, gives reality to its aspirations and makes it and everyone involved accountable to achieving its intended outcomes. It is an opportunity to get industry buy in and make the strategy something we can all live and action.”*

**Maia Tua-Davidson, Manager, Welcoming Clubs**



# Play Well governance structure

The diagram below shows how various **groups involved in the strategy will work together to create great sporting experiences for everyone involved in sport.**





# Horizon 1 — year 1 activities (2024/25)

The priority area working groups have committed to delivering the following activities listed below in Horizon 1, Year 1:

ITEM	DESCRIPTION	PROPOSED DELIVERABLES
<b>Empowering people and organisations</b>		
Develop an organisational capacity and capability assessment framework and improvement approach.	Adopt an existing, or develop a new, sport organisational capability framework and tool to provide a roadmap for sustainable growth, increased capacity, effective delivery models and promoting excellence. This will enable organisations to assess their capabilities, identify gaps and areas for development and access tailored resources, training and education to drive improvement.	Establish a standardised capacity and capability model for sporting clubs, SSOs and NSOs alongside the development of tools and resources designed to assess and enhance capabilities.
Volunteering Coalition Action Plan.	Use the foundations developed by the Sport Volunteer Coalition and leverage the Sport Volunteer Coalition Action Plan to celebrate, empower, reimagine and innovate volunteering in sport.	Deliver Year 3 of the Sport Volunteer Coalition Action Plan.
Embed the modernised approach to coaching and officiating.	Embed the modern approach to coaching and officiating, which has been co-designed with the sport sector, to support the development of coaches and officials to provide positive environments for participants.	Continue to support sports to adopt the ASC's modern approach to coaching and officiating.
<b>Driving lifelong involvement</b>		
Enhance development of skills of physical literacy through early exposure to physical activity.	Enhancing early exposure to physical activity (as a precursor to sport) through the development of partnerships, aligned promotion and connection to physical literacy and health outcomes.	Establish a Physical Literacy Coalition of industry experts and develop a Physical Literacy Action Plan.
Embed a culture of sport in and around schools.	Leverage existing programs such as Sporting Schools to establish a strong foundation for cultivating a 'culture of sport' within and around school communities. This approach will elevate the significance of sport and amplify its overall value to the broader school community.	Develop a systematic approach to enhance levels of physical activity and sports engagement within schools by assessing the current state of sports maturity, understanding students and parents views on sport, and piloting approaches to increase sports aligned activity through the Sporting Schools program.

ITEM	DESCRIPTION	PROPOSED DELIVERABLES
Build complementary, diverse and fit-for-purpose models of sport delivery.	Identify and implement new participation offerings that are safe, fit for purpose and complement existing opportunities. This activity should research, test, and showcase effective models of sport delivery that cater to diverse needs and address existing barriers, including increasing inclusion, volunteerism and participation rates.	Develop a set of Participation Product Design Guidelines for sports, accompanied by a series of pilot programs. These pilots will serve to test, refine and establish an effective approach for introducing new products.
Evolve the structure of sport to align with a contemporary Australia.	Review the structure of sport with an emphasis on the development of skills and confidence in the early years, maximising sampling opportunities for children to find the sport and community to which they belong, delaying single sport specialisation and ensuring flexible formats across all ages, abilities and backgrounds.	Develop a set of industry-supported participation principles that define the essential elements of the sports participation system to promote enjoyment and drive lifelong involvement in sport.
<b>Activating places and spaces</b>		
Establish a National Sport Infrastructure Network.	Establish a National Sport Infrastructure Network with representatives from all states and territories, all levels of government, relevant industry experts, not-for-profits and community groups. This group will guide an aligned and coordinated approach to sport infrastructure planning, design, investment and management.	Establishment of the cross-government National Sport Infrastructure Network.
Develop a National Sport Infrastructure Action Plan.	<p>Led by the National Sport Infrastructure Network, and supported by the industry, develop a National Sport Infrastructure Action Plan including:</p> <ul style="list-style-type: none"> <li>- the development of a strategic approach for the creation of versatile, accessible and sustainable sports hubs</li> <li>- consistent facility standards and design principles across the sector that leverage universal design principles</li> <li>- innovative funding solutions and levers of influence to support facility development, management and sustainability</li> <li>- collaborative management practices that promote cooperation between sports and facility users.</li> </ul>	Production of a co-designed National Sport Infrastructure Action Plan.

ITEM	DESCRIPTION	PROPOSED DELIVERABLES
<b>Building connections</b>		
Develop a participation data charter and data collection process.	Promote data-driven decision making for smarter investment and priority setting by establishing a data charter and adopting a coordinated approach to enhance data collection, knowledge generation and translation.	Implement and translate the value in standardised data collection methods, embedding them across the sports system, and support capability and alignment in data management and capture across the sector.
Develop a participation research agenda.	Consolidate participation research and identify knowledge gaps via the ASC National Sport Research Agenda removing duplication and supporting evidence-based decision making.	Map current research focused on sport participation. Align research priorities to identify gaps and direct new research that support Play Well outcomes.
Develop a national/state investment framework.	Create a coordinated approach that informs investment in participation, from government, corporate and other sources. The approach should consider who, what, when, where and how we invest to deliver participation outcomes.	Work with state and territory governments to align the investment in participation with an initial focus on investments direct to NSO/Ds and SSO/Ds
Connect the sport ecosystem through alignment with the Play Well Strategy.	Create alignment between all levels of the sport ecosystem to ensure a single and unified strategic approach between government strategies, sport strategies (NSO/Ds, SSO/Ds, clubs etc.), and organisations providing or supporting sporting experiences. A systematic annual planning and review cycle will be introduced driving collaboration between government and organisations delivering sport.	Support the adoption of the Play Well Strategy by NSO/Ds and SSO/Ds through the creation of a toolkit and resources, enabling them to develop and implement their own aligned Participation Plans.
Clarify roles and responsibilities.	Define roles and responsibilities between all levels of the ecosystem, underpinned by principles of collective impact and shared recognition, to drive collaboration and reduce duplication.	Develop an agreed roles and responsibilities blueprint and process for NSOs/SSOs and various government levels, including a model toolkit for participation activities, and an accountability framework with a review process.
Build connections to local government.	Develop an approach to enhance connections with local governments, with an emphasis on strengthening ties with staff responsible for facilitating participation outcomes within local organisations.	Create a Play Well Activation Program to connecting with key stakeholders in local government, increasing the understanding of Play Well.

ITEM	DESCRIPTION	PROPOSED DELIVERABLES
<b>Equitable access</b>		
Investigate solutions to decrease the cost of sport.	Analyse the costs associated with sports participation and develop innovative solutions and policy recommendations that address affordability and accessibility to a diverse range of communities.	Conduct research to develop our understanding of the cost of sport in Australia, compile a comprehensive report, and identify opportunities to reduce costs for families.
<b>Transforming culture</b>		
Deepen our understanding of the importance and impact of positive culture on sport.	Drawing on existing research, where possible, investigate: <ul style="list-style-type: none"> <li>- the values and behaviours of positive culture</li> <li>- the barriers to culture change and fostering a positive sport culture</li> <li>- the social, health and economic impacts of positive culture.</li> </ul> Create opportunities for continuous improvement and evolution of programs as new information becomes available.	Deliver a comprehensive report that includes a thorough literature review on the impact of positive culture on sport with clear, actionable recommendations.
Define the culture of community sport.	Build a collective understanding of the purpose, values, and behaviours integral to community sport. Use this collective understanding to design and implement a framework and process, which addresses inappropriate behaviour and instills behavioural change, to provide safe, welcoming, inclusive and fun sporting environments.	In partnership with the sector define the 'culture' of community sport and publish a report outlining the agreed purpose, values, and behaviours integral to community sport.
Create a Culture Change program.	Create a national, aligned 'Play Well Way' cultural change program that promotes integrity and rewards an environment of fun, safety and belonging in sport.	Develop a Play Well Way program that aims to enhance the sporting experience for Australians.
<b>Enabling activities</b>		
Play Well marketing and communication plan	Provide marketing and communications support to activate the strategy, focusing on key messaging, establishing a National Marketing Network, and implementing initiatives to enhance awareness and promote adoption of the key themes outlined in the Play Well Strategy.	Development and execution of marketing and communications plan including a content calendar for delivery.
Play Well Affiliates program	Establish a program that supports the ASC in connecting with non-NSO/D deliverers, fostering relationships that inform, amplify and support the key elements of the Play Well strategy.	Establish the Play Well Affiliates program and integrate Affiliates into key Play Well activities.
Strategy evaluation project	Develop an approach to evaluate our effectiveness in implementing the strategy.	Create an evaluation framework to consider the impact of the strategy on the participation system.

1 Updated terminology following discussion with the Project Leadership Group



# Horizon 1 — year 2 activities (2025/26)

This document covers the activities for Horizon 1, Year 1, for the financial year 2024-2025.

There are a number of activities scheduled for delivery in Horizon 1, Year 2 for the financial year 2025-2026, which are listed below:

- Enable nationwide accessibility of participation and facilities information
- Use evidence-based research and insights
- Ensure the impact of sport is understood and valued by Australians
- Support localised engagement and accessibility
- Unlock alternative 'active' spaces through partnerships
- Develop an informed workforce that can support sport to thrive
- Develop financial and environmental sustainability plans for the sport sector
- Explore innovative operating models
- Drive equality and equity in sport
- Enhance efficiency in sport through compliance process streamlining
- Support sporting organisations through enhanced provision of resources and education
- Make sport information accessible to all through a centralised resource hub
- Consciously prioritise equity and inclusive design
- Support people to navigate roles and engagement beyond active participation
- Leverage digital systems to support the delivery of participation experiences
- Capture the hearts and minds of Australians and connect them to sport through sporting events.





# Play Well squad members

The following industry leaders have signed on to help Australians to Play Well, joining five Project Squads to help deliver the priority activities identified in the strategy.

## Research Evaluation and Data (RED)



**Activities focused on data collection, research and measuring the impact of sport.**

- Dr Lindsey Reece (Co-Lead), ASC
- Dr Catriona Rose (Co-Lead), ASC
- Holly Uhr (Project Manager), ASC
- Matthew Simpson, General Manager Participation, Swimming Australia
- Dr Mark Robinson, Senior Research Fellow, Institute for Social Science Research, University of Queensland
- Dr Nicola Gamble, Manager, Research, Evaluation and Insights, Sport NZ
- Dr Katherine Owen, Senior Research Fellow/Biostatistician, University of Sydney and Federation University
- Olivia Wallace, A/g Assistant Director Sports Horizon, Office for Sport, Department for Health and Aged Care
- Tim Kelly, ASC
- Ellora Thwaite, ASC
- Dai Fulcher, ASC
- Jacob Mercer, ASC

## Sport for Life



**Activities that foster a lifelong relationship with sport and prioritise fundamental movement skills in children.**

- Jamie Bradnam (Co-Lead), ASC
- Cameron French (Co-Lead), ASC
- Fiona Jones (Project Manager), ASC
- Alex Anasson, General Manager-Sport Services, AusTriathlon
- Shaun McEachin, National Lead-Sport Development, Squash Australia
- Samantha Hughes, Active & Healthy Lifestyle Coordinator, City of Gold Coast
- Nathan Williamson, Senior Education Officer, Sport Integrity Australia
- Ben Robertson, Marketing and Communications Officer, Office for Sport, Department for Health and Aged Care
- Anna Muldoon, Project Manager
- Rachel Piasri, ASC
- Laura Jones, ASC



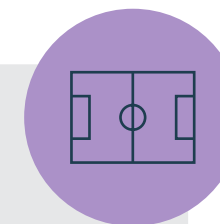
## Positive Environments



**Activities that create quality experiences for everyone involved in sport.**

- Matt Rippon (Co-Lead), ASC
- Alexis Cooper (Co-Lead), Director Education, Sport Integrity Australia
- Lisa Purves (Co-Lead), Director Safeguarding, Sport Integrity Australia
- Isabelle Ferreri (Project Manager), ASC
- Meghan Mayman, Project Steering Group member/subject matter expert
- Assmaah Helal, Chief Operations Officer, Creating Chances
- Jasmine Cappellucci, True Sport Manager, SportWest
- Sunil Menon, Head of Community, Melbourne City Football Club
- Fiona Heathcote, Assistant Director Sports Horizon, Office for Sport, Department for Health and Aged Care
- Cameron Tradell, Subject matter expert
- Adam Cassidy, ASC
- Bron Parry, ASC
- Steve Marquis, ASC
- Tom Hunter, ASC

## Places to Play



**Activities that optimise existing facilities and identify new spaces to play.**

- Sue McGill (Co-Lead), ASC
- Matt Rippon (Co-Lead), ASC
- Meredith Bone (Project Manager), ASC
- Cathy Kiss, Community Recreation and Aquatics Planning Manager, City of Melbourne
- Kristin Davies, President, Parks & Leisure Australia
- Dan Ristic, Manager Government Relations, Funding & Infrastructure, Football NSW
- Matt Cameron, Manager Neighbourhood & Built Systems, Victorian Heath Promotion Foundation
- Kiri Penter, Manager Participation Growth, Gymnastics Australia
- Matthew Styles, ASC
- Nick Abrams, ASC
- Ashley Madgwick, ASC
- Nader Daher, ASC



## Playbook

Activities relating to the development of strategies, frameworks and approaches that can create a blueprint for the industry to improve the participant experience and activities that help align the participation system.

- Cameron French (Co-Lead), ASC
- Heidi Auricht-Doyle (Co-Lead), ASC
- Cameron Burdett (Project Manager), ASC
- Maddie Fox (Project Manager), ASC
- Troy Kirkham, CEO, SportWest
- Adele Fox, Senior Policy Advisor, Tourism Infrastructure Programs, Sport and Experience Economy
- David Gallichio, General Manager, Golf Participation, Golf Australia
- Tim Klar, CEO, QSport
- Maya Munday, Assistant Director Sports Partnerships, Sport Integrity Australia
- Donna Furniss, Director Sports Horizon, Office for Sport, Department for Health and Aged Care
- Kellie Hayes, ASC
- Laura Sidey, ASC
- Grant Cosgriff, ASC
- Sarah Chipman, ASC





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Everyone has a place in sport

[playwell.gov.au](http://playwell.gov.au)