

wais

Strategic Plan

2025 – 2032





Performance *Driven, People Focused*

Our Purpose

To support Western Australian athletes to Win Well at Olympic, Paralympic and Commonwealth Games.

Our Vision

We develop athletes who Win Well.
We are leaders in high-performance sport.
We create community pride and inspire the next generation.

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.



Our Values



United

We build connection and trust by working as one team and backing each other to achieve our shared goals.



Care

We treat everyone with care, integrity, and respect – creating a culture where individuals feel seen, valued and safe to contribute.



Lead

We lead by taking responsibility for our actions, living our values, and setting the tone for others to follow.



Inspire

We lift those around us through curiosity, courage and a hunger for excellence– always learning, improving and striving to be world class in everything we do.

Success

Measures

Category	Measure	Target	Success
Athlete Performance	Athlete contribution to Australian team representation [^]	1. % WAIS athletes to AUS team Others reported: <ul style="list-style-type: none"> • % WAIS athletes in WAIS supported sports • % WA athletes to AUS team 	Overall: 10±1% 9±1% (OLY) & 11±1% (PLY) 12±1% (OLY) & 14±1% (PLY) 10±1% (OLY) & 11±1% (PLY)
	% of medals won by WAIS athletes [^]	2. % WAIS medals to all AUS team medals Others reported: <ul style="list-style-type: none"> • % WAIS medals in WAIS supported sports • WAIS athlete conversion to medals 	Overall: 13±1% 19±1% (OLY) & 9±1% (PLY) 23±1% (OLY) & 11±1% (PLY) 6:1 (OLY) & 3:1 (PLY)
	% of WAIS medallists [^]	3. % WAIS medallists all sports Others reported: <ul style="list-style-type: none"> • % WAIS medallists in WAIS supported sports • WAIS athlete conversion to medallist 	Overall: 9.5±1% 9.5±1% (both OLY & PLY) 11.5±1% (both OLY & PLY) 5:1 (OLY) & 3:1 (PLY)
Athlete Wellbeing	% Athlete wellbeing Promoter Score	4. Athlete Promoter Score 'WAIS always acts in the best interests of my health, wellbeing and safety.'	≥ 95%

! At pinnacle events/year. Benchmark events tracked and monitored as lead indicators but aren't overall Success Measures.

^ Includes any athlete that was a WAIS athlete as part of their pathway.



We Win Well to inspire

Western Australians

The Western Australian Institute of Sport embodies a Win Well philosophy – where the way we achieve success matters just as much as the success itself. We believe that performance and a culture of care, integrity, fair play and pride go hand in hand. Below is how we bring that philosophy to life at WAIS, and the strategies, behaviours, and systems that guide the way we win.

How we Win Well with athletes

Win

- Developing athletes to Olympic / Paralympic podium standards.
- Maximising the impact of high performing support teams.
- Excellence in the foundations required for world class performances.
- Focusing resources to deliver the highest priorities.
- Continually implementing learned lessons to strengthen our systems and elevate future performance.

Well

- Supporting athletes psychological and physical safety to excel in a high-performance sports environment.
- Transparently setting expectations and engaging in honest, empathetic conversations to achieve them.
- Educating and empowering athletes to make informed high-performance decisions.
- Enabling athletes to engage and leverage their support networks.
- Celebrating successes along the journey.

Strategic Pillars



Athletes Winning Well

Athletes strive for Pinnacle Event success around a foundation of wellbeing.

01



People and Culture

Our people are supported in a culture fostering growth and wellbeing.

02



Organisational Sustainability

We are well governed and financially sustainable with strong stakeholder relationships.

03

Athletes strive for Pinnacle Event success around a foundation of wellbeing.

What we will do:

- Prioritise podium results over representation.
- Identify and support high-potential athletes most likely to succeed.
- Build high-performing, interdisciplinary support teams.
- Actively engage athletes in their program design and decision making.
- Deliver age and stage appropriate athlete development.
- Proactively manage and mitigate risks associated with athlete wellbeing in high-performance environments.
- Support athletes in critical high-performance transitions.

How we will measure it:

- Number of Medals and Medallists at Benchmark events (BMEs).
- Number of athletes graduating or representing at BMEs.
- Number of Medals and Medallists at final Age Grade World Championships.
- DPE Insights Survey: Coaching and service Impact Ratings.
- % athletes with active, co-signed Individual Athlete Performance Plans (IAPPs).
- DPE Insights Survey: Wellbeing Index score.
- DPE Insights Survey: "The transition of athletes between their DPE and National Team/squad is seamless."

Strategic Pillar

01

Athletes Winning Well

Athletes Winning Well

Annual Performance Measures

Strategic Pillar

02

People and Culture

Our people are supported in a culture fostering growth and wellbeing.

What we will do:

- Attract, develop and retain staff who align with our values and a culture built around trust and integrity, with the skills to solve the challenges before them.
- Build a values-driven, inclusive, and supportive environment that prioritises staff wellbeing and engagement.
- Continuously evolve how our teams work together to maximise collaboration, impact and effectiveness.
- Empower our people to take bold action when it matters most – speaking up, stepping in and making a positive impact.
- Invest in our staff so they are skilled, feel valued and develop their leadership capabilities.

How we will measure it:

- % Employee engagement survey results.
- % Integrity matters closed within set timeframes.
- % Retention rate of staff.
- % Staff development plans complete.

People and Culture

Annual Performance Measures

Strategic Pillar

03

Organisational Sustainability

We are well governed and financially sustainable with strong stakeholder relationships.

What we will do:

- Grow and diversify our revenue through partnerships and new funding opportunities.
- Strengthen financial sustainability through prioritised investment into programs.
- Ensure effective Board and Committee oversight with robust policies and procedures.
- Deepen relationships with key stakeholders to amplify influence, alignment, and shared success.
- Collaborate with key partners in the Western Australian high-performance sport sector to lead enhanced industry capability.
- Inspire broader community support by expanding engagement initiatives that connect Western Australians to high-performance sport.

How we will measure it:

- +/- % of actual versus budget.
- % Promoter score from annual partnership survey.
- % of Western Australian's who believe Australian athlete performances at pinnacle events are important to our national identity.
- % of Western Australian's who believe Australian athletes in pinnacle sports are a positive influence on the community.
- The average cost of service provision per WAIS athlete.

Organisational Sustainability

Annual Performance Measures

Our Enablers

Culture

A high-performance environment built on integrity, excellence and shared purpose.

People

Attracting, developing and retaining talented, motivated individuals who align with our values.

Resources

Investing in people, finance and facilities to enable sustained success.

Governance

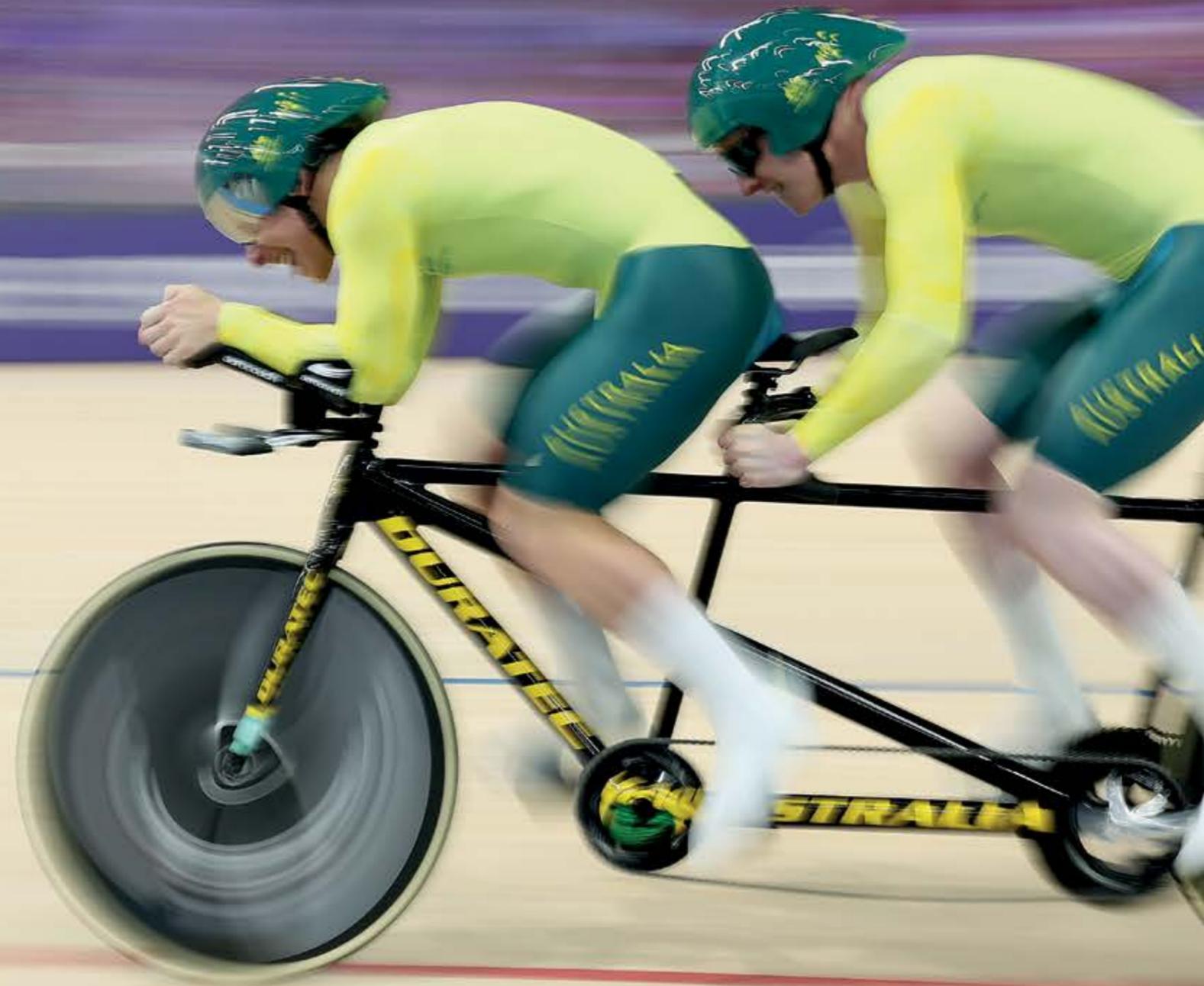
Strong systems, risk management and performance monitoring to drive accountability.

Performance Systems & Teams

Integrating interdisciplinary expertise to maximise athlete development and support.

Data & Intelligence

Using insights and evidence to inform decisions and drive continuous improvement.





Western Australian Institute of Sport
Mt Claremont, Western Australia 6010
P: 08 9387 8166 | E: wais@wais.org.au

wais.org.au



The Western Australian Institute of Sport is proudly supported by the Government of Western Australia

