



STRATEGIC PLAN 2022-2032

Nurturing High Performance



## OUR STORY

The Western Australian Institute of Sport has a proud 38-year history of supporting Western Australian athletes achieve their sporting dreams. When our journey commenced in 1983, support for high performance sport in Australia was rapidly developing on our eastern seaboard. Initially, our purpose was to ensure that WA athletes were not disadvantaged by the tyranny of distance to the national resources available to them from afar. Today, we are now an essential part of our athlete's daily training environment, where we support their journey through service provision using integrated teams of multidisciplinary experts. We pride ourselves on providing world class coaching and support services, with a focus on performance enhancement, performance health, and athlete wellbeing.

In delivering these support services, we are committed members of the National Institute Network, with a goal to collaboratively support the National Sporting Organisations of our Olympic, Paralympic and Commonwealth Games associations through the National High Performance Sport Strategy.

The Western Australian Institute of Sport respectfully acknowledges Aboriginal people as the Traditional Custodians of the lands on which we deliver our programs to the communities throughout Western Australia. We acknowledge their enduring connection to the lands, waterways and communities and pay our respects to Elders past, present and emerging.

Through our strategy we commit to honouring and learning from the Aboriginal and Torres Strait Islanders people unique cultural and spiritual relationships to the land, water and seas.

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# NURTURED JOURNEYS CHAMPION PERFORMANCES INSPIRED COMMUNITIES

Proudly, our history allows us to celebrate many World, Commonwealth, Paralympic and Olympic Champions who embody success in competition at the highest level. Equally, we are proud of all WAIS athletes who, with our support, have achieved their full potential, and in doing so, have provoked a sense of pride in the Western Australian community, inspiring the next generation of sporting champions.

We are excited by our future. **The Brisbane 2032 Games** provides an opportunity for WA athletes to shine on the world stage, in front of crowds of passionate Australian supporters. Such a prospect allows us to consider a longer-term strategic focus over the next 10 years, to ensure we can meet the demands and challenges that a home Games presents. These include:

- Significant growth in the Australian Olympic and Paralympic Teams in 2032

- Access to, and support of, talented athletes in the pathway across a diverse range of sports

- Long-term synergies in strategic focus with our key partners in Government, National Sporting Organisations and State Sporting Associations

- Ensuring our people and teams have the required skills to help sustain a high performance environment with a focus on athlete development, performance, health, and wellbeing

Given these challenges, we have developed this strategic plan to build on our proud history with a focus towards the Brisbane 2032 Games and beyond. Our plan seeks to find and nurture new talent, enable champion performances, and to inspire our community. Over the next 10 years, we hope to help contribute to the development of a stronger sports system in Western Australia that continues to enliven our communities.

## OUR PURPOSE

To enable Western Australian athletes to achieve international sporting success

## OUR VISION

Western Australian sporting champions creating community pride, and inspiring the next generation

## OUR GUIDING PRINCIPLES

Our strategy is bounded by three guiding principles. These principles set a framework of guidance for our decision making in alignment with our purpose and vision. To enable Western Australian athletes to achieve international sporting success, WAIS will make decisions that enable our service teams to prepare athletes to **perform on the world stage**. Despite our performance focus, we will ensure that our **athlete's health, wellbeing and safety** are at the forefront of our approach. Finally, we value our relationships with our key partners; therefore, we will make decisions that **foster strong partnerships** to enhance the high performance sport system, whilst always maintaining the best interests of the athlete.



### World Stage

WAIS will focus on preparing athletes for the world stage



### Athlete Care

Above all, WAIS will act in the best interests of athlete health, wellbeing, and safety



### Partnerships

WAIS will partner to enhance the high performance sport system for Western Australia



# MEASURES OF SUCCESS

Our success will be measured across four domains:

**1 Athlete Performance:** The WAIS contribution to Australian national teams and their success at the Olympic, Paralympic and Commonwealth Games is reflective of our state's relative proportion of Australia's population. **With significant growth in the Australian team for the 2032 home Games expected**, achieving this goal consistently to 2032 will result in our greatest ever games.

**2 Sports Diversity:** Our goals for diversity include a consideration for gender balance, able bodied/paraspport athletes, regional/metropolitan athletes, and youth/urban sport programs. These diversity goals will be met by reaching and supporting as many communities as possible, **which can be best achieved by broadening our support for athletes across a diverse range of sports**. Collectively, the Olympic, Paralympic and Commonwealth Games programs include ~42 different sports; we believe that supporting 50% or more of these sports will provide us with broad exposure to many Western Australian communities.

**3 Athlete Care:** Ensuring a strong focus on Athlete Care is integral to our success. **We will work collaboratively with our athletes** to ensure they each feel a sense of support for their performance health, wellbeing and safety.

**4 Community Engagement:** Our positive engagement with the community is essential to our Vision of **creating community pride and inspiring the next generation**.



## Athlete Performance\*

WAIS athlete contribution to Australian team representation and Australian podium performance is **≥11%** in WAIS supported sports



## Sport Diversity

WAIS supports athletes involved in **≥50%** of sports on the Olympic, Paralympic, and Commonwealth Games schedule



## Athlete Care

WAIS scholarship holders report **>80%** satisfaction on the WAIS athlete care survey

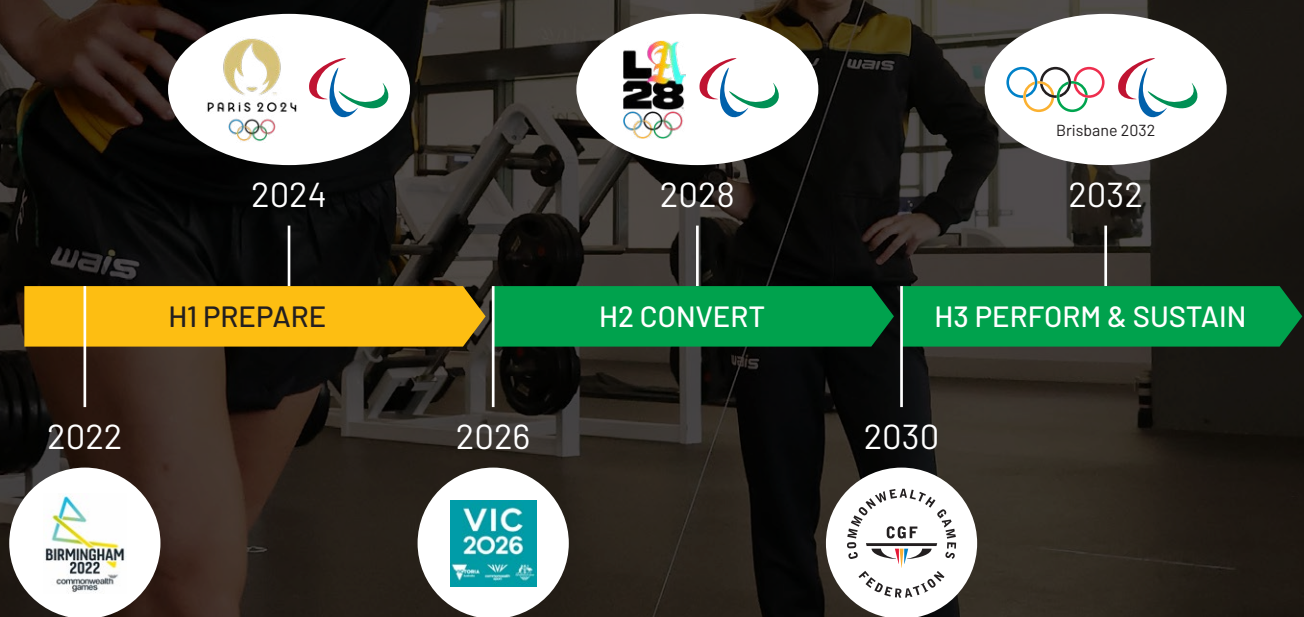


## Community Engagement

WA rating of pride and inspiration in the ASC community perceptions survey is **≥National Average**

\* Benchmark events in non-Olympic/Paralympic Games years include World Championships

# OUR STRATEGIC HORIZONS TO 2032



An athletes' journey to the Olympic or Paralympic Games takes years of hard work and dedicated focus. As we head towards a home Olympics, we recognise that our champions of the 2032 Games may only just be discovering their sport. Unearthing and nurturing this talent is important for our success. Accordingly, our 2032 strategy has been developed with three horizons in mind. Our first horizon (H1) will have a focus on **preparation**, allowing us to strengthen our connection to the sport pathway where we will help find and nurture an expanded talent base. Our second horizon (H2) will look to build on this foundation, with an emphasis on **converting our talent** into athletes competing on national teams and accruing international competition experience. Finally, our third horizon (H3) will have a focus on our athletes **performing on the world stage**, representing Australia at the

Games, and inspiring our community with their performances. This third horizon will also have a focus on **sustaining our success** for the long term.

We are embarking on a strategy to grow our capability for increased success. Inherently, this requires us to **enhance our support and development of current and emerging champions** who will represent us at World Championships and multi-sport Games on the runway to 2032. Therefore, our strategic priorities will be underpinned by continuous improvement of our current approaches to performance readiness, performance health and athlete wellbeing.

To set the foundation for success at the 2032 Games, our strategic priorities, pillars and tactics that follow provide a focus on horizon one.

# HORIZON ONE STRATEGIC PRIORITIES

## 1 Strengthening Talent Pathways

Supporting stronger sport pathways that identify and develop the next generation of high performance athletes

## 2 Elevating Athlete Care

Enhancing our systems and culture, which support athlete health and wellbeing

## 3 Enhancing Sport Diversity

Increasing the reach of WAIS across different sports, communities and regions

# HORIZON ONE PRIORITY TARGETS



## Strengthening Talent Pathways

400 scholarship athletes by 2026



## Elevating Athlete Care

Growing our capability to consistently meet our goal for athlete satisfaction of >80% on the WAIS athlete care survey



## Enhancing Sport Diversity

Support provided to athletes across 22 Olympic/Paralympic sports  
Develop 3 new sport programs, inclusive of 1 youth/urban sport by 2026

Our first horizon will have a focus on growth across the organisation, with clear priorities placed on talent identification, sport pathway development, and sport diversity. These priorities will help ensure that a strong pipeline of athletes, across a diverse range of sports, are a part of our high performance sport system. As this growth and diversity occurs, we will keep a strong focus on athlete care, ensuring that the experience across an individual's journey is safe and always in their best interest.

# STRATEGIC PILLARS

To support the WAIS vision and deliver our strategic priorities in the first horizon, we have developed five strategic pillars that are underpinned by a focus on strong organisational culture. Importantly, we believe that the people of WAIS are our biggest asset, and therefore, they are the centre of our supporting pillars. Surrounding our people are the key areas of teams, intelligence, engagement, and governance.



## TEAMS

Collaborative teams capable of effectively solving the challenges before them



## INTELLIGENCE

Leveraging data and creating new knowledge to inform our decisions



## PEOPLE

Developing athletes and staff to fulfill their potential



## ENGAGEMENT

Relationships that enhance the WAIS high performance environment and our community value



## GOVERNANCE

Ensuring our actions and strategic intent are aligned

## CULTURE

Behaviours and practices that drive our performance and define the WAIS experience



Our pillars are seen as fundamental to our organisation delivering our strategic priorities. Accordingly, we have clearly defined tactics over our first horizon, ensuring we align our efforts with our strategic direction.



## TEAMS

Collaborative teams capable of effectively solving the challenges before them

### HORIZON ONE TACTICS

Talent focussed teams that operate to unearth new athletes, develop new coaches, and enhance our servicing capacity

Promote excellence in leadership, collaboration, knowledge sharing, and communication

Evolve our team approaches and service delivery models to facilitate best practice for maximising performance outcomes and enhancing athlete care



## INTELLIGENCE

Leveraging data and creating new knowledge to inform our decisions

### HORIZON ONE TACTICS

Innovate the intelligence pipeline to enhance the usefulness of data output and knowledge creation for solving problems and maximising performance

Advance organizational data literacy to enable the effective use of data insights by our teams and people

Promote a culture focused on high levels of data quality, underscored by ethical data governance



## PEOPLE

Developing athletes and staff to fulfill their potential

### HORIZON ONE TACTICS

Deliver effective interdisciplinary athlete performance plans to build empowered and resilient athletes

Educate athletes on service delivery fundamentals, performance health literacy, and elite athlete behaviours

Strengthen our focus on coach leadership and coach development

Develop and retain our people with a focus on enhancing their skills, knowledge and abilities



## ENGAGEMENT

Relationships that enhance the WAIS high performance environment and our community value

### HORIZON ONE TACTICS

- In collaboration with state sporting associations Foster strong links with WA regional academies and remote programs
- Support and help build capacity within the sport pathways of Western Australia
- Tell our story and make the pathway to WAIS visible
- Engage our alumni to share and celebrate their journey



## GOVERNANCE

Ensuring our actions and strategic intent are aligned

### HORIZON ONE TACTICS

- Enable a sports investment framework that supports our strategic priorities
- Safeguard sports integrity through current best practice
- Sustain operational efficiency through robust systems and effective processes
- Embed Inclusive design principles into WAIS decision making processes
- Embrace the potential of developing a stronger connection to country



## CULTURE

Behaviours and practices that drive our performance and define the WAIS experience

### HORIZON ONE TACTICS

- Promote behaviours and actions to ensure lived values across all WAIS teams
- Celebrate the contributions and successes of our people and teams
- Cultivate an environment where all athletes and staff feel a sense of pride and belonging



NURTURING HIGH PERFORMANCE

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NURTURED JOURNEYS  
CHAMPION PERFORMANCES  
INSPIRED COMMUNITIES



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TRAINING CENTRE



CENTRE FOR  
PARALYMPIC  
EXCELLENCE