

# 20 32+

**AUSTRALIA'S  
HIGH PERFORMANCE  
SPORT STRATEGY**



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Australia's High Performance 2032+ Sport Strategy has been co-designed by Australia's High Performance Sport System. We acknowledge the Executive Sponsor Group who has overseen the development of this collective Strategy and who endorse it.

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➤ OUR VISION

We win well to  
inspire Australians

➤ OUR MISSION

We are united in  
our pursuit to build an  
inclusive + sustainable  
sporting system that is:



Performance  
driven



Athlete  
focused



Exceptionally  
led



Purposefully  
collaborative



A photograph of two male athletes in a celebratory embrace. The athlete on the left is wearing a yellow and green sleeveless jersey with 'AUSTRALIA' visible. The athlete on the right is wearing a dark green and yellow jersey with the number '5' on the back. Both athletes are wearing white headbands and wristbands. The background is dark with a grid of small white plus signs. The text 'Working together, walking together, aspiring together + achieving together.' is overlaid on the left side of the image.

Working together,  
walking together,  
aspiring together +  
achieving together.

# OUR CONNECTION TO COUNTRY

**As we begin this journey of opportunity and progress for Australian High Performance Sport, we commit to enhancing meaningful connection with Aboriginal and Torres Strait Islander Peoples, histories, communities, and culture.**

We commit to working together, walking together, aspiring together, and achieving together.

Representing our country is the ultimate honour, and we are proud to represent it all in its entirety.

Australia's Aboriginal Peoples' culture is the oldest continuous living culture on Earth. It provides Australia with a unique and powerful place in the world, something that no other country can claim. Both the Aboriginal and Torres Strait Islanders are the First Peoples of Australia.

We welcome and will support our First Nations Peoples into our High Performance Sport System. We will connect athletes, coaches, administrators and our people to this culture, which will create a more equal opportunity for a stronger Australia as a sporting nation.

As part of this 2032+ Strategy, we in the Australian High Performance Sport System will promote and implement our principles of reconciliation and self determination to help create culturally safe environments that support First Nations Peoples to enjoy and maximise opportunities at every level of High Performance Sport, from administration to our sporting fields, to achieve at all levels of athletic excellence.

We commit to continually learning and seeking to improve our knowledge and appreciation about the Aboriginal and Torres Strait Islander Peoples and their histories, so that it enriches and enhances the sporting culture for all within Australian High Performance Sport.

Sport is an important vehicle for building community identity and social cohesion. By increasing awareness of our First Nations Peoples cultures to everyone in the High Performance Sport System, we will unearth an environment in which we can have two-way knowledge sharing with mutual respect, coupled with an understanding, so that it becomes a common practice.

Beyond the importance of symbolism, the High Performance Sport environment will have practices embedded into it that provide culturally safe and diverse environments for everyone. We will honour and reflect the vast contributions of both Aboriginal and Torres Strait Islander Peoples, their sporting achievements, and continue to celebrate their culture to improve the identity of our future athletes' representation.

Australia's High Performance 2032+ Sport Strategy outlines how the High Performance Sport System will work and consult with the current Aboriginal and Torres Strait Islander Advisory Group to develop an action plan, and measure and monitor our commitment to this legacy, now and into the future.

There is a great strength for all Australians with a sporting culture that understands our collective histories and that seeks to promote Aboriginal and Torres Strait Islander Peoples, their living cultures and celebrates their achievements.

## Acknowledgement of Country

We acknowledge the Australian Aboriginal and Torres Strait Islander Peoples of this nation, the traditional custodians of the lands and seas on which we live. We pay our respects to ancestors and Elders, past, present, and emerging.

Through this Strategy, we are committed to honouring Aboriginal and Torres Strait Islander Peoples' unique cultural and spiritual relationships to the land, waters, and seas. We recognise the outstanding contribution they make to sport in Australia and celebrate the power of sport to promote reconciliation and reduce inequality.



# OUR DEFINITIONS

**We know language is important for greater clarity and understanding, so for the purposes of this Strategy we present these definitions:**

- **Athletes** – includes High Performance athletes from Summer and Winter Olympic, Paralympic and Commonwealth Games sports. The term athletes also encompasses Para athlete competition partners (e.g. sighted pilots, boccia directors, alpine skiing/running guides). Where athlete/athletes are referred to from here, this includes all athletes unless otherwise specified.
- **Benchmark Event (BME)** – annual BMEs are identified so Sports can establish a point of reference to compare or try different techniques/tactics in a performance environment as a milestone to Pinnacle Event outcomes. BME performance can also indicate athlete progression against specific individual athlete goals in a performance environment. The BME is generally the peak competition within a year, frequently the Senior World Championships.
- **Categorised athlete** – an athlete who has been identified through an evidence-based sport-specific matrix, aligned with the National Athlete Categorisation Framework, as having potential to achieve future podium performance at the relevant Pinnacle Event.
- **Cycle** – the four-year period leading into a Sport's Pinnacle Event, also commonly referred to as a Games Cycle.
- **Daily Performance Environment** – refers to the primary preparation environment of athletes. Daily Performance Environment versus Daily Training Environment is used to convey the intent to create performance environments not just training environments in which every workout or training session has a performance focus.
- **Diversity** – addresses the unique characteristics, experiences, and dimensions that make us who we are. This includes, but is not limited to, celebrating our difference in ethnicity, gender, race, disability, sexual orientation, age, skillset and professional background which all uniquely shape our perspective and approach.
- **Equity** – refers to the removal of barriers, fair treatment of people, and fulfillment of their needs based on their respective unique circumstances. This ensures that everyone has equal opportunities despite existing inequalities.
- **High Performance pathway(s)** – is how the High Performance (HP) Sport System identifies, develops and supports athletes to progress towards the podium and beyond. This starts with talent identification, confirmation of the athlete's potential and progression through categorisation levels with an ongoing focus on ensuring support for athletes transitioning into their future life aspirations. The use of pathway versus pathways is not intended to suggest only a singular pathway. An athlete's performance pathway is their own unique, planned, and purposeful journey.
- **Inclusion** – refers to when all people – with their diverse backgrounds, characteristics, dimensions and experience – are respected, valued, have access to opportunities and resources, have a sense of belonging, and can fully contribute with their skills, lived experience and knowledge to their organisation and community.
- **Inspired** – people feeling motivated to do or achieve something as a result of High Performance Sport and High Performance athletes.
- **Integrated holistic athlete development** – is the development of an athlete that encompasses their physical, emotional, mental and social requirements, to achieve sustained success as a person and in their athletic pursuits. This includes the development of the skills and attributes required to navigate their High Performance pathway. Integrated also conveys that the athlete's development will occur in alignment across organisations and geography in the HP Sport System.
- **New sports, new disciplines, new events** – referring to the introduction of a new sport, additional sport discipline or single medal event (including new Para athlete classifications being contested in an event already on the relevant program) onto the Olympic, Paralympic or Commonwealth Games medal program.
- **Performance support** – the professionals working directly with athletes and/or coaches to enhance or enable sporting performance. Performance support people have a deep understanding of the fundamental elements of performance. Performance support includes professions within Sports Science, Sports Medicine, Strength and Conditioning, Wellbeing and Engagement, Engineering among others, in addition to encompassing new professions and expertise that will contribute to future success.
- **Performance team** – the coach, athlete, and performance support who work collaboratively in service of ongoing athlete performance development and delivery.
- **Pinnacle Event** – the pinnacle championships that occur every four years for each sport. This is the Summer and Winter Olympic or Paralympic Games or Commonwealth Games (for Commonwealth only sports).
- **Resources** – the total level of resources available to the High Performance Sport System, including from government, corporate and philanthropic sources, to enable the implementation of the Strategy.
- **Strategic investment** – the strategic allocation of resources (both financial and human) to deliver agreed performance outcomes.
- **Sustainable** – that in the build-up to 2032, and beyond, performances and investment will continue to be maintained, or improve.
- **Win Well** – our collective commitment to balance ambitious performance goals with a culture of care and to prioritise integrity, fair play and pride in what makes us uniquely Australian.

## Our Strategy

The build-up to the Brisbane 2032 Olympic and Paralympic Games gives us a generational opportunity to achieve sustainable success for Australian sport over the next decade and beyond.

This is an incredible opportunity to unite, inspire and build Australia through High Performance Sport and we must make the most of that.

Australia's High Performance 2032+ Sport Strategy, referred to from here as the **HP2032+ Sport Strategy**, focuses on optimising outcomes and sustainable success for Summer and Winter Olympic and Paralympic and Commonwealth Games sports.

It aims to foster collaboration, alignment, clarity and accountability across Australia's High Performance Sport System like never before, so we can harness our collective strengths, talent and resources.

Our goal is that the HP2032+ Sport Strategy becomes the roadmap, helping to inform the individual strategies of the diverse organisations within Australia's High Performance Sport System.

It has been co-designed by the Australian High Performance Sport System, for the System. It is a strategy that belongs to us all, informing how we work together for united outcomes.

The HP2032+ Sport Strategy has been designed to complement broader Australian sport plans and organisations, so the scope of this Strategy does not go into detail on areas such as national sport infrastructure planning and delivery, participation and volunteer plans or details of hosting major sporting events or the Brisbane 2032 Games.

## Our System

The Australian High Performance Sport System, referred to from here as the **HP Sport System**, supports the ambitions and delivery of Australia's Olympic, Paralympic and Commonwealth Games sports and athletes.

The HP Sport System has an enormous network of partners and we recognise their broad and valuable contribution. For the purpose of this Strategy, when we refer to the organisations within the HP Sport System it includes:

- **National Sporting Organisations (NSOs)**

Nationally recognised organisations for Olympic, Paralympic + Commonwealth Games sports and through them, their relevant State Sporting Organisations.

- **National Institute Network (NIN)**

The Australian Institute of Sport and eight State/Territory Institutes and Academies of Sport, representing Federal, State and Territory Governments.

- **Australian Sports Commission (ASC)**

- **Australian Olympic Committee (AOC)**

- **Paralympics Australia (PA)**

- **Commonwealth Games Australia (CGA)**

- **Sport Integrity Australia (SIA)**

- **National Sports Tribunal (NST)**



**“Having a united High Performance Sport Strategy will provide a wider network of support and development opportunities for young coaches, and provides established coaches access to a network of coaches from different sports, which results in shared-learnings that can help to improve programs.”**

**Colin Batch OLY**

National Men's Hockey coach



The very  
best of sport  
+ Australia



# A COMMITMENT FROM US ALL

## We win well to inspire Australians

We are in a defining era, one of the greatest periods of opportunity in Australian sporting history.

As custodians of Australia's High Performance Sport System, our commitment and actions now will directly shape success over the next decade towards the Brisbane 2032 Games, and well beyond.

This is our time to build sustainable sporting success that will inspire and motivate Australians for generations to come.

By delivering this HP2032+ Sport Strategy together, we respect the unique roles we each play, while also recognising that alignment to a united purpose is fundamental to delivering the best outcomes for our athletes, our sports and for all of Australia.

### **Sporting success results in a better Australia**

Sport has always been our window to the world, a pre-eminent part of our Australian culture and identity. We are renowned as a sporting nation, we take pride in punching above our weight and giving it our all.

Our Summer and Winter Olympic, Paralympic and Commonwealth Games athletes are Australian ambassadors to both the world and within our own communities.

No-one can unite us like our Aussie athletes. The Green and Gold Runway of major sporting events over the next decade to 2032 gives them the ultimate platform to perform and connect all Australians with sport like never before.

We will work towards reducing inequity of opportunity for Para athletes to make the most of their talents.

It is important that our HP Sport System is truly representative of a modern, progressive and diverse Australia. All Australians must see themselves in their sporting heroes, which will build national pride, drive sport participation and increase our talent pool.

This means national outcomes will continue to be measured beyond medals, delivering benefits to physical and mental health, social connectivity and community cohesion, national productivity and the economy.

Success requires us to aim high.

### **We aspire to win, and inspire all with how we win**

We will continue setting ambitious performance goals, but always balanced with High Performance cultures and behaviours that are safe, fair and supportive.

We will be performance-driven, but people-focused. Success in Australian sport will be to Win Well.

This is a balanced, holistic approach, supporting our athletes and people to win in all areas of life. It is about celebrating the humanity of Australian sport, valuing physical, mental, emotional and cultural wellbeing.

It is maintaining the ambition for success, but always marked with humility, integrity, fair play and Aussie grit.

It is about accepting room for trial and error along the way as we innovate and chase the progress required to learn, grow and succeed. Our planning is precise, focused on winning when it matters.

To Win Well will be a key to sustainable success, unlocking the full potential in our people and our sporting System.

### **Every sporting medal matters because of every moment that makes it happen**

It takes long-term commitment and a dedicated network to identify, develop, support and progress our talented athletes to reach their potential. Most athletes will need to be on a journey over several Games-cycles to realise this, and it's our role to guide athletes on these journeys, making their pathways fulfilling and clear.

This will be led by organisations that develop, attract and reward the very best leaders in world sport, in coaching, administration and High Performance support.

We will all be empowered to play our role, because we know how it fits into Australia's broader HP Sport System. There is a deep sense of belonging, we feel connected by our structures, processes, behaviours and cultures. Like every cog in the engine, or every musician in the orchestra, every part of Australia's HP Sport System is connected and contributing to the outcome.

We will put unity over self-interest, harnessing our collective talent and resources. Our investment will be transparent and will measure impact. Competition against the world will drive our innovation, but we will build collective intelligence and learning across the Australian HP System with a shared and unified approach. We will always be striving for world-leading knowledge and practice.

We will advance our people and their capability through collaboration, challenge and care. In a long-term strategy such as this one, we will also take the time to look up, to be curious and adaptive to an ever-changing world.

### **Brisbane 2032 is not our end game, we're building for sustainable success**

We envision Brisbane 2032 to be the best Olympics and Paralympics ever. Our aim is for our biggest Australian teams, celebrating more medallists than ever before, across a breadth of sport, and engaging the whole nation.

This HP2032+ Strategy, however, seeks sustainable success, not a single moment in time. We have an incredible opportunity to build progressively over the next decade with the Green and Gold Runway of major events, then we must carry on well after the Brisbane 2032 Games.

We must embed collaboration, alignment, clarity and accountability across the HP Sport System.

This HP2032+ Sport Strategy belongs to us all. It is our roadmap. It helps inform the strategies of the diverse organisations within our System, while giving us the guide on how we work together for united outcomes and international success.

### **We commit to this HP2032+ Sport Strategy to represent the very best of sport and Australia.**

## OUR VISION

### We win well to inspire Australians

## Our Mission

We are united in our pursuit to build an inclusive and sustainable sporting system that is:

- **Performance driven** | we win when it matters and we win well, because we know that performance and wellbeing go hand in hand
- **Athlete focused** | we deliver holistic athlete development and have clear pathways and transition periods
- **Exceptionally led** | we lead with vision, integrity and accountability to create environments where people thrive
- **Purposefully collaborative** | we work together towards shared outcomes and recognise and strengthen collaboration at all levels of the System

Success needs to continue to climb post 2032, and our time starts now.

## Our Core Values

### Excellence + Belonging + Courage + Connection

Our united pursuit will be delivered through four priority areas:

#### Performance delivery

Enabling our top athletes to perform when it matters.

#### Athlete performance pathways

Identifying, developing and supporting High Performance athletes of the future to progress towards the podium and beyond.

#### World-leading knowledge + practice

Using world-leading knowledge, innovation and practice to ensure our athletes, coaches and performance support work as high functioning performance teams.

#### Outstanding people + organisations

Building highly capable organisations that attract, develop and retain diverse talent and maximise human potential across the High Performance workforce.

#### Enabled by...



World-class coaching



Clear roles + responsibilities



Inclusive design



Resources to achieve quality outcomes



Values + behaviours



Strategy monitoring + evaluation



# OUR CORE VALUES

To win well + inspire Australians we need to pursue **excellence**, create **belonging**, display **courage**, and build **connection**.

## Excellence+

We pursue continuous improvement to be world's best in all areas that matter

## Courage+

We are decisive, resilient, willing to take risks + accountable for High Performance

20  
32+

## Belonging+

We harness the full potential of our people to perform at their best

## Connection+

We recognise that we are connected + contributing to something bigger than ourselves





## Win Well Pledge

Win Well acknowledges the importance of success and rewarding High Performance, and it highlights wellbeing as the foundation of sustainable success.

By prioritising and focusing on the physical, mental, emotional, and cultural wellbeing of our athletes, coaches, staff, and sport as a whole, we will unlock our full potential and Win Well.

The Win Well Pledge is a genuine commitment from our leaders in sport. It brings the Strategy vision to life and holds us all accountable.

# Win Well

## **WIN WELL PLEDGE**

We commit to being an organisation that strives to win well, where how we win is just as important as when we win.

We commit to the holistic development of our athletes and our staff, recognising wellbeing as the foundation of sustainable success.

We commit to leading sport with integrity, where we are accountable for the culture we foster and the decisions we make.

We commit to acknowledging and learning from Aboriginal and Torres Strait Islander Peoples and their cultures, and to walk together as we embed their knowledge and experience into our organisation and build a greater sense of belonging and connection to communities and country.

We commit to a culture of challenge and care so our athletes and staff can perform at their best and reach their potential.

We commit to creating safe and thriving environments for our people to fail so they can learn, grow and succeed.

We commit to being custodians of sport and building a legacy where sport is more inclusive and representative of the diversity of Australian communities.

# **We commit to Win Well.**

# OUR MEASURES OF SUCCESS

We envision our performance in Brisbane 2032 to be Australia's best ever at the Olympic and Paralympic Games.

Our journey there, and beyond, will be built on continuous improvement in key areas that impact performance. This will lead to sustainable performance improvement and success at Summer and Winter Pinnacle Events.

We will continue setting ambitious performance goals, with a focus on High Performance cultures and behaviours that are safe, fair and supportive.

**The overarching measures in this HP2032+ Sport Strategy reflect the success story we want to tell and continuously improve upon. They are supported by measures within each of the four Priority Areas.**



**Our vision “We win well to inspire Australians” will be measured by:**

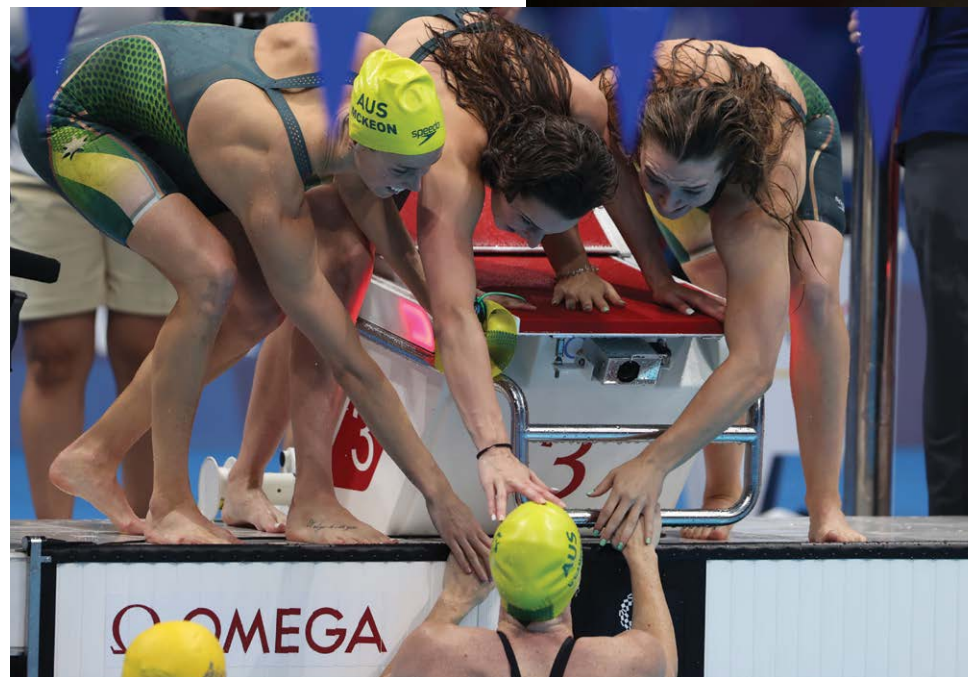
- Performance at Summer and Winter Pinnacle Events measured by:
  - » total number of medals,
  - » total number of medallists, and
  - » breadth of sports and disciplines winning medals.

Achieving our best ever results in Brisbane 2032 and achieving continual improvement across Summer and Winter Olympic and Paralympic Games, and Commonwealth Games.

- Wellbeing measures across all HP Sport System environments (organisations and Teams)
- Diversity and inclusion measures (teams, workforce)
- The perceptions of the Australian community
- System Partner alignment with the roles and responsibilities in the HP2032+ Sport Strategy

**In order to support the overarching strategy measures, it is assumed that HP Sport System partners will:**

- have aligned strategic measures and targets
- implement additional and complementary organisational/ jurisdictional measures and targets.



“For an athlete to perform at their best, they need a successful team behind them. A team with a single vision and focus. It’s great to see this Strategy actively engaging with all stakeholders involved in an athlete’s development, training and wellbeing. I love the Win Well concept. I believe that taking into account an athlete’s wellbeing - both physically and mentally - will not only produce better athletes but will translate into better results as well. Athletes compete at their best when they know someone has their back.”

**Cate Campbell OAM OLY**

Olympian, Swimming

# SPORTING SUCCESS

## Results in a Better Australia

A world-leading High Performance Sport System delivers outcomes well beyond competition arenas. National outcomes are measured beyond medals, delivering benefits to physical and mental health, social connectivity and community cohesion, national productivity and the economy. High Performance sport matters because every Australian sporting win is a win for a better Australia!

### We make Australians proud

**79% of Australians** say Olympic, Paralympic and Commonwealth Games athletes make them feel proud, higher than any other athletes or sports in the country. No sporting team can unite us like our Aussie athletes in green and gold, with the community inspired by their competitive performances, on-field behaviour and how they represent Australia to the rest of the world.

AusPlay focus: Participation in Olympic and Paralympic sports, Australian Sports Commission, (May 2021). Community Perceptions Monitor (CPM) Summary Report: Impact of the Tokyo 2020 Olympic and Paralympic Games on the Australian Community, Australian Sports Commission, (October 2021).

### We are Australian ambassadors

**2500 categorised athletes are supported** by Australia's HP Sport System at any one time, across Olympic, Paralympic and Commonwealth Games sports. That's an opportunity to inspire communities right across the country and to represent the best of our nation to the world.

### We build community spirit + cohesion

**88% of Australians** believe sport is good for bringing their communities together.

Community Perceptions Monitor survey, Australian Sports Commission, (2022).

### We motivate Australians to get active

**13 million-plus Australians** are active participants of Olympic, Paralympic and Commonwealth Games sports. SPORT POWERING AUSTRALIA'S FUTURE (10+10)

**64% of Aussie children** (14 years or younger) participate in a sport or activity linked to current Olympic, Paralympic or Commonwealth Games events. It's 54% for those 15 years and over. AusPlay participation data, Australian Sports Commission, (accessed August 2022)

### We contribute to national prosperity

**16 major sporting events in the next decade ... and counting.** That's how many international major High Performance sporting events Australia is scheduled to host over the next decade, including the Victoria 2026 Commonwealth Games. It's our Green and Gold Runway to the 2032 Olympic and Paralympic Games, which can generate community and economic legacy in areas such as tourism and infrastructure.

Upcoming major sporting events in Australia, Australian Government – Office for Sport, (accessed 5 July 2022).

### We boost the Australian economy

**Sport delivers \$83 billion** in combined economic, health and education benefits to Australia annually. Sport generates an estimated \$AU55 billion economic value for Australia each year, and approximately 30% (AU\$16 billion) is directly attributable to High Performance Sport.

Intergenerational Review of Australian Sport, Boston Consulting Group (BCG), (2017)

The image shows two female speed skaters from Australia in their racing gear, including helmets and goggles. They are wearing yellow and green patterned long-sleeved jerseys and blue shorts. The skater in the foreground is on a black racing bike, leaning forward with a joyful expression, her mouth open as if shouting or cheering. The skater behind her is also smiling broadly and has her arms raised in celebration. The background is a blurred indoor speed skating rink with a light-colored floor and a blue curved line. A grid of small white plus signs is overlaid on the entire image.

# Foundations for this Strategy



Australia's HP Sport System has a strong foundation of success and there is a lot to be proud of. The HP2032+ Sport Strategy does not start from scratch, it builds on these foundations and progresses a number of recent initiatives and achievements.

2018	Pyeongchang 2018 Winter Olympic and Paralympic Games
	Gold Coast 2018 Commonwealth Games – Australia tops the gold and total medal count
	National Wellbeing and Engagement Strategy released, including the establishment of NSO Wellbeing and Engagement Manager roles and the AIS Mental Health Referral Network
2019	Initial Federal Performance Pathways investment confirmed and AIS Performance Pathway Strategy (2019–21) released
	The Federal and State and Territory Sports Ministers endorse the National High Performance Sport Strategy 2024
2020	Tokyo 2020 Olympic and Paralympic Games postponed to 2021 due to the COVID-19 Pandemic
	Sport Integrity Australia and the National Sports Tribunal established to provide an expansive approach to sport integrity
2021	Extension of National Wellbeing and Engagement and Performance Pathways investment through to Paris 2024
	Brisbane announced as the host city of the 2032 Olympic and Paralympic Games
	Tokyo 2020 Olympic and Paralympic Games – an equal-record 17 gold medals at the Tokyo Olympics and the Australian team claiming 80 medals at the Paralympics
	National Coach Development Strategy released
2022	Beijing 2022 Winter Olympic and Paralympic Games – a record four medals at the Beijing Olympic Games, and a bronze at the Paralympics.
	Victoria confirmed as host of the 2026 Commonwealth Games
	National High Performance Sport Research Agenda released
	Birmingham 2022 Commonwealth Games – Australia tops the gold and total medal count

## National High Performance Sport Strategy 2024

The National High Performance Sport Strategy 2024 (NHPSS 2024) was a historic first. Signed in 2019 by all Ministers for Sport – Federal, State and Territory – it provided a united framework for our National Institute Network. It strengthened dealings with governments, communities, academic institutions, industry and the private sector.

It established National System Guiding Principles and System Partner Roles and Responsibilities, enabling a more collaborative and aligned national system. This has been an important foundation for the development of the HP 2032+ Sport Strategy.

Prior to the Paris 2024 Games, Horizon 1, the HP2032+ Sport Strategy will supersede the NHPSS 2024, while other existing national strategies in specific areas will also be reviewed and updated.

## Coaching critical to our success

Coaching is a foundation to athlete, team and program success and is a major focus across all priority areas in this HP2032+ Sport Strategy.

Progress is already being made - the National High Performance Coach Development Strategy, was launched in late-2021 and informs the HP2032+ Sport Strategy.

An early initiative of the National High Performance Coach Development Strategy that will have long and ongoing impact is the National Generation 2032 Coach Program. The inaugural program is employing more than 30 developing coaches to undertake a two-year apprenticeship immersed in high performance programs.



# Our time starts now

# OUR TIME STARTS NOW

This is a long-term strategy which will require us to set milestones along the way, ensuring we look up and adapt to an ever-changing world. These Horizons will help inform our roadmap to success. Our time starts now!



Horizon 1	2022 – Paris 2024	Refine + extend the foundations	This is about building on the good work already underway in the HP Sport System, increasing understanding of the HP2032+ Sport Strategy, creating alignment and shifting our collective mindset toward what we need to do differently. We will consolidate system-wide data collection, develop a current baseline for ongoing measures and understand gaps, setting the foundations for success.
	<ul style="list-style-type: none"> <li>Establish Australia’s High Performance 2032+ Sport Strategy Leadership Group (The HP2032+ Leadership Group) to provide ongoing leadership and oversee the implementation, monitoring, evaluation and refinement of the HP2032+ Sport Strategy.</li> <li>Establish Aboriginal and Torres Strait Islander Advisory Group (and other agreed Advisory Groups).</li> <li>Review HP Sport System partner roles and responsibilities to ensure they remain fit for purpose to deliver on the HP2032+ Sport Strategy into the future. Implement in Horizon 2.</li> <li>Align safe sport practices and integrity principles across the HP Sport System</li> </ul>		
<b>Performance delivery</b>	<ul style="list-style-type: none"> <li>Agree and test the Planning, Monitoring and Review Process that enables Sports to support athletes to perform when it matters.</li> <li>Establish Sport Investment Framework with clear investment principles and underlying strategies.</li> </ul>		
<b>Athlete performance pathways</b>	<ul style="list-style-type: none"> <li>Understand barriers to entry and progression through High Performance pathways for talented athletes from under-represented populations.</li> <li>Engage with Para athletes, Sports, NIN and Paralympics Australia, to understand barriers to entry and progression through High Performance pathways for Para athletes and create a system-wide action plan.</li> <li>Explore options for system-wide direct athlete support (financial and other benefits).</li> <li>Review and update relevant system-wide instruments and processes (i.e. athlete categorisation, data collection) to ensure they can support the HP2032+ Sport Strategy goals.</li> </ul>		
<b>World-leading knowledge + practice</b>	<ul style="list-style-type: none"> <li>Evolve performance team member development initiatives to ensure a focus on best practice and system-oriented behaviours.</li> <li>Develop clear governance principles for performance-focused research and innovation across the HP Sport System.</li> </ul>		
<b>Outstanding people + organisations</b>	<ul style="list-style-type: none"> <li>Establish capable organisation framework (including maturity levels and consideration of organisational capacity) and diagnostic process which can be tailored to each organisation.</li> <li>Establish benchmark diversity and belonging data across a range of areas (e.g. gender, cultural background, skillset, experience, age).</li> </ul>		

2022

Launch of Australia’s HP 2032+ Sport Strategy

2023

2024

Paris 2024 Olympic Games

Paris 2024 Paralympic Games

End of Horizon 1

2025



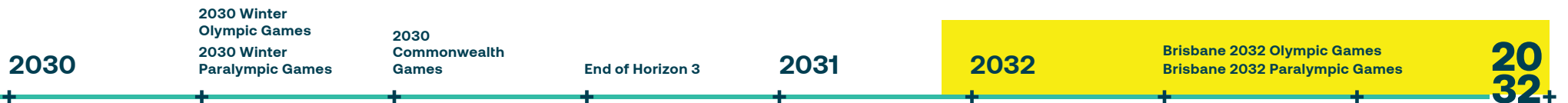
<b>Horizon 2</b>	<b>Post Paris 2024 – December 2026</b>	<b>Convert + embed</b>	<b>A noticeable shift occurs in the way things are done in the HP Sport System, in line with the HP2032+ Sport Strategy. This new way of functioning and working becomes integral to the way the HP Sport System operates.</b>
<ul style="list-style-type: none"> <li>• HP System Partners assume evolved roles and responsibilities.</li> <li>• Embed and refine integrity practices based on developments across the integrity landscape</li> </ul>			
<b>Performance delivery</b>	<ul style="list-style-type: none"> <li>• Implement streamlined Planning Monitoring and Review Process, with all stakeholders aligned.</li> <li>• Deliver effective and efficient support for Daily Performance and Competition Environments.</li> <li>• Implement robust and integrated Sport Investment Framework.</li> <li>• Identify, and capitalise on, performance opportunities in the lead-up to Australia’s delivery of the Brisbane 2032 Games.</li> </ul>		
<b>Athlete performance pathways</b>	<ul style="list-style-type: none"> <li>• Increase representation across breadth of Paralympic events / classes at Benchmark and Pinnacle Events.</li> <li>• Increase retention of our best athletes for longer.</li> <li>• Implement revised HP Sport System instruments and processes.</li> </ul>		
<b>World-leading knowledge + practice</b>	<ul style="list-style-type: none"> <li>• Ensure Daily Performance Environments are resourced to support performance teams effectively as a system norm.</li> <li>• Embed system-wide methodology for performance team member development, with ongoing evaluation and adaptation.</li> <li>• Support system-wide structure to enable research and innovation translation and implementation to evolve daily practices.</li> <li>• Inclusive design is embedded within all areas of performance team development.</li> </ul>		
<b>Outstanding people + organisations</b>	<ul style="list-style-type: none"> <li>• Implement capable organisations assessment, action plans and development processes.</li> <li>• Organisational cultures are inclusive and driven by senior leaders.</li> <li>• Diversity action groups self-managed under agreed terms of reference.</li> <li>• Critical, key and leadership roles effectively and appropriately assessed and filled (including development plans deemed relevant).</li> <li>• System collaboration on key priorities.</li> </ul>		



# OUR TIME STARTS NOW

Horizon 3		January 2027 – December 2030	Perform	We see our vision and mission come to life. We are accomplishing what we set out to achieve and this is witnessed in our results.
<b>Performance delivery</b>	<ul style="list-style-type: none"> <li>Increased breadth of sports, disciplines and classes winning medals at Benchmark and Pinnacle Events.</li> <li>Focus on Pinnacle Events with permission to take risks and chase the process versus outcomes in other competitions within the relevant cycle.</li> </ul>			
<b>Athlete performance pathways</b>	<ul style="list-style-type: none"> <li>Improvements in representation of previously under-represented populations in our athlete cohorts and Teams.</li> </ul>			
<b>World-leading knowledge + practice</b>	<ul style="list-style-type: none"> <li>Ongoing monitoring and evaluation to stay ahead of the game, with all performance teams and research and innovation programs operating under new approaches.</li> <li>Identified and targeted gaps in performance team and integrity capability and/or capacity are addressed, with broader HP Sport System initiatives operational.</li> </ul>			
<b>Outstanding people + organisations</b>	<ul style="list-style-type: none"> <li>Organisations engaged in continuous learning process associated with identifying, assessing and developing capability at individual, team, organisation level.</li> <li>Shift in High Performance culture – greater understanding of diversity’s role in High Performance Sport.</li> <li>Diversity action groups informing organisational and HP Sport System culture and strategy.</li> <li>Organic system collaboration and coordination.</li> </ul>			

Horizon 4		January 2031 – 2032+	Sustain + evolve	We continue to maintain the strength and success of the System we have built. We continue to learn and grow in response to new conditions.
<b>Performance delivery</b>	<ul style="list-style-type: none"> <li>Emerging and new sports, disciplines and events demonstrate ability to win medals at Pinnacle Events.</li> </ul>			
<b>Athlete performance pathways</b>	<ul style="list-style-type: none"> <li>Continued prioritisation of future cycle athlete development and performance (when it matters).</li> <li>Athlete cohorts and teams are representative of the Australian population.</li> <li>Sustained success at Pinnacle Events post-Brisbane 2032.</li> </ul>			
<b>World-leading knowledge + practice</b>	<ul style="list-style-type: none"> <li>Effective planning and reviewing cycles within performance teams are driving ongoing evolution of practice (including integrity).</li> <li>Ensure bandwidth to consider and adopt, novel and emerging practice within the HP Sport System.</li> </ul>			
<b>Outstanding people + organisations</b>	<ul style="list-style-type: none"> <li>Capability metrics are predictive of Win Well outcomes and the System is united in pursuit of Win Well targets.</li> <li>High Performance workforce is representative of the Australian population.</li> <li>Diversity is fully harnessed as a performance enabler.</li> <li>Attract and retain the optimal System workforce.</li> </ul>			





# Priority Areas



# PRIORITY AREAS

Success will be delivered by four priority areas

			
<b>Performance delivery</b>	<b>Athlete performance pathways</b>	<b>World-leading knowledge + practice</b>	<b>Outstanding people + organisations</b>
Enabling our top athletes to perform when it matters.	Identifying, developing + supporting High Performance athletes of the future to progress towards the podium + beyond.	Using world-leading knowledge, innovation + practice to ensure our athletes, coaches + performance support work as high functioning performance teams.	Building highly capable organisations that attract, develop + retain diverse talent + maximise human potential across the High Performance workforce.
<ul style="list-style-type: none"> <li>• Optimal performance preparation</li> <li>• Competition readiness + focus</li> <li>• Enhanced Daily Performance Environment</li> <li>• Impactful strategic investment</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated holistic athlete development</li> <li>• Optimised transition periods</li> <li>• Sustainable direct athlete support</li> <li>• Intelligence-informed decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Enabled, empowered + supported coaches</li> <li>• Optimised performance support + performance teams</li> <li>• Outcome-driven innovation, creativity + research</li> <li>• Evolution of foundational, emerging + novel practice</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational capability</li> <li>• Workforce diversity + belonging</li> <li>• Workforce development + planning</li> <li>• System effectiveness</li> </ul>



# Performance Delivery

 BIRMINGHAM 2022 





# PERFORMANCE DELIVERY

Enabling our top athletes to perform when it matters

## Focus areas

Optimal performance preparation

Competition readiness + focus

Enhanced Daily Performance Environment

Impactful strategic investment

## Our ambition

- Our HP Sport System simplifies performance and maintains a clear focus on getting the fundamentals right to have the greatest impact on international results at Pinnacle Events in current and future cycles.
- Our HP Sport System implements a unified process with the NIN committing to NSO Planning, Monitoring and Review (PMR). An NSO process that drives the activity of the system, not the system driving the activity of the sport. We are known for meticulous planning and execution compared to our competitors.
- Our HP Sport System ensures the needs of High Performance athletes in their training environments are met and a focus is on the areas that have the greatest impact on performance improvement. This includes the priority role of the coach as the key enabler to athlete success. We have the best-prepared athletes, able to perform when it matters.
- Our HP Sport System develops skills necessary to win on the international stage and ability to deal with pressure situations to ensure competition readiness and focus at Pinnacle Events.
- Our HP Sport System implements an integrated, aligned (across Federal and State/Territory) and robust approach to investment across the System (with all key stakeholders) that has the greatest impact on performance outcomes. We increase efficiency, effectiveness, transparency and consistency across the HP Sport System to reach collective goals.



“Australia’s High Performance 2032+ Sport Strategy has been created with an incredible depth of experience across the sport sector and will create a blueprint to deliver the best outcomes for sports in Australia. Our Performance Delivery stream was engaging and thorough as we carefully considered how to best prepare for both the daily performance and competition environment as we lead into the Brisbane 2032 Games and beyond.”

**Ellie Cole, OAM PLY**

Paralympian, Swimming

## Horizon 1 — Refine + extend the foundations

Activities	Outcomes	Measures
<p><b>Optimal performance preparation</b> Work with the NIN (with input from AOC, PA and CGA) to develop and implement a unified process to NSO Planning, Monitoring and Review (PMR) that increases efficiency, transparency, trust, and promotes continuous improvement within the HP Sport System (including evolving consistent system terminology to ensure clarity and purpose).</p> <p><b>Competition readiness and focus</b> NSO competition plans are coherent and aligned with their annual High Performance Plan to drive performance progression towards Olympic, Paralympic, Commonwealth Games or Senior World Championship podium (guided by PMR process). Review/establish competition planning and debrief support provided to NSOs.</p>	<p>There is increased athlete and partner trust in the HP Sport System, through an aligned, transparent and simplified Planning, Monitoring and Review (PMR) process.</p> <p>There is greater efficiency across the HP Sport System with respect to PMR processes.</p> <p>NSO PMR processes are aligned, and drive the activity of the Sports and the System (NIN), rather than the System driving the activity of Sport.</p> <p>Increased NSO and NIN partnership (where relevant).</p> <p>The System adopts a streamlined NSO planning process with key stakeholders, aligned to support the needs of the NSO (but with appropriate challenge and honest discussion).</p> <p>NSOs have robust plans (including campaign and competition plans) with proper debrief processes, including an appropriate level of independence, in place.</p> <p>Plans are developed through purposeful collaboration with experts that can add genuine performance value.</p>	<p>Improved HP Sport System Partner perceptions of system planning efficiency, monitored as a trend over time.</p> <p>Measured through an evolved sport sector partner survey and PMR annual data capture.</p> <p>Percentage (target to be determined) of NSOs have effective competition plans in place.</p> <p>Increased number of medals and medalists at Pinnacle Events</p> <p>Improved performance at Pinnacle Events (Summer and Winter Olympics and Paralympics, Commonwealth Games)</p>



“Ensuring athletes and coaches have access to the right resources and quality Daily Performance Environments and competition environments will be essential for Australia to Win Well in 2032. A unified and aligned system, supported by a targeted sport investment framework, and a robust Planning, Monitoring and Review process will allow the system to quickly identify any needs or opportunities to ensure the right athletes have access to the right resources at the right time.”

### Shaun Stephens

Executive Director – High Performance Programs, Queensland Academy of Sport

## Horizon 1 — Refine + extend the foundations

Activities	Outcomes	Measures
<p><b>Enhanced Daily Performance Environments</b></p> <p>An audit of available High Performance training facilities across the HP Sport System – and for specific Sports – through the PMR process. Identify opportunities to purposefully collaborate, share and uplift existing environments.</p> <p>Review and provide for adequate facility access for embedded technology in Daily Performance Environments.</p> <p>Review and establish customised solutions and environments (e.g. centralised versus decentralised programs, performance hubs, Centres of Excellence).</p> <p>Develop framework for Daily Performance Environment audits, supporting NSOs to conduct these audits as part of the PMR process.</p> <p>Stocktake of existing partnership arrangements to deliver the Daily Performance Environments across the System, and develop framework to govern partnerships for Daily Performance Environment delivery and improvement.</p>	<p>Athletes, coaches, and performance support have access, at the required time, to appropriate High Performance training facilities.</p> <p>Australian Daily Performance Environments have a competitive advantage through embedded and applied technology.</p> <p>Individual and team needs are met through varied and flexible Daily Performance Environments that balance performance and wellbeing.</p> <p>The Daily Performance Environments are informed by PMR processes and strive for continuous improvement.</p> <p>Partnerships to deliver the Daily Performance Environment have active engagement by the NSO, and alignment exists between the NIN and NSO for delivery with agreed roles and responsibilities.</p>	<p>Improved stakeholder perception of facilities and support available.</p> <p>Percentage (target to be determined) of NSOs have the required training facility access required to deliver medal outcomes.</p>
<p><b>Impactful strategic investment</b></p> <p>Review, update and evolve the sport investment framework, with a deliberate system-wide approach to investment into a portfolio of winning sports and athletes (including reviewing and updating the strategy for new and emerging sports and disciplines).</p> <p>Review and update the system-wide Sports Categorisation matrix which determines resource prioritisation (not investment) across the HP Sport System.</p> <p>Develop an integrated approach to investment to support Sports (human and financial) across the HP Sport System (with alignment from all key stakeholders – NIN/AOC/PA/CGA).</p>	<p>System financial vulnerability is reduced over time and NSOs are more financially sustainable (but remain accountable) to support athletes to ‘win when it matters’.</p> <p>New and emerging Sports, disciplines and events that have the potential to win medals at Pinnacle Events are enabled and financially supported.</p> <p>Targeted approach that prioritises resources to NSOs and Campaigns with the greatest potential for success.</p> <p>Genuine AIS/SIS/SAS/NSO partnership approach implemented through transparent (and performance-focused) investment process.</p>	<p>Percentage (target to be determined) of resources are aligned to the investment and Sport Categorisation frameworks.</p> <p>Percentage (target to be determined) satisfaction with the transparency, consistency, and clarity on the investment process.</p>



# Athlete Performance Pathways

# ATHLETE PERFORMANCE PATHWAYS

Identifying, developing + supporting High Performance athletes of the future to progress towards the podium + beyond.

## Focus areas

Integrated holistic athlete development

Optimised transition periods

Sustainable direct athlete support

Intelligence-informed decision making

## Our ambition

- Our HP Sport System enables winning when it matters developmentally for athletes and allows risk-taking and creativity. Coaches and performance teams can prioritise athlete learning and development over time.
- High Performance environments are safe, enable growth and difference. These environments have focused performance cultures with appropriate accountability for all and allow athletes to thrive in sport and life, on and off the field of play.
- Our athletes (and their support people) have an increased, realistic understanding of what it takes to progress through the High Performance journey.
- Our HP Sport System can provide options and flexibility to support varied athlete journeys and outliers.
- Our HP Sport System reduces barriers to entry and progression for talented athletes from under-represented populations – our HP Sport System reduces barriers to entry and progression for talented Para athletes.
- Athletes are prepared and supported during their transition out of the High Performance pathway, whenever that may happen.
- Our decision making is informed by a growing body of evidence – the HP Sport System has a broader understanding of talent, including for new sports, new disciplines, new events and unique Para athlete performance trajectories. We can more accurately confirm talent and holistically monitor and predict athlete progression.
- Our platforms, methods, systems and organisations enable building on knowledge and approaches of the past (versus reinvention, duplication).
- The system-wide approach to athlete direct support and benefits reduces financial strain on athletes and supports their wellbeing. Athletes transition out of the High Performance pathway with reduced financial disadvantage.
- Through their unique journeys and stories, as they aspire to Win Well, our athletes inspire future generations of athletes, their communities and Australians.



“The timing is right. We have a System that is asking for something that is national rather than solely organisational. It is a System Strategy – it has been developed through multiple lenses that truly reflect Australian sport and more importantly the Australian population. My measure of success for this Strategy is that everyone believes and understands what their roles and responsibilities are and hold one another accountable.”

**Matti Clements**

Acting Director, AIS

## Horizon 1 — Refine + extend the foundations

Activities	Outcomes	Measures
<p><b>Integrated holistic athlete development</b></p> <p>Cross reference that the National Athlete Categorisation Framework (NACF) and Policy and update as needed to ensure these deliver on the goals of the HP 2032+ Sport Strategy.</p> <p>Audit the AIS Wellbeing Health Check<sup>1</sup> and other wellbeing-related data collection processes used across the HP Sport System to remove duplication and streamline diagnostic process.</p> <p>Establish understanding of resources required to provide a nationally consistent minimum level<sup>2</sup> of wellbeing support across the HP Sport System (including Pinnacle Event Teams)</p> <p>Establish clear system-wide Para athlete pathways roles and responsibilities.</p>	<p>System-wide instruments reflect current priorities and goals of the HP2032+ Sport Strategy.</p> <p>Increased clarity of categorisation and progression through categorisation for athletes across the HP Sport System.</p> <p>Athlete wellbeing measures improve over time.</p> <p>HP Sport System Partners have clarity of Para athlete identification and progression roles and support available – knowledge (including classification) and experience is leveraged across the HP Sport System.</p>	<p>Rates of athlete progression through Categorisation and numbers of categorised athletes by categorisation level.</p> <p>Wellbeing metrics across all HP Sport System environments (including Pinnacle Event Teams).</p> <p>HP Sport System partner perception of communication of sport-led intelligence (measured by the sport sector partner survey).</p>
<p><b>Optimised transition periods</b></p> <p>Review and stocktake existing portfolio of initiatives that support successful athlete transition out of the High Performance pathway.</p> <p>Through the Aboriginal and Torres Strait Islander Advisory Group (established across the Strategy), understand barriers to entry and progression through High Performance pathways and examples of good practice.</p> <p>Engage with Para athletes, Sports, NIN and Paralympics Australia, to understand barriers to entry and progression through High Performance pathways for Para athletes and create a system-wide action plan (with the aim of reducing inequity of opportunity).</p>	<p>Further opportunities and support needs to enhance successful athlete transition out of High Performance pathways are understood.</p> <p>Barriers to entry and retention of talented Aboriginal and Torres Strait Islanders are understood to support greater representation and sustained success over time.</p> <p>Barriers to entry and retention of talented Para athletes are understood to support greater representation and sustained success over time.</p>	<p>Usage of advisory groups and progress on project milestones.</p>

<sup>1</sup> The AIS Wellbeing Health Check (WHC) assesses the wellbeing culture of High Performance sport. It explores how well athletes and staff are supported by their Sport when it comes to mental, cultural, and emotional wellbeing. This activity will include a review of the WHC and other processes, looking at how these could be extended across the HP Sport System (including Teams).

<sup>2</sup> Through the National High Performance Sport Strategy 2024, a Guiding Principle was established that partners within the HP Sport System will strive to provide a nationally consistent minimum level of resources to categorised athletes. This activity is to explore the resource needed to ensure athletes within the HP Sport System (and relevant Teams) are supported with wellbeing support to enable them to Win Well. This will extend to support delivered by Sport, the NIN, AOC, PA and CGA.

## Horizon 1 — Refine + extend the foundations

Activities	Outcomes	Measures
<p><b>Sustainable direct athlete support</b></p> <p>Establish a cross-system working group “Investing in Athletes to Win Well” to review the current level of athlete investment across the HP Sport System which includes both financial and non-financial support.</p>	<p>Increased direct athlete support and benefits to support greater retention of athletes through categorisation, and over time.</p>	<p>Increase in funding and support (benefit types).</p>
<p><b>Intelligence-informed decision making</b></p> <p>Embed Pathway aspects in the Planning, Monitoring and Review (PMR) process ensuring that sport-led intelligence is communicated to relevant HP Sport System Partners.</p> <p>Stocktake and review existing data collection tools and methods used across the HP Sport System and agree an approach for system-wide data collection going forward.</p>	<p>Increased HP Sport System understanding of sport-led intelligence.</p> <p>Athletes, sports and other HP Sport System Partners have clear, simple, user-friendly and engaging platforms and tools.</p> <p>Data governance practices meet (or exceed) legal, ethical and organisational standards.</p>	<p>HP Sport System partner perception of communication of sport-led intelligence (measured by the sport sector partner survey).</p>



“The biggest change we can make is to listen, to learn from the past and not necessarily throw everything out because there’s a lot in Australian sport that has worked. It’s about recognising and harnessing that ... if we get it right it will be phenomenal. Seeing everyone that’s collaborated and agreeing, saying this is the way forward and this is what we’re confidently standing behind, that’s something that gives me a lot of hope for future athletes. It’s challenging everyone’s thinking and I think that’s why this group is working so well because they’re committed to hearing different perspectives.”

**Rowie Webster OLY**

Generation 2032 Coach, Victorian Institute of Sport/Water Polo Australia

# World-leading Knowledge + Practice







# WORLD-LEADING KNOWLEDGE + PRACTICE

Using world-leading knowledge, innovation + practice to ensure our athletes, coaches + performance support work as high functioning performance teams.

## Focus areas

Enabled, empowered + supported coaches	Optimised performance support + performance teams	Outcome-driven innovation, creativity, + research	Evolution of foundational, emerging + novel practice
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## Our ambition

- Our coaches influence, impact and capably drive high-functioning performance teams.
- Performance teams are enabled and empowered to work collaboratively towards performance outcomes as a system-wide norm.
- Clarity of roles, relationships and communication underpin these effective performance teams.
- Research, innovation and creativity informs our practices, ensuring the fundamentals are always evolving and we are actively encouraging continuous improvement
- We are mission-oriented, efficient and harness the skills and resources across Australia (the HP Sport System, universities & private sector) to leverage advantages and creatively overcome barriers to world-class outcomes.
- Knowledge transfer between performance teams across the HP Sport System is enabled through shared learnings, scaling out areas of success, and rewarding system-oriented behaviours.
- Integrity, ethical and inclusive education and mechanisms are built into all areas of the HP Sport System.
- We utilise data ethically and effectively to enhance practices which impact performance.



“In 2032 Australian scientists and innovators will be among the most excited spectators of the Olympic and Paralympic Games, keen to measure with a range of new methods and devices the real impact of their work (going from knowledge generation to implementation into practice) when it matters – at the Games. They’ll also be very proud of their efforts, knowing that new Australian businesses will take some of their innovative products and services to global markets, to enhance the quality of life of people all around the world.”

**Paolo Menaspà**  
AIS Chief Science Officer

## Horizon 1 — Refine + extend the foundations

Activities	Outcomes	Measures
<p><b>Coaches are developed, enabled, empowered and supported</b></p> <p>Leverage and build upon the current work in coach development and add/amplify development of all coaches to effectively plan and lead within their performance teams, factoring:</p> <ul style="list-style-type: none"> <li>• Targeted programs focused on developable areas, including building performance support literacy and performance planning capability, and supplementary options to cover gaps.</li> <li>• Increased focus on inclusive design in all coach development programs.</li> </ul>	<p>The National High Performance Coach Development Strategy includes focus on building targeted coaching solutions and capability in leading their performance teams so that Australian coaches are exceptionally planned and effectively leading the performance teams across the system.</p>	<p>Increased proportion of categorised athletes with integrated performance plans and performance teams to enable those identified priorities as identified through the PMR process.</p> <p>Increase in total number of coaches who have undertaken inclusive development training.</p>
<p><b>Optimised performance support and performance teams</b></p> <p>Refine the review methodology to map the performance teams across the HP Sport System and identify gaps. Suggest opportunities to resolve using:</p> <ul style="list-style-type: none"> <li>• Develop guiding principles to support operational realignment to optimise performance team function in line with the sport High Performance Plans.</li> <li>• Map areas of performance support programs that have significant gaps, and develop solutions for these areas (e.g. performance psychology).</li> <li>• Collate and review current processes and guidelines outlining minimum standards and best practice across coaching and performance support.</li> <li>• Ethical and inclusive practice principles are included in minimum standards, best practice guidelines, and all coach/practitioner development.</li> </ul>	<p>All HP Sport System partners support performance teams aligned to their performance priorities and outcomes.</p> <p>Performance team members have clear roles and accountabilities, with aligned development opportunities within the system, and are functionally engaged in a way which support system-oriented behaviours.</p> <p>Holistic development of performance support people is targeting areas that can have the biggest impact on performance.</p> <p>Well established and supported communities of practice nation-wide.</p> <p>All development work embraces inclusive and ethical practice (including Para classification awareness).</p> <p>There is a system-wide uptake of ongoing and regular check and challenge review processes.</p>	<p>Increased proportion of all development work considers and addresses inclusive and ethical practice.</p>

## Horizon 1 — Refine + extend the foundations

Activities	Outcomes	Measures
<p><b>Outcome-driven innovation, creativity, and research</b> Consider research and innovation approaches and structure:</p> <ul style="list-style-type: none"> <li>• Develop clear governance principles for research and innovation projects and practices across the HP Sport System, underpinned by the need for performance teams to drive/input into Research and Innovation directions.</li> <li>• Undertake an audit of existing research and innovation pilots and projects to identify learnings, success stories and opportunities for change. Scale and reward areas of success.</li> <li>• Map current partnerships with private sector and other institutions and identify opportunities to maximise relationships.</li> </ul>	<p>Research and innovation is driven by sport performance teams, addresses sport questions now and forecasts the needs of the future.</p> <p>Research and innovation has an outcome focus that means new developments are efficiently translated into the foundational practice of performance teams.</p> <p>Meaningful and beneficial partnerships exist internally (HP sport) and externally (pro sport, universities, private enterprise, cross-government, etc).</p>	<p>All system-funded research and innovation projects are aligned with the National High Performance Sport Research Agenda priorities and which are aligned with the HP 2032+ Sport Strategy.</p>
<p><b>Evolution of foundational, emerging and novel practice</b> Stocktake of all current and recent projects and pilots in the HP Sport System which relate to coaching and performance support to evaluate impact and ongoing efficacy.</p> <p>Ensure use of external feedback to promote and uplift processes of continuous improvement.</p> <p>Performance teams foundational practice is continuously evolving to remain world leading.</p> <p>Develop agreed benchmarks/system expectations regarding best practice for performance teams.</p> <p>Design solutions to enhance sport data literacy and integration.</p>	<p>A streamlined offering of development opportunities for performance teams, with greater clarity on integration for development of performance team members.</p> <p>Continuous improvement of the foundational practice across performance support members leveraging our world-leading knowledge and review processes.</p> <p>Performance support members are capable of playing multiple roles within performance teams, including working with other performance support members as required.</p>	<p>There is a refined and more systemic array of integrated development opportunities development opportunities for performance teams.</p> <p>We are considered a world-leading system in effective performance teams integration.</p> <p>Increased performance teams diversity (including new professional disciplines) which contribute to creative and innovative practice.</p>



# OUTSTANDING PEOPLE + ORGANISATIONS

Building highly capable organisations that attract, develop + retain diverse talent + maximise human potential across the High Performance workforce.

## Focus areas

Organisational capability	Workforce diversity + belonging	Workforce development + planning	System effectiveness
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## Our ambition

- Our HP Sport System and organisations attract talented people from diverse backgrounds.
- The unique perspectives, creativity and innovation that diversity provides is well understood and leveraged.
- People in the HP Sport System feel safe and a deep sense of belonging.
- Organisations are future-focused with multi-horizon strategies that are agile and responsive.
- The capability of organisations are prioritised and metrics are set (with consideration of organisational capacity) to monitor organisation health, Win Well metrics as well as performance outcomes.
- Robust recruitment, talent planning and succession planning is prioritised across the industry.
- Exceptional leaders, coaches, staff and athletes are well supported, and key capabilities developed.



“I think the biggest change we can make is authentically understanding and unlocking the many perspectives and experiences and gathering that expertise in service of achieving a common goal.

“I’m excited that Paralympic and Olympic sport is going to be front and centre in Australia for the next 10 years and hope there will be a powerful legacy left for all Australians that will be felt for many decades into future, which we can all be proud of.”

**Elise Rechichi OAM OLY**

Head of Performance Strategy, Paralympics Australia

## Horizon 1 — Refine + extend the foundations

Activities	Outcomes	Measures
<p><b>Organisational capability</b></p> <p>Establish capable organisation framework (including maturity levels and consideration of organisational capacity) and diagnostic process which can be tailored to each organisation.</p> <p>Identify, refine and/or design programs and services which support organisation capability development, aligned to scope of capable organisation framework and organisational capacity.</p> <p>Audit current organisation assessments to remove duplication and streamline diagnostic process.</p>	<p>Baseline and understand current organisational capability against desired and future capability; to support informed and aligned capability planning across the HP Sport System.</p> <p>Baseline understanding of organisational and system capacity against requirements to support informed and aligned planning across the HP Sport System.</p>	<p>Number of organisations meeting key capability requirements or expectations based on the framework e.g. – strategy, finance, governance, communication, leadership.</p>
<p><b>Workforce diversity and belonging</b></p> <p>Establish benchmark diversity and belonging data across a range of areas (e.g. gender, cultural background, skillset, experience, age).</p> <p>Identify, refine and/or design, and deliver programs and services which build inclusive High Performance environments.</p> <p>Establish system-wide action plans, and establish advisory groups for priority diversity areas (e.g. Women, Aboriginal and Torres Straight Islander).</p>	<p>Diverse voices included in consultation and decision-making.</p> <p>Increased awareness of the importance of inclusive environments and how to build them.</p>	<p>Number of organisations meeting diversity targets for:</p> <ul style="list-style-type: none"> <li>• Boards</li> <li>• Executive Teams</li> </ul> <p>Number of key roles in the system meeting diversity targets for:</p> <ul style="list-style-type: none"> <li>• CEOs</li> <li>• High Performance Directors</li> <li>• Head Coaches</li> </ul> <p>Number of organisations with Athlete Advisory Committees.</p> <p>Usage of diversity advisory groups.</p> <p>Metrics of staff/athlete inclusion and belonging metrics.</p>
<p><b>Workforce development and planning</b></p> <p>Develop a capability framework and conduct a capability audit (with consideration of organisational capacity).</p> <p>Develop performance management and development framework and associated systems and training.</p> <p>Time in role metrics researched for identified critical and leadership roles to inform baseline minimum targets.</p>	<p>Organisations conduct workforce planning, organisational design and restructuring to enable delivery on the HP2032+ Sport Strategy.</p>	<p>Number of organisations with a workforce plan aligned to capability framework.</p> <p>Attraction and retention metrics.</p>
<p><b>System effectiveness</b></p> <p>Define system effectiveness and identify associated barriers, enablers and opportunities for system collaboration.</p> <p>Audit programs and services to identify points of alignment, overlap and contrast.</p>	<p>Greater system alignment and knowledge sharing through reduction in duplication of effort and sharing of resources and knowledge across organisations.</p>	<p>Number and impact of cross-system partnerships or Australian Sports Commission facilitated partnerships established.</p>



# Our Enablers

# ENABLER

## World-Class Coaching

**As a foundational driver of athlete, team and program performance, the integration of world-class coaching across all four Priority Areas is critical to achieve the goals of this HP2032+ Sport Strategy.**

Exceptional coaches sit at the heart of any successful High Performance Sport System. Valuing and supporting our coaches and continuing to develop their trade into a highly matured and inspiring profession underpins our future success.

The international sporting arena is becoming increasingly dynamic and complex against the backdrop of ever-increasing athlete performances. The ongoing introduction of new Olympic, Paralympic and Commonwealth Games sports and events is challenging traditional coaching paradigms of long-term athlete development and, therefore, technical models of development, coaching practices and philosophies.

Many modern coaches will work as leaders within performance teams with diverse expertise across a range of roles (e.g. other coaches and performance support people). To successfully lead the performance teams of the future to positively impact athlete development and performance, coaches will need the capabilities to leverage new and varied knowledge and practices.

Coaches play a central role in creating safe, fair, healthy and performance-focused sporting environments. This is in a sporting landscape that appropriately has an increasing focus on integrity, safe sport practices and accountability.

Views on what coaching excellence looks like do vary, but it is consistently acknowledged that the role of high performance coaches is becoming more complex, diverse and multi-faceted in its nature. Success of the HP 2032+ Sport Strategy will rely significantly on the ability of the HP Sport System and coaches to continue to evolve, develop and adapt to meet these challenges.

Coaching excellence requires a HP Sport System, organisations, teams and environments that enable our high performance coaches to thrive and fully express their capability in addition to system-wide investment to support them and their ongoing development.

### **National High Performance Coach Development Strategy**

In November 2021, the AIS established a nationally integrated National High Performance Coach Development Strategy. This was developed through an extensive consultation process, with input from more than 100 experts in coaching, coach development, adult learning and sports administration.

The objectives of the National High Performance Coach Development Strategy are to:

- position the High Performance coach at the centre of a dedicated, learner-focused experience
- create customised outcomes developed collaboratively with HP System partners
- articulate stakeholder roles and responsibilities to maximise system-wide cohesion and engagement.



The National High Performance Coach Development Strategy articulates pillars that deliver a long-term, sustainable and successful coaching system which builds the capabilities of coaches within Australia's HP Sport System.

### **Pillars**

1. Superior coach talent identification, verification, and management over the course of the elite coaching lifecycle
2. An ongoing blend of formal coach education and experience-based development that is supported by qualified coach development professionals and mentors, and complemented by communities of practice and other organised coach-interaction opportunities

3. Systems and processes that support the National High Performance Coach Development Strategy, and track both individual and system-wide progress.

This National High Performance Coach Development Strategy and the early achievements since its launch have informed the HP 2032+ Sport Strategy. The National High Performance Coaching Strategy will be reviewed in Horizon 1 and revised as a plan that delivers on the overarching HP 2032+ Sport Strategy objectives.

# ENABLER

## Clear Roles + Responsibilities

**Clear and communicated roles and responsibilities are the foundations of purposeful collaboration and will enhance trust and accountability across the High Performance Sport System.**

For successful implementation of this HP2032+ Sport Strategy, roles and responsibilities must be considered at all levels:

- HP Sport System
- Organisational
- Team
- Individual

To align for success throughout Horizons 2–4 of the HP2032+ Sport Strategy, commencing immediately upon launch, in Horizon 1, there will be a comprehensive, collaborative review of HP Sport System Partners roles and responsibilities.

In addition, there will be ongoing review through HP 2032+ Strategy monitoring and evaluation processes to ensure that roles and responsibilities remain fit-for-purpose to deliver on the HP2032+ Sport Strategy into the future.

**“Coming to Australia as a young coach, I was able to develop and mature immensely to achieve incredible things. The practice of coaching keeps developing gradually and continuously evolving so the HP2032+ Sport Strategy ticks all the boxes for a coach to be able to develop effectively at a fast, continued rate. Let’s not forget, coaching is one of the most crucial parts of the success of the Australian High Performance Sport System and with the Brisbane 2032 Games on the horizon this strategy couldn’t come at a better time.”**

### **Chava Sobrino**

Head Diving Coach, NSW Institute of Sport

The Guiding Principles of the National High Performance Sport Strategy 2024 reinforced that Sports have ownership for leading, developing and implementing their HP Plans. Sports may vary in their capacity or capability to lead various aspects of their HP Plans and in the maturity of their programs, however, the aspiration is that Sports will – and should – be leading their HP Plans, with HP System Partner assistance aligned to support them to take up this role.

HP Sport System Partner roles and responsibilities relating to a Sport’s HP Plan are to be defined through agreed partnerships anchored by the values and behaviours outlined in the HP2032+ Sport Strategy and a willingness to understand the considerations and constraints of all Partners.





The HP2302+ Sport Strategy sets out our commitment to creating a more inclusive and diverse HP Sport System that better reflects Australia. We acknowledge that we will not let our pursuit of high performance excuse our commitment to achieving this, because we know that it ultimately will support our vision to Win Well.

The aim of the Inclusive Design enabler is to design programs, initiatives, and services with consideration for all users and the full range of human diversity. This means we are creating greater opportunity for people to achieve their potential and it also mitigates the need to design multiple initiatives and programs to meet needs of different groups. Through this we can achieve our aspiration to use resources more efficiently in the HP Sport System. This enabler will be guided by principles from, but not limited to, inclusive, universal and accessible design.

Inclusive design is one effective strategy towards overcoming systemic, attitudinal, physical and communication barriers. This can increase opportunities for all, equitably, so the HP Sport System better reflects our wider communities, including, but not limited to:

- Aboriginal and Torres Strait Islander Peoples
- age diversity
- English as a secondary language
- gender diverse peoples
- LGBTQIA+
- migrants
- Persons with disability [as defined by the UN's Convention on the Rights of Persons with Disabilities]
- refugees.

#### **How can we be more inclusive in an industry that is exclusive by design?**

Our HP Sport System is – by definition – exclusive around metrics that relate to athletic performance. This is discrete from being exclusive of athletes from under-represented groups who with the same opportunity and support would be able to attain and exceed these standards.

This is about providing opportunities in an equitable way, to ensure everyone has access to them. It's about reducing the barriers to entry and increasing the opportunities for progression for under-represented populations.

#### **Our opportunity**

This is a long journey and one we need to commit to. This Enabler will be further refined to maximise opportunities over time.

Targeted initiatives will be implemented in Horizon 1, in addition to principles informing activities across the Priority Areas.

For our System to change, everyone will need to play a role.

As we build understanding to create a HP Sport System where everyone feels like they belong, we need to create environments where all people:

- feel safe to speak up, can be open, and honest
- feel there are no negative consequences, only positive outcomes
- have a belief that they can make change
- believe it is their responsibility
- want to shape sport for the future generation.



# ENABLER

## Resources to Achieve Quality Outcomes

Australia's HP Sport System always aims to maximise the impact of its resources. This HP2032+ Sport Strategy outlines a united approach in seeking the additional investment needed to meet the mission and goals of this Strategy. The total level of resources available to the HP Sport System, and how these resources are invested within the System, are important considerations for the delivery of the HP2032+ Sport Strategy.

### Resources into the HP Sport System

For Horizon 1, the principles for seeking increased resources from Government (including Federal and State), Corporate and Philanthropic partners, into the System to enable the HP2032+ Sport Strategy are to:

- Have a collective approach and aligned messaging
- Seek longer-term multi-cycle funding (moving away from short-term funding)
- Access new pools of funding

The total level of resources available to the HP Sport System and the certainty of funding across longer-term time horizons, will impact the implementation of the HP2032+ Sport Strategy.

The AIS will facilitate this in partnership with Australia's High Performance 2032+ Sport Strategy Leadership Group.

### Investment

The current investment levels need to be increased to meet the mission and goals of the HP2032+ Sport Strategy. To maximise the resources available, any investment to athletes and Sports must be optimally allocated across the HP Sport System. This is addressed through the impactful strategic investment focus areas of the Performance Delivery stream.



“Success from an athlete perspective would be that both athletes that got to compete and didn't get to compete in the Games in 2032 felt like they had exhausted their opportunities, done everything they could and been given every opportunity to perform at their best. The tragedy I think comes when people don't get the opportunities, they don't get the resources to be able to get the most out of themselves. If we can build a good framework, a good strategy to be able to provide that, then that would be success to me.”

### Luke Letcher OLY

Olympian, Rowing

# ENABLER Values + Behaviours

**To win well and inspire Australians we need to pursue Excellence, create Belonging, display Courage, and build Connection.**

The values and aligned behaviours describe how members within the System will bring the vision, mission and priority area ambitions to life. The values are the guiding standards that the System collectively believes are important in the way we work together. Values link to our beliefs and mindsets and are the anchor for what we do and what we want to achieve. The behaviours outline what we will see when the values are in action.

The System values and behaviours should complement and not overwhelm the cultures and identities of the organisations and teams within our System. The unique cultures and identities of each organisation and HP team have a much greater influence on the performance and wellbeing of their people. The System values and behaviours aim to support these unique cultures.

The values and behaviours need to stretch the System to work differently, be relevant at the System, organisation, and team level, and support the development of High Performance cultures within each organisation. The values and behaviours will be embedded by integrating them with systems, processes and communications (e.g. recruitment and selection, individual and team development opportunities, ways of working), rewarding and recognising people, teams and organisations living the values, and reviewing structural barriers that may prevent the values and behaviours being displayed. Data will be captured to examine whether the values and behaviours are enabling the measures of success.



# ENABLER Strategy Monitoring + Evaluation

There has been significant contribution and buy-in to the development of the HP2032+ Sport Strategy and it is essential to ensure it is implemented effectively. The united approach in development of the HP2032+ Sport Strategy can continue through continuous collaboration and effective monitoring, evaluation and improvement. This will include continuous collaboration, refinement and improvement.

In the execution of the HP2032+ Sport Strategy, we will continue to seek feedback from the HP Sport System based on a principle of “no decision about us, without us.”

Australia’s High Performance 2032+ Sport Strategy Leadership Group (The HP2032+ Leadership Group) will be established to provide ongoing leadership and oversee the implementation, monitoring, evaluation and refinement of the HP2032+ Sport Strategy and includes the following members:

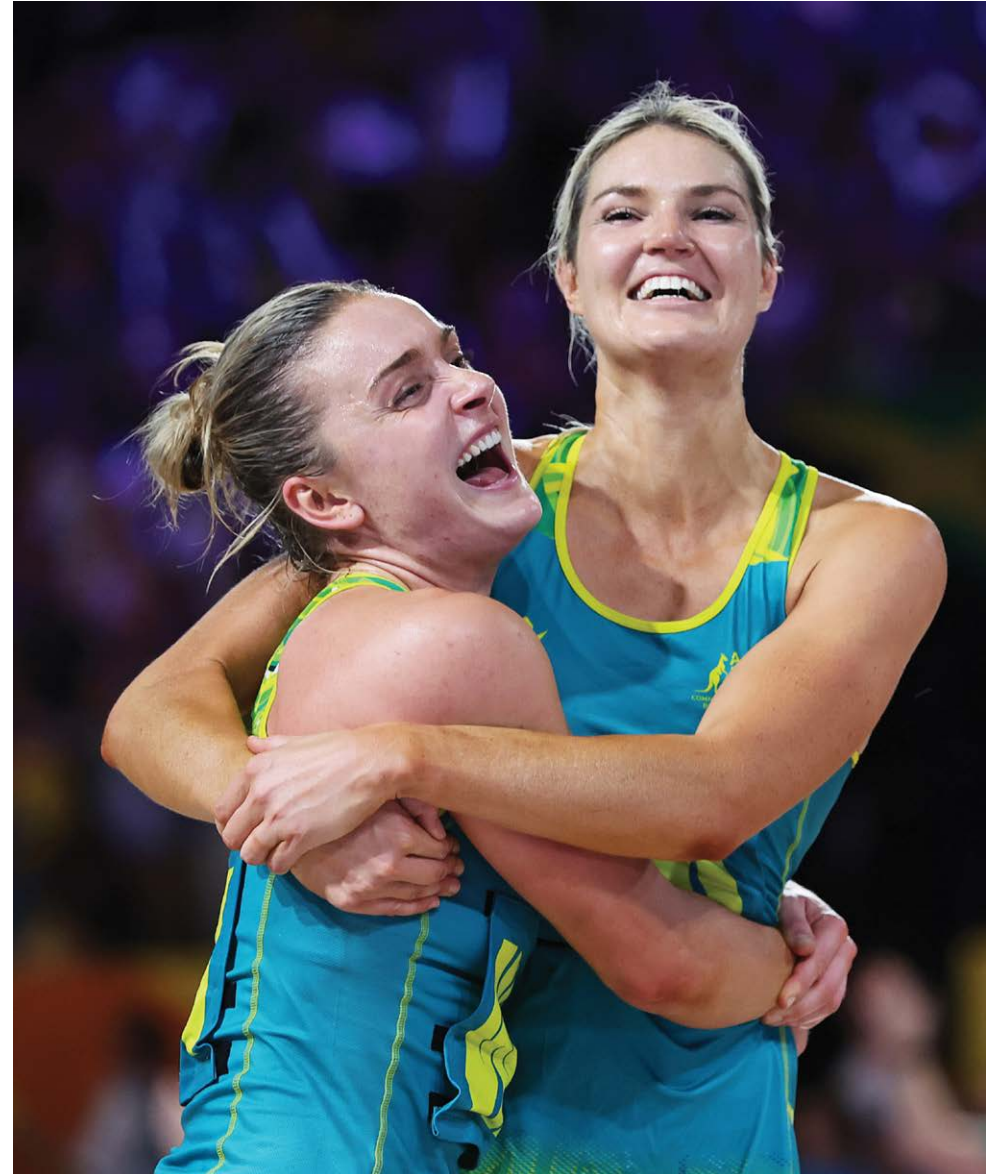
- AIS Director (Chair)
- ASC CEO
- AOC, CGA and PA CEOs
- 2 SIS/SAS representatives (nominated by a process conducted by the SIS/SAS)
- 2 NSO CEOs (nominated by a process conducted by NSOs);
- 2 NSO Performance Directors of NSOs (nominated by a process conducted by NSOs)
- 2 Athlete representatives (nominated by an open EOI process administered by the AIS)
- A High Performance coach (nominated by an open EOI process administered by the AIS)
- A First Nations representative.

The first term shall cease on 31 December 2024, unless the term is otherwise extended by the Chair.

The HP2032+ Leadership Group will meet at least quarterly and the terms of reference will include:

- (a) consider the progress of the HP Sport System against agreed measures in the Strategy, and against consistent KPIs across the System;
- (b) monitor the progress of system projects related to the implementation of the Strategy;
- (c) confirm the finalisation of completed projects and evaluate where required;
- (d) facilitate the discussion and development of system solutions for issues raised by members of the HP sector;
- (e) provide guidance on next steps as the System progresses through the Strategy’s Horizons;
- (f) advise on HP Sport System partner roles and responsibilities at the commencement of each Horizon outlined in the Strategy; and
- (g) in partnership with the AIS, provide guidance on the development of strategies for appropriately and independently approaching government (Federal and State), corporate, and philanthropic partners for investment to further Strategy objectives, observing that any contact to a state or territory government should be in conjunction with the relevant local SIS/SAS partner.

The AIS will coordinate the HP2032+ Leadership Group, and monitoring and evaluation approach. This will include opportunities for feedback from the HP Sport System on the implementation of the HP2032+ Sport Strategy, as well as reporting to the HP Sport System on progress against KPIs.



# THIS STRATEGY MATTERS

“As we embark on this decade of opportunity it is incumbent on all of us, as custodians of our respective sports, to unite behind this common purpose and take a collaborative approach across the industry to build a legacy that will benefit generations of Australians beyond the Brisbane 2032 Olympic and Paralympic Games. The HP2032+ Sport Strategy seeks to leverage our collective strengths so that we may continue to inspire a sense of pride and connection throughout our diverse nation, not only via our success, but also our culture and behaviours.”

**Eugenie Buckley**

Chief Executive Officer, Swimming Australia

“Australia, as a passionate sporting country, must challenge and adapt our thinking in creating a foundation that embodies a culture of respect and integrity, that empowers diversity and inclusion. This Strategy talks about genuinely acknowledging, recognising, and celebrating Aboriginal and Torres Strait Islanders’ history, peoples, and cultures at every level of sport. This connection can enrich us and heal us as a nation bringing a cultural shift for sporting success, meaningful pathways, positive social and health impacts, and long-term benefits that will provide real legacy for now and the next generations of Australians to be proud of.”

**Patrick Johnson OLY**

Olympian, Athletics

“There are so many elements that go into a good performance and it takes a village! We are always looking for the one per cent improvements and a strong, diverse, unified team makes a big difference. For me it’s about the pursuit of excellence and striving to be the best athlete, and person I can be. It takes courage to chase big dreams, deal with adversity and challenges. Win or lose, we learn so much through sport and it becomes a vehicle to share and inspire others along the way.”

**Jess Fox OAM OLY**

Olympian, Paddle

“There is absolutely no doubt that having that light on the hill of the Brisbane 2032 Olympic and Paralympic Games is an amazing opportunity. I can feel the energy and willingness of people to come together to work on solutions. This Strategy really provides an amazing opportunity for us to set the pathway of how we’re all going to work together over the next decade to build not only great success in 2032, but a sustainable system. That means after 2032, we continue to deliver great outcomes right across the sporting network.”

**Kieren Perkins OAM OLY**

CEO, Australian Sports Commission

“I’m really glad to see the win well initiative so prominent because it isn’t just about winning medals, it’s about how you win as well. It’s about how your people are treated, if they feel safe and if they feel things are fair. Integrity plays a really key part of that.”

**Petria Thomas OAM OLY**

Olympian, Swimming

“A united strategy ensures we are truly a holistic eco-system, working and growing co-operatively, with every person, every action, of vital importance. What an inspiring message and experience for every coach and aspiring coach to be part of. When an athlete knows and feels the unity of a world-class performance team behind them, it’s like amplifying the energy in the room every day – a resonance happens that fuels their ability to truly step out and keep reaching higher.”

**Dr. Lynne Munro**

National Sprint Cycling coach, AusCycling

“The team behind the athlete is what ultimately determines performance. If you have confidence that those guiding your journey are all aligned and on the same page as to where you are at and where you are going, you are far more likely to get there! The Strategy will help boost performance as it is ultimately a framework that supports every athlete being the best they can be - it essentially enables success in every aspect of the athlete journey (in and out of sport development).”

**Emily Petricola OAM PLY**

Paralympian, Cycling

“We are a leading sport system but we were once seen to be the leading sport system in the world, so how do we get back to there? I think that is really important for us. There’s so many moving parts in the Australian sport system – we’ve got a Federated model – it doesn’t work unless we’re all working together and all having a shared vision for the future.”

**Craig Phillips AM**

CEO, Commonwealth Games Australia

“For athletes to achieve, they need a team around them with a comprehensive and consolidated vision that is shared by the athlete, the coaches, and the entire performance team. When you connect talented athletes, with the world’s best coaches and then wrap a consolidated high performance servicing model around that, you create the opportunity to achieve world’s best performance outcomes.”

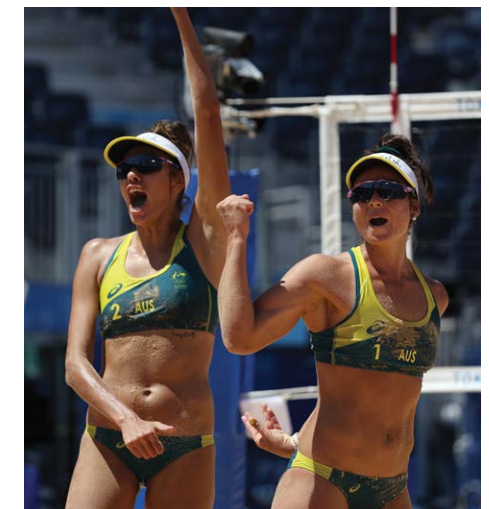
**Peter McNeil**

Mogul Head Coach, Olympic Winter Institute of Australia

“Success for us is ensuring that we’ve got athletes coming through the system, those athletes are well-rounded and we have a great support system around them. That means coaching will also be essential, that it continues to progress and is world-class.”

**Darren Gocher**

CEO, Equestrian Australia



# THIS STRATEGY MATTERS

“The level of investment from all of the various System partners has been incredible to see ... the fact that we’ve had the athletes actually involved in the process has been a joy and I think something that we’ve missed before, but we’ve got it right this time.”

**Steve Lawrence**

CEO, Western Australian Institute of Sport

“Sporting teams and athletes are ultimately products of their administration. Integral to their success is the quality of their High Performance support. Without the vision and skills to execute a competitive advantage, athletes are just hoping and that is not performance.”

**Tim Walsh**

National Rugby Sevens coach

“Having a strong and united performance team empowers coaches to execute world class programs. Being aligned ensures that athletes are being serviced by the right expertise at the right time and experiencing the holistic program to create success. There is no better feeling than working in partnership with your players and achieving your vision together.”

**Stacey Marinkovich**

National Netball coach

“Pooling the combined intelligence and resources from all these organisations strengthens our sporting System and, in turn, all opportunities available for coaches. Knowledge-sharing in sport and across sports is a key part of any coach’s professional development and as one team the impact would be more manageable and achievable.”

**Adrian Hinchliffe**

Head Coach, Diving Australia

“A huge diversity of experiences and levels have contributed to this Strategy, from athletes, administrators and political agencies. Coming together and seeing it from these different perspectives is only going to be incredibly valuable when we’ve got to implement the Strategy. You’ve got to start with good game plan, and you’ve got to have everybody focused.”

**Chelsea Warr**

CEO, Queensland Academy of Sport

“There’s a generational opportunity to create a uniquely Australian sport system which reflects the opportunities, leverages the natural advantages as a nation, and reflects the expectations and the hopes of the nation moving into 2032. We have a very enthusiastic and thorough Sport System, but the opportunity exists for us to really link that up in an aligned way that we’ve never been able to achieve before.”

**Bill Tait**

General Manager High Performance, Victorian Institute of Sport

“I was able to be at the top level of my sport for a long time, but it’s always been important to me to see that bigger picture ... The athletes are the heart and soul of this Strategy. We want them to do well. We want them to enjoy it and we want them to come out of it as whole people, happy people as well. For sure we want medals, but it’s not just about the medals, it’s about the future of sport and every person involved.”

**Gracie Elvin OLY**

Olympian, Cycling

“This Strategy provides inspiration and clarity for us to collectively lead and manage. It creates meaning, aligns energy, and enables action. Regardless of organisation or role, this strategy is a call to arms for us to lead in the best interests of Australia. In pledging a commitment to something greater than us as individuals or organisations, the power of a united system immediately raises the tide and athlete performance will elevate as result.”

**Kim Crane**

National Performance Director, Paddle Australia

“We’re very much about the virtuous circle: participation, pathways and performance. So of course we want to have a successful Australian team at Brisbane 2032, but before and after that too. But success will also be driving sporting participation.”

**Matt Carroll AM**

CEO, Australian Olympic Committee

“The greatest opportunity is the collaboration with all sports – Summer and Winter – really connecting about a shared vision for the next 10 years going through to 2032 and beyond. We can create change through sport, get young people involved in sport, tackle a lot of social issues and inspire the next generation of young athletes.”

**Ben Wordsworth**

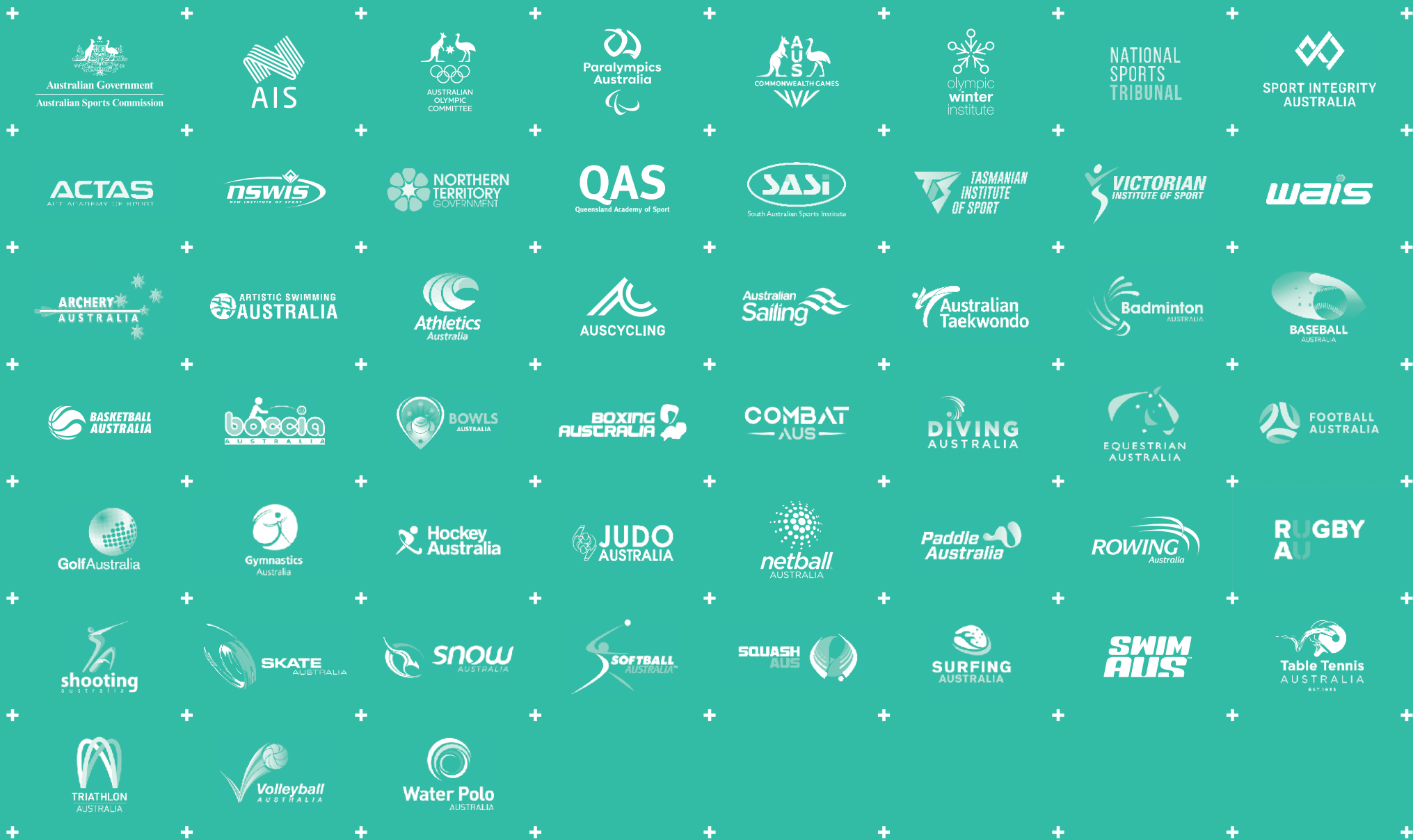
Performance Pathway & Programs Manager, Snow Australia

“We’ve really worked on the framework that creates great athletes, great coaches, great performance staff, and how we can retain them. If we design an excellent system that can go on, then we will keep on getting athletes that know how to train and know how to excel.”

**Angie Ballard PLY**

Paralympian, Athletics





This Strategy belongs to us all, so we can work together for united outcomes.  
 Our time starts now.



20  
32+