

**INVICTUS  
AUSTRALIA**

UNCONQUERED TOGETHER

# STRATEGIC PLAN

2023/24

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**STRENGTHEN  
VETERAN  
WELLBEING  
THROUGH  
SPORT**

**GET ACTIVE. GET CONNECTED.  
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“ Not only does Invictus Australia support veterans and members of the ADF to showcase their sporting skills on the global stage, it’s also an organisation focused on assisting veterans on their journey of recovery and connecting them and their families with the broader community after they leave service. ”

**The Hon Matt Keogh MP**  
Minister for Veterans’ Affairs and Defence Personnel

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# OUR VISION

*Inspiring active & connected lives:*  
Unleashing the power of sport to empower the Australian Defence Community, mentally, physically and socially.

# OUR MISSION

Strengthening the health and wellbeing of the Australian Defence Community through the power of sport.

# OUR VALUES

Integrity

+

Compassion

+

Respect

+

Courage

+

Inclusivity

# OUR MESSAGE

Invictus Australia believes in the unconquerable human spirit and the ability of sport to change lives.

Invictus Australia enables the Australian Defence Community to develop relationships with sporting communities nationwide and foster opportunities for individuals to participate, compete and volunteer to achieve an ongoing connection through sport.

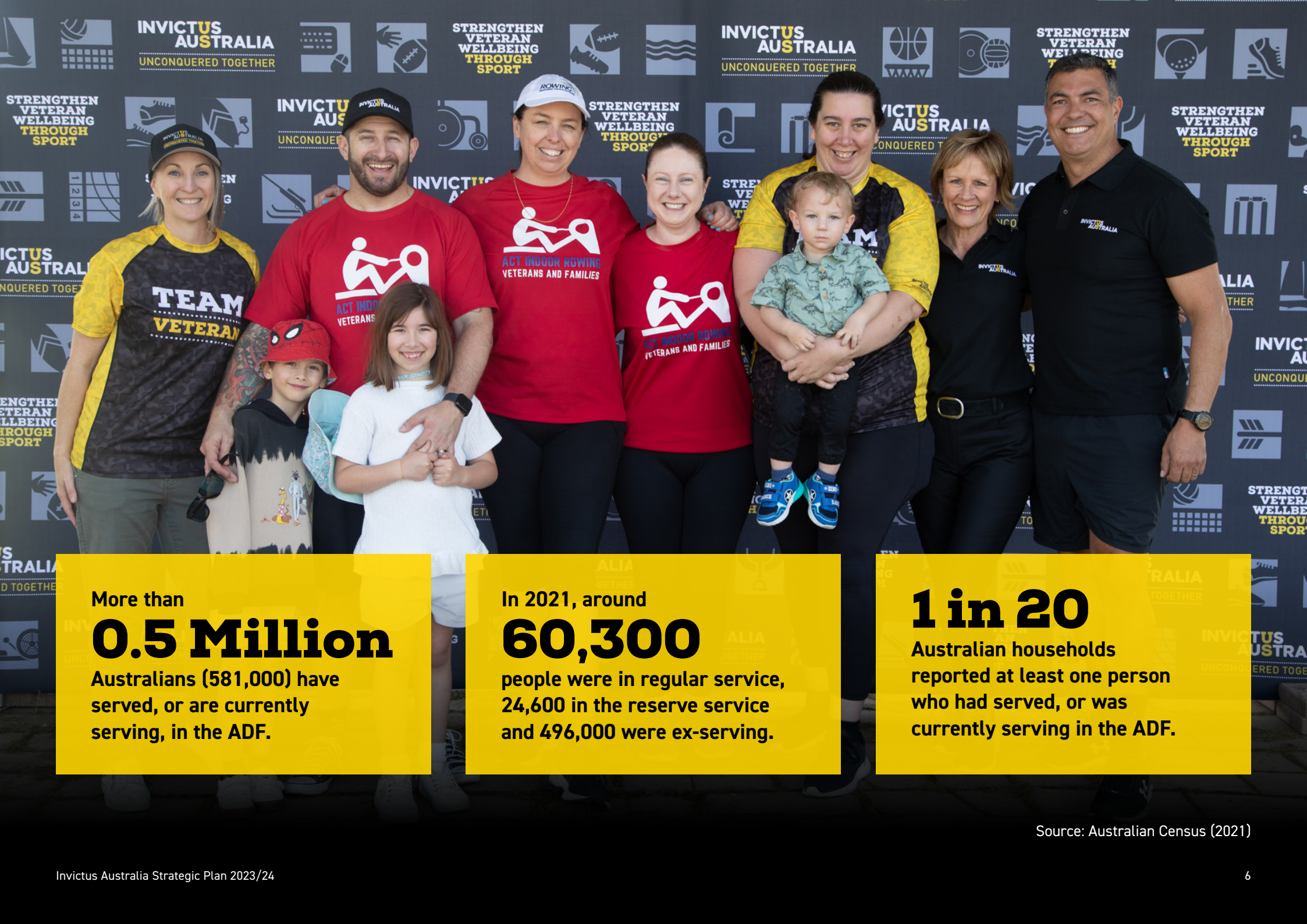
As a veteran or family member, Invictus Australia offers you the opportunity to connect with communities outside of Defence, in the sport and recreation sector, to find new connection, purpose, mateship and a pathway toward a more active and healthier life.

Invictus Australia works with and through others; via collaboration with organisations such as the Australian Defence Force, ex-service organisations and sporting bodies to deliver support. It is through these partnerships that Invictus Australia delivers opportunities and outcomes for Australia's Defence Community.



# GLOSSARY OF TERMS

TERM	EXPLANATION	ACRONYM
Adaptive Sport Program	The ADF Adaptive Sport Program is a multi-sport program for wounded, injured or ill serving and former serving military personnel and includes both domestic and international events, led by the ADF. Invictus Australia is a partner of the ADF on the program.	ASP
Australian Defence Community	All veterans (current and former serving), per the Department of Veterans Affairs definition, and their families. It also includes organisations and individuals who provide support to veterans and their families.	ADC
Australian Defence Force	The Australian Government agency of that name, and inclusive of Army, Navy & Airforce.	ADF
Defence Families	Family members of those who have served in the Australian Defence Force, and includes partners, parents, siblings and children.	-
Department of Veterans Affairs (DVA)	The Department of Veterans' Affairs (DVA) is a department of the Australian Government. The DVA provide support, services and information for Veterans and their dependants, serving and former serving ADF members, war widow/ers and others in the veteran community.	DVA
Ex Service Organisations	Organisations recognised for providing services to Veterans and their families, including organisations such as the Returned and Services League of Australia, Legacy Australia and Soldier On.	ESO
Invictus Games Alumni	Members of an Australian Team who have competed at the Invictus Games.	-
Invictus Games Foundation	The International Governing body for the Invictus Games and owners of the Invictus brand.	IGF
National Sports Organisations	The National Federation for each sport, recognised by the Australian Sports Commission and the respective International Federation.	NSO
Sporting Clubs	The groups and organisations affiliated and recognised by SSOs and NSOs as their clubs.	-
State Sporting Organisations	The State or Territory based members or affiliates of the NSO.	SSO
Team Australia	The Australian Team selected to compete in an event, such as the Invictus Games or Warrior Games.	-
The Invictus Games	The Games that are owned and managed by the Invictus Games Foundation and the various host nations they award the Games to.	IG
The Warrior Games	The event owned and operated by the United States Department of Defence.	WG
Veteran	We recognise the Department of Veterans' Affairs definition of veteran – which incorporates all current serving, former serving and reservists who have completed at least one full day of service.	-
Veteran Community	The same as Australian Defence Community.	-
Veteran Engagement Team	The representatives of Invictus Australia who are engaged to deliver Invictus Australia services to the Australian Defence Community.	-
Wounded, Injured & Ill	[Aka wounded, injured and sick internationally] This means individuals challenged by physical or mental health injury. It is also an eligibility requirement for the Invictus Games.	WII



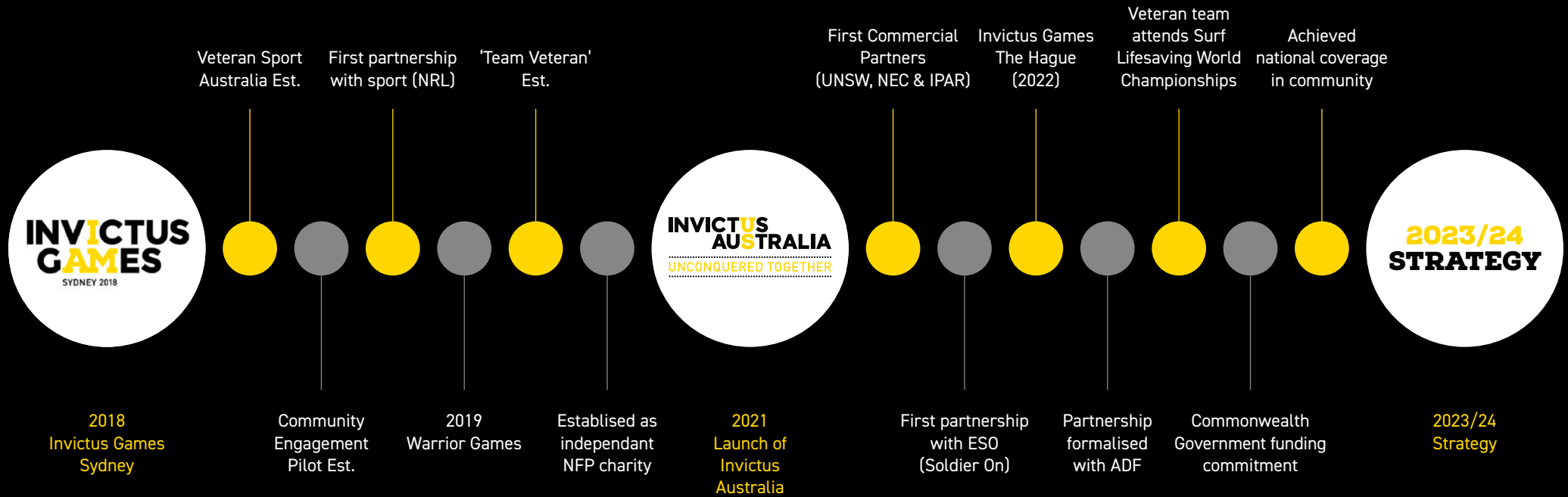
More than  
**0.5 Million**  
Australians (581,000) have served, or are currently serving, in the ADF.

In 2021, around  
**60,300**  
people were in regular service, 24,600 in the reserve service and 496,000 were ex-serving.

**1 in 20**  
Australian households reported at least one person who had served, or was currently serving in the ADF.

Source: Australian Census (2021)

# WHERE HAVE WE COME FROM





“ Sport is my love but for many years I sat at home and could not move. The choice to become an amputee was hard and took a lot. Being involved in wheelchair rugby has been amazing – the joy and happiness from meeting new people, competing and training has really brought me back from death. I feel alive again and have a new drive to push myself further. ”

**Ainsley Hooker**  
Invictus Games competitor

“ I have had the most wonderful weekend where I feel like my cup is now full. It’s been an incredible safe place where I can just be me and enjoy the sport I love, so thank you Invictus Australia for this opportunity. This has been a beautiful place where you can come and be yourself and be accepted and loved for who you are. ”

**Monica**  
Mountain Biking participant & Veteran



“ True Grit is honoured to be joining forces with Invictus Australia given our courses are inspired by the incredible spirit of our military personnel. We have always admired the resilience and determination of our veterans, and through this partnership, we can harness the power of our events to empower them on their journey of recovery, wellness or reintegration. We look forward to providing a platform that celebrates their strength, supports their wellbeing, and fosters a strong community of like-minded individuals. ”

**Tom Gilmartin**  
True Grit Director



# WHERE ARE WE HEADED

“ I was lucky to go in 2018, to the Invictus Games (as a member of the Broadcast team), it was bloody awesome. The way that it normalised not just returned servicemen and women who might have a disability or a mental health struggle, but disability in general. “

**Dylan Alcott AO**  
2022 Australian of the year

Over the next ten years we aim to:

## **Deliver high-quality & professional support**

to Australia's Invictus Games Team and domestically through the delivery of grass-roots community programs targeted toward the broader Defence community.

## **Be an organisation of unique value**

to the Australian community – working across Veterans, Defence, Health and Sport sectors – recognised for delivering outcomes and the coordination of quality services for veterans and their families.

## **Demonstrate and promote the positive value of sport**

for the Defence community, particularly to those members of the community who are wounded, injured or ill.

## **Be a trusted partner**

for DVA, ADF, sports, ex-service organisations, government, commercial partners and our other stakeholders.

## **Be financially sustainable**

through partnerships, fundraising and community support, enabling us to strategically invest to achieve outcomes for veterans and their families.

## **Be internationally recognised**

as an innovator and contributor to the global Invictus movement and utilise this position and brand for the benefit of our region.

## **Secure the Invictus Games**

for Australia again.

## **Be a sought-after & inspiring workplace**

that attracts and supports high performing staff and volunteers, to optimise the outcomes achieved through our partnerships and program delivery.



“ Invictus is such an evocative term that the predecessor to Invictus Australia, [the Games] was an easy transference of the spirit of Invictus into something enduring because... you’ve got legacy. How about in 50 or 60 years Invictus [Australia] is recognised that if you are a person who has served, put the community before yourself, then you have a place, not a refuge, but a further opportunity to enrich your life when you finish that time in uniform. ”

**General The Hon Sir Peter Cosgrove (Retd)**  
Patron Invictus Australia

**NEC** Creating Value Series

# WHERE ARE WE NOW?



## **Seven veteran engagement staff**

on the ground servicing the community – South Australia, Western Australia, Victoria, ACT/Southern NSW, Northern NSW, South Coast NSW and Southern Queensland.

## **Executive management team in place**

## **Preparing for the 2023 Dusseldorf Invictus Gam**

and potential Warrior Games in June 2024.

## **Partnership in place with the ADF**

to support the Invictus Team and Adaptive Sport Program.

## **Commenced our engagement with Invictus Team alum**

and providing a pathway to alternate competitions.

## **Entering our second year of funding from DVA**

and the Commonwealth Government.

## **Three commercial partners**

entering their second year – UNSW Canberra, NEC and IPAR.

## **Developing an automated fundraising hub**

to diversify revenue streams.

# WHO WE WORK WITH TO DELIVER OUTCOMES

**ADF veterans  
(current & former)  
& their families**

**Invictus Games  
Foundation**

**National sporting  
organisations,  
state associations  
& clubs**

**Ex-service  
organisations &  
other veteran  
service providers**

**Alumni, patron,  
ambassadors,  
champions**

**Commercial  
partners**

**Department of  
Veterans Affairs**

**Australian  
Defence Force**

**Commonwealth  
Government**

**State & local  
government**

**Donors**

**Media  
partners**

**Tertiary  
institutions**

**Australian  
public**

“ Our partnership with Invictus Australia is all about supporting veterans and their families in practical ways that truly make a difference, whether it’s through improved access to local sporting activity and the many physical and mental health benefits that flow from it, or by creating meaningful connections to the local Invictus community. We know that sport has the power to inspire and unite people toward one common goal. We will leverage this partnership to help veterans find or reignite their passion for sport and integrate this into their unique rehabilitation and reintegration journey for themselves and their family. ”

**Jo Broomhall**  
Executive General Manager, IPAR



# OUR OPERATIONS

## PROGRAM AREA

## GOAL

### 1. Community Engagement & Impact

Through national and local relationships, connect and enable opportunities for veterans and their families to achieve improved health and wellbeing outcomes across Australia.

### 2. Sport Teams, Pathway & Alumni

Support the delivery of the ADF Adaptive Sport Program (ASP), Australia's Invictus Games Team and participation in other competitive sporting events for veterans and their families at a national and international level.

### 3. Commercial, Marketing & Fundraising

Understand and communicate with our variety of audiences and stakeholders, and be a well-respected organisation and brand.

Be financially responsible and build sustainability for the future, as well as be attractive to Government and the private sector for ongoing investment.

### 4. Human Resources, Financial Management & Governance

Maintain high standards of governance, compliance and staff performance to deliver a well-respected and high performing not-for-profit.



“ Sport gives me the strength to push forward and to not give up on days I’ve convinced myself that nobody cares. Sport hasn’t just played a role in my rehabilitation it is the reason my wife still has a husband and my son still has a father today. I currently compete in sport on a regular basis and it is my main tool for rehabilitation when it comes to mental health. ”

**Cpl Jason Moore**  
Winter Allied Camp participant

# STRATEGIC INITIATIVES BY PROGRAM AREA 2023/24

## 1. Community engagement & impact

**GOAL:** Through national and local relationships, connect and enable opportunities for veterans and their families to achieve improved health and wellbeing outcomes across Australia.

### KEY ACTIONS

### OUTPUT

#### Engagement & Connection

1. Invictus Australia has an established presence in each State.
2. Existing relationships consolidated and new relationships formed with sports, and their local networks, through agreements and joint operating plans.
3. Evolve and improve relationships with ex-service organisations, and collaborate and partner with those who we are aligned on purpose and outcomes.
4. Further understand and improve our retention of participants in ongoing sporting programs.

#### Communication & Database

5. Deliver tailored communications, through social media and other networks, to the local communities where Invictus Australia operates.
6. Develop strong networks with the community to help identify and encourage participation in activities.

#### Programs, Activities & Events

7. A combination of activities and opportunities to be created to engage veterans and their families – delivered in the locations where IA staff are operating, with an aim to engage 1,000+ individuals in that location per annum.
8. Focus on ongoing connection and engagement to sport.

#### Research & Reporting

9. Development of a long-term plan to understand the broad impact of Invictus Australia programs.
10. Establishment of systematic data collection to support reporting requirements.
11. Undertake evaluation of the value and impact of the Invictus Australia service offerings through collaboration with appropriate expertise.

## 2. Sport teams, pathways & alumni

**GOAL:** Support the delivery of the ADF Adaptive Sport Program (ASP), Australia's Invictus Games Team and participation in other competitive sporting events for veterans and their families at a national and international level.

KEY ACTIONS	OUTPUT
Sport pathway for all who apply for the ASP	<ol style="list-style-type: none"> <li>1. Deliver high quality and professional support to the Invictus Games, Warrior Games, Winter Allied Sport Camps and other international opportunities.</li> <li>2. Develop and deliver additional opportunities and connection for all those who apply for and can benefit from the adaptive sport processes.</li> </ol>
Promotion of sporting events, and connection opportunities for veterans and their families	<ol style="list-style-type: none"> <li>3. Map and promote competition opportunities for participation.</li> <li>4. Leverage promotion and relationships with event organisers to measure and connect veterans through sporting events.</li> <li>5. Provide more opportunities for current and former serving veterans to participate outside the Invictus Games.</li> </ol>
Invictus Alumni and ongoing engagement	<ol style="list-style-type: none"> <li>6. Build and develop an Alumni network of participants and those interested in adaptive sport teams and participation opportunities.</li> <li>7. Provide recognition and connection opportunity for Invictus alumni.</li> </ol>
Future Invictus Games	<ol style="list-style-type: none"> <li>8. Explore the possibility of bringing the Invictus Games to Australia again.</li> </ol>



“ The Albanese Government is committed to supporting our serving personnel, veterans and families. And we are proud to see a team of current and former-serving military personnel from surf clubs across Australia competing now for the first time under a single cap. Team Veteran Australia is showing how sport at all levels of competition can benefit our nation's veterans during and post-military service. ”

**The Hon Matt Thistlethwaite**  
Assistant Minister for Veterans & Defence Personnel



### **3. Marketing, commercial and fundraising**

**GOALS:** Understand and communicate with our variety of audiences and stakeholders, and be a well-respected organisation and brand.

Be financially responsible and build sustainability for the future, as well as be attractive to Government and the private sector for ongoing investment.

#### **KEY ACTIONS**

#### **OUTPUT**

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##### **Increase Revenue Streams**

1. Build revenue streams from private sector investment to maintain IA operations beyond the Federal Government investment.
2. Establish a safety net to secure the future of IA, and protect against unforeseen circumstances and provide for strategic opportunities.
3. Consider the long-term growth ambitions and a diversified approach to achieve current and future targets.
4. Provide high quality engagement for our commercial partners, and seek out opportunities to engage them to help achieve our objectives.

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##### **Build Awareness & Brand**

5. Understand & communicate effectively with our range of audiences & stakeholders.
6. Create content, stories and material to promote the power of sport to strengthen veterans' wellbeing.
7. Be a well-respected organisation and brand, positioning multiple work streams effectively and extending reach beyond veteran audience.

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##### **Amplify & Grow**

8. Leverage stakeholder relationships and platforms to reach, educate and influence more people about IA's vision & impact, with minimal investment.
  9. Grow our audience reach, to extend awareness and increase impact.
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## 4. Human resources, financial management and governance

**GOAL:** Maintain high standards of governance, compliance and staff performance to deliver a well-respected and high performing not-for-profit.

KEY ACTIONS	OUTPUT
Efficient money management	1. Be effective in our management of money to deliver upon agreed outcomes and provide timely and transparent reporting.
High performing team	2. Implement a performance management framework tied to the strategy, which encourages quality of engagement with stakeholders and the community we serve. 3. Provide a training framework for staff to ensure they are well equipped to perform their roles. 4. Monitor staff satisfaction, performance and longevity to provide for the best possible operating environment.
Governance evolution	5. Increase the Board size and diversity through the appointment of new Directors. 6. Determine the future company Membership model.
Advocacy	7. Consider forming a coalition with similar contemporary organisations. 8. Consider the opportunity for Invictus Australia to act as a coordination and funding agency for other programs and organisations. 9. Be part of the solution in response to the findings by the Royal Commission into Defence and Veteran Suicide.
Global movement	10. Be an active contributor to the global Invictus movement, working in close collaboration with the Invictus Games Foundation and other countries.

“ I commend Invictus Australia on their mission to adapt to the ever-changing needs of Australian veterans and families and the powerful role sport can play in strengthening wellbeing, supporting transition, recovery and rehabilitation. ”

**The Hon Matt Keogh MP**

Minister for Veterans' Affairs and Defence Personnel





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