

## Queensland Academy of Sport Bill 2025

|                            |  |
|----------------------------|--|
| <b>Submission No:</b>      | 3  |
| <b>Submitted by:</b>       | Australian Sports Commission               |
| <b>Publication:</b>        | Making the submission and your name public |
| <b>Attachments:</b>        | See attachment                             |
| <b>Submitter Comments:</b> |  |



Australian Government  
Australian Sports Commission

## *Inquiry into the Queensland Academy of Sport Bill 2025*

### **Australian Sports Commission Submission – March 2025**

#### **Introduction**

When established in 1981, the Australian Institute of Sport (AIS) was unique as the only sport institute in Australia. The AIS provided scholarships to athletes to train year-round at the AIS Campus in Canberra and directly employed coaches and support staff to lead the sport programs to develop these athletes.

In 1989 the AIS officially merged with the Australian Sports Commission (ASC) under the ASC Act of that year and in 2012 a new strategic direction for the ASC was announced, with national sporting organisations taking complete responsibility for what had been AIS sports programs by the end of 2013. The AIS began in 1981 with 150 athletes in eight sports, but the ASC now supports over 3,000 athletes through 42 high performance sporting organisations.

There are now sport institutes or academies in every State and Territory and these institutes and academies have united with the ASC to form the National Institute Network.

The ASC invests in sport through a variety of grant programs, including investment in high performance (HP) and national sport participation programs, performance pathways, people development and wellbeing, and research and innovation. The ASC individually supports thousands of athletes and over 60 Australian sports through guidance and collaboration. In addition to athletes and sporting organisations, we collaborate closely with state and territory agencies of sport and recreation, the other academies and institutes of sport within the National Institute Network, as well as key high performance Games bodies which include the Australian Olympic Committee, Paralympics Australia and Commonwealth Games Australia.

#### **Win Well Strategy**

[Win Well - Australia's High Performance 2032+ Sport Strategy](#) focuses on optimising outcomes and sustainable success for Olympic, Paralympic and Commonwealth Games sports. The strategy has been co-designed by the Australian High Performance Sport System to unite, inspire and build Australia through high performance sport. Performance-driven, yet people-focused, the strategy is a balanced, holistic approach to support our athletes to win in all areas of life.

The Queensland Academy of Sport (QAS), as a core member of Australia's HP system has signed on to the Win Well Strategy alongside all the other State Institutes and Academies of Sport (SIS/SAS), all HP funded National Sporting Organisations, the Games Partners (AOC, PA and CGA), and the ASC.



**Figure 1 - Win Well Strategy on a page**

The Win Well Strategy is about celebrating the humanity of Australian sport, valuing physical, mental, emotional and cultural wellbeing. Win Well acknowledges the importance of success and rewarding High Performance, and it highlights wellbeing as the foundation of sustainable success.

As stated in the Win Well Strategy:

- 79% of Australians say Olympic, Paralympic and Commonwealth games athletes make them feel proud, higher than any other athletes or sports in the country
- 88% of Australians believe sport is good for bringing their communities together and
- 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

Winning well is about balancing ambitious performance goals while also creating a culture of care, where behaviours and actions are consistent with prioritising the mental, emotional, cultural and physical wellbeing of athletes and staff. This will contribute to sustained performance and success in elite sport. To measure the success of the HP 2032+ Strategy vision, 'We win well to inspire Australians', the Strategy outlines five broad measures:

- Performance at pinnacle events (measured by the total number of medals, total number of medallists and breath of sports)
- Wellbeing across all HP sport environments
- Diversity and inclusion
- Perceptions of the Australian community
- System partner alignment with the roles and responsibilities in the HP2032+ Strategy

The Win Well Strategy is committed to enhancing meaningful connection with Aboriginal and Torres Strait Islander Peoples, histories, communities and culture, and will be achieve this by promoting and implementing principles of reconciliation and self determination to help create



culturally safe environments that support First Nations People to enjoy and maximise opportunities at every level of High Performance Sport, from administration to sporting fields, to achieve all levels of athletics excellence.

Win Well includes four milestones, known as ‘Horizons’, post Paris 2024 Olympics the HP Sport System is moving from Horizon 1 into Horizon 2:

| Milestones | Horizon 1   | Horizon 2   | Horizon 3   | Horizon 4   |
|------------|---|---|---|---|
| Dates      | 2022- Paris 2024  | Post Paris 2024 – December 2026   | January 2027 – December 2030  | January 2031 – 2032   |
| Aim        | Building on the good work already underway in the HP Sport System, increasing understanding of the HP2032+ Sport Strategy, creating alignment and shifting out 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. | A noticeable shift occurs in the way things are done in the HP Sport System, in line with the HP2032+ Sport Strategy. This is a new way of functioning and become integral to the way the HP Sport System operates. | Vision and mission come to life as the strategy is accomplishing what was set out to achieved and this is witnessed through results | Continue to maintain the strength and success of the System that has been built. Continue to learn and grow in response to new conditions |

**Figure 2 - Win Well Strategy Horizons**

The Win Well Strategy’s commitment to inclusive design is driven by programs, initiatives and services designed with consideration for all users and the full range of human diversity. Inclusive design is an effective strategy towards overcoming systemic, attitudinal, physical and communication barriers, increasing 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



As Australians, we aspire to win, and can inspire all with how we win. Win Well is our united commitment to success, by balancing ambitious performance goals with a culture of care, integrity, fair play and pride.

### **Win Well Strategy - roles and responsibilities**

The Win Well Strategy has been developed to foster collaboration, alignment, clarity and accountability across Australia's HP Sport System like never before, to harness the collective strengths and talent resources. A key enabler of the strategy is the establishment of and delivery of clear roles and responsibilities for all of the organisations in the HP sport system to deliver the strategy. The strategy is centred around the athletes; they are the beneficiaries of the performance of these roles and responsibilities.

The roles and responsibilities matrix (**Attachment A**) captures the current state, identifying the key roles each organisation plays on behalf of the entire HP sport system to ensure achievement of the Strategy's priority areas. The QAS, as a member of the SIS/SAS, is responsible for key deliverables as outlined in the strategy to optimise the performance of the whole system.

### **Queensland Academy of Sport Bill 2025**

The ASC encourages consideration of the nationally agreed priorities and roles and responsibilities of the Win Well Strategy in the finalisation of the Queensland Academy of Sport Bill 2025 and looks forward to continued strong collaboration and cooperation with QAS to deliver sustainable success for Olympic, Paralympic and Commonwealth Games sports towards Brisbane 2032 and beyond.

# ROLES + RESPONSIBILITIES FOR STRATEGY IMPLEMENTATION

| Key Activities                                     | ASC/AIS   | SIS/SAS   | NSO  | AOC/CGA/PA                         | SIA  | NST            |
|--|---|---|--|------------------------------------|--|----------------|
| FINANCE  |   |   |  |                                    |  |                |
| Federal Government funding advocacy                | Co-Develop & Lead   | Contribute & Align  | Co-Develop & Align   | Co-Develop & Align                 | Lead (integrity)                             |                |
| Federal Government funding allocation              | Lead, Manage, & Deliver   |   | Align & Support  |                                    | Lead (integrity)                             |                |
| State Government funding advocacy                  | Align & Support   | Lead & Liaison  | Lead & Liaison   | Align & Support                    |  |                |
| State Government funding allocation                |   | Lead, Manage, & Deliver   |  |                                    |  |                |
| Local Government funding advocacy                  |   | Lead, Align, & Support  | Contribute, Align, & Support   |                                    |  |                |
| Non-government funding                             | Manage & Deliver  | Manage & Deliver  | Manage & Deliver   | Manage & Deliver                   |  |                |
| STRATEGIC PLANNING, ADMINISTRATION + GOVERNANCE    |   |   |  |                                    |  |                |
| Sport categorisation                               | Lead, Co-Develop, Manage, & Deliver   | Advise, Inform, & Adopt   | Co-Develop & Contribute  | Inform                             |  |                |
| Athlete categorisation                             | Lead & Oversight (framework)  | Adopt, Align, Validate, & Participate   | Manage & Deliver   | Inform                             |  |                |
| Athlete financial support                          | Lead, Manage, & Deliver (dAIS)  | Manage & Deliver (local grants)   | Inform & Liaison (dAIS)  | Manage & Deliver (local grants)    |  |                |
| Para classification                                | Align   | Align   | Align & Deliver  | Lead & Oversight (PA)              | Support                                      |                |
| Sport HP plans                                     | Support   | Inform  | Lead, Manage, & Deliver  | Support                            |  |                |
| Sport HP monitoring & reviews                      | Oversight   | Align & Contribute  | Adopt & Deliver  | Contribute                         |  |                |
| National strategy, systems, frameworks, & programs | Lead, Co-Develop, Liaison, & Deliver  | Co-Develop & Align  | Contribute & Participate   | Contribute & Align                 | Lead & Deliver (NIF & integrity)             |                |
| Coaching   | Lead & Deliver (coach development programs)   | Contribute & Support  | Lead & Manage  |                                    |  |                |
| Performance Support                                | Lead & Deliver (national systems)<br>Manage, Compliance, & Deliver (AIS site workforce) | Manage, Compliance, & Deliver (workforce management)<br>Validate (frameworks & systems) | Oversight & Liaison (performance contributions)<br>OR<br>Manage, Compliance, & Deliver | Manage & Deliver (at Games Events) |  |                |
| Governance and integrity                           | Co-Lead, Adopt, & Support   | Align & Support   | Co-Lead, Align, Deliver, & Compliance  | Align                              | Co-Lead & Deliver (incl. anti-doping)        | Contribute     |
| DAILY PERFORMANCE ENVIRONMENTS                     |   |   |  |                                    |  |                |
| Facilities, infrastructure, & equipment            | Manage & Deliver  | Liaison, Manage, & Deliver  | Manage, Deliver, or Participate  |                                    |  |                |
| Environmental culture & duty of care               |   | Manage & Deliver  | Manage & Deliver   | Manage & Deliver (at Games Events) | Support                                      |                |
| Coaching   | Support (via coach development programs)  | Manage, Organise, Deliver, or Support   | Lead +/- Organise, Manage, & Deliver   |                                    |  |                |
| Performance Support                                | Manage, Organise, & Deliver   | Manage, Organise, & Deliver   | Lead & Organise +/- Manage & Deliver   |                                    |  |                |
| COMPETITION  |   |   |  |                                    |  |                |
| Pinnacle Games Events                              |   |   |  |                                    |  |                |
| + Planning   |   | Align & Support   | Co-Develop & Align   | Lead, Manage, & Deliver            | Contribute (anti-doping)                     |                |
| + Team selection & delivery                        |   |   | Align & Participate  | Lead, Manage, & Deliver            | Lead (appeals)                               | Lead (appeals) |
| + Performances                                     |   |   | Deliver  | Oversight & Support                | Support                                      |                |
| International Events                               |   |   | Lead, Manage, & Deliver  |                                    | Deliver (hosting) or Support (participating) | Lead (appeals) |