

**WIN+
WELL**

**Inspiring
Australians**

**AUSTRALIA'S
HIGH PERFORMANCE
2032+ SPORT STRATEGY**

System Change

**Winning Well on the Green
& Gold Runway**

1. Why

Systemic Barriers to Systemic Change



A \$54 Million Dollar Uplift driving Para Sport Change



22

Classification
roles employed
and embedded
into Sports and
System



8 Para Units
launched, 51
FTE's Employed

20+ Para athletes
employed in
roles



~70% increase to
Para programs

Athletics select
51 Para athletes
for 2025 WC



40+ Coaches
apply for
Scholarship
Coaching Roles



66 direct
athlete grants

110 sports
chairs ordered
for SISSAS Para
sport Units



122 athletes
receive up to
\$4000 grant to
overcome
immediate
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Win Well Strategy

2032+

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

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

Athlete focused

Exceptionally led

Purposefully collaborative

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 our four priority areas:

Performance delivery

Athlete Performance Pathways

World-leading knowledge + practice

Outstanding people + organisations

Enabled by....



World-class
coaching



Clear roles +
responsibilities



Inclusive Design



Resources to achieve
quality outcomes



Values +
Behaviours

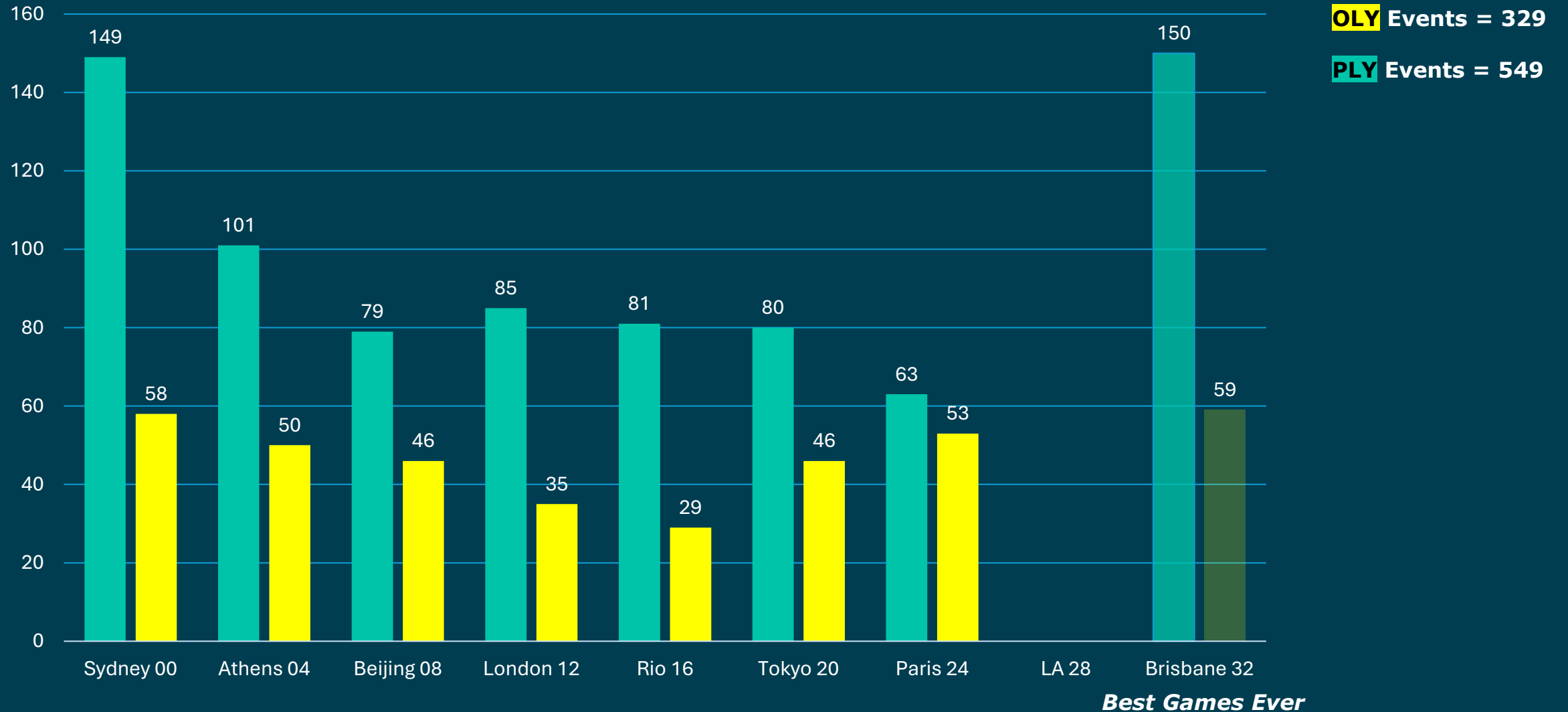


Strategy monitoring +
evaluation



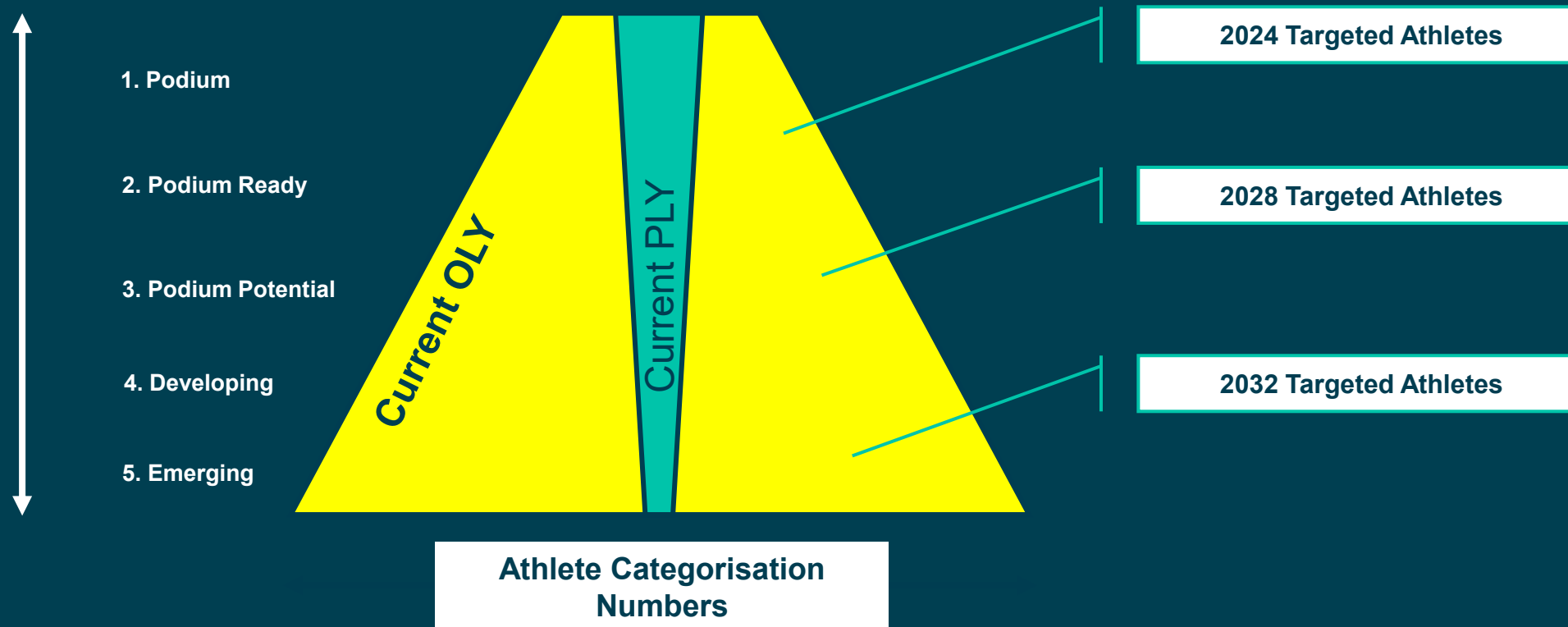


The Problem to Solve - Lag Indicators



The Problem to Solve - Lead Indicators

We need to increase the number of Para athletes entering & progressing



'Barriers to Entry & Progression for Para Athletes' project summary



Final reports available on the [Clearinghouse for Sport, High Performance Sport Resource Library](#)

Social Model of
Disability
Framework
used

160+

**BARRIERS
IDENTIFIED**

Mapped into
Systemic
Attitudinal
Policy
Environmental
Technical



More athletes with a disability
ENTERING the HP Sport System



More athletes with a disability
PROGRESSING through the HP Sport System



More athletes hitting the **PODIUM** in the HP Sport System

VALIDATED KEY BARRIERS



1. Access to
Classification &
2. HP Pathways



3. Limited to no
coaching depth



4. Poor Para
Literacy of key
role holders



5. Access to
National &
International
competition



6. Para Workforce
Structure &
Capacity



7. Fit for purpose
training
environments
(& equipment)

In Winning Well to Inspire all Australians, sport will model what effective change can look like within a world leading ecosystem



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The Complexity – The AUS HP Sport System

2032+



9 Institute of
Sports



60 Separate
Organizations

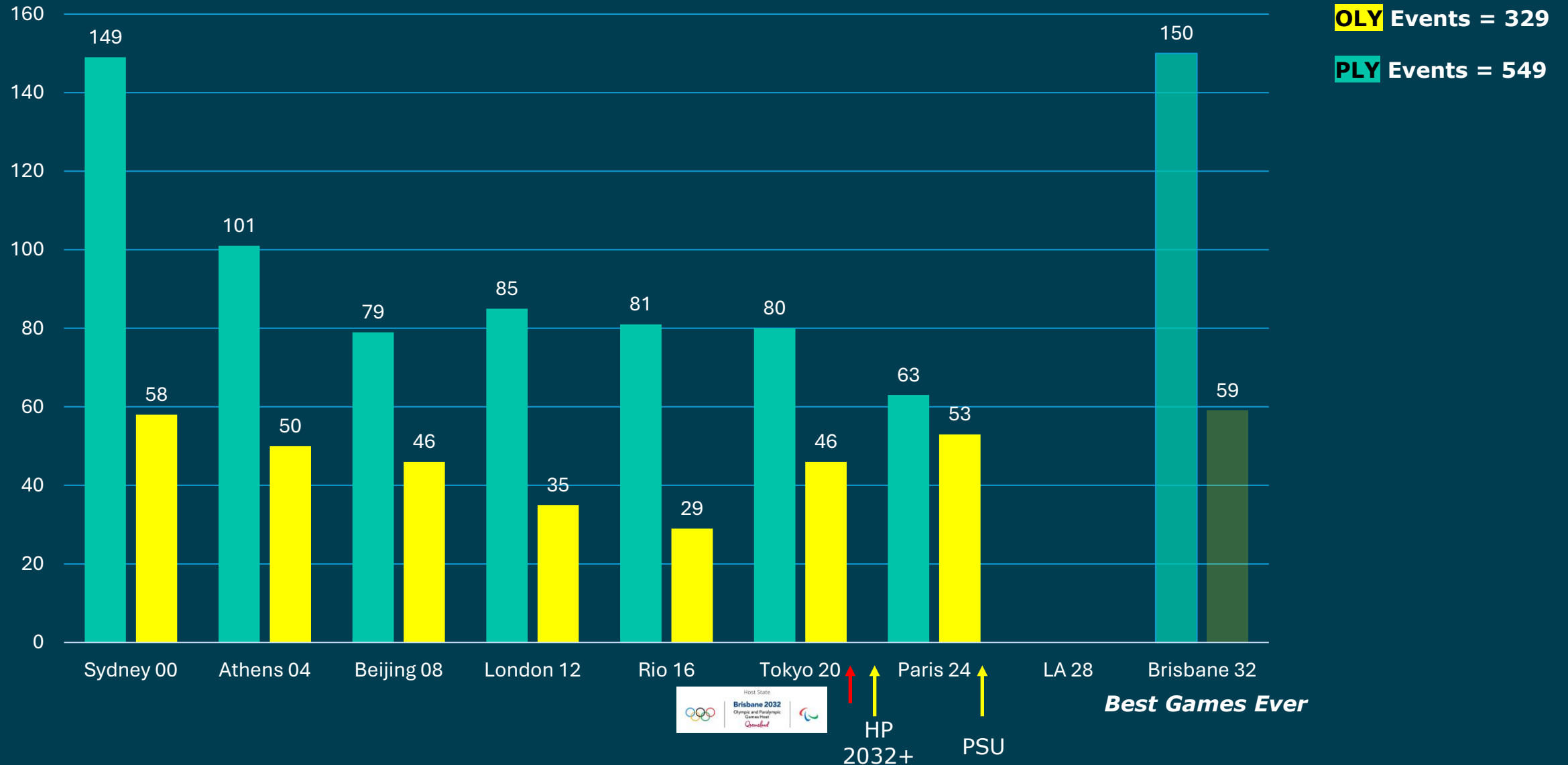


Perth ↔ Sydney =
3300km





The Catalyst for Change – Win Well 2032+



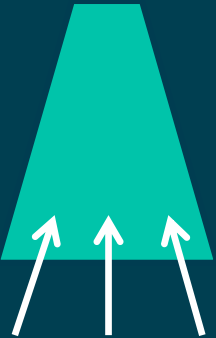
2. What

Designing the Para System Uplift

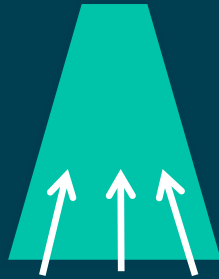


The Para System Uplift – H1 Initiatives

**Nationalised
Classification**



**SISSAS Para
sport Units**



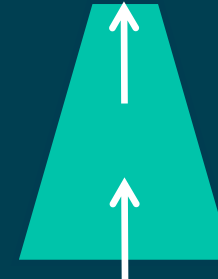
**Direct NSO
Investment**



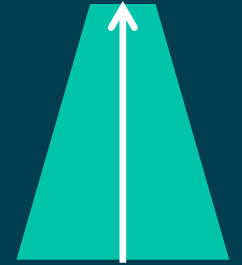
**“Project Para”
Coaching**



**Equipment
Enhancement**



**“Para Barriers”
Fund**



← **Systemic
Change**

**Individual
Impact** →

3. How

The Journey of Transforming a System



It's a Long Road

2032+



Our Mantra – “Best Games Ever”

800 Athletes (+250%), **300** (+200%) Team Size, **150** Medals (+200%)

Givens:

*If we need more **Athletes entering** and **progressing***

- More participants being **Classified**
- more **coaches** capable and willing
- more performance support **staff**
- More **places** to train, equipment...

etc...

“How will **this** make the boat go faster?”

=

“How will **this** drive the system to deliver it’s best Paralympic Team ever in 2032, and beyond” (Athletes, Medals, Coaches, etc..)



If we need more Athletes entering and Progressing

- More participants being Classified
- more coaches capable and willing
- more performance support staff
- More places to train
etc...

More
Investment \$

Solution design
and allocation
of \$



Best Games
Ever

Gateways of Agreement (& Mantra)

Sense. Analyse. Respond.

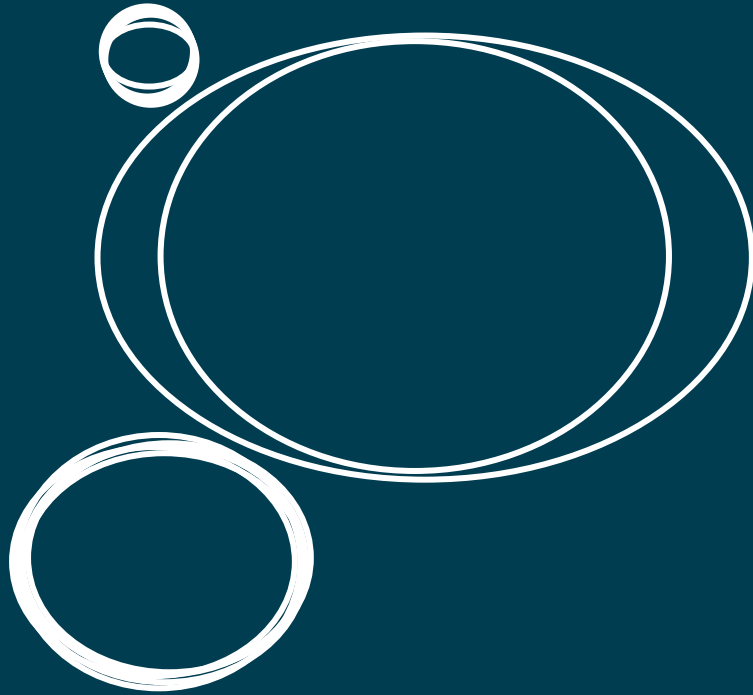
Probe. Sense. Respond.



Tackling Complex Problems

Sense. Analyse. Respond.

Probe. Sense. Respond.



Tackling Complex Problems

Sense. Analyse. Respond.

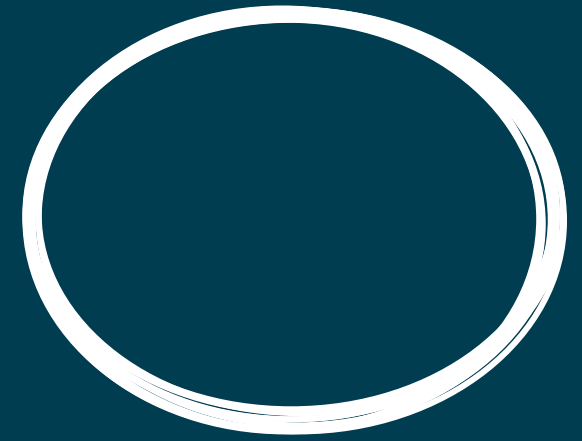
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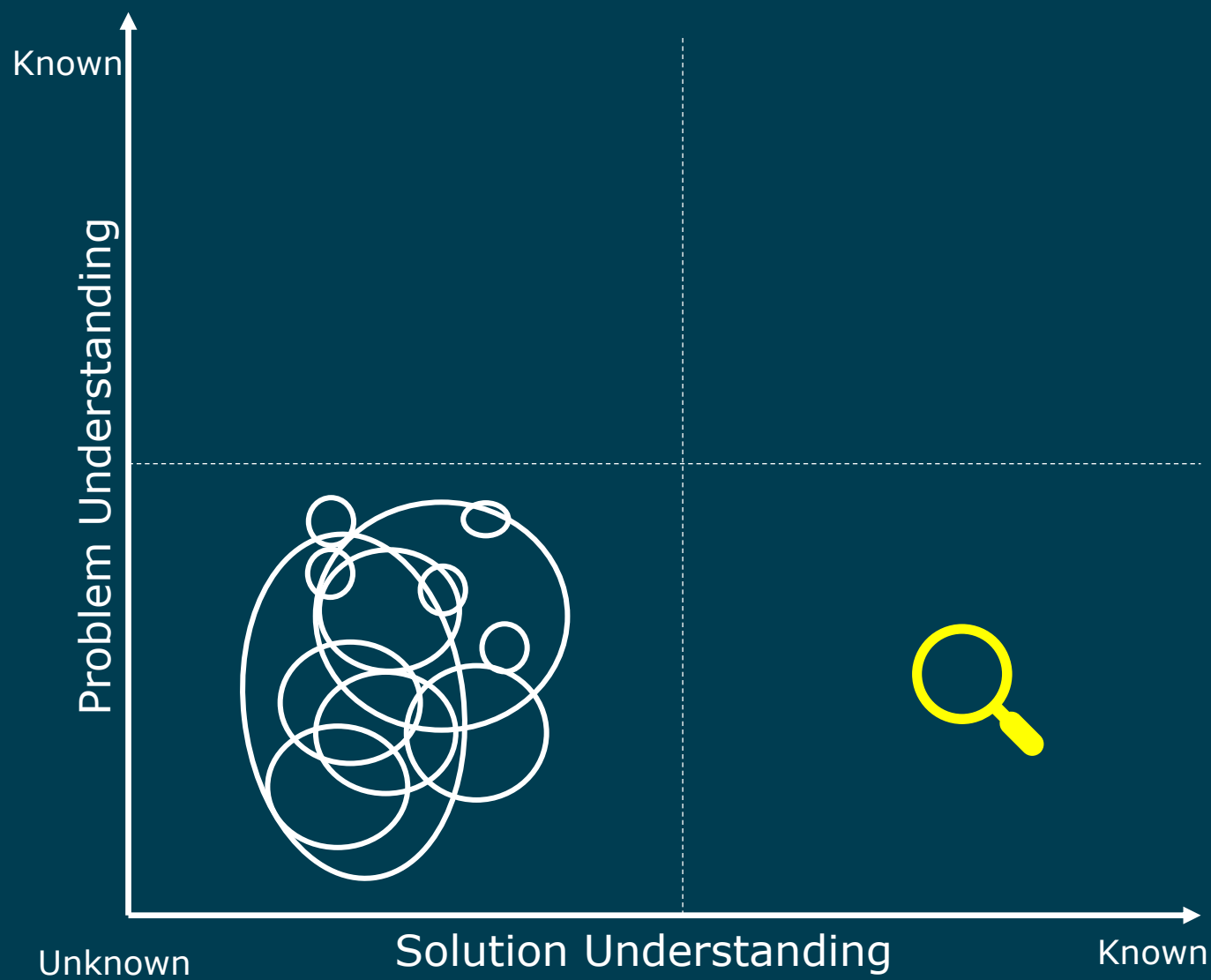
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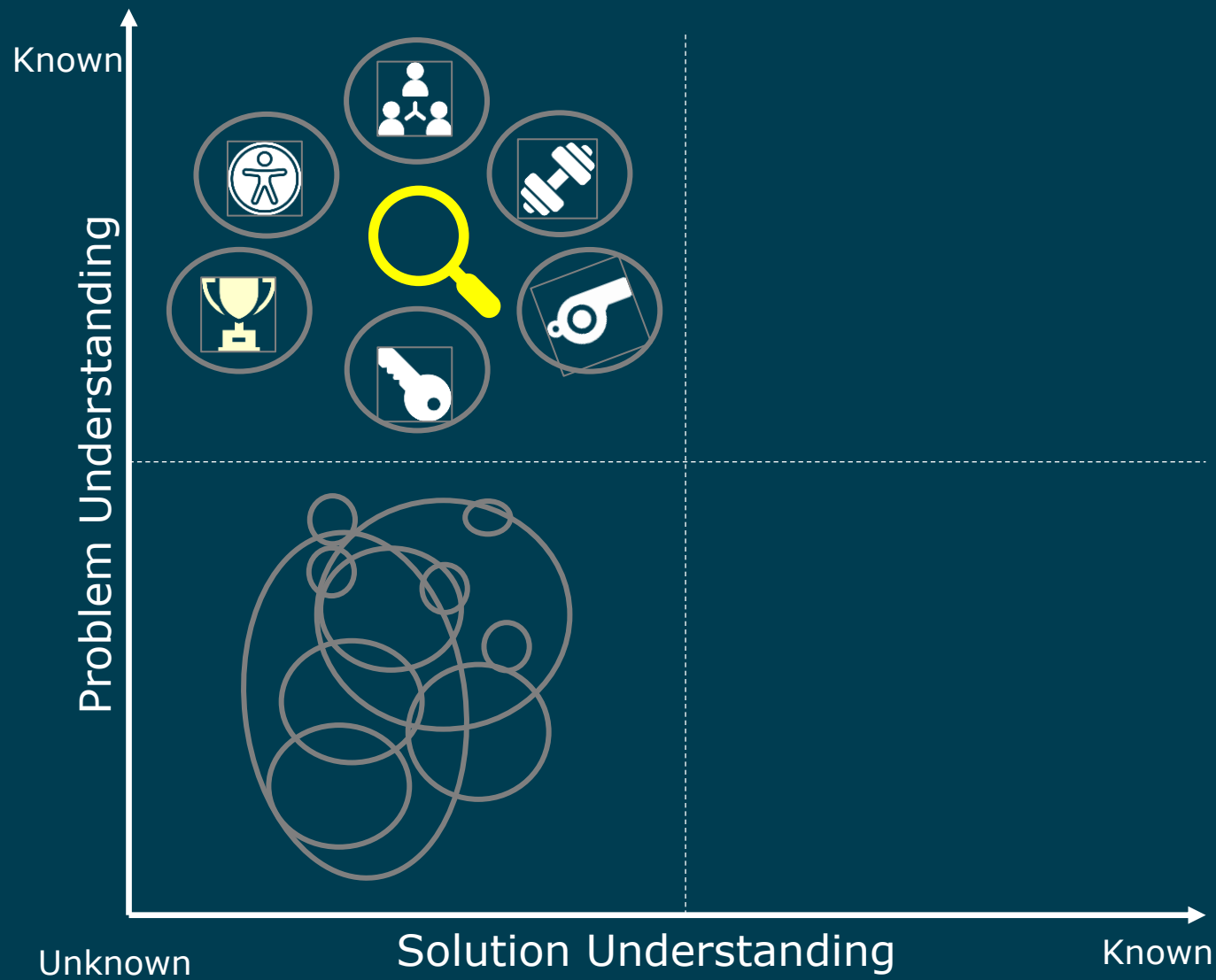
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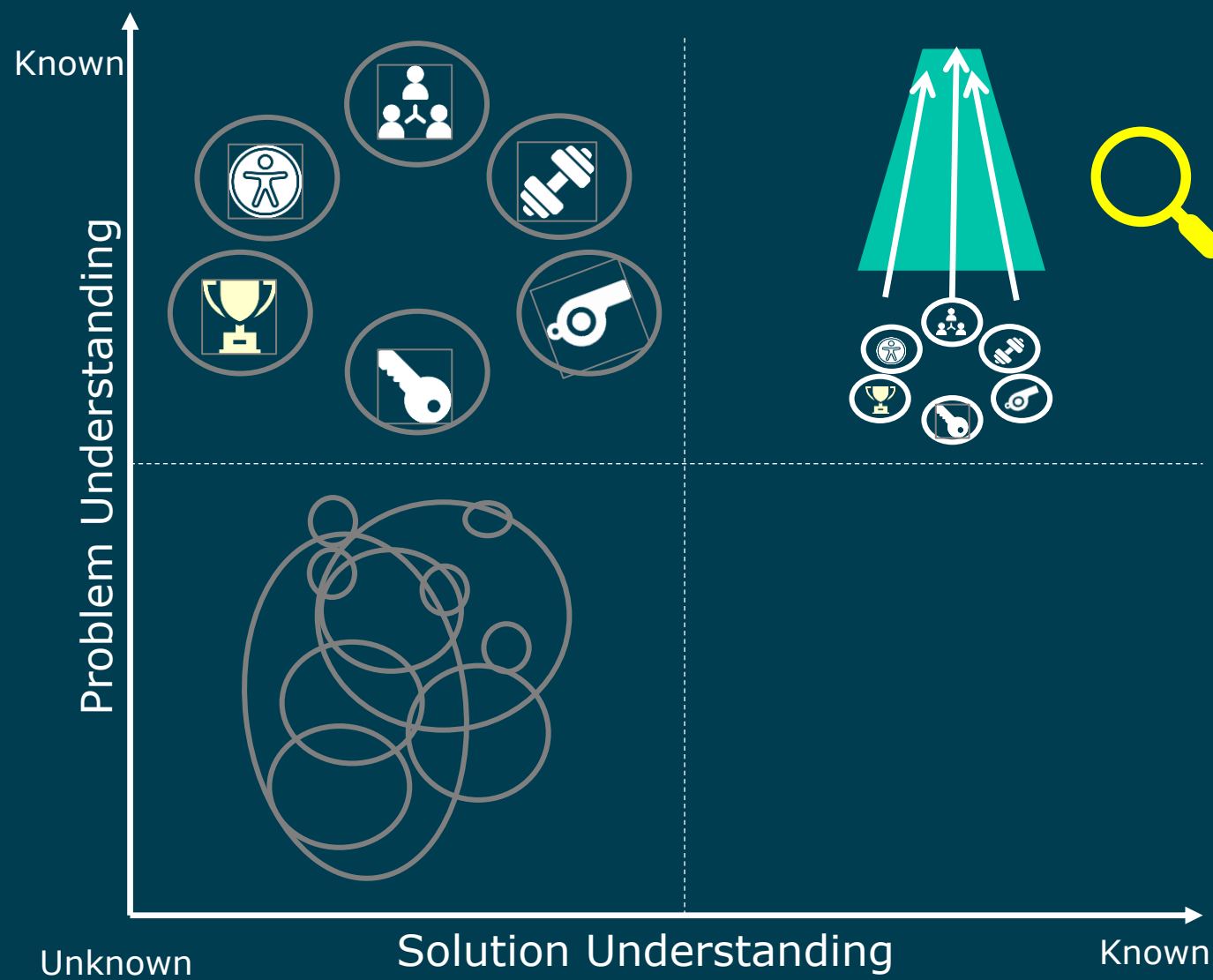
Tackling Unknown Problems



Sense. Analyse. Respond.

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Tackling Unknown Problems



Sense. Analyse. Respond.

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Tackling Unknown Problems

“Paradigm shift happens when the *anomalies* and *shortcomings* of the current paradigm are repeatedly pointed out; proponents of the new paradigm *speak loudly and with assurance* about it and are placed into *positions of visibility and power*; and energy is focused *on converting those people who are likely to be open-minded* to the change.”

Kuhn and Hall

**Building Coalitions
- Paradigm Shift**

Paradigm shift happens when the anomalies and shortcomings of the current paradigm are repeatedly pointed out; proponents of the new paradigm speak loudly and with assurance about it and are placed into positions of visibility and power; and energy is focused on converting those people who are likely to be open-minded to the change.



Building Coalitions
- Elevate Proponents Voice

Paradigm shift happens when the anomalies and shortcomings of the current paradigm are repeatedly pointed out; proponents of the new paradigm speak loudly and with assurance about it and are placed into positions of visibility and power; and energy is focused on converting those people who are likely to be open-minded to the change.



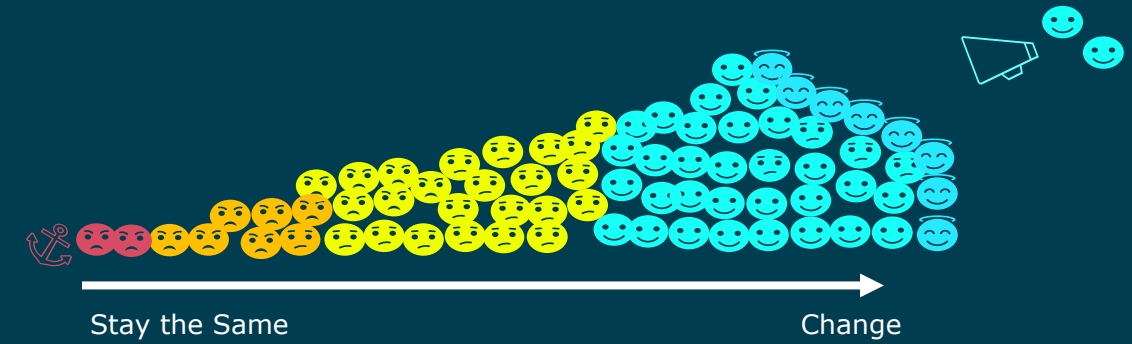
Building Coalitions
- Focus Energy on Open Minded

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Building Coalitions
- Some Will Remain Anchored

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	The Architects	Those who help others see the problem clearly and help others believe in pursuing change: PA/AIS Staff. <i>Clear problem definition, hypothesis based problem solving approach.</i>
	The Champions & Influencers	The first to move, the spark of change: our State Institute Directors. Motivated by Data. Energized by improvement. <i>Elevate their voice, make it their idea.</i>
	The Witnesses	Those with the specific experience to guide us: Our Para Athletes and Para Staff. <i>Validate their truth as the guiding principles.</i>
	The Bystanders	Those otherwise stuck in the inertia of the status quo. Their resistance is rational based on the current paradigm : Other system members. <i>Find out what is in their interest, speak to that, unite around a clear shared objective.</i>
	The Gatekeepers	Those who see this as a distraction or against their interests. <i>Do not fixate on them. Deal with them independently if necessary. Trust the weight of the coalition will disarm any opposition</i>

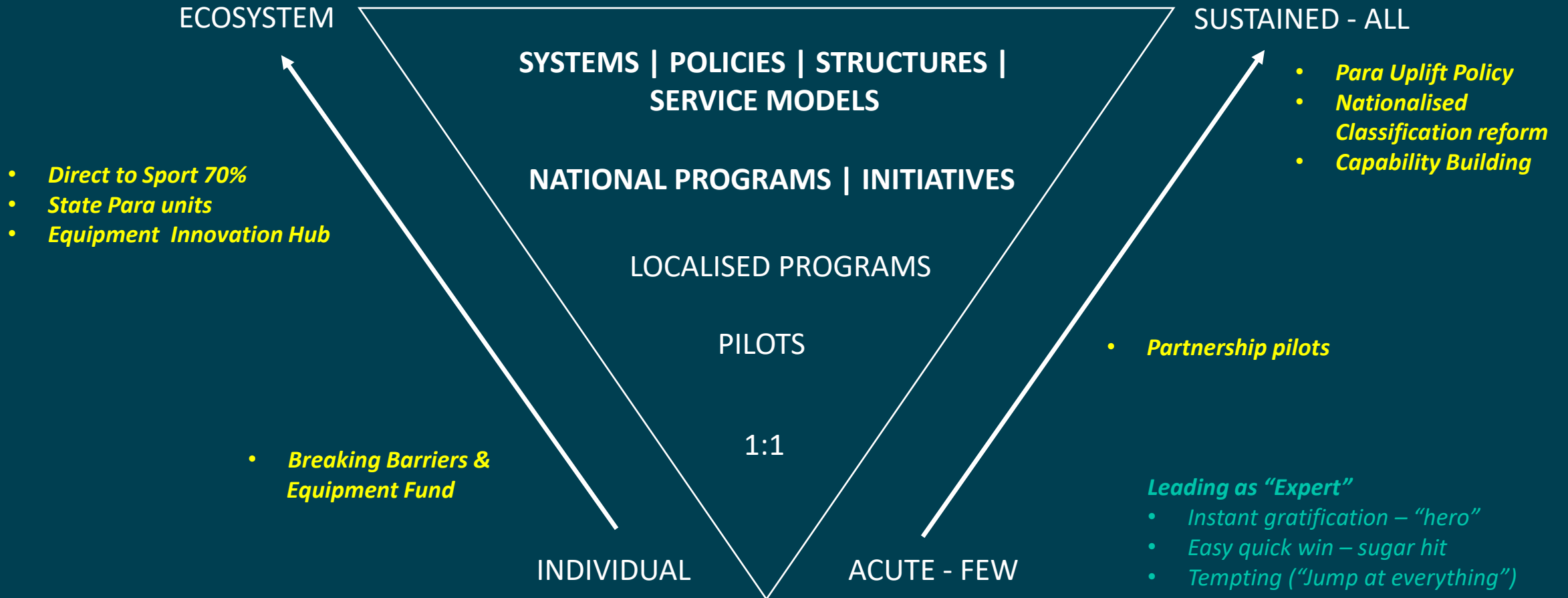
Building Coalitions - The Archetypes

Leader Enterprise Change

- Harder, more complex
- Little direct recognition
- Reward is long term impact

INTERVENTION

IMPACT/REACH



Designing for systemic change (& How it Feels)

4. Learnings

Now and Moving Forward



Personal Reflections

2032+



- Strategic influence is best achieved by focusing on **interests** ahead of **rights** and **powers**



- Disagreement is inevitable, and resistance is rational



- Clear is kind, and kindness is a powerful disarming agent



- Clear roles and **responsibilities** are key to overcoming personal interest



- A **Mantra** keeps groups anchored to purpose, particularly when uncertainty arises



System Change Journey

2032+



Analyse

Design

Implement

What's Next...?



- **Our first new Para athletes will wear the Green & Gold**
- More Equipment, (more Barriers?) Funds
- First Review/Monitoring Impact
- High Support Needs Athletes
- B32 Competitive & Legacy Priorities



Implement

Review

Do

Open For Business



Steering Group Composition

- **Project Leads:** AIS - Bill Tait & Jamie Salter
- Alex Baumann, Elise Rechichi OLY OAM, Chelsea Warr

Areas of Focus

- Technology/Innovation
- Facilities
- **Events Camps & Staging**