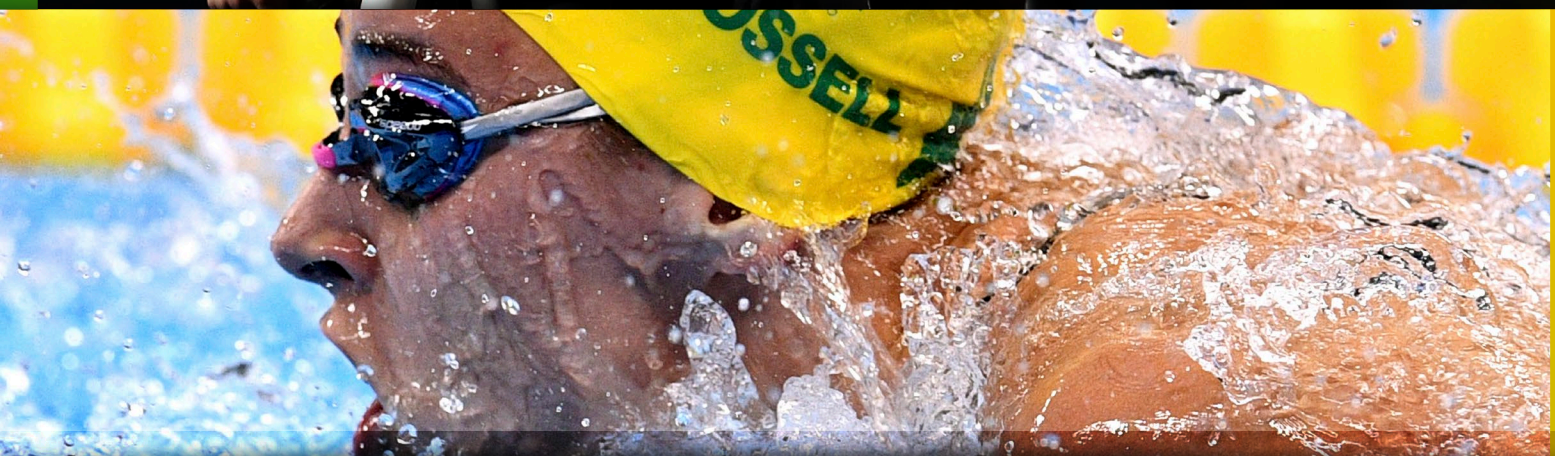




# *wais*

STRATEGIC PLAN 2017-21

PERFORMANCE DRIVEN



Version 1.2 October 2019





**waia**s

## PURPOSE

To enable Western Australian athletes to achieve international sporting success.



## VISION

Sporting Champions

Western Australian athletes achieve international success and are admired for their character.





## GUIDING PRINCIPLES

WAIS will pursue its Purpose and develop strategy guided by the following principles.

1

### International Focus

WAIS will prioritise resource allocation to support athlete performance at the international level.

2

### Partner to Value Add

WAIS will invest in and partner National Sports Organisations (NSOs) that provide high calibre national leadership; it will allocate its resources to enhance the support provided by them to WA athletes.

3

### Western Australian Significance

WAIS will give priority to sports important to the Western Australian community.

4

### Community Values

High performance athletes are role models for the community and their behaviour should reflect an understanding of this responsibility.

5

### Athlete wellbeing and safety

WAIS will make decisions and take actions that are at all times considerate of athlete mental and physical wellbeing and safety.

6

### Government Policy Alignment

WAIS will align with Western Australian Government policy and be responsive to Federal Government sports policy.







## OUR VALUES

Our culture of Striving for Excellence is lived through the behaviours of athletes and staff that demonstrate:

**PASSION  
INTEGRITY  
QUALITY  
TEAMWORK**





# WAIS PURPOSE & VISION

## ATHLETE PERFORMANCE GOALS

WAIS Purpose Goals measure the achievement of organisational purpose and vision.

### PURPOSE GOALS

The Western Australian contribution to Australia’s international success is equal to or greater than its proportion of the national population.

The Western Australian contribution to significant Australian teams is equal to or greater than its proportion of the national population.

WAIS scholarship national team representatives are admired for their character and values.

### KPI

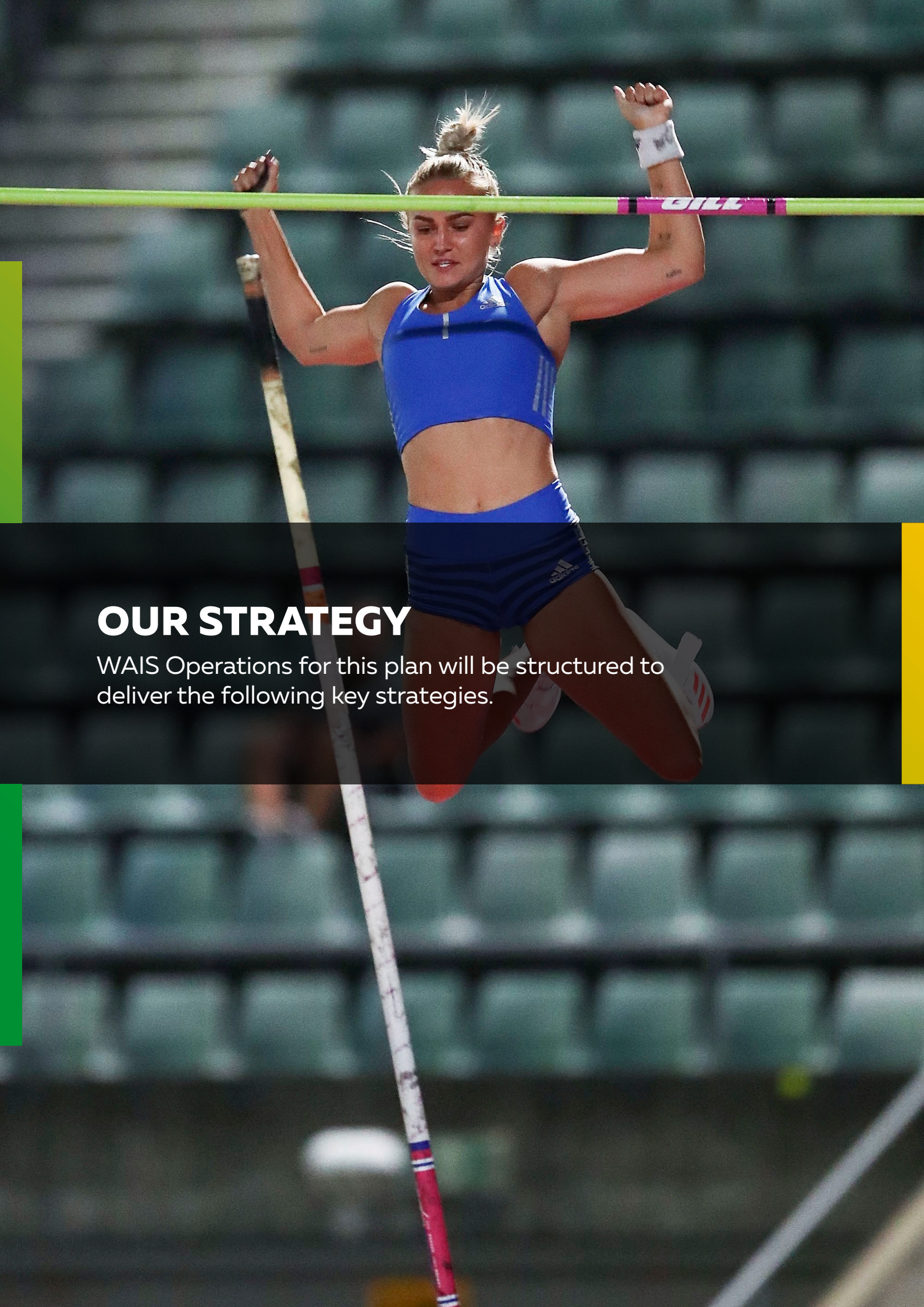
Percentage of Australian athlete podium performances from WA athletes and supported by WAIS.

Percentage of national team representatives from WA and supported by WAIS.

Percentage of WAIS scholarship national team representatives reflecting the personal values of a champion.

The target for both our contribution to the Australian international success and significant national teams is 11%. Our target for WAIS scholarship athletes to be admired for their character is 100%. To align WAIS efforts to supporting Australian International Success athlete performance goals in this plan will be assessed at the 2020 Summer Olympic and Paralympic Games, 2018 Commonwealth Games and Sport World Championships held during the term of the plan (World Championship performance is limited to events included in the Summer Olympic and Paralympic and Commonwealth Games programs).





## OUR STRATEGY

WAIS Operations for this plan will be structured to deliver the following key strategies.



## ATHLETE FOCUSED

Provide specialist high performance knowledge and resources to enhance the performance capability of identified athletes.

## SPORT PARTNERSHIPS

Support and add value to sport pathways which have the capability of producing sustainable results.

The implementation of these strategies means that WAIS achieves its purpose either directly through internal operations and/or by contributing athletes to National Sport Programs preparing athletes for Australian Teams. The success of each strategy will be monitored by the following operational and WAIS Graduate goals.







# WAIS OPERATIONS

## SCHOLARSHIP ATHLETE PERFORMANCE

WAIS operational goals are achieved by our Performance Enhancement Teams with each Team contributing to one or more of the goals.

### OPERATIONAL GOALS

WAIS scholarship athletes contribute to Australia’s International Success.

WAIS scholarship athletes gain selection on significant Australian Teams.

WAIS scholarship athletes are selected to Sport National Programs.

### KPI

Number of WAIS scholarship athletes contributing to Australian Podium Performances.

Number of WAIS scholarship athletes selected to National Teams.

Number of WAIS scholarship athletes selected to Sport National Programs.

The target for each of our operational goals will be determined in collaboration with our sport partners on an annual basis, taking into consideration the athlete cohort in training.

**The Critical Factors** to delivering our operational strategies are:

- **Athletes:** athletes with the attributes and attitude for high performance sport.
- **Training environment:** providing for each identified athlete a daily training environment appropriate to achieve their performance goals inclusive of integrated, Coaching, Facilities, Equipment and Specialist Services.
- **Competition:** access to the competition required to develop an athlete’s competitive skills.
- **Sport and life balance:** athletes have the opportunity to succeed in sport and life.

Each of these factors will be monitored and reported on a quarterly basis to ensure we remain focussed on delivering our operational goals.





## WAIS PATHWAY SPORT PROGRAM PARTNERSHIPS

### GRADUATE ATHLETE PERFORMANCE

WAIS graduate athlete goals will monitor the effectiveness of the decision to partner sports where other parties have responsibility for higher levels of the athlete pathway which a WAIS scholarship holder will graduate to if selected to a Sport National Program.



#### GRADUATE GOALS

WAIS Graduate athletes contribute to Australia's International Success.

WAIS Graduate athletes gain selection on significant Australian Teams.

#### KPI

Number of WAIS graduate athletes contributing to Australian Podium Performances.

Number of WAIS graduate athletes selected to National Teams.

The targets for these goals will be set on the basis of the data used to support the 2017-20 Sport Program Investment decisions approved by the Board in June 2016.







# WAIS OPERATING EFFICIENCY

WAIS is committed to providing as much of its available resources to supporting athletes as is possible. This goal will be used to monitor this intent.



## OPERATIONAL EFFICIENCY GOAL

The cost of WAIS operations are maintained at or close to the cost efficiency of the best performing Australian peer Institutes.

## KPI

Corporate Service costs as a percentage of WAIS total operating costs.

The target for this goal is 25% or less.







# SUSTAINABLE SUCCESS

To ensure WAIS acquires and maintains the requirements for sustainable success the following Key Result Areas have been identified.

Each KRA has one or two goals which we will work to achieve unless a goal becomes no longer relevant due to a change in our operational strategy or a change in our operating environment.

These KRAs will be reviewed and reported on every four months to ensure they maintain relevance and to hold us accountable to delivering our strategies successfully.

| KEY RESULT AREA             |   | GOAL  | MEASURES OF SUCCESS                                |
|-----------------------------|---|---|--|
| Name                        | Definition  |   |  |
| Athlete Performance Systems | The athlete identification, development and management systems required to produce sporting champions   | Athlete identification, development and management systems that are equal to or exceed industry standards | Effectiveness of athlete performance systems       |
| Staff                       | The individual employees and Human Resource systems used to manage and support them   | Staffing with the capability, values and desire to deliver the services required to achieve our vision    | Staff competency, values and engagement            |
|                             |   | Human Resource systems that meet operational and statutory requirements                                   | Effectiveness of Human Resource systems            |
| Stakeholders                | The relationships with the sporting community, government and other stakeholders that support the opportunities for our athletes to become sporting champions | Strategic Partnerships to achieve specific outcomes   | Partnership objective achievement                  |
|                             |   | Stakeholders are positively engaged with WAIS   | Stakeholder engagement                             |
| Finance                     | The systems required to manage the financial resources  | Financial systems that meet operational and statutory requirements  | Effectiveness of financial management systems      |
| Facilities and Equipment    | The infrastructure required to deliver services to our athletes   | WAIS facilities and equipment meet operational requirements   | Access to fit for purpose facilities and equipment |





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