**Aligning to Australia’s High Performance Sport Strategy (HP2032+)**

Australia’s High Performance Sport Strategy (HP2032+), developed by the system, for the system, will enable the system to capitalise on the Green and Gold Runway to Brisbane 2032 and beyond. ​

All sport specific strategy development should consider and align to HP2032+​ [HP2032 | HP2032 (winwell2032.au)](https://www.winwell2032.au/)

|  |
| --- |
| **OUR VISION​**Inspiring Australia in our united pursuit to win well**​** |
| **The Goal**​We are building a sustainable and integrated sporting system that is: ​* **Performance driven**– we win when it matters and we win well, because we know that performance and wellbeing go hand in hand​.
* **Athlete focussed**– we ensure the holistic development of the athlete and have clear pathways and transition points. ​
* **Well led**– we have the best coaches and HPDs in the world, leading our programs with innovation and knowledge​
* **Purposefully collaborative**– we nurture ta culture of challenge and care and choose unity over self-interest​.

Success needs to climb post 2032 and **our time starts now**​ |
| This success will be delivered through 4 priority areas: ​ |
|  |
| **Performance delivery**​ | **Athlete performance pathways**​ | **World leading knowledge and practice**​ | **Capable people and organisations**​ |
| Comprehensive strategic planning and execution within daily performance and competition environments that supports the development required for podium performance at pinnacle events​ | Clear and well understood pathways and transition points for all athletes – identification and development, through to the Podium ​ | Our performance teams are implementing leading edge coaching, innovation, and knowledge ​ | Highly effective organisations that attract, develop, and retain diverse talent and maximise potential across the workforce​ |
|  |
| Enabled by…………. ​* World Class Coaching​
* Clear Roles and Responsibilities​
* Inclusive Design​
 | * Resources to achieve quality outcomes​.
* Values and Behaviours​

Strategy monitoring and evaluation​ |

When developing your HP Strategy, you should consider what does your sport need to do in the 4 priority areas, identified in the HP2032+ Strategy, to achieve the outcomes outlined in your WITTW model. Examples for further consideration in each of the four priority areas are outlined on the next few pages.

|  |
| --- |
| Performance Delivery - Comprehensive strategic planning and execution within daily performance and competition environments that supports the development required for podium performance at pinnacle events​. |
| **Performance support** | * + Are your support services and technical activities targeted at optimising athlete development, training and performances?​
	+ Do you have a designated Performance Support Manager (traditional SSSM lead), and do they lead on science, medicine, technology & data operations within your HP program?​
	+ Are your support staff involved in the planning, delivery, and review of athlete/team-impacting interventions within the DPE and competition environments?​
	+ Do your service providers work in a multi-disciplinary manner, aligned to WITTW models and individual athlete plans, alongside coaches and the leadership team?​
	+ Do you cultivate a culture of innovation and continuous improvement to produce positive impacts on performance at individual/team/system level?​
 |
| **Camps, Competitions and Qualifications** | * + Are your athletes attending the right and sufficient competitions and camps to maximise performance gains and optimise qualification routes?​
	+ Are you aware of any International Federation (IF) changes that may impact on Pinnacle Event qualification?​
	+ Do you routinely undertake recces for major camps and competitions?​
	+ Are appropriate support staff accompanying teams to major camps and competitions?​
	+ Do you have a culture/process of debriefing after major camps and competitions?​
 |
| **Winning Mindset and Mental preparation** | * + Do your athletes understand the biology and physiology of stress and pressure to perform and are they able to recognise common signs and symptoms and enact strategies of using stress wisely to enhance performance?​
	+ Do your athletes understand the theory and application of winning mindset and being ready to perform at pinnacle or other major events? ​
	+ Do your athletes have a competition day plan they routinely use to be ready to perform at pinnacle or other major events? ​
	+ Do your athletes consistently communicate about their performance with coaches and teammates to ensure the outcome is achieved at peak events? ​
	+ Are your athletes familiar with the Olympic, Paralympic or Commonwealth Games (or multisport event) and can stay focused on their competition day plan?​
 |
| **Daily Performance Environment ​** | * + Does your DPE meet the needs of your athletes, coaches, and support staff?​
	+ Do you have access to the necessary training spaces as and when needed across all levels of the high performance pathway?​
	+ Do your athletes and coaches have access to necessary technologies, meeting, and education spaces?​
	+ Do your athletes have access to rest and recovery areas?​
	+ Do your athletes have easy access to high quality nutrition (food) provision?​
	+ Are your stakeholders engaged with on a regular basis to ensure that facility standards are maintained?​
	+ Is living accommodation of satisfactory standard closely available?​
	+ Do you maintain a level of consistency across multiple training environments/NTCs?​
	+ Does your DPE enable you to deliver what is required to support IAPs and appropriate camps?​
 |
| **Athlete health and wellbeing** | * + What is the rate that your athletes are available to train and compete? Is this an optimal level for your performance environment?​
	+ Do you have in place a system for determining optimal levels of annual athlete availability?​
	+ Do you have in place a system for monitoring, supporting, and reporting annually on athlete physical and mental health?​
	+ Is the responsibility for the oversight of strategy development, monitoring and implementation of agreed athlete health strategies assigned to an appropriate health professional?​
	+ Do the NSO HP and annual operational plans include appropriate health strategies to address health priorities highlighted in the annual "performance health" report?​
	+ Can your program evidence a robust athlete health surveillance and management process that aligns with coaching as well as industry and professional conduct standards, and includes annual input from an independent health professional viewpoint?​
 |

|  |
| --- |
| Athlete Performance Pathways - Clear and well understood pathways and transition points for all athletes – identification and development, through to the Podium.  |
| **Athlete Development Framework** | * + Do you have an athlete development framework that is a structured and comprehensive system designed to optimises athlete learning and development?
	+ Do you have an effective identification, recruitment and confirmation process in place?
	+ How well linked and aligned is your Performance Pathway to your Athlete Development Framework - including the underpinning talent programs ​?
	+ Do you know the realistic timeframe to convert promising athletes through to the podium?
 |
| **Performance Pathway**  | * + Does your Performance pathway deliver appropriate and progressive training and competition technical and tactical experiences to optimally prepare athletes from development to Podium outcomes?
	+ How successful is your Performance Pathway at populating all your targeted disciplines with Podium athletes?​
	+ Is the athlete profiling work undertaken in your Performance Pathway aligned to your WITTW models?​
	+ Do you have coaches and support staff operating in your Performance Pathway from Emerging to Podium with specialist expertise in developing athletes with medal-winning potential?​
	+ How do you determine if attrition and retention levels are within acceptable boundaries?​
	+ Do you monitor reasons for attrition and retention?​
	+ How well linked and aligned is your pathway from Emerging to Podium?
 |
| **Athlete Cohort (categorised athletes)​** | * + Are your Podium and Podium Ready Athletes:
	+ Performing to a standard that aligns to an evidenced based medal winning trajectory at the current cycle Pinnacle event?
	+ Consistently reaching finals/winning medals at world level? ​
	+ On track against your WITTW standards? ​
	+ Are your Podium Potential athletes: ​
	+ Performing to a standard that aligns to an evidenced based medal winning trajectory at the next cycle Pinnacle event? ​
	+ On track against your WITTW standards? ​
	+ Are your Developing and Emerging athletes: ​
	+ Identified correctly from the WITTW and aligned to a Podium performance trajectory at the next or future Pinnacle Event? ​
	+ Performing at the required level for their stage of development, WITTW standards, and time frames?
	+ accessing entry point/s for Pathway athletes to connect into the wider High Performance program and these opportunities been mapped out?
 |
| **Individual athlete planning** | * + Do you have valid technical, tactical, mental, physical and environmental models in place for each athlete that are driving daily practice across your program?​
	+ How do you gain insight into each athlete's/team's development needs in line with WITTW?​
	+ How do you go about managing the Individual Athlete Plan (IAP) process?​
	+ Where do your key sources of data come from?​
	+ Have you identified critical review points for your athletes?​
	+ Are your athletes proactively engaged in developing and formally reviewing their IAP's (expectations are this is at least twice per year) with coaching and performance support teams?​
	+ Do IAP's influence staff work programs and objectives?​
	+ How do you respond when your athlete monitoring suggests flatline progression or regression?​
	+ Do you have integrated AW&E transition and integration processes and support in your IAP's and HP program?​
	+ Are your coaching cohort engaged and leading the process of IAPs with athletes aligned to WITTW trajectory?
 |

|  |
| --- |
| World Leading Knowledge and Practice - Our performance teams are implementing leading edge coaching, innovation, and knowledge. ​ |
| **HP Coach Development** | * + Do you have enough coaches of the right quality, who systematically and consistently develop athletes to perform at their optimum across the Performance Pathway (including the Para space)?​
	+ How are you ensuring that the right coaching is being provided to accelerate athlete development?​
	+ Are your coaches able to differentiate teaching and learning styles?​
	+ Are your coaches capable of having critical conversations with athletes in a constructive way?​
	+ Do your coaches display an equal balance of technical brilliance alongside high emotional intelligence?​
	+ Do you know your current and future cycle cohort of coaches?
	+ Do your coaches do the basics well? Aim-Plan-Do-Review​
	+ In what ways do you track, monitor, and evaluate the effectiveness of HP coach education and development on a coach's performance abilities?​
	+ Do you understand the target profile of your coaches at each stage of the pathway?​
	+ Is there is regular interaction and engagement between coaches along the HP Pathway (Emerging through to Podium)
	+ Can your coaches effectively deliver under pressure?​
	+ Do your coaches have the ability to lead and manage a multi-disciplinary team?​
	+ Do you have a plan to ensure your coaches are supported and their wellbeing is managed?​
	+ Are you coaches equipped with leadership skills to complement technical skills?
 |
| **Games Plan Implementation ​** | * + Do you have Pinnacle Event-specific pre-Games, Test Event and Games-time plans in place and a process to practice, review, and iterate these?​
	+ Do you have a method for prioritising, undertaking, and tracking your performance strategies and tactics?​
	+ Is your Games strategy widely understood and accepted within the NSO and HP program?​
	+ Does your plan guide daily working practices and decision making across the NSO and HP program?​
 |
| **Technology and Innovation ​** | * + Do you have a designated technical representative to lead and engage in the technology and innovation space? ​
	+ Does your operational plan include a technology roadmap with appropriate strategies to address opportunities highlighted in the sports WITTW models?​
	+ Have you considered/do you have academic and industry partnerships involved in research & development activities aligned to your strategy?​
	+ Are you investing in research and development activities aligned to your strategy? ​
	+ Do you cultivate a culture of innovation and continuous improvement to produce positive impacts on performance at individual/team level?​
 |
| **Performance Data Management ​** | * + Are you using data-driven insight to support your decision making across all areas such as WITTW, culture, athlete health, athlete selection, medal competition analysis and pathway progression?
	+ Do you have planned strategic activity to develop or improve data capability within your HP program?​
	+ Is your data (health, result, performance, pathways) relevant, valid, and reliable?​
	+ Are your data infrastructures, processes, and people capabilities sufficient to meet current and medium-term needs?​
	+ Do you have formal process and controls in place for the security and governance of your data?​
	+ Are you consulting with HP program partners to implement or improve data-driven decision making?​
	+ Are you staying ahead of your competition in the application of data?​
 |
| **Technical Officials**  | * + Do you have enough technical officials of the right quality, available to ensure the international standards of officiating are available to athletes developing within the Australian system?
	+ How are you ensuring that the right officiating is being provided to simulate international competition experience?
 |
| **External relations ​** | * + Does your HP program have clearly articulated and understood roles for each relevant NIN partner?​
	+ Does your HP program have regular performance focused dialogue with major partners invested in the success of the HP program?​
	+ Does your HP program systematically evaluate the adequacy of current service provision as requested of NIN partners, to support nationally categorised athletes, and ensure that opportunities to amend current practices to influence performance outcomes are communicated as appropriate, implemented, and monitored?​
	+ Does your NSO have individuals in positions of influence on your International Federation (IF) with a strategic intent to impact on the development and governance of your sport?​
 |
| **Classification (para sports only)​​** | * + Do you lead, manage, and develop classification processes and procedures to ensure classification presents a minimal risk to athlete performances and medal success?​
	+ Do you have a plan to ensure future cycle athletes obtain national level classification?​
	+ How often are leadership made aware of the classification status of the athletes within your program?​
	+ How do you align WITTW, coaching and support services to the insights gained from classification?​
	+ Do you have processes to recruit and develop national classifiers to ensure there is an appropriate number available to the athlete pathway?​
 |
|  |  |
| ​**Capable People and Organisations - Highly effective organisations that attract, develop, and retain diverse talent and maximise potential across the workforce​.** |
| **Performance People Development ​** | * + Are you investing in the appropriate development, support and therefore growth of your workforce? ​
	+ Do you have a record of accomplishment of recruiting expert staff? ​
	+ Do you induct all new members of staff? ​
 |
| **Team Dynamics & Culture​** | * + How clearly have you articulated the culture (values, standards & behaviours) of your HP program?​
	+ What processes do you have in place to monitor and develop the culture of your HP program?​
	+ Do all your athletes, coaches & staff feel they have a stake in the development of the HP program culture?​
	+ How do you balance your performance aspirations with your duty of care and 'valuing people' commitments?​
	+ Do you induct each new athlete, coach, and support staff member to the program to ensure their understanding of the program's culture (values, standards & behaviours)?​
	+ Do you have appropriate education and processes in place for all athletes, coaches and support staff on sport integrity issues and expectations, to ensure safe, ethical, and inclusive environments?​
	+ Do you run annual appraisals that feed into staff individual development plans? ​
	+ Do you have a culture of mentoring? ​
	+ Do you have succession plans in place for all key positions (Performance Director, coaches, Pathway Managers, senior HP staff and technical experts)? ​
	+ Do you monitor your staff turnover rates? ​
	+ Do you have processes in place to ensure your people are supported and their wellbeing is managed? ​
 |
| **Leadership, Professionalism and Governance​** | * + Do your Board, CEO and senior leadership team understand their respective roles and their contribution to the HP objectives and consistently demonstrate leadership behaviours? ​
	+ Are leadership behaviours aligned to continuous improvement and underpinned by appropriate policies and procedures?​
	+ Do your PD, CEO and President/Chair work in a closely aligned manner with staff to empower and support them in their roles?​
	+ Do you have an Athlete's Commission (or other mechanism for athlete input) with a clear, communicated and widely understood purpose and role aligned to the HP Strategy?​
	+ Do your NSO and HP leaders commit to improvement in leadership behaviours?​
	+ Do you actively engage your senior athletes to function as role models for emerging athletes and for the sport?​
	+ Does your HP program have a HP Committee/Group with a clearly articulated & communicated terms of reference to provide support/guidance/advice/oversight, and is this groups purpose/role understood by all within the program and program partners?​
	+ Do you have appropriate Critical Incident Plans in place that are clearly articulated, communicated, and widely understood across your NSO and HP program?
 |