



NSW INSTITUTE OF SPORT CORPORATE PLAN **2020-2024**

#TEAMNSWIS



INTRODUCTION

The NSW Institute of Sport [NSWIS] is a high performance sporting organisation that supports Australian athletes to become world's best. We reach all regions of NSW with an Olympic and Paralympic training facility based at Sydney Olympic Park and high performance hubs across NSW that provide world class daily training environments for our athletes and coaches.

Our experts work in collaboration with partners within the national sporting system to create and deliver high performance support services and environments to prepare athletes and coaches for international competition.

The following document provides a summary of the NSWIS corporate strategy for the period 2020-2024. To achieve this strategy, we will collaborate with our sport and commercial partners and work within a national high performance system that supports Australian athletes to achieve podium success.

As the NSW Government's lead agency for high performance sport, NSWIS will look to continue our history of international sporting success and inspire the next generation of NSW athletes.

PURPOSE

To support Australian athletes to become world's best.

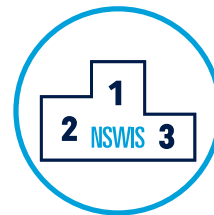
NSWIS provides world leading coaching, performance support and daily training environments to support targeted athletes achieve podium performances.



VISION

More NSW athletes representing Australia and winning medals.

We will strengthen our position as a world leading sporting organisation and ensure NSW athletes are consistently representing Australia and winning medals at major international events.



VALUES



NSWIS is committed to building our culture by living our core values of leadership, integrity, excellence, passion and teamwork. We believe that developing a great culture is everyone's responsibility – there are no spectators.

VALUE	BEHAVIOUR
LEADERSHIP	<p>We:</p> <ul style="list-style-type: none"> • ensure athletes are at the forefront of every decision we make • take responsibility for our decisions and actions • focus on efficient and effective use of resources • approach our roles with clarity and confidence
INTEGRITY	<p>We:</p> <ul style="list-style-type: none"> • aspire to always do what is right • take a zero-tolerance approach to unethical behaviour • keep our people and our visitors safe
EXCELLENCE	<p>We:</p> <ul style="list-style-type: none"> • take pride in our work, we never settle, and we look to the future • earn trust by delivering the highest standards of service delivery • make the complex simple and are innovative in our approach • have a genuine belief in our brand and our ability to deliver results • achieve results and celebrate our success
PASSION	<p>We:</p> <ul style="list-style-type: none"> • strive to be better at what we do, every day, through learning and growing • are relentless in our pursuit to provide world class services to athletes • challenge the status quo and find a way to do things better
TEAMWORK	<p>We:</p> <ul style="list-style-type: none"> • welcome people from all walks of life to our organisation to work and/or participate in elite sport • care about the wellbeing and development of our people • collaborate to achieve results, overcome challenges and trust each other to deliver

BUSINESS MODEL



NSWIS, as the elite sporting agency for NSW, currently receives around 85% of its recurrent annual funding from the NSW Government. The remaining 15% of resources are sourced through other avenues such as commercial and sport partnerships.



NSWIS STRATEGY

OUR PURPOSE: TO SUPPORT AUSTRALIAN ATHLETES TO BECOME WORLD'S BEST

OUR VISION: MORE NSW ATHLETES REPRESENTING AUSTRALIA AND WINNING MEDALS

OUR VALUES: LEADERSHIP, INTEGRITY, EXCELLENCE, PASSION, TEAMWORK

OUR STRATEGIC PRIORITIES

Performance networks
and partnerships

World class daily
training environments

Sport investment and
sustainability

Best practice with our
people and operations

Athlete pathways

Engagement,
communication and
education

OUR OUTCOMES

We are recognised
as a world leading
high performance
organisation

NSW has a growing
pool of world class
athletes who are
positive contributors
to society

We operate with
a targeted and
informed approach
that is aligned with
network partners
and optimal for our
environment

We develop and
retain world class
coaches, leaders
and performance
support people

We are known
for our high
performance culture
and are a sought-
after partner

We can
demonstrate our
value proposition
to stakeholders
and influence
the national high
performance system

We provide elite
athletes and
coaches with
appropriate
daily training
environments,
facilities and
resources





PERFORMANCE NETWORKS AND PARTNERSHIPS

Outcome:

- We are recognised as a world leading high performance organisation
- We are known for our high performance culture and are a sought-after partner
- We can demonstrate our value proposition to stakeholders and influence the national high performance system

Purpose:

Contribute to, and invest in, a collaborative national high performance system that supports targeted athletes to achieve podium success

2024 Targets:

- 25% of national team members at Olympic / Paralympic and Benchmark events (BMEs) are NSWIS (annually)
- > 10 NSW based National Training Centres (NTC)/Hubs supported by NSWIS
- # of NSWIS staff in national lead/NTC or national roles*

What we will do:

- Develop and strengthen relationships with national high performance system stakeholders
- Collaborate with partner national sporting organisations to deliver services and projects for identified athletes and programs
- Engage in regular, open and transparent communication (formal and informal) with key stakeholders to proactively address challenges, identify opportunities, support partnership effectiveness and achieve performance targets

* **Note:** Several 2024 cycle targets do not include specific or numeric detail, this will be included once relevant information for the 2021 – 2024 quadrennial is known and at the appropriate time in the cycle.

WORLD CLASS DAILY TRAINING ENVIRONMENTS

Outcome:

- We provide elite athletes and coaches with appropriate daily training environments, facilities and resources
- We are recognised as a world leading high performance organisation

Purpose:

NSWIS is at the forefront of best practice, providing athletes with world class daily training environments giving the best opportunity for athlete podium success

2024 Targets:

- # medals / # medallists at BMEs and Olympic and Paralympic Games (annually)*
- > 10 NSW based NTC/Hubs and satellite sites are supported by NSWIS
- # of NSWIS staff contributing to NTC, NSWIS Hubs and satellite site operations*
- > 5 FTE allocation of sport physician, physiotherapy and soft tissue therapists
- > 90% of training and competition days are completed without medical interruption (within priority campaigns)

What we will do:

- Collaborate with program partners, commercially operated venues and government, to deliver high performance training environments (metro and regional)
- Influence infrastructure and facility development to increase the provision of high performance training environments across NSW for Olympic and Paralympic sports
- Provide performance support services, via NSWIS experts, that position NSWIS as the preferred partner for NSOs
- Develop partnerships with clinical practices and expert providers to enable the delivery of a world class proactive clinical delivery model

* Note: Several 2024 cycle targets do not include specific or numeric detail, this will be included once relevant information for the 2021 – 2024 quadrennial is known and at the appropriate time in the cycle.





SPORT INVESTMENT AND SUSTAINABILITY

Outcome:

- We can demonstrate our value proposition to stakeholders and influence the national high-performance system
- We operate with a targeted and informed approach that is aligned with network partners and optimal for our environment
- We have a high performance culture and a reputation as a sought after partner

Purpose:

Ensure the ongoing sustainability of high performance sport in NSW through prioritised investment, informed decision making and funding agreements with government, sport and commercial partners

2024 Targets:

- Sustainable investment with our sport partners committed through sport program partnership agreements
- Financial reserves of no less than \$1m are maintained to meet potential fluctuations in sport partner funding that occur during the Olympic/Paralympic cycle and to ensure flexibility for emerging performance related projects
- NSW Government base funding maintained (CP Indexed) and key projects supported
- Achievement of annual commercial strategy revenue targets

What we will do:

- Co-invest with sport partners to leverage our combined resources
- Prioritise podium potential campaigns, athletes and sport programs
- Develop and strengthen Performance Partnerships with commercial partners
- Collaborate and engage with NSW Government cluster agencies and stakeholders to deliver strategic priorities
- Closely align with, and influence, the National High Performance Sport Strategy and system stakeholders

BEST PRACTICE WITH OUR PEOPLE AND OPERATIONS

Outcome:

- We have developed and retained world class coaches, leaders and performance support people
- We have a high performance culture and a reputation as a sought after partner

Purpose:

Build the organisational platform for NSWIS to deliver world class services and daily training environments to the high performance system and establish a reputation as an employer of choice



2024 Targets:

- 75% or above performance team effectiveness rating across sport programs
- > 80% People Matter Survey engagement score
- > 70% People Matter Survey leadership score
- 3-4 data science led projects completed annually (informing strategic decision making)
- 85% of NSWIS sport programs achieving KPI's
- 70% of our coaches are actively involved in our coach development/ learning programs and initiatives

What we will do:

- Attract, develop and retain our most talented experts who support athletes, coaches and sport programs
- Invest in high performing teams and our high-performance culture
- Effective onboarding, Professional Excellence Planning (PEP) and Professional Development Planning (PDP) for all employees and coaches
- Build a reputation as a sought after employer
- Engage with our staff and coaches to: listen and enable, inform and educate, manage change effectively and provide clear leadership and accountability
- Make informed decisions that are data driven and achieve measurable outcomes
- Work closely with sport partners to drive ongoing professional development for our high performance coaches that is commensurate with best practice
- Effectively manage integrity issues and consistently demonstrate robust ethical decision making within a high performance environment

ATHLETE PATHWAYS

Outcome:

- NSW has a growing pool of world class athletes
- We provide emerging and developing* athletes and coaches with appropriate daily training environments, facilities and resources

Purpose:

Identify and develop our most talented athletes to ensure their successful transition to an elite level of performance

2024 Targets:

- Systems and processes developed to identify and track emerging talent in NSW
- NSWIS athletes progressing across scholarship categorisation
- Completion of 1-2 talent identification projects annually

What we will do:

- Talent team engages with sport (NSO and SSO) and regional academies to identify opportunities for talent projects
- Work in collaboration with the Office of Sport, regional academies of sport and state sporting organisations to develop athlete pathways that facilitate progression/development of athletes to categorised status and national team representation
- Collaborate with the AIS to enhance the national athlete categorisation process
- Seek to support regional academies of sport in their monitoring and understanding of talented athlete progression



ENGAGEMENT, COMMUNICATION AND EDUCATION

Outcome:

- NSW has a growing pool of world class athletes who are positive contributors to society
- We have developed and retained world class coaches, leaders and performance support people
- We are recognised as a world leading high performance organisation

Purpose:

Team NSWIS will inspire the NSW community, maintain a culture of excellence and be recognised as a leading high performance sporting institute



2024 Targets:

- # of total NSWIS development days delivered by NSWIS (to staff and coaches) *
- Continued growth against key digital strategy and media metrics
- Applied research projects are undertaken with NSWIS sports with a clearly identified athlete performance impact
- Performance against annual internal communications survey benchmarks

What we will do:

- Proactively promote and support NSWIS athletes participating in community initiatives
- Encourage open, informed and robust discussion and feedback between the Executive and staff through the NSWIS Consultation Committee, CEO updates and other forums
- Strengthen our culture of excellence and inform and educate staff via effective internal communications
- Invest in staff and coach development through professional excellence planning and the NSWIS people development program
- Drive organisational positioning via an effective brand strategy and external communications
- Undertake applied research projects to improve athlete performance and effectively disseminate our knowledge to ensure a real-world impact
- Engage with NSWIS athletes via the Athlete Advisory Group

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