



2022
2025

STRATEGIC PLAN





MISSION

To provide emerging athletes of the Illawarra the maximum opportunity for success and development through excellence in athlete programs and associated support services.

LEADERSHIP, EMPOWERMENT, EXCELLENCE, INTEGRITY, RESPECT, COMMUNITY

KEY OUTCOMES

We instil growth and leadership qualities in athletes, coaches and administrators of the IAS.

We strive to empower our athletes to achieve excellence in their sport and to become future leaders.

We conduct our operations with integrity and treat all athletes and stakeholders with respect.

We are proud custodians of the Illawarra and committed to serving our community.



SUCCESS MEASURES

How our scholarship holders are achieving in the competition arena.

How consistently our scholarship holders and coaches are experiencing personal growth and development due to our programs.

How extensively we are supporting the Illawarra community.

How effectively we are growing our alumni network

How competently we are managing our finances and improving our financial sustainability.

How robust our frameworks and policies are for managing the IAS and protecting our stakeholders.

How capably we are satisfying the needs of our key stakeholders









ATHLETE SERVICES

The IAS aims to promote athlete development and success through a range of targeted athlete services. The IAS believes in a holistic approach to athlete development and seeks to collaborate with other relevant organisations in developing talented athletes and coaches in the region.

We will:

- Provide high quality athletic training and support to every scholarship holder
- Provide personal development training and support to every scholarship holder
- Support talented athletes from disadvantaged groups to achieve their potential
- Improve coaching of talented athletes in the region
- Build partnerships with local and State Sporting Organisations



GOVERNANCE & MANAGEMENT

The IAS aims to adopt best practice sport governance principles that enhance its planning, risk management and decision-making capabilities. It especially acknowledges its responsibilities to use public money wisely and to protect the young people involved with the IAS.

We will:

- Continually improve governance structures and processes
- Provide a safe environment for all involved with IAS
- Ensure effective use of public funds
- Provide a high-standard and supportive working environment for IAS staff

MARKETING & COMMUNICATIONS

The IAS aims to be recognised as a leader in the Illawarra sport community. It acknowledges the importance of its many partners and stakeholders, and strives to build strong and sustained relationships with them.

We will:

- Enhance connections with key stakeholders
- Ensure local athletes are aware of IAS opportunities
- Build strong links with IAS alumni
- Expand fundraising capacity





COMMUNITY

The IAS aims to provide leadership for sporting organisations and promote the development of sport in the Illawarra region by embracing its broader social responsibility. It actively seeks to encourage athlete citizenship and an ethos of giving back to the local community.

We will:

- Create opportunities for scholarship athletes to contribute to the Illawarra community
- Be a leader in promoting high standards of sport development in the region

FINANCES

The IAS aims to achieve a sustainable financial position that affords it scope to provide high quality services to athletes. Importantly, it seeks to ensure that financial constraints are not inhibitors to the progression of athletes to the IAS.

We will:

- Maintain government funding
- Diversify income sources
- Build a cash reserve buffer





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