

# STRATEGIC PLAN

2025 – 2029

## OUR VISION FOR 2032

*Inspiring  
extraordinary  
sporting  
success*

## OUR PURPOSE

**To assist** emerging and elite Queensland athletes to achieve success at the Olympic and Paralympic Games.

**To identify** and develop Queenslanders who demonstrate the talent to progress into future elite athletes.

**To collaborate** with institutes of sport, and national and Queensland sporting organisations, to maximise the success of Australian athletes at the Olympic and Paralympic Games.

## OUR STRATEGIC OPPORTUNITIES

**Brisbane 2032:** leverage the 2032 Games to drive growth and improvements in the high performance system.

**Partnerships:** take advantage of strong interest from sports, government and industry to support our mission.

**Governance structure:** leverage the opportunity of becoming a statutory body to increase efficiencies.

**Paralympic pathway:** harness the increased resource and opportunity in Paralympic sport to double the athlete pipeline.

## OUR STRATEGIC RISKS

**Athlete pool:** reduced quantity and quality of athletes coming into the high performance system across the state of Queensland.

**Innovative development practices:** high-performance environments grow more complex without a systematic, innovative development approach.

**Paralympic pathway:** lack of awareness of Paralympic sports and barriers to classification, qualification and coaching.

**Brisbane 2032:** focus on a home Games distracts the system from sustained success beyond 2032.

## TARGET 2028

### Athlete Performance

Queensland athletes win more medals in more sports at the LA 2028 Olympic and Paralympic Games.

## OBJECTIVES

### Athlete Progression

Queensland to have a strong pipeline of athletes in targeted Olympic and Paralympic sports.

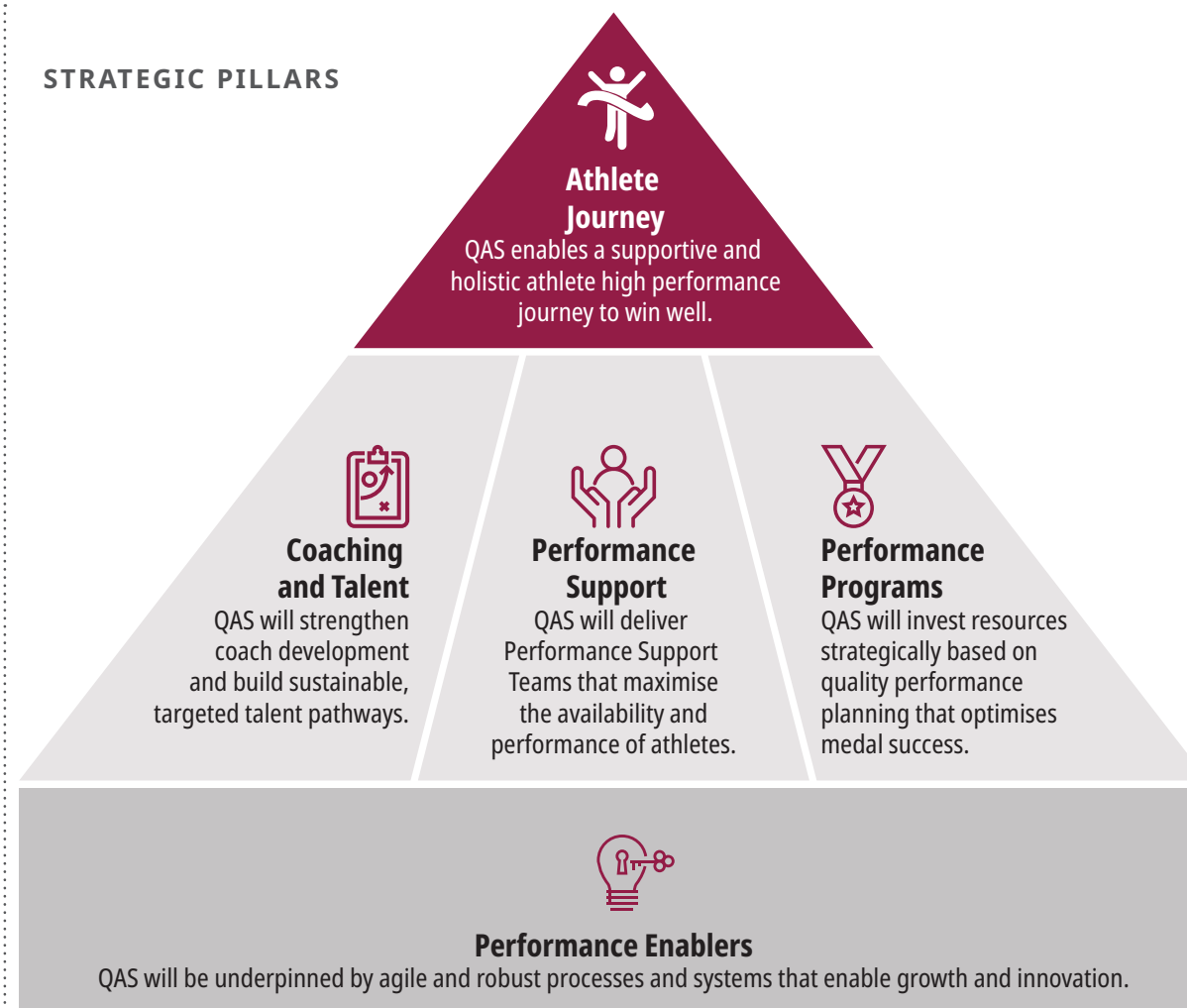
### Performance Systems

QAS facilitates the optimal environment for athletes, coaches and staff to thrive.

### Brand and Growth

QAS builds a preeminent, trusted brand to unlock growth to further support athletes, staff and partners

## STRATEGIC PILLARS



## A plan for Queensland's future

The Queensland Academy of Sport (QAS) strategy is planning for Queensland's future by inspiring the next generation.

The QAS creates a safe, fair and healthy sporting environment that is consistent with all relevant integrity standards.

The QAS respectfully acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Country throughout Queensland.

We value and respect the diversity of thought, cultural background and lived experiences our people bring to enrich our workplace

We respect, protect and promote human rights in our decision-making and actions.

## OUR VALUES



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| STRATEGIC OBJECTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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|  <p>Queensland athletes win more medals in more sports at the LA 2028 Olympic and Paralympic Games.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  <p>Queensland to have a strong pipeline of athletes in targeted Olympic and Paralympic sports to achieve the target.</p>                                                                                                                                                                                                                                                                                                                                                                                          |  <p>QAS facilitates the optimal environment for athletes, coaches and staff to thrive.</p>                                                                                                                                                                                                                                                                                                        |  <p>QAS builds a pre-eminent, trusted brand to unlock growth to further support athletes, coaches, staff and partners.</p>                                                                                                                                                                                                                                         |
| KEY PERFORMANCE INDICATORS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>» Queensland contributes &gt;28 Olympic Medals and &gt;44 Medallists and &gt;28 Paralympic Medals and &gt;27 Medallists in LA 2028.</li> <li>» More than 12 Olympic sports and 8 Paralympic sports winning medals in LA 2028.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>» QAS supported sports exceed the NSO athlete categorisation promotion rate (&gt;50%).</li> <li>» Year-on-year increase in QAS supported Podium &amp; Podium Ready athletes in age precedence for LA 2028.</li> <li>» Daily training completion rates of &gt;80% are achieved by &gt;80% of QAS-supported athletes.</li> </ul>                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>» Engagement score of 75 points or greater in the QAS Culture annual survey.</li> <li>» Over 75% of QAS spend reaches front line service delivery.</li> <li>» Maintain compliance with all statutory requirements with no material findings through external audit.</li> </ul>                                                                                                                                                                | <ul style="list-style-type: none"> <li>» Enhance QAS brand awareness, engagement and sentiment across target audiences.</li> <li>» Attract and retain monetary and non-monetary investment to enable growth and increased credibility for the LA cycle and building into 2032 and beyond.</li> </ul>                                                                                                                                                  |
| STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>» Develop and maintain impactful and collaborative partnerships that contribute to the QAS Vision and Mission, and National High Performance 2032 Strategy.</li> <li>» Empower athletes to have ownership, leadership and influence their journey.</li> <li>» Develop and implement transformational Paralympic programs to deliver against the QAS Vision and Mission, and support the Paralympics Australia Vision.</li> <li>» Ensure each QAS supported sport has quality plans in place that are monitored and reviewed regularly.</li> <li>» Identify, monitor and reduce the risk of each sport's most significant health concerns.</li> <li>» Leverage data and analytics to inform decisions that create a competitive advantage.</li> </ul> | <ul style="list-style-type: none"> <li>» Ensure athletes and coaches engage and value performance support to optimise athlete performance.</li> <li>» Deliver the Gen 2032 coach program with system partners.</li> <li>» Design and deliver Talent Support Plans and pre-elite activity for future Olympic and Paralympic medallists.</li> <li>» Implement state searches to address talent gaps, creating sustainable talent ecosystems through strategic partnerships and alignment.</li> <li>» Implement effective processes for the transition points throughout the athlete journey.</li> </ul> | <ul style="list-style-type: none"> <li>» Build and sustain a high performing, inclusive workforce.</li> <li>» Elevate a fair and safe high performance environment for staff, coaches and athletes through robust sports integrity practices.</li> <li>» Ensure systems, processes and practices support a dynamic, collaborative workplace and innovative DPE.</li> <li>» Leverage and evolve QAS's governance structure to enable efficient and robust decision-making.</li> </ul> | <ul style="list-style-type: none"> <li>» Leverage traditional and new media communication channels to drive reach and engagement via insight-led storytelling.</li> <li>» Leverage paid, earned and owned marketing opportunities to deliver integrated and consistent brand value and growth.</li> <li>» Cultivate authentic relationships with aligned partners and supporters through compelling impact-driven investment propositions.</li> </ul> |