

JESSICA **HULL**
ATHLETICS

PERFORM.
THRIVE.
INSPIRE.

NSW INSTITUTE OF SPORT
STRATEGIC PLAN 2032+





I vividly remember the pride I felt to receive my first NSWIS hoodie because it represented a special achievement.

My NSWIS scholarship meant I became part of an amazing team; amazing family.

NSWIS scholarship holders have a great opportunity to thrive as the support NSWIS provides us is not only world-class, but it's, importantly, caring.



Introduction

As Australia accelerates towards our nation's next home Olympic and Paralympic Games in 2032, the NSW Institute of Sport (NSWIS) stands ready to continue our state's proud history of international sporting success. Our purpose is clear, our vision is bold, and our ambition is unapologetically big.

Sport has the power to transform, unite and inspire NSW communities and NSWIS will harness the transformative power of sport to create a legacy that reaches beyond the podium, strengthening communities and building a healthier, more connected NSW.

The NSWIS Strategic Plan 2032+ **Perform, Thrive, Inspire** charts our future as an organisation. As a team, we dream boldly, act with kindness, and deliver with purpose. Our athletes strive to be the best in the world, and our organisation will match that ambition.

Our strategy will contribute to the NSW Government Performance and Wellbeing Framework with a focus on health and community, while also reaffirming our role in delivering Australia's Win Well national high performance sport strategy.

Our 'Horizons', from 2026 to 2032+ represent a long-term vision for NSW high performance sport. Together with our national sporting system and NSW Government partners, we will elevate NSW to new heights on the world stage to build a legacy worthy of the athletes we serve and the communities we represent.

As a forward-looking and trusted national sporting system partner, NSWIS will bring an open-minded approach to every collaboration, working with clarity, accountability and shared ambition to create measurable impact.



COOPER WOODS
MOGULS

We will be a strong national sporting system contributor, unlocking new possibilities for athletes and shaping Australia's future sporting success across summer and winter Olympic, Paralympic and Commonwealth Games sports.

We will build Daily Performance Environments (DPEs) for NSW athletes that rival the best in the world and develop pathways that uncover and develop the next generation of champions. We will cultivate exceptional talent — athletes, coaches, practitioners and leaders through creativity, commitment, and a culture that chooses excellence every single day.

NSWIS will drive coaching brilliance to transform programs and support athletes to deliver podium performances at international sporting events. Our legacy will be greater than medals, but we embrace our core purpose which is to support exceptional athletes to win on the international stage.

We honour and learn from First Nations Peoples, embedding their knowledge, culture and connection to Country into the heart of our work. We commit to environments where people can challenge, learn, and grow and where wellbeing is not an afterthought but the foundation of sustainable success. We commit to shaping a future that is more inclusive, more successful, and more ambitious than ever before. A future where athletes are better for their time with us, leaving their sporting careers ready to thrive in work, in life and to give back to sport and their communities.

NSWIS is ready for the runway towards 2032. A moment when the power of sport will once again unite our nation. That is the magic of NSWIS athletes, they inspire the community to believe a little more in their own potential. We will honour that magic by creating environments where athletes push boundaries, where excellence is nurtured, and where every performance has the power to move a state. We are ready to perform, thrive and inspire.

#TeamNSWIS



JOSIE BAFF
SNOWBOARD CROSS



Acknowledgement of Country

"We acknowledge the Traditional Custodians of the lands on which the NSW Institute of Sport is based at Sydney Olympic Park, the Wangal people, and pay our respects to Elders past and present. We recognise the enduring connection that Aboriginal and Torres Strait Islander peoples have to Country, community, culture and story, and the responsibility to care for these lands for future generations.

As we look toward 2032 and beyond, we acknowledge that excellence in sport is built on strong foundations of respect, connection and shared knowledge. We are committed to listening to and learning from Aboriginal and Torres Strait Islander communities, and to working together to create environments where culture is valued, voices are heard, and future generations of athletes can thrive with pride in who they are and where they come from.

We honour the history of this Country and commit to walking forward in partnership, ensuring that the path toward high performance sport in NSW is one that recognises the strength, resilience and leadership of First Nations peoples."

TELAYA **BLACKSMITH**
PARA ATHLETICS

Our Commitment to **WIN WELL**

NSWIS is committed to contributing to the collective ambition of Australia's high performance sport system by embracing the national Win Well Pledge, which recognises that sustainable success is achieved by creating environments where people can perform and thrive.

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.



AMEERA LEE
PARA ARCHERY



Our **PURPOSE**

To support exceptional athletes and inspire NSW communities.



Our **VISION**

A world-leading sporting institute that supports athletes to perform and thrive.

What **DRIVES US**

Our team will aim to inspire through the transformative power of sport. We will unite the NSW community, make athletes feel welcome and supported, and relentlessly chase our vision.

As a team we dream boldly, act with kindness, and deliver with purpose.

● **Leadership**

We ensure athletes are at the heart of every decision we make.

● **Integrity**

We aspire to always do what is right to allow our team to thrive.

● **Passion**

We are relentless in our pursuit to support exceptional athletes.

● **Teamwork**

We lift each other up and shape a more inclusive future for sport.

● **Excellence**

We take pride in our work, we never settle, and we look to the future.

NSWIS athletes aspire to be the best in the world at what they do. Our organisation will match that ambition.

Our HORIZONS

Our 'Horizons' build on our legacy and propel us toward sustained success across summer and winter Olympic and Paralympic sport, alongside continued success at other benchmark events including world championships and the Commonwealth Games.

We pursue this ambition in close partnership with our system and sport partners, working together to support athletes to perform and thrive. These partnerships underpin a long-term strategy focused on collaboratively building a high performance sporting legacy for NSW.

HORIZON *One*

2026-2028 Creating momentum, accelerating progress, enabling excellence, and deepening our performance culture.

HORIZON *Two*

2029-2032+ Realising our ambition, converting progress into performance, delivering excellence, and nurturing a culture where people want to belong.

2024 PARIS OLYMPIC GAMES
WOMEN'S WATER POLO

HORIZON *One*

2026

Milano Cortina
Winter Olympic
and Paralympic
Games



2026

Glasgow
Commonwealth
Games

2028

Los Angeles
Summer Olympic
and Paralympic
Games

HORIZON *Two*

2030

French Alps
Winter Olympic
and Paralympic
Games



2030

Amdavad
Commonwealth
Games

2032

Brisbane
Summer Olympic
and Paralympic
Games

2026-2028

2029-2032+

BEN TUDHOPE
PARA SNOWBOARD CROSS

Our **FOCUS AREAS**

Our strategy will be delivered through six interconnected focus areas.

1

PERFORMANCE DELIVERY

NSWIS supported athletes perform when it matters.

2

PERFORMANCE PATHWAYS

The next generation of athletes, coaches and practitioners.

3

EXCEPTIONAL CAPABILITY

Excellence in innovation, expertise, and practice.

4

PERFORMANCE PARTNERSHIPS

An ambitious, trusted, and forward-looking system partner.

5

COACHING EXCELLENCE

Impactful leaders of athlete, team and program performance.

6

BEYOND THE PODIUM

Creating a legacy greater than medals.

**PERFORM.
THRIVE.
INSPIRE.**



You can see how strong NSWIS's commitment is to its scholarship holders through the multiple world championship gold medals; Olympic gold medals, Paralympic gold medals and other successes on the world stage.

The attitude and culture at NSWIS ...no matter if you're a staff member or an athlete ...is understanding that being a part of NSWIS is a great privilege and honour.



1 *Performance* **DELIVERY**

NSWIS supported athletes perform when it matters.

We **WILL**

- ◉ **Set ambitious performance goals within safe, supportive and high performing environments.**
- ◉ **Deliver optimal performance preparation that ensures competition readiness.**
- ◉ **Create world-leading Daily Performance Environments (DPEs).**
- ◉ **Embrace technology and capitalise on intelligence-informed decision making.**

HORIZON *One*

Ambitions:

- More NSW athletes winning medals for Australia at international benchmark events.
- Aligned and effective performance teams that accelerate athlete development and maximise competitive success.
- Data and performance intelligence platforms, systems and capability underpin accelerating growth.
- The right people have access to the right information at the moments that matter most, enabling better decisions and improved athlete outcomes.
- Progression towards world-leading DPEs through purposeful collaboration, suitable access, and sport-specific solutions.

2 Performance PATHWAYS

The next generation of athletes, coaches and practitioners.

We WILL

- Identify and nurture high potential athletes of the future to progress towards the podium.
- Advance NSW Para pathways through advocacy, integrated support and athlete empowerment.
- Support partner led, integrated and visible pathways to transition talent into high performance programs.
- Engage the next generation of high performance coaches and practitioners.

HORIZON *One*

Ambitions:

- NSW has a strong pipeline of talented athletes, coaches and practitioners transitioning into high performance.
- In partnership with sport, we monitor and predict athlete progression through effective athlete development frameworks and intelligence-informed decision making.
- Emerging athletes, coaches and performance staff aspire to join Team NSWIS.
- Our Para Unit identifies and develops a sustainable pipeline of podium capable athletes and is recognised nationally for its expertise and contribution to high performance Para sport.
- Through collaboration, creativity, and flexibility we adapt to the nuances of nurturing each athlete's unique journey.

3 *Exceptional* **CAPABILITY**

Excellence in innovation,
expertise, and practice.

We **WILL**

- ◉ **Leverage world-leading knowledge, innovation and practice to optimise athlete, coach and team performance.**
- ◉ **Attract, develop and retain exceptional talent.**
- ◉ **Drive outcome-focused innovation, creativity and research.**
- ◉ **Cultivate a culture of continuous learning, aspiration and leadership.**

HORIZON *One*

Ambitions:

- > Performance teams are empowered to work collaboratively towards outcomes and solve challenges.
- > Innovation and creativity inform our practices, ensuring the fundamentals are always evolving and we are driving continuous improvement.
- > We utilise data and artificial intelligence ethically and effectively to impact performance.
- > Research activity is outcome-focused and can be efficiently translated into the foundational practice of coaching and performance teams.
- > NSWIS has a talented and motivated workforce that is highly aligned, openly shares knowledge, prioritises effort, and is deeply committed to our shared vision for the future.

4 *Performance* PARTNERSHIPS

An ambitious, trusted, and forward-looking system partner.

We WILL

- Pursue partnerships and investment opportunities that strengthen our ability to deliver our vision.
- Adopt an agile, innovative, open-minded approach as a valued system partner.
- Foster collaboration, accountability and measurable impact through our partnerships.
- Strategically invest and continuously evaluate to maximise outcomes.

HORIZON *One*

Ambitions:

- We are recognised as a valued contributor to NSW Government and national sporting system priorities.
- Growth in strategic partnerships across a diverse portfolio of industries that support the delivery of shared outcomes and drive performance.
- National sporting organisations choose to invest in NSWIS programs because we collaborate purposefully, deliver agreed outcomes, and demonstrate creative, open-minded approaches that strengthen performance.
- University partnerships accelerate the discovery, translation and application of knowledge and innovation, enabling NSWIS to enhance our expertise and expand our capacity to support athletes.
- NSWIS is a centre of excellence in performance health, delivering individualised healthcare models that optimise athlete health, wellbeing and performance outcomes.

5 *Coaching* **EXCELLENCE**

Impactful leaders of athlete, team and program performance.

We **WILL**

- **Support coaches to develop technical, tactical and leadership expertise.**
- **Leverage collective coaching expertise to realise a world-leading institute vision.**
- **Position coaches as leaders of programs and interdisciplinary teams.**
- **Uphold the highest standards of ethics, integrity and a commitment to holistic athlete development.**

HORIZON *One*

Ambitions:

- > NSWIS coaches prioritise continual learning, developing technical expertise, and fostering effective performance teams that create exceptional performance environments.
- > Our values are at the forefront of coach behaviours and promote connection, collaboration, and challenge within a positive environment founded on integrity.
- > All coaches have plans and support in place to maintain optimal physical and mental wellbeing.
- > A connected multi-sport coaching community thrives through shared learning and experience, becoming a distinctive competitive advantage for NSWIS.
- > Our coach developers are recognised as national sporting system leaders, contributing to Australia's sporting success.

6 *Beyond the* **PODIUM**

Creating a legacy
greater than medals.

We **WILL**

- ◉ **Inspire a stronger, healthier and more connected NSW through high performance sport.**
- ◉ **Deliver performance environments that are safe, inclusive and allow people to thrive.**
- ◉ **Ensure NSWIS is sustainable, agile, contemporary and designed to deliver results.**
- ◉ **Share the stories of our performances to build pride in NSW communities and belonging within our teams.**

HORIZON *One*

Ambitions:

- Through their unique sporting journeys, and medal winning moments, our athletes inspire future generations and unite NSW communities.
- We honour and learn from First Nations Peoples, embedding their knowledge, culture and connection to Country into the heart of our work.
- We have built an inclusive organisation where people can challenge, learn, and grow and where wellbeing is not an afterthought but the foundation of sustainable success.
- Athletes are better for their time with us, leaving their sporting careers ready to thrive in work, in life and to give back to sport and their communities.
- NSWIS operates with sustainable and efficient systems, and is recognised for providing safe, ethical and best practice environments.

Our STRATEGY



PURPOSE

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VISION

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Focus AREAS

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BEYOND THE PODIUM

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VALUES



Leadership



Integrity



Passion



Teamwork



Excellence



NSWIS has been a very special part of my journey. Theirs was the first form of support I received from a sporting institute in my career when I was only 14 years old.

The support I've received from NSWIS over the years has been important in me getting to where I am. And after all this time, it's awesome to still be involved with what is a proven, world-class high performance institute.



#TEAM**NSWIS**