

The world's sportiest nation

Dutch Sport's Strategic Plan 2032



Because we believe in the power of sport

The power of sport is undeniable, yet so difficult to define. Sport has a magical value that we do not find in other areas of life: it has the ability to connect us, challenge us, and comfort us at the same time. It's a flame that can ignite people's passions and, in the right circumstances, make a meaningful impact in all of our lives.

The Netherlands has the resources, opportunities and infrastructure - at sports halls, in the streets, on ice, gravel, or grass, in the water or in the open countryside - to create a nurturing sporting environment which is inclusive of all generations. In our community of athletes and supporters, skilled trainers and coaches, loyal fans and dedicated volunteers, we create safe, healthy and sustainable spaces that feel like home and where we can be the best version of ourselves. It is here that we set the stage for record-breaking performances.

Together with the sports federations, we are building the foundation for this forward-looking sports community - the foundation needed for everyone in the Netherlands to participate in and enjoy sport. Our mission is for everyone to discover the joy of sport: in our streets, neighbourhoods, communities and venues; in villages, cities and towns, and as individuals, teams and as a nation.

Together, we will unleash the power of sport to build a stronger, healthier, and happier country.

Roadmap to become the world's sportiest nation



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Dutch Sport's Strategic Plan 2032

- describes the shared goal, mission, beliefs, objectives and intended impact of the Olympic Committee of the Netherlands (NOC*NSF)
- describes the strategy for achieving NOC*NSF's objectives
- describes the priorities in terms of mentality and approach
- serves as a guideline for the expenditure of the collective budget (NLO)
- serves as a guideline for the actions and conduct of NOC*NSF as the umbrella organisation of Dutch sport
- serves as a guideline for cooperation within and beyond NOC*NSF and within and beyond the sporting world
- provides input for government policies

The Dutch Sport's Strategic Plan 2032 serves as a guideline and support for NOC*NSF and its members. Its mission is not only to inspire - it also serves as a guideline for the philosophy and practices of NOC*NSF, both for the 77 affiliated sporting associations and for the procedures and modus operandi of NOC*NSF as an organisation.

National sporting life in 2022

The world of physical activities and organised sport in the Netherlands has undergone rapid change in recent decades. Sporting associations continue to play a vital and unique role in the Dutch sporting community. In addition, the Dutch sporting world has been enriched by the rise of innovative sports entrepreneurs. Dutch people like to pursue a wide range of sporting activities, which are increasingly organised and practised in hybrid formats, both formally and informally. This might include anything from individuals playing sports in public spaces, group physical activities classes at gyms, WhatsApp groups set up by professional or amateur athletes, neighbourhood 3x3 basketball teams, groups of old-age pensioners who meet regularly to play snooker at their local pub, large-scale running and cycling events with thousands of participants, national and international elite sports, professional football teams, Olympic, Paralympic and non-Olympic sports, Formula 1 and last but not least, traditional amateur sports clubs, which have always played an important role in Dutch community life. In other words, the country has a rich and thriving culture of physical activity of all kinds.

Sport brings joy into the lives of millions of people in the Netherlands on a weekly basis. People not only enjoy sport by engaging in physical activity themselves, but also as supporters, volunteers and spectators of televised sporting events. We are also seeing a growing public appreciation of the value of sport, both in terms of its public health benefits and its role in promoting social cohesion. Owing to the importance of sport in children's upbringing and development and its value as an economic driver, sport and physical activities have come to play an increasingly important role in Dutch society and, by implication, in government and the political sphere. In addition to having value for its own sake, sport is also a way to create a healthy, strong and resilient society. Yet the various risks associated with sport have also been under public scrutiny for some time, with discrimination, threats to public safety, match fixing

and other unacceptable practices all undermining the value of sport. There are also concerns – both quantitative and qualitative – about the wellbeing of volunteers and professionals, who are under pressure to meet extremely high standards of performance in the rapidly changing world of sport.



National sporting life in 2022

Sport is an integral part of Dutch society, woven into its fabric – so much so that social trends often carry over into the world of sport. Conversely, sport and physical activities can also contribute to solving certain social issues. As we begin to put this Strategic Plan into practice, we would like to call attention to a number of social trends which play an important role in the world of organised sport and physical activity.

The corona virus pandemic brought into stark relief the vital importance of a healthy and resilient population, and there is a growing public interest in both physical and mental health, both among the general public and among the political class. For many years, we have also seen a marked increase in the number of overweight people, lack of physical activities among the younger generations, and a prevalence of unhealthy lifestyles, non-communicable diseases and predominantly sedentary lifestyles. These are all among the factors driving up healthcare costs.

Owing to the widening social divide, there is a strong need for the various segments of society to find common ground. Social isolation, job insecurity and inequality are all pressing social issues that play into this. But remote work as the 'new normal' has also increased people's need for community. We believe sport can play a strong role in promoting social cohesion.

The Dutch population will continue to grow exponentially in the coming years, a trend which is coupled with demographic ageing and a rising number of single-person households. This has raised a number of challenges, particularly in the highly urbanised area in the west of the country. It also calls for providers to make changes to the supply of organised sporting and physical activities.

There is a significant public need and demand in the Netherlands for new homes. The space needed for new construction and the limited accessibility of



many exurban areas hinder opportunities to build sports facilities and designate public spaces for sporting activities. The government measures implemented to fight climate change present an additional challenge.

The importance of ethical, inclusive and transparent practices is growing at all levels of society.

There are higher standards for public conduct, and the fact that politics and sports are increasingly intertwined has put sporting organisations under pressure.

The impact of digitalisation on our society and the world of sport is undeniably substantial. The digitalisation trend is set to continue and is creating both opportunities and risks related to data collection and alternative forms of collaboration and organisation. When it comes to online interaction, inspiration and knowledge exchange, the lines between local, national and international interests are becoming increasingly blurred.

The story of NOC*NSF

The Dutch Sport's Strategic Plan 2032 outlines the story of NOC*NSF. NOC*NSF is an association of Dutch sporting federations, which views the evolution of sport in the Netherlands from a wide perspective. Organised sport in the Netherlands faces a number of significant challenges, and we can only address these challenges if the association and the wider world of sports in the Netherlands start working together closely and effectively. The scope of this Dutch Sport's Strategic Plan 2032 therefore extends beyond our own association alone: we are setting goals at a national level and translating these goals into hard, quantifiable targets. We have developed an implementation strategy to achieve these goals and targets and will be pursuing eight lines of action and prioritising certain efforts. We will be working together closely as a unified association, based on a single strategy, as we do not seek to – and indeed are unable to – achieve our goals and targets alone.

NOC*NSF is leading the way when it comes to collaboration with sporting organisations and wider society, and within these alliances we leverage the strength, knowledge and expertise of sporting associations and NOC*NSF. We put the interests of athletes and sporting organisations first in our philosophy and policies.

Our goal

To maximise the power of sport in our society, we aim to become the **world's sportiest nation**. We believe this goal inspires, appeals to the imagination, brings people together, and provides guidance. It also serves as a solid foundation for cooperation and for the integrated strategy to which we aspire, because this goal is the sum of all the different areas of focus and expertise within organised sports.

Above all, this goal serves as a motivation for us all to get the best out of ourselves, inspired by the founder of the modern Olympic Games, Pierre de Coubertin:

“The important thing in life is not to triumph but to compete, not to victor but to combat, not to have vanquished but to have fought well, not winning but taking part.”

We share Coubertin's belief that performing your best and achieving your maximum potential is more important than winning. This brings us step by step closer every day to achieving our goal of becoming the sportiest nation. For us, here's what that means in concrete terms:

By 2032, **everyone** in the Netherlands, at all stages of life and all levels of ambition, **will enjoy sport on a daily basis**. We will reach this goal primarily by engaging both in **individual** and **team sports** and excelling in sports and/or physical activities. But also, by extending the group of **volunteers, professionals, and fans** in a **safe, healthy and sustainable environment**. The **values of elite sports** will be the inspiring beacon along the way.

This overarching goal serves as the foundation for the Strategic Plan for Dutch Sport 2032.



Our targets

Our goal of becoming the sportiest nation by 2032 has been translated into specific and quantifiable targets, each of which is, or will be, backed up by data. Based on the trends witnessed in recent years, and in view of current social trends, we have set a number of ambitious yet realistic goals. However, several of our targets are moral driven. For example, we aim to create a society where everyone (100% of the population) feels welcome in a safe, healthy and inclusive sporting environment and where 100% of young people involved in sports have access to qualified officials, instructors, trainers and/or coaches. We will not do it for less.

We will monitor our progress based on baseline measurements. Once a year, we will evaluate whether we are on the right track and have made sufficient progress, whether we are making an impact, and if we are still using the right strategy or if we need to adjust. This is how we remain goal-oriented and stable, while at the same time being able to adapt to changing situations or rethink fewer effective strategies. We will re-evaluate not only at the end of our endeavour, but every single year.

We are currently drafting a working document – a living document that is continuously revised and updated – to develop and expand on the targets. This document details our targets and provides more information on the data required to monitor our goals.



14 million

Dutch people enjoy games, races, matches, competitions and events on a weekly basis as either participants or supporters

100%

of Dutch people will feel welcome in a safe, healthy and inclusive sporting environment

Sporting environment

Sports lovers give their local sporting facilities a score of 8 or above based on the variables availability, accessibility, affordability, sustainability and quality

Top 10

TeamNL is one of the 10 most successful national elite sports teams in the world

100%

of young Dutch people engaged in sport have access to an official, instructor, trainer and/or coach who has proven skills in their field

Elite sports

The Dutch public rates the inspiring and unifying power of elite sports at 8 or above

12 million Dutch people engage in sport and physical activities a minimum of 3x a week

Sport and physical activities are of great value to any society, and our target is for no fewer than 12 million people in the Netherlands to engage in sport and physical activities at least three times a week by 2032. This target is in line with the target set by the Dutch national government of encouraging 75% of the population to take up some form of physical activity. In addition to playing sports, we encourage people to engage in moderate physical activity several days a week, such as walking/hiking and cycling.



The first step in monitoring our targets is performing a baseline measurement. For this particular target, we are using the 2019 data, i.e. before the onset of the Covid- 19 pandemic. At the time, we did not distinguish between playing sports and physical activities; this will be adjusted in future datasets.

In 2019, residents of the Netherlands engaged in sport:

- at least once a week: 10.2 million people (65%)
- at least twice a week: 7.3 million people (47%) at least twice a week
- at least three times a week: 5.4 million people (35%) at least three times a week
- at least four times a week: 4 million people (26%)



14 million Dutch people enjoy games, races, matches, competitions and events on a weekly basis as either participants or supporters

The sporting activities available to the public, including games, matches, races, competitions and events, are fundamental to both the practice and enjoyment of sport. Every week, tens of thousands of sporting matches are played across the Netherlands, thousands of people take part in sporting events, and numerous fans and supporters enjoy their favourite sport, whether by watching family members and friends on the field or attending the games and matches of their favourite professional teams.



We intend to collect more data on this fundamental part of sporting life in the Netherlands and are developing a dashboard that will monitor how many people enjoy various sporting events as participants or supporters every week. We can currently report the following facts and figures (2022):

- The percentage of people in the Netherlands who keep up with sports through various media outlets ranges from 55% to 60%. This means that around 9.3 million Dutch people aged six and over keep up with a sporting event through these channels once a week.
- Until 2018, the Netherlands (at 21% of the population, or 3.2 million people) had the largest number of people of any country aged 12 and up who attended a sporting event at least once a month.

TeamNL is one of the 10 most successful national elite sports teams in the world

Elite sports are valuable to society because of their ability to connect and inspire people; they are also invaluable in achieving our targets. Accomplishments of elite athletes and their overall excellence in sport are fundamental, as well as being a goal in itself. We seek to be among the most successful ten countries in the world in elite sports achievement.



Since 2014, the Netherlands has been one of the ten countries with the most medals at Olympic Games. Furthermore, we have seen an increase in participation in Paralympic sports since 2014, with the Netherlands position on the medal table varies between 7 and 16. The number of medals the Netherlands has gained in non-Olympic sports has remained stable in the recent decade.

We will explore whether there are any other indicators (i.e. in addition to the number of medals won) which show whether TeamNL is in among the ten most successful countries in the world when it comes to elite sports. If this is the case, we will add these indicators to our dashboard.



80% of young people in the Netherlands will have good movement skills

Sport and physical activities are vital to building a physically active and healthy generation. The foundation for a lifetime of sport and physical activities is established at a young age: experience has shown that introducing young people to sport and physical activities early on will make them more likely to remain physically active throughout their lives. In addition, children's physical activities habits at a young age are a key predictor of their future lifestyle as they grow into adulthood.

However, the physical skills of young people in the Netherlands are in decline, as they do not engage in sport or physical activities enough to maintain a healthy lifestyle. This will need to be improved if we are to continue capitalising on the positive impact of sport and physical activities. Our target is for at least 80% of young people in the Netherlands to have good movement skills. It has been established that enjoyment of sport and physical activities is essential in getting young people to engage in regular physical activity. Other key factors include motivation, self-confidence, knowledge and young people's own perception of their movement skills/athletic ability.

While having good movement skills makes young people get more enjoyment out of sport, we are aware that there are also other factors that contribute to this enjoyment among Dutch youth. That's why, in defining the term 'movement skills', we use the comprehensive term 'physical alphabet'. We must ensure that children acquire and experience the motivation, self-confidence, knowledge and physical skills (i.e. familiarity with basic forms of physical activities) required. We will initially focus on helping children develop their fundamental movement skills, but always in relation to the concept of 'physical alphabet'. We are putting this into practice by adopting a child-centred approach which will allow us to break a trend in youth sports and lay an important foundation for facilitating a lifetime of sport and other forms of physical activities. We will define 'youth' as a target demographic more closely in the Youth Sport Development Plan.



Here is a selection of facts and figures about the sport and physical activities habits of young people in the Netherlands:

- More than 39% of Dutch children (aged 4 to 11) did not meet the minimum physical activities benchmark in 2020.
- The majority of Dutch children does not meet the standard for motor fitness established by the government.
- Only 10% of children use public spaces to play sports on a weekly basis.

There is currently no available indicator that gives insight into how young people perceive their own movement skills. There are several research methods that monitor physical development among young people at different ages; however, these do not reveal any information about perceived movement skills. Since perceived movement skills are part of the 'physical alphabet' and, as such, are fundamental to a physically active, healthy generation, we intend to collect the relevant data.

100% of young people engaged in sport have access to an official, instructor, trainer and/or coach who has proven skills in their field

Supporting young people in sport and physical activities is vital to facilitating responsible development and enjoyment in sport. That's why our goal for 2032 is for 100% of young people engaged in sport to have access to an official, instructor, trainer and/or coach who has proven skills in their field and who is committed to supporting young athletes in their development. The focus should be on meeting young athletes' development needs and allowing them to reach their full potential.



There is currently no effective metric to monitor the competency of officials, instructors, trainers and/or coaches, but we intend to develop one. Research shows that 93% of high-level sports officials report that their educational background has served them well in their position. They tend to refer to athletic and/or strategic training rather than any additional qualifications in teaching or coaching. But of course, having completed a certain programme is not necessarily an indication of that person's skill level.



100% of people will feel welcome in a safe, healthy and inclusive sporting environment

A safe, healthy and inclusive sporting environment is a prerequisite for enjoyment of sport. That's why we will aim for a 100% safe, healthy and inclusive sporting environment – we will not accept anything less. In a 100% safe sporting community, we ensure safe, fair and clean sports practices, based on an approach that promotes and monitors ethical conduct. As always, prevention is the best cure. We remind each other of our responsibilities if necessary, have a system in place that allows us to report any wrongdoings safely and easily, and promote and pursue fair and diligent enforcement. We will strengthen the foundation of both amateur and professional sports by ensuring that all sporting activity in the Netherlands is organised in a socially responsible manner.

In addition to safety, we believe the sporting environment should be healthy. Since playing sports improves our physical fitness, why not create pleasant and healthy spaces where other elements of a healthy lifestyle are encouraged as well? We will create more facilities that people will enjoy visiting, where healthy habits are the norm, and where young people are not taught unhealthy lifestyles.

Finally, we also aim to establish a sporting environment with a culture that is generally perceived as inclusive. We seek to offer everyone in the Netherlands the opportunity to experience and enjoy sports throughout their childhood and adolescence. We aim to create inclusive sporting facilities offering a range of high-quality services tailored to individual needs and requirements, where people can find their community, feel welcome, and be valued for who they are.



If we are to effectively monitor the targets, we need to more closely define the concept of a 'safe, healthy and inclusive sporting environment'. On this basis, we will then perform a more comprehensive and detailed assessment, extending beyond people's general appreciation for a safe, healthy and inclusive sporting environment as covered in the current study.



Sports lovers, volunteers, supporters and professionals rate their level of enjoyment in sport at 8 or above

We firmly believe that enjoyment of sport plays a crucial role in getting and staying involved in, and excelling in, all kinds of sporting activities. Enjoyment of sport is essential to experiencing and leveraging its power – for sports lovers, volunteers, supporters and professionals alike. Enjoyment of sport is fundamental.

That's why we want sports lovers, volunteers, supporters and professionals to rate their level of enjoyment of sport at 8 or above (we will be looking at individual scores).



We have been surveying athletes on their level of enjoyment of sport for some time; this has not been to the same extent for volunteers, supporters and professionals (our surveys of these categories are less frequent and less consistent). However, we will be extending the scope of our surveys to include these categories.

The current rating for enjoyment in sports represents an average for 2016 to March 2020 (owing to the onset of the Covid-19 pandemic). The average score for 'Enjoyment of sport' is 8.2. 'Enjoyment of team sports' is rated more highly (8.5), as is 'Being a member of a sporting association' (8.4) and 'Participating in sporting events' (8.4).

However, it is important to keep in mind that these are averages. We would like all volunteers, sports lovers and professionals to rate their enjoyment of sport at 8.0 or higher in every city and town and at every sports club in the Netherlands.



Sports lovers rate their local sporting facilities at 8 or above based on the variables availability, accessibility, affordability, sustainability and quality

In order to give all residents of the Netherlands the opportunity to engage in sport and physical activities throughout their lives, we need available, accessible, affordable, sustainable and high-quality sporting facilities that meet the needs and requirements of athletes. How athletes perceive and value their sporting facilities in terms of these categories is important here.



The local sporting infrastructure currently receives an average score of 7.8, based on a survey covering the period from 2016 to the end of March 2020. Individual variables such as availability, accessibility, affordability, sustainability, and quality of sporting facilities are currently not covered in our surveys; we are in the process of developing a metric for this purpose.



The public gives the inspiring and unifying power of elite sports in addressing urgent social issues a rating of 8 or above

We believe elite sports and the achievements of elite athletes are of great value to Dutch society and seek to enhance this value and make it more visible, so that the public at large can also experience and appreciate the unifying power of elite sports. We have developed a strategic framework designed to increase the public value of elite sports. This includes leveraging the power of elite sports to help address various social issues.



By and large, people in the Netherlands appreciate the public value of elite sports in the country – this value is related mainly to factors such as happiness, enjoyment/fun, and a sense of community. While many people in the Netherlands have a positive view of the commercial value of elite sports, there are some concerns around the public value of elite sports with regard to employment, inappropriate conduct and the impact of elite sports on the environment.

However, there is currently no consistent set of indicators to measure the public value of elite sports. This is being developed in the further draft of Sub-Agreement 6 of the National Dutch Sports Agreement. However, two elements are already being assessed: the performance of Dutch athletes worldwide and the Dutch public's perception of the value of elite sports.



The critical success factors

We believe not only in the power of sport, but also in the power of cooperation. We will join forces and use our expertise to address the challenges in sport and leverage the power of sport. This is also essential if we are to achieve the goal we have set, as is improving the overall quality of the sports infrastructure, fostering an ethical and inclusive sporting culture, and substantially increasing investment in sports.

In the Strategic Plan for Dutch Sport 2032, we identify the critical success factors which are key to achieving our goals. Having these factors in place is an important step toward achieving our goal.



Our plan

This Strategic Plan outlines our implementation strategy. Based on eight lines of action, we will work on achieving our goal over the next several years. We will set a number of priorities within each of these lines of action. The lines of action will keep us on target, while the priorities within each line of action offer flexibility in terms of our focus; these priorities may change if the circumstances require so.

Lines of action and key issues

The first line of action ties directly into one of the critical success factors defined above: cooperation. This line of action is a prerequisite for effectively implementing the six lines of action representing the core duties and responsibilities of our association. Finally, there are a number of priority issues we and other sporting organisations will be taking on together.

We will draft an action plan for each line of action and prioritised effort, and we seek to cooperate with other organisations where necessary. Innovation always plays a role in addressing these priorities, because we believe that an innovative approach can contribute to solving the challenges facing organised sport in the Netherlands. The position of Dutch sports in relation to the rest of the world also consistently plays a role in implementing the lines of action and prioritised efforts. Our international strategy is designed to improve sport in the Netherlands for everyone, as well as to help us achieve our goals.

We work together closely and effectively, both within the sporting community and beyond

We believe that cooperation within and beyond our association and within and beyond the sporting world is one of the fundamentals of the Dutch Sport's Strategic Plan 2032- we simply do not want to and cannot achieve our goal by ourselves.

With around 40,000 providers of sporting facilities and activities (including clubs, businesses and institutes) and hundreds of support organisations (including sporting federations, event management companies, local sports enterprises and sporting services, professional sports teams, and interest groups), organised sport in the Netherlands is nothing if not varied. Effective cooperation between the various organisations benefits both sport practitioners and providers of sporting activities and facilities. Together, we are able to achieve our goal of creating a climate in the Netherlands where everyone can enjoy sports on a daily basis and where issues such as public health, safety and sustainability can be effectively addressed. This requires cooperation on every level, with each partner using their own strength and expertise: within our association and within organised sport as well as with government agencies, educational institutions, healthcare organisations and the business community.

Programmes such as Gezonde Generatie ('Healthy Generation') and the Rijke Schooldag ('Bright New School Day') talent development and enrichment programme for primary and secondary school pupils (designed to reduce inequality of opportunity) are good examples of such initiatives, as are the regular meetings held between various representative sporting organisations.

Scaling up cooperation within NOC*NSF and other sporting bodies

Scaling up cooperation with government authorities

Long-term, in-depth partnerships with educational institutions, the healthcare sector and the business community

We strengthen the organisational power of sporting organisations on an individual level

Sporting organisations play a key role in a strong sporting infrastructure. They need the capabilities and high-quality facilities to support sports clubs and encourage people to engage in sport and physical activities. An individualised approach is essential when it comes to providing support, due to different needs in different parts of the country. This line of action focuses mainly on the local organisational strength of sports clubs, support networks, platforms and sporting organisations (including sports federations). Self-sufficiency and futureproofing are key when it comes to strengthening these organisations. In order to achieve this objective, close cooperation with local authorities, local sporting companies, sports services and other relevant stakeholders is essential. How the duties and responsibilities are divided in this process is a key strategic issue, the aim being to work together on providing inspiration and support to sports clubs.

Strengthening organisational power and the distribution supply chain both locally and nationwide

Professionalising and structuring support to clubs

We are committed to ensuring that there are a sufficient number of competent volunteers and professionals working in organised sport

Volunteers and professionals are a driving force in organised sport, and they are expected to perform at an even higher level as a result of the growing complexity and the importance of sport as a public good. Both the number of volunteers and professionals and the quality of the human capital merit attention. We will explore these issues in this line of action and will prioritise training and supporting volunteers, creating more competitive and appealing paid jobs in the sporting world, and improving the skills of professionals in the operating organisations.

Training and supervising volunteers

More competitive and appealing paid jobs in sport

Improving the skills of professionals in operating organisations

We organise an appealing mix of sporting activities, including games, matches, races and events

Organising events is one of the main duties of sporting federations and sports clubs; in doing so, they rely on a steady stream of exciting and appealing matches, games and races, competitions (at various levels) and other kinds of gatherings. It is important to offer events and activities which have a strong appeal. Improving flexibility and diversity is a key focus throughout. Using an athlete-centred approach, we are currently developing a sports programme that will appeal to a variety of users.

Since it is also important that sporting events and activities meet the needs of supporters, we encourage the organisation of prestigious professional sporting events and support amateur and professional sports clubs in putting on competitions. We are working with sports clubs, federations and local authorities on developing strong competitions and promoting innovation. We promote expertise among amateur and professional sporting associations so they can help build a strong national competition. Finally, we help amateur and professional sports associations to raise their profiles by organising events and using social media.

Optimising sporting events and activities: bringing supply more in line with demand

Organising exciting and appealing games, matches, races, competitions at all levels and events for participants

Organising prestigious and high-profile professional sporting events

We foster an optimum and successful professional sports climate in the Netherlands

In order for the Netherlands to be ranked among the ten highest-performing sporting nations in the world, we must foster an optimum and successful professional sports climate across the country. This is the only way we can leverage the power of elite sports to address social issues and inspire the Dutch public to turn the Netherlands into the sportiest nation. That's why we will be offering high-potential training programmes (including for professional athletes) based on sound educational principles, through which we provide maximum support to our athletes. We recognise that professional athlete is a full-time occupation like any other and provide appropriate infrastructure for elite athletes, both during their professional sports career and afterwards, as they move into other professional fields. TeamNL has gained global recognition, and in order to continue to operate at this high level in the future, it is important to develop a future-proof strategy and a sustainable financing model.

Establishing a future strategy for professional sports along with the associated funding model

Organisation of high-potential and high-quality professional sports and training programmes

Creating wider recognition of professional athlete as a full-time occupation and ensuring appropriate infrastructure and remuneration

We are building accessible sporting facilities and public spaces conducive to sport

Widely available and accessible sporting facilities are of significant public value. We remain faced with the challenge of making sporting facilities more sustainable and suitable for activities such as gym classes and cultural activities. The term 'sporting facilities' can refer both to the availability, sustainability and quality of outdoor and indoor sports facilities and to public spaces conducive to sport.

Public sports facilities invite people to play games and sports and engage in physical activities, in addition to offering training and various competitions. They play a role in improving public health, social cohesion and enjoyment of sports. Investments in sustainability will also pay off more quickly if a sporting facility (whether amateur or professional) has a wider role in society.

In addition to promoting accessible and sustainable sporting facilities, we are also committed to promoting sport in public spaces. A growing number of people engage in sport and physical activities in public outdoor spaces, and it is important for all residents of the Netherlands to be able to play sports and engage in physical activities throughout their lives and have access to the appropriate facilities. With public spaces becoming busier overall, it is important that we work together to facilitate welcoming, accessible and safe sporting facilities – this is the only way we can ensure that people get more enjoyment out of sport.

Maximising the potential of sporting facilities (both amateur and professional) to make them accessible and profitable

Promoting the interests of, and creating, public spaces conducive to sport

We promote the value of sport and physical activities for all

We strongly believe in the value of sport and physical activities and are aware of the impact sport can make in people's everyday lives, as well of the inspiring and unifying effect of professional sports on athletes and non-athletes alike. If we are to achieve our goal, it is important that we all share this belief in the power of sport.

Campaigns and strategic communications are key to making people aware of the value of sport and physical activities. Through various campaigns and promotions, we are working closely with sporting organisations and wider society to raise awareness of the power of sport and physical activities. We are also changing people's behaviour by encouraging them to play sports more often, as well as creating a safe, healthy and sustainable sporting infrastructure. This includes promoting and showcasing the power of elite sports to inspire people and bring them together.

Tempting and inspiring athletes and non-athletes alike through targeted marketing and advertising campaigns

Campaigns which show that physical activities are a natural part of everyday life

Leveraging the inspiring and unifying power of elite sports

Innovation in our priority areas

In addition to focusing on close and effective cooperation and on our core duties, we have defined a number of priority issues for sporting organisations to address. This includes introducing more sustainable practices in sport, fostering an inclusive, ethical and safe sporting culture and optimising the use of data and data management in sport. We plan to introduce innovations in these areas in the coming years and make progress by adopting an integrated approach.

We are working on drafting a widely supported action plan to make sport more sustainable. A widely supported and comprehensive approach is also important when it comes to building an inclusive, ethical and safe sporting culture. This should be based on the use of collective resources where possible, and a theme-based, in- depth, and local approach when desired or necessary.

For sports clubs, sporting federations, elite sports programmes and local authorities in the Netherlands, a data-based approach is key to creating efficient and evidence- based sports policies. High-quality source data and clear data definitions across the sporting community are vital to maximising the use of data and data management in sport. This means the current data products and services will be continued and further developed and that we will take the next step in supporting the community when it comes to data and data management. This includes products and services, data infrastructure in sport, and the knowledge and organisational levels.

Making sport more sustainable through a widely supported action plan

Inclusive, ethical and safe sporting culture, including an 'ethics in sport' plan

Maximising the use of data and data management in sport

Future changes

We will achieve results by setting clear goals and hard targets and working on the basis of a single, integrated implementation strategy. We firmly believe that this approach will have a visible impact on society. By aspiring to become the sportiest nation, the sporting community will have an impact on society, including a social impact, an economic impact and an impact on sports related aspects.

On an individual level, we will also experience the power of sport and physical activities, feeling mentally and physically fit, resilient and flexible. We engage in the sporting activities that suit our needs and feel safe and welcome in the sporting community. We have accessible and affordable sporting facilities in our communities, and since we are improving our movement skills, we can use our bodies more skilfully and efficiently. We are proud of the accomplishments of our elite athletes, who, in addition to making public appearances at various sporting and related events, help to improve social cohesion. Above all, we enjoy playing sports every day.

In other words, we leverage and experience the power of sport in our society.



Summary

In publishing this Strategy for Dutch Sport 2032, NOC*NSF is leading the movement towards progressive change in organised sport in the Netherlands. Through our belief in the power of sport and the power of cooperation, we are broadening the scope of our association to extend to society as a whole, and have developed an integrated plan and strategy. The professionals in our organisation all work closely together, based on their individual roles and expertise. However, we do not seek to – and, indeed, cannot – achieve our goal without the support of others, as this goal extends beyond the world of organised sport. That's why we are making a point of seeking partnerships both within and outside the sporting community, scaling up cooperation in general sport-related areas and improving our expertise in sport-specific areas. Using specific and quantifiable targets will make it possible to monitor progress. The eight lines of action provide direction and support and offer the opportunity to set priorities and home in on specific issues.



The overall scope of this Strategy is also undeniably greater. As we firmly believe that enjoyment of sport plays a vital role in getting and remaining involved in, and achieving excellence in, all kinds of sporting activities, nurturing this enjoyment is a central part of our strategy. We will increase our focus on sport and physical activities and would like to see these become a natural part of our everyday lives (this is in line with the Dutch government's current guidelines for physical activities). Volunteers, professionals and supporters are also explicitly mentioned in the plan, as they are essential to sport and they must be able to enjoy involvement in sporting activities, as well. The role of competitions, games, matches and events is clearly defined in the plan, with a renewed understanding of their importance for people's involvement in sport, the value of elite sports, and in terms of the opportunities they present for social interaction. In addition to the accomplishments of our world-class athletes, the value of these achievements to society is not to be underestimated. The benefit of winning prestigious medals is also highlighted. Finally, the areas of safety, inclusivity and sustainability – which, combined, constitute our licence to operate – are highlighted.

We are using our collective strength and expertise to build a future-proof sporting community. In our philosophy and policies, we always put the interests of athletes and sporting organisations first.

We leverage and experience the **power** of sport
#strongertogether