STRATEGY 2025 - 2032+

VICTORIAN INSTITUTE OF SPORT

The Victorian Institute of Sport (VIS) is a mission driven organisation supporting Victoria's elite athletes to reach their full potential, providing the high performance environment, expertise, and opportunities they need to succeed. Our aim is to empower athletes to achieve excellence on the world stage, at the Olympic, Paralympic, and Commonwealth Games, while inspiring pride and participation across the Victorian community.

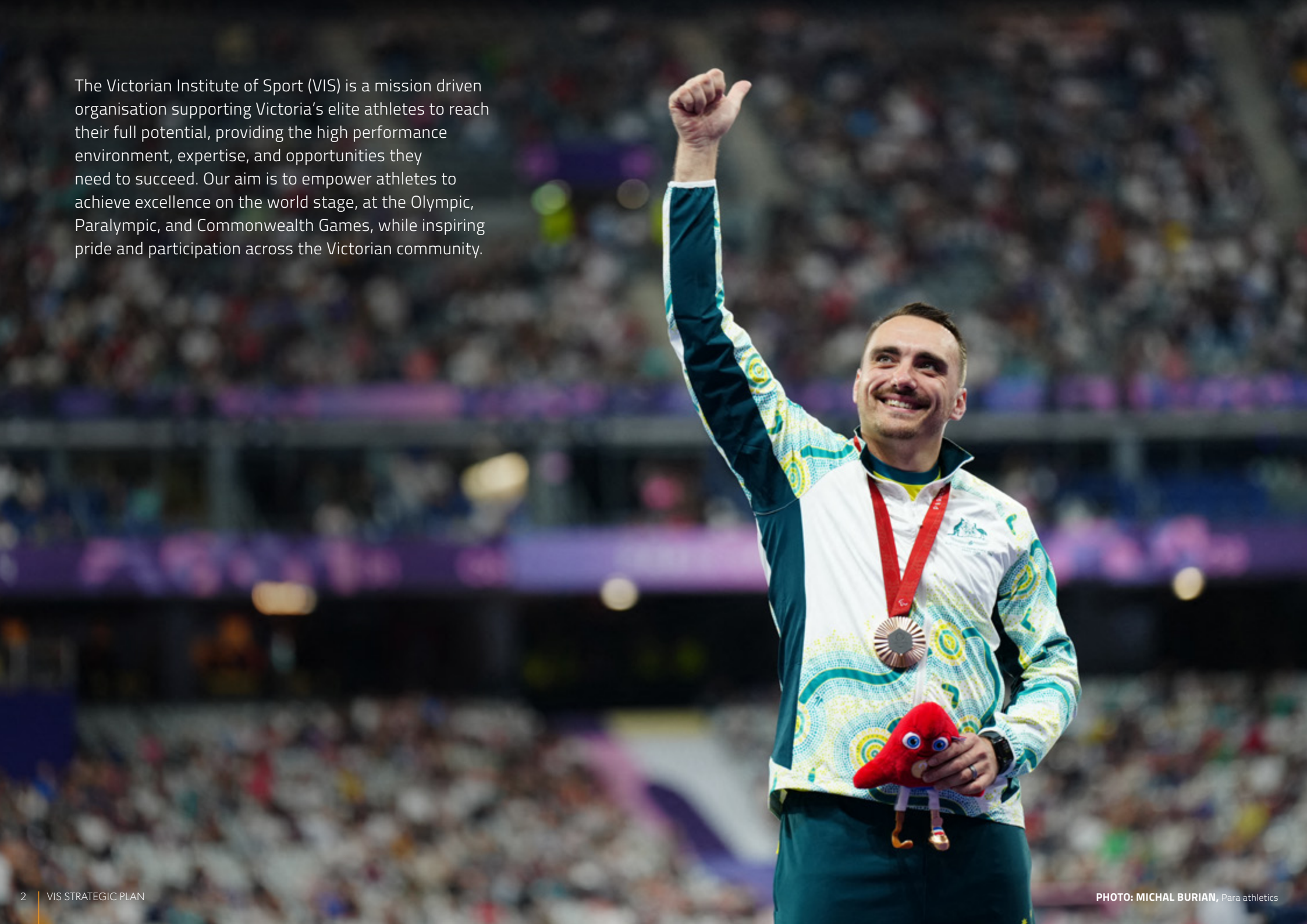

PHOTO: MICHAL BURIAN, Para athletics

COVER PHOTO: ALESSIA MCCAIG, cycling
PHOTO: COL PEARSE, Para swimming

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ACKNOWLEDGEMENT OF COUNTRY

The Victorian Institute of Sport acknowledges the Traditional Owners of the lands across Victoria where sport is played, supported and celebrated. We pay our respects to Elders past and present, and to all First Nations communities, recognising their deep and lasting contribution to Australian sport.

ARTWORK: CREATED BY KAMILAROI WOMAN, KATIE BUGDEN ART

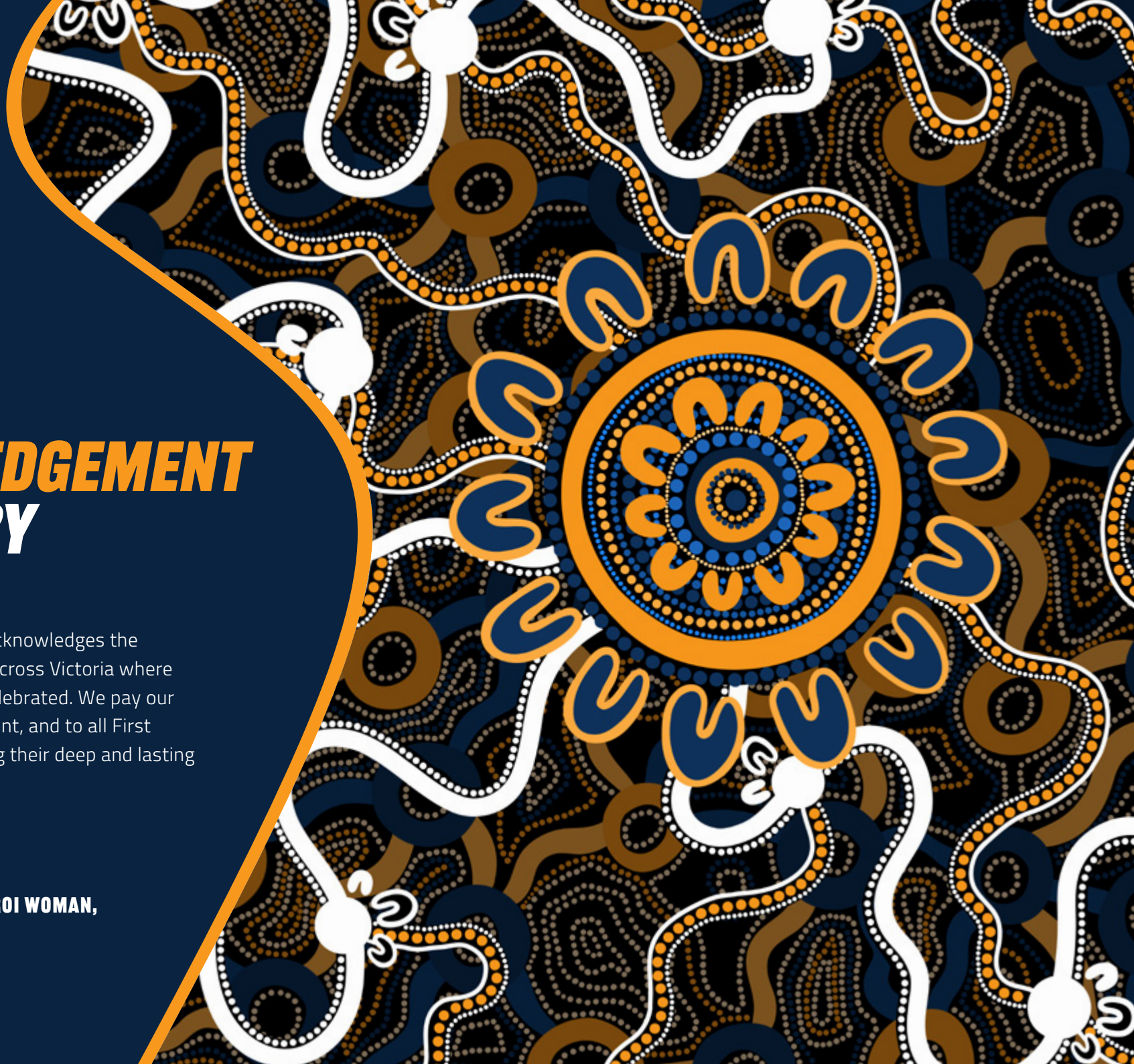

PHOTO: KIM BRENNAN (NEE CROW), VIS alumnus, Olympic and World Champion rower

WELCOME TO THE VIS

For more than three decades, the VIS has been the engine room of Victorian sporting success. Established in 1990 by the Victorian Government, the VIS was created with a clear mandate: to develop the state's best athletes, equip them for success on the global stage and inspire Victorians through sport.

The unique competitive advantage of the VIS lies in its integrated approach, combining cutting-edge research, a dedicated network of experts, and state-of-the-art facilities, ensuring our athletes and programs are unmatched in the delivery of their support systems.

From our world-class facilities at Lakeside Stadium in Albert Park, we deliver high performance programs and services to athletes across more than 45 Olympic, Paralympic, and Commonwealth Games sports. Supported by a network of specialist staff, VIS athletes benefit from coaching, physical preparation, performance science, sports medicine, sports physiotherapy, performance psychology, nutrition and performance lifestyle services. This holistic model ensures athletes are prepared not only to perform at the highest level, but also to succeed in life beyond sport.

CEO INTRODUCTION

STRATEGIC VISION 2025-2032+

HARNESSING POTENTIAL, ACHIEVING GREATNESS

For 35 years, the VIS motto has been Success in Sport and Life. Initially shaped by our founding CEO, Dr Frank Pyke, it established the VIS as a leader in athlete career and education support. Today, we carry that legacy forward with a renewed mission: to empower athletes to succeed in sport and life. This mission is about developing well-rounded individuals who can navigate life's challenges with the same passion and determination they bring to their sport.

A FUTURE-READY VIS

Our vision is clear: VIS athletes are thriving and succeeding on the big stage, inspiring the people of Victoria. We believe that through dedication, ambition, and resilience, VIS athletes will not only succeed on the field of play but also set the standard for future generations to follow.

The VIS is accelerating into the future with a bold strategy to propel Victorian athletes onto the world stage. This plan is more than a roadmap; it's our commitment to excellence, to our people, and to the community we represent.

Our strategy is built on four pillars: Performance Excellence, Athlete Focused – Coach Led, Collaborative Sporting Systems, and Sustainable Success. Together, these pillars will prepare athletes to compete at the highest levels while equipping them with the resilience and skills to thrive in life beyond sport.

PHOTO: NICOLE LIVINGSTONE AO

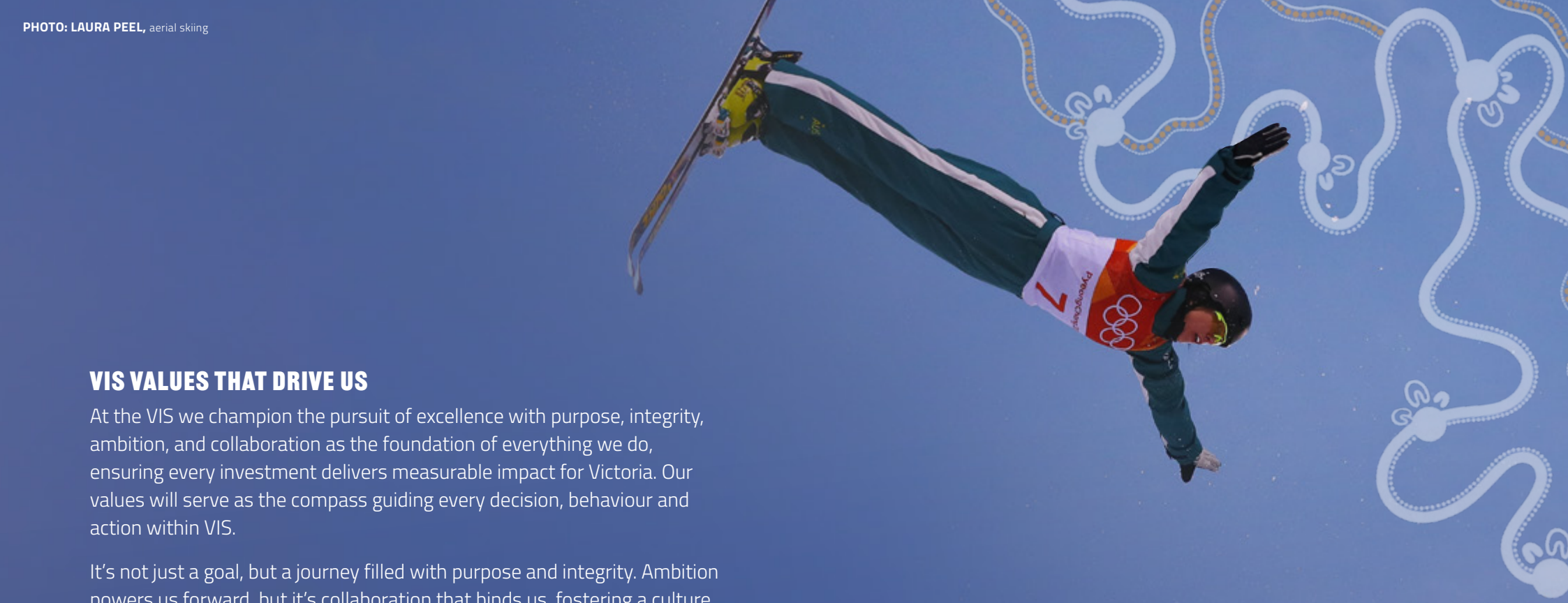

PHOTO: LAURA PEEL, aerial skiing

VIS VALUES THAT DRIVE US

At the VIS we champion the pursuit of excellence with purpose, integrity, ambition, and collaboration as the foundation of everything we do, ensuring every investment delivers measurable impact for Victoria. Our values will serve as the compass guiding every decision, behaviour and action within VIS.

It's not just a goal, but a journey filled with purpose and integrity. Ambition powers us forward, but it's collaboration that binds us, fostering a culture where collective effort leads to outstanding, sustained achievements.

Our values are not aspirational alone; they are actionable principles that drive results. By embedding these values in everything we do, the VIS ensures that investment in Victorian sport delivers tangible, sustainable outcomes for athletes, communities, and the state.

A LENS ON BRISBANE 2032

A defining focus of this strategy is delivering sustainable success at the Brisbane 2032 Olympic and Paralympic Games. The Games present a once-in-a-generation opportunity to elevate Australian sport. The VIS will be at the forefront, preparing Victorian athletes to excel on the global stage while strengthening pathways that inspire participation and unite communities. Our athletes will represent more than Victoria; they will embody perseverance, excellence, and the spirit of a nation.

LOOKING AHEAD

The VIS strategic vision for 2025–2032+ combines ambition with accountability. Anchored in our four strategic pillars and core values, we will cultivate a culture of aspiration and achievement, ensuring athletes thrive on the global stage and in life beyond sport.

THIS IS OUR COMMITMENT: TO WRITE THE NEXT CHAPTER IN VIS HISTORY, LEAVING AN ENDURING MARK ON VICTORIA, AUSTRALIAN SPORT, AND FUTURE GENERATIONS.

Nicole Livingstone AO | CEO, Victorian Institute of Sport

VIS STRATEGIC PLAN 2025-2032+

MISSION
Empower athletes to succeed in sport and life.

VISION
VIS athletes are thriving and succeeding on the big stage and inspiring Victorians.

	PERFORMANCE EXCELLENCE	ATHLETE FOCUSED - COACH LED	COLLABORATIVE SPORTING SYSTEMS	SUSTAINABLE SUCCESS
HORIZON ONE 2025 - 2028	Relentlessly striving for world-class performance with continuous improvement and performing when it matters.	Athletes are at the heart of every decision, empowered by world-class coaches and performance experts who drive their development and support their wellbeing.	A unified sporting system built on trust, alignment, and shared accountability.	Strategic advancement and financial resilience enabling athletes to thrive in daily performance environments.
HORIZON TWO 2029 - 2032+	VIS athletes and performance staff make a significant contribution to Australia's success at Brisbane 2032.	Athletes, coaches and high performance staff are unified in driving excellence, supporting wellbeing, building a legacy of success and performing when it matters.	Contribute to the most united sporting system in Australian history, elevating the performances and sustainable success of Brisbane 2032 and beyond.	A future ready VIS is underpinned by innovation to sustainably deliver lasting impact for Victorians.

VALUES
CHAMPION THE PURSUIT OF EXCELLENCE WITH PURPOSE, INTEGRITY, AMBITION AND COLLABORATION.

PHOTO: TRISTAN CARTER, canoe

PHOTO: DR LAUREN BURNS OAM, VIS CHAIR
VIS alumnus and Sydney 2000 Olympic Champion in taekwondo

EMPOWERING ATHLETIC EXCELLENCE

A LEGACY OF CHAMPIONS

Since its inception, the VIS has been a driving force in shaping Australia's sporting success. Across generations, VIS athletes have stood on Olympic, Paralympic, Commonwealth, and World Championship podiums, setting new standards of performance and inspiring millions.

That legacy grew even stronger at the Paris 2024 Olympic and Paralympic Games, where VIS athletes and staff made a substantial contribution to Australia's achievements, extending our tradition of excellence that now spans more than nine Summer, Winter and Commonwealth Games cycles.

Our Paris representatives have now joined a distinguished line of champions the VIS has guided to the global stage. From Olympic icons such as Catherine Freeman AC, Grace Brown OAM, Mack Horton OAM, Dr Lauren Burns OAM, and the legendary Oarsome Foursome, to Paralympic greats like Emily Petricola OAM, Kelly Cartwright OAM, and Dylan Alcott AO, the VIS has consistently produced athletes whose performances elevate Australia's place in world sport and whose impact reaches far beyond the field of play.

PHOTO: SAFFRON TAMBYRAJAH, taekwondo

MORE THAN MEDALS

Success at the VIS is measured by more than podium finishes. Holistic development is central to our ethos: with 95% of athletes actively pursuing education and careers alongside their sporting ambitions, building resilience, networks, and skills for life beyond competition.

Through school visits, facility tours, and community programs, VIS athletes and experts also inspire Victorians to lead healthy, active lives, demonstrating the power of sport to strengthen communities as well as deliver international success.

Beyond performance, the VIS uses sport as a force for change: our athletes inspire healthier lifestyles, stronger connections, and greater inclusion across Victoria.

LOOKING AHEAD

The VIS is uniquely positioned to lead Victoria into a golden age of sport. With Los Angeles 2028, French Alps 2030 and Brisbane 2032 on the horizon, we will play a critical role in preparing athletes to compete on the world stage, proudly representing the state of Victoria.

PHOTO: CORY INNES, VIS Physical Preparation Coach
ABBEY CALDWELL, athletics

MISSION

EMPOWER ATHLETES TO SUCCEED IN SPORT AND LIFE.

HOW THIS COMES TO LIFE:

- Provide personalised, athlete-centred support.
- Communicate openly and proactively.
- Foster leadership, decision-making, and self-management.
- Adopt holistic sporting, educational, and personal growth principles.
- Equip athletes for life during and beyond sport.

VISION

VIS ATHLETES ARE THRIVING AND SUCCEEDING ON THE BIG STAGE AND INSPIRING VICTORIANS.

HOW THIS COMES TO LIFE:

- Drive innovation in athlete development.
- Embed global standards and learning.
- Build resilience and adaptability.
- Mentor future leaders in sport.
- Inspire bold, ambitious goals.
- Victorians proudly celebrate VIS athletes.

"In the lead-up to my final year on the bike, the VIS provided support that allowed me to perform at my absolute best. Having access to a high performance training facility with incredible medical support helped me step onto the world stage with confidence and ultimately win Olympic gold and a world championship title."

Grace Brown OAM

VIS alumnus, Olympic and World Champion cyclist

PHOTO: DYLAN ALCOTT AO
VIS alumnus, wheelchair basketball & wheelchair tennis

VALUES

CHAMPION THE PURSUIT OF EXCELLENCE WITH PURPOSE, INTEGRITY, AMBITION AND COLLABORATION.

HOW WE LIVE OUR VALUES:

- Back each other and build trust.
- Communicate openly and embrace diverse perspectives.
- Set high standards and strive for excellence.
- Act with honesty and safeguard wellbeing.
- Stay ambitious and create lasting impact.
- Honour Victoria's rich sporting heritage while innovating for the future.

PHOTO (L-R): VIS AERIAL SKIERS Laura Peel, Airleigh Frigo, Danielle Scott and Abbey Willcox made history as Australia's first ever podium clean sweep at a winter sport World Cup event. The four athletes claimed first to fourth place at the Deer Valley World Cup in February 2025.

PHOTO: **JEMIMA MONTAG**, athletics

WIN WELL PLEDGE

We win well to inspire Australians' is the vision for Australia's High Performance 2032+ Sport Strategy from the Australian Sports Commission. The strategy focuses on optimising outcomes and sustainable success for all Summer and Winter Olympic and Paralympic sports. 'Win Well' was co-designed by the Australian High Performance Sport System to harness the system's collective strengths, talent and resources. The VIS is signatory and fully committed to promoting and fostering collaboration, alignment, and accountability across the system towards 2032.

PHOTO: CAMPBELL HARRISON, sport climbing

STRATEGIC HORIZONS

Our Horizons are designed in two phases to align with the 2028 and 2032 Olympic and Paralympic Games, whilst supporting athlete goals in other major events like the Winter Olympics and Paralympics and Commonwealth Games.

Each of our strategic pillars plays out across these two Horizons: Performance Excellence, Athlete Focused – Coach Led, Collaborative Sporting Systems and Sustainable Success.

PHOTO: CLAUDIA HOLLINGSWORTH, athletics

HORIZONS TIMELINE

HORIZON ONE 2025 - 2028
HORIZON TWO 2029 - 2032+

2026

Glasgow Commonwealth Games

2028

Los Angeles Olympic and Paralympic Games

2026

Milano Cortina Winter Olympic and Paralympic Games

2030

French Alps Winter Olympic and Paralympic Games

2032

Brisbane Olympic and Paralympic Games

2030

Amdavad Commonwealth Games

Strategic Plan reviewed annually each October; completing a Horizon One review in 2028 before Horizon Two begins.

HORIZON 1

2025 - 2028 ACCELERATING VIS HIGH PERFORMANCE

“The VIS supported my transition from athlete to coach and helped me grow into the leader I am today. Over seven years leading the hockey program, I’ve cultivated a high performance environment that develops elite athletes while empowering women to become strong leaders in their communities.”

Stacia Strain | VIS Head Coach, Women’s Hockey

PERFORMANCE EXCELLENCE

Relentlessly striving for world-class performance with continuous improvement and performing when it matters.

- Build and sustain a highly skilled, innovative and diverse workforce that inspires, engages and supports athletes and coaches to succeed.
- Attract and develop world-class athletes through our leading Daily Performance Environment (DPE), facilities, staff, methods and results.
- Deliver a targeted Para athlete strategy to expand talent identification, enhance the DPE and strengthen Para athlete representation and success across performance pathways.
- Create a performance environment for athletes, coaches and support staff that fosters feedback, learning and continuous improvement.

ATHLETE FOCUSED - COACH LED

Athletes are at the heart of every decision, empowered by world-class coaches and performance experts who drive their development and support their wellbeing.

- Ensure all programs are built around holistic long-term athlete development.
- Athletes and coaches embody the VIS vision and values and inspire the next generation of VIS scholarship holders.
- Strengthen relationships between coaches and high performance support staff across the system.
- Invest in the ongoing development of all coaches engaged in working with VIS athletes, developing them to contribute to national campaigns.

COLLABORATIVE SPORTING SYSTEMS

A unified sporting system built on trust, alignment, and shared accountability.

- The VIS is committed to the HP 2032+ Sports Strategy to Win Well and has data intelligence systems in place to report on progress.
- Strengthen trust across the sporting system by defining roles, responsibilities and expectations at all levels. Provide clarity on when to lead, influence and/or collaborate.
- Continue to build trust with key stakeholders through transparency of VIS decision-making and program delivery.
- Celebrate our collective achievements to foster ongoing support across the ecosystem.

SUSTAINABLE SUCCESS

Strategic advancement and financial resilience enabling athletes to thrive in DPEs.

- Align support within the national sporting system for the new VIS Strategic Plan to foster confidence and commitment.
- Diversify revenue streams through innovative commercial partnerships, grants, philanthropy and digital assets.
- Elevate the VIS by amplifying stories of athletes, coaches, and staff. Grow VIS's presence and impact through digital innovation and media outreach.
- Recognise and respect the diverse backgrounds of all individuals, cultivating a supportive, inclusive, and secure environment throughout the organisation.

PHOTO (L-R): VIS PARA SPORT UNIT LAUNCH Lina Lei OAM, Melissa Tapper, Nicole Livingstone AO, Cameron Murray, Steve Dimopoulos MP, Isabel Martin, Col Pearse, Nina Taylor MP, Ahmed Kelly and Jack Swift.

HORIZON 2

2029 - 2032+ DELIVERING WORLD-CLASS PERFORMANCE TO 2032 AND BEYOND

PHOTO: BROCK BATTY, trampoline

PERFORMANCE EXCELLENCE

VIS athletes and performance staff make a significant contribution to Australia's success at Brisbane 2032.

- VIS athlete medal contribution to the Brisbane 2032 Olympic and Paralympic Games exceeds Paris 2024.
- VIS athletes and performance staff are strongly represented across Olympic and Paralympic teams.
- We deepen our commitment to innovation - embedding advanced training methods, cutting-edge technology, and research-driven practices into every aspect of daily performance.

ATHLETE FOCUSED - COACH LED

Athletes, coaches and high performance staff are unified in driving excellence, supporting wellbeing, building a legacy of success and performing when it matters.

- An increased percentage of VIS athletes are categorised at 'podium' levels, heading toward success in 2032.
- Our coaches and high performance staff are experts in their disciplines and sought after by National Sporting Organisations as essential assets to deliver results.

COLLABORATIVE SPORTING SYSTEMS

Contribute to the most united sporting system in Australian history, elevating the performances and sustainable success of Brisbane 2032 and beyond.

- Drive deep collaboration across government, sport, community, and industry to elevate athletes, coaches, and support teams to world-leading standards.
- Increase in Victorian regional athletes being nationally categorised. Representing Victoria and Australia, inspiring others.

SUSTAINABLE SUCCESS

A future-ready VIS is underpinned by innovation to sustainably deliver lasting impact for Victorians.

- Harness the opportunity of an Australian Olympic and Paralympic Games to deliver a legacy of participation, inclusion, and excellence for generations of Victorians to come.
- The VIS delivers value for our partners. Our mutually beneficial relationships are strongly aligned with our vision.
- New state funding is in place, aligning with National Institute Network funding standards, and a long-term VIS facilities plan is in place that ensures our VIS home base and legacy.

IMAGE CREDITS

Cover: Tim Bowman

2, 7, 9-11, 14, 16-18, 24, 27-28: Getty Images

3: Marty Smith

12: Light Knife

13: Con Chronis

15: Chris Hocking

23: Jeff Crow

PHOTO: AHMED KELLY, Para swimming

“The sincerity of the people at the VIS is what I value most, they have a genuine interest in seeing athletes become the best that they can be. It gives me a sense of honour to be associated with the VIS.”

Catherine Freeman AC

VIS alumnus and Sydney 2000 Olympic Champion in athletics

WE ARE DEDICATED TO UPHOLDING THE LEGACY ESTABLISHED BY VIS ATHLETES AND STAFF BY DELIVERING A SIGNIFICANT SPORTING CONTRIBUTION TO BOTH VICTORIA AND AUSTRALIA.