High Performance Planning Guide

for State Sporting Associations

Government of **Western Australia**
Department of **Sport and Recreation**
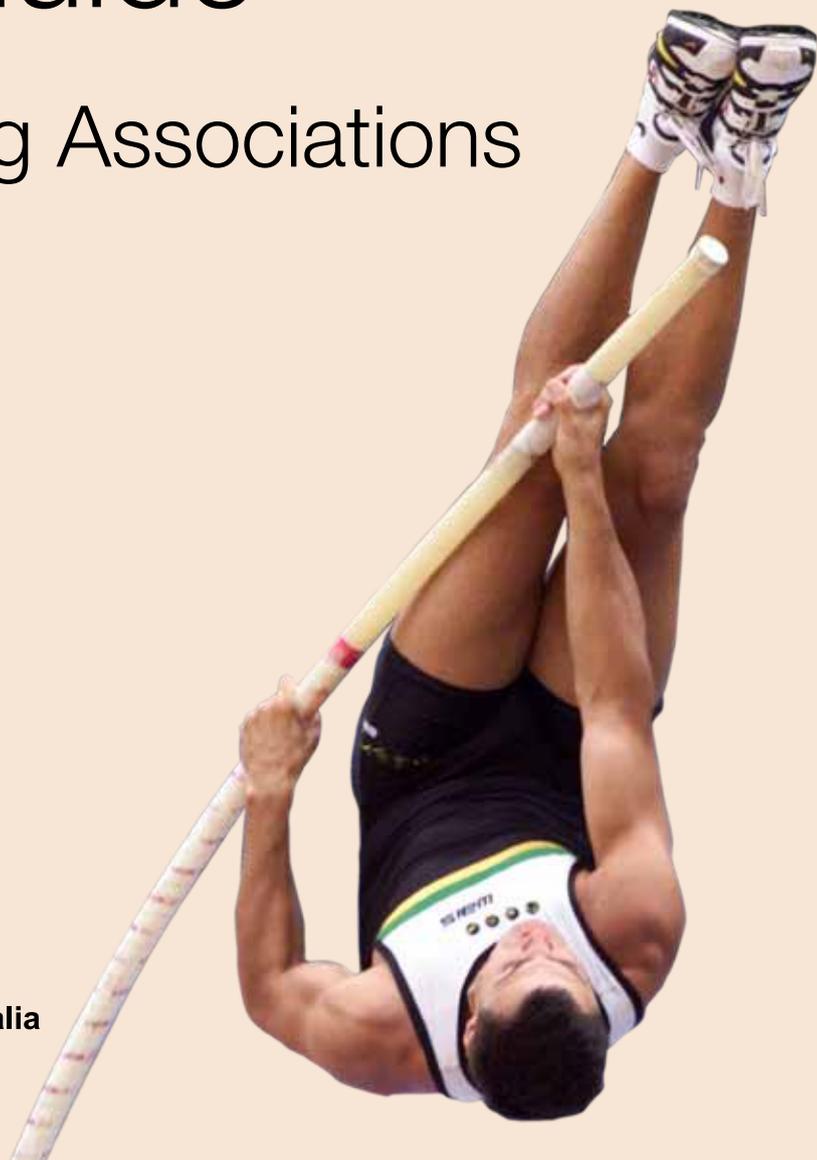
Contents

1. A Message from Ron Alexander

Australians take great pride in their sports heroes. We love to see them excel on the national and international stage.

The transition from club level to international competitor requires a great deal of effort, organisation, dedication and planning … by many people.

High levels of planning are key factors in the governance and management of effectively run sporting organisations. It is commonly accepted that organisations that plan well are more likely to produce sustainable outcomes against good practice and processes, while organisations that plan poorly will tend to function in an ad hoc manner, without a clear direction or focus.

This High Performance Planning Guide for State Sporting Associations will help lay the foundations for preparing athletes for the highest levels of competition, with a focus on developing effective monitoring and review systems to ensure continuous improvement. This ensures that the process of gaining knowledge and understanding through developing the plan is as important as the plan itself.

The guide emphasises that because there are many people and organisations involved in athlete preparation, the essential ingredients of consultation and communication are paramount in order to ensure everyone is working together to agreed goals for the athlete and the sport.

The Department of Sport and Recreation recognises the demands and societal pressures placed on State Sporting Associations to achieve success, nurture young talent and to produce champion athletes, teams and positive role models.

I am confident this resource will provide valuable assistance to achieving those agendas and look forward to your continued success.

Ron Alexander

Ron Alexander

Director General

Department of Sport and Recreation WA

2. Introduction

Western Australia (WA) has a proud sporting tradition with an outstanding record of national and international achievement across many sports. However, with the dynamic environment and competitive nature of national/international competition, sustaining this success presents a major challenge to WA's high performance (HP) stakeholders, in particular State Sporting Associations (SSAs).

This booklet, 'High Performance Planning Guide for State Sporting Associations', has been developed by the Department of Sport and Recreation (DSR), in consultation with the Australian Sports Commission, Western Australian Institute of Sport (WAIS) and experienced personnel within the industry, to assist SSAs and other groups within the WA HP system to deliver and facilitate HP program outcomes. Based on well established principles, it provides a guiding framework to assist in the development/review of your sport's HP development pathways and programs.

This guide highlights the value of HP planning, how an organisation can use effective planning to achieve meaningful and sustainable outcomes, and outlines the various key components of a HP plan. HP planning is an integral component of an organisation's overall strategic plan. While the guide focuses on the development of a separate HP plan, the principles equally apply to the development of the HP area within an organisation's strategic plan.

As sporting organisations are very different structurally and operationally, a "one-size-fits-all" approach will not suit everyone. The depth and complexity of your HP planning activities and resultant HP plan will depend on the nature of your sport and the size and capacity of your organisation. We encourage you to think clearly about what your organisation requires and the capacity it has to deliver before you commence the planning process.

First and foremost your HP Plan should connect with the plan of your National Sporting Organisation (NSO). If all SSAs have plans that align with NSO plans, there should be mutual benefit in an inter-dependent national system all working towards optimal athlete development and high performance success. In addition, starting with your NSO HP plan will give direction and guidance from which to evolve your SSA plan.

This resource will provide valuable assistance in the HP planning process and is best utilised as an interactive tool for working with your sport's key stakeholders. DSR also encourages organisations to utilise this Guide in conjunction with the consultancy services provided by DSR and as part of the Organisational Sustainability Program (OSP)[1].

Utilising the OSP benchmarking tool[2], each organisation can assess their performance across a number of key result areas (Organisational Development; People Development; Participation; High Performance; and Places and Spaces) and subsequently develop strategies to continuously improve performance.

Note: The HP Statements (see Appendix 1) are currently under review for the 2011/12 – 2013/14 triennial.

[1] DSR OSP – Developed to assist organisations to meet current and emerging challenges and enable best practice governance and management. For more information go to Funding/Sports/Organisational Sustainability Program on the DSR website: www.dsr.wa.gov.au

[2] Each organisation is benchmarked against best practice in particular areas and the information gathered is used to develop strategies to increase their capacity as well as give DSR a whole-of-industry picture of current organisational strength.

3. The Value of High Performance Planning

3.1 What is High Performance?

High performance refers to the point at which a sport commences the **organised** identification of talent and implements **systematic** programs to develop talent and maximise potential.

Throughout this document, the term 'high performance' encompasses activities conducted along the talent development pathway to achieve success at the national/international level.

Many terms are used to describe athletes at the elite end of the sport spectrum, including "talented", "high performance" and/or "professional". Whatever term is used, the concept of "maximising performance" can be applied regardless of the sport or the competition level within the sport. Considerations include:

- Each sport needs a systematic pathway for athletes to follow leading to sporting excellence;
- The pathway begins with participation and extends through talent identification, talent development, into elite development, right through to world-class athlete;
- Each sport has a 'talent zone' and athletes in this zone have the potential to excel. Sports will use different criteria to identify athletes and these criteria will become more specific as athletes move towards the elite end of the talent zone;
- To effectively service athletes in this talent zone, within the context of the SSA's size and capacity, the sport needs to identify and prioritise the range and quality of support services required for their talented athletes, what service providers are in the market to satisfy this demand and whether the sport has the necessary resources to provide the required services. Service provision needs to occur in a planned and integrated way and needs to be considered at every step in the pathway.

Sitting parallel and complementary to athlete development is the development of support services and infrastructure, such as coaches, officials, management personnel, sports science and sports medicine (SS/SM) personnel, and appropriate training and competition venues.

Figure 1: Maximising Athletes' Performance in Sport
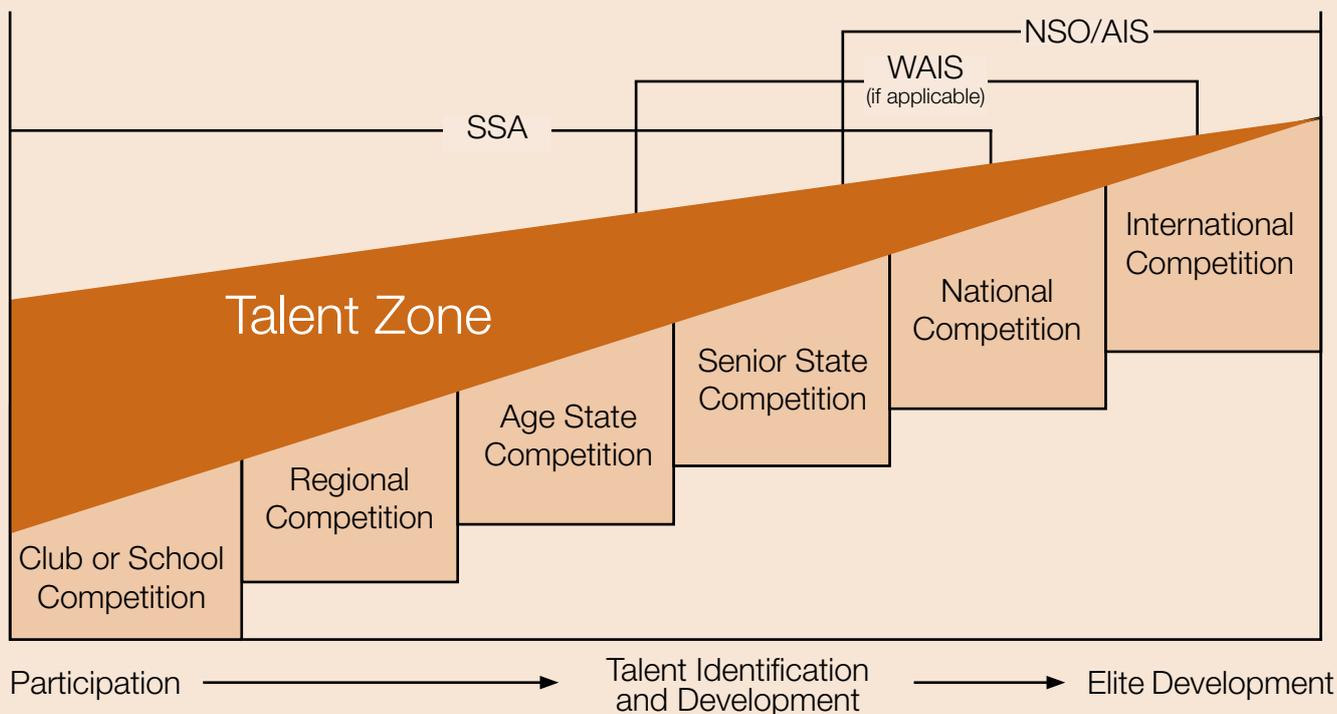
Figure 1 (adapted from Future Success. A Strategic Plan for High Performance Sport in Western Australia Beyond 2002) provides an illustration of the HP pathway/process – "maximising performance".

3.2 Why is High Performance Planning Important?

HP planning refers to the planning and associated allocation of resources that goes into identifying and developing young talent to produce athletes who are capable of achieving success at national/international level.

Planning is an essential process for any organisation, large or small. HP planning is an integral component of a sport's overarching strategic plan and subsequent operations.

HP planning consistent with national and international programs and policies is important and will ensure that state programs align with national and international outcomes. HP planning forms the platform for the direction and decisions for developing and implementing the HP program and the structure of competitions.

Some of the advantages of HP planning are:

- provision and communication of direction/purpose;
- improved and informed decision-making;
- stakeholder buy-in through consultation, involvement and understanding;
- improved understanding of pressures, environment and opportunities;
- improved utilisation of resources (human and financial); and
- transparency in actions and accountability.

HP planning is important in that the development and ultimate success or failure of state and national athletes/teams can impact on the development of the sport. Success at national and international level may allow the sport to invest more in its development, particularly at grass roots level, and thus provide opportunities for the sport to grow.

"
The real test of a good high performance program plan is that it enables the implementation of both the coach's technical plan and the ability for the program to have access to a pool of talented athletes, coaches and service providers that lead to long-term success.
"

Scott, Sean. (2009). Managing an effective High Performance program. Coaches Plan: Vol.16, No.3, pp.18-19.

4. Development of a High Performance Plan

High Performance Planning Framework

4.1 Process to develop

Critical steps to establish a HP Plan

Organisational HP strategic intent – Board vision for the HP program and approval to commence the HP planning process.

Key personnel – a leader/driver identified within the organisation who is ultimately accountable for both HP planning and program delivery.

Steering group or working group convened to support HP plan development, implementation and review.

Current situation (including SWOT and Gap Analysis) and organisational capacity to manage a HP program is established.

HP outcome statement defined and incorporated in strategic plan.

4.2 Plan documentation

The depth and complexity of the HP Plan will differ depending on the nature of the sport, size and capacity of the organisation.

Components may include:

- Introduction
- Background
- Strategic outcomes
- Key Result Areas (KRA)
- For each KRA – objectives, performance indicators, timeframe and responsibility
- Monitoring and evaluation strategy
- Review and reporting

HP Plan document updated based on outcomes of annual/strategic reviews.

4.3 Implementation

Board approval to commence.

Communication – widespread communication and distribution of the plan to persons responsible and all key stakeholders.

Operational plans with budget implications developed and implemented.

4.4 Monitoring and Review
4.5 Evaluation

Monitoring/Review/ Evaluation regime developed inclusive of:

- Responsible persons identified
- Regular board agenda item
- Specific timeframes and KPIs
- Formal reporting procedures
- Possible external assistance to conduct a strategic review

Open consultative process

Organisation cyclical strategic review

Annual strategic/HP plan and program review

4.1 Critical Steps to Develop/ Review a High Performance Plan

The critical steps to HP planning and the subsequent successful establishment and review of an organisation's HP plan are:

a) Organisational intent – HP strategic outcome statement

Strategic outcome statements provide the blueprint for what the organisation wants to achieve. They are usually made for each of the organisation's identified functional areas, or key result areas (e.g. governance, membership services, people development, high performance, infrastructure, marketing and promotion). SSA strategic outcomes should connect or 'couple' with NSO strategic outcomes. They won't necessarily be the same, however, they should be complementary and relevant to each organisation's role in the national system and in relation to its stakeholder needs.

Strategic outcome statements should be relevant for a three to five year term and guide the development of the objectives within each functional area. They should be outcome based, measurable and include a set timeframe/ cycle in which they are to be achieved e.g. four year cycle for Olympic/Commonwealth Games sports, cycles for world championships, etc.

These statements are initiated and formulated by the Board and should be included in the organisation's overall strategic plan. If the organisation does not have a strategic outcome statement for the area of HP, this should be developed from the outset of HP planning, again connected to the NSO HP plan. (This may be changed later if this is identified during the analysis process).

It is important that the strategic outcome statement for HP is not developed in isolation of other key areas, particularly people development and places and spaces[3].

Once the HP area has been identified as a strategic priority for the organisation, it is strongly recommended that Board approval be sought to commence HP planning and the development of the HP plan.

b) Identification of key personnel to drive HP planning

It is important to identify a leader/driver within the organisation who is ultimately accountable for both the sport's HP planning and delivery of the planned program and activities. This should be a designated staff member (preferably at least a part-time employee, or if necessary a dedicated and appropriately knowledgeable volunteer).

The HP leader/driver's responsibilities may include overseeing the:

- conduct of SWOT and Gap analysis;
- establishment and leading of a HP plan steering group or committee;
- conduct of an open and consultative planning process;
- development of a HP plan for Board consideration and approval;
- monitoring and periodic review of the HP plan;
- preparation and delivery of progress reports to the Board and membership.

c) Steering committee

In order to formulate the plan, it may be useful to form a steering committee or working group. In establishing a steering committee it is important to include a cross representation of stakeholders involved in the HP program who bring a range of skill sets and experience to the group. There may also be a range of people (e.g. HP manager, head coach, development officer, SS/SM practitioners) responsible for driving different areas of the HP plan.

d) Current situation and capacity

Before undertaking the planning phase, the organisation is encouraged to conduct an analysis, or 'snap shot', to establish its current status and capacity to develop a sustainable HP program.

This process may include collation of relevant information through research of internal and external processes and programs, discussion with key stakeholders, document reviews and analysis of past results, taking into consideration:

- NSO HP/strategic plan;
- SSA strategic plan including recent similar analysis and identification of issues and challenges for the sport;

---

[3] People Development and Places and Spaces are Key Result Areas identified within the OSP.

4. Development of a High Performance Plan

- relevant WAIS strategic/operational plan [if applicable];
- previous state team/individual results at national competitions, including consideration of the gap between current and desired future performance levels;
- coach reports; and
- any other relevant information.

To assist in analysing this information and to guide decision-making through the planning process, it is recommended that the organisation (through the steering committee) conducts a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and, based on the outcomes of this, a Gap Analysis to establish strategies required to achieve the desired outcomes.

SWOT Analysis

The SWOT analysis is a simple way to conduct a scan of the internal and external environment that impacts on the program and is an important part of the planning process.

It is important when conducting the analysis that the objectives to be analysed are clearly described to the contributing stakeholders to ensure they are aware of the purpose of the SWOT assessment. Figure 2 (below) sets out the parameters when deciding where to place identified elements of the analysis.

Gap Analysis

Gap Analysis is an approach whereby the organisation maps out the current situation or 'what is' in place now and then, reflecting on this information, maps out 'what should be'. The difference between these two positions gives the organisation guidance to identifying the 'gaps' in delivery. The Opportunity Analysis is a combination and understanding of all the information gathered so far, balanced by knowledge of best practice and guided by strategic plans. Recommendations are then drafted to provide the necessary steps to be taken to close this gap through the development of strategies informed by the results from the SWOT and Gap Analysis.

Figure 3: Phases of the Gap Analysis Process

Figure 2: SWOT Analysis Framework
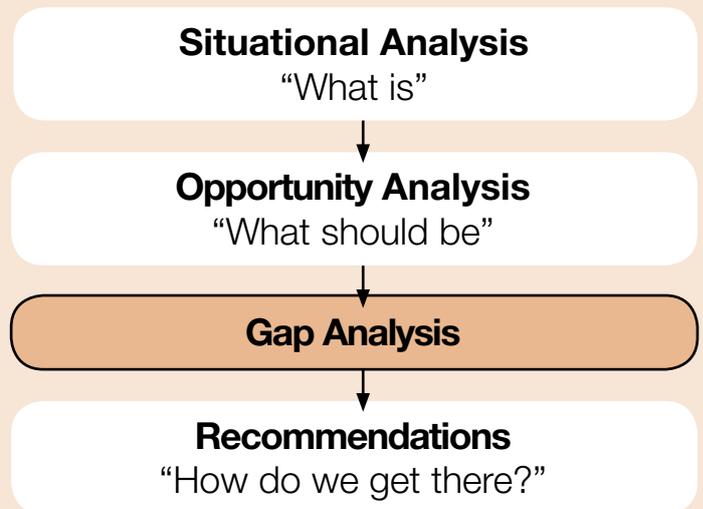
Completion of a Situational Analysis will complement the SWOT and Gap Analysis, providing a general understanding of the governance and management of the organisation, as well as specific issues pertinent to HP planning. A 'Situational Analysis' tool has been developed by DSR to guide organisations in the systematic review of various aspects that may impact on the achievement of HP outcomes. Consideration of questions, such as the following, can assist your organisation to develop HP priority areas and program priorities:

- Is there a suitable governance/management structure in place to support a HP program?
- Is there the financial capacity to support implementation of a long term HP program?
- Is there an adequate tiered competition structure to support talent development?
- What is the extent of current talent identification and development programs?
- Is there sufficient support personnel, paid and volunteer, (coaches, sports science, etc.) to maintain support for the HP program?
- What is the size of the active participation base?

Refer to Appendix 3 for more information related to conducting a 'Situational Analysis'.

e) Managing an open and consultative planning process

A consultative planning process will provide for all stakeholders to have input into the HP planning activities and is vital for ensuring stakeholder ownership of the resultant HP plan. Successful HP planning and programming depends on the commitment and resource contributions by a range of key stakeholders. Each group of stakeholders will have their own set of desired outcomes and suggested approaches to achieve these outcomes.

The consultation process may include requests for submissions, focus groups, interviews, questionnaires, planning workshops, requests for comments on drafts and rating processes. It may be helpful to develop a terms of reference or discussion paper from the analysis of the above background research to allow people to prepare as the audience may not be well advised of issues. This may also include any analysis conducted such as the SWOT or Gap Analysis.

Key stakeholders may include the NSO, WAIS/Australian Institute of Sport (AIS) (if applicable), State teams coordinator, coaches, officials, regional associations, clubs, DSR, educational institutions (if applicable) and others.

In implementing an inclusive consultative process:

- Be clear on the type/nature of the contribution requested;
- Provide feedback to persons and groups consulted;
- Provide access to information to ensure stakeholders (focus group participants) are well prepared; and
- Allow a reasonable timeframe for stakeholders to provide submissions and/or respond to requests for information/comment.

The aim should be that those involved in providing input should also take some responsibility and ownership of the HP plan and its delivery.

4. Development of a High Performance Plan

4.2 Documentation of a High Performance Plan

Once you have completed the background research and stakeholder consultation to establish the organisation's current status and its capacity to sustain a HP program, you are now at the stage of developing/reviewing your HP plan document or the HP component of your organisational strategic plan, inclusive of a monitoring/evaluation regime.

It is important to identify and understand the key elements or aspects of a HP plan, and that they are integrated into an overall organisational strategic framework. Key elements of HP planning include setting of goals or targets through a series of programs, partnerships and pathways for talented athletes, coaches and officials. For example:

- encouraging early talent identification;
- developing comprehensive and effective training programs, including activities around squads, teams, camps, etc;
- introduction and utilisation of SS/SM to enhance training programs;
- providing appropriate development opportunities;
- creating competitive structures that allow athletes to strike a balance between appropriate levels of training and competition;
- establishing/adhering to agreed standards and policy regimes; and
- building relationships with key stakeholders.

The purpose of HP planning is to effectively manage the sport's overall HP program. It outlines the Key Result Areas (KRAs), activities, programs and personnel (including: athletes, coaches, SS/SM practitioners, officials, selectors and managers) considered vital to achieve the HP outcomes of the organisation. It is important that the SSA takes into consideration the HP plan of their NSO and how they contribute to the objectives of that plan.

The depth and complexity of a HP plan will vary according to the size, structure, capacity and needs of the sport. It must be a workable plan that communicates the key drivers and delivers the required strategies for the programs.

The critical components recommended for consideration and inclusion in a HP plan, or the HP component of an organisational strategic plan, may include the following:

Introduction and Background

Strategic Outcome Statement

Key Result Areas

- Key Drivers for each KRA
- The Key Objective/s in each KRA
- Strategies to achieve the objectives in the KRA
- Key Performance Indicators

4.2.1 Introduction and Background

This contains brief information which provides the context for the development of the HP plan and may include the scope of the plan, an overview of the current situation, a summary of performance at national competitions over the previous three to four years, future directions/opportunities and an overview of impacts/challenges.

4.2.2 Strategic Outcome Statement

Strategic Outcome Statements provide clear direction on what the organisation wants to achieve in each KRA and how these link within the organisation's broader strategic plan.

In the case of HP, the strategic outcome statement may read:

> "To maximise the success of Western Australian athletes, coaches and officials at State, National and International levels".

The strategic outcome statement will be guided by the organisation's overall vision and mission. Some organisations may have a specific vision and mission for their HP program. The distinction between a vision and a mission statement is fairly clear-cut: a strategic vision portrays a program's future scope 'where we are going', whereas a mission typically describes its present scope and purpose 'who we are, what we do, and why we are here'.

4.2.3 Key Result Areas

KRAs refer to specific areas of outputs that an organisation deems important for success and for which it is responsible for results. KRAs will guide how the organisation hopes to achieve its long-term objectives and strategic outcomes. Suggested KRAs for HP planning include:

- Planning, Management and Policy;
- Athlete development;
- Competitions; and
- Support personnel development (coaches, officials, team managers, etc.).

Separating priorities into KRAs assists in the systematic development of objectives, drivers and strategies, allocation of responsibilities, tracking performance and review of activities.

As part of the DSR OSP, a range of HP statements are included in the program's 'benchmarking tool'. These statements illustrate the wide range of activities, issues and challenges relevant to the delivery of a HP program. These statements may provide guidance to organisations in the development of their HP plan and subsequent program implementation and evaluation (Refer Appendix 1. Note: these statements are under review for the 2011/12-2013/14 triennial funding period).

a) Planning, management and policy

HP planning provides a blueprint for the purpose and direction of the HP program and is a mechanism for ensuring that all personnel involved in the program are working towards the same outcomes. Documentation of agreed management systems, policies and procedures will support widespread understanding, transparency and accountability in the HP plan implementation phase.

i) Personnel

There needs to be a management/administration structure that oversees the entire pathway and drives the various HP development programs. For a small organisation, this may be one individual and/or a sub-committee. For larger organisations, a multi-level structure may be required. The size and capacity of the sport will determine the complexity of the management/administration structure. From the HP plan leader through to HP managers, coaches, team managers, support personnel and athletes, each stakeholder should be aware of their role and responsibilities in delivering the HP plan and program. (Refer to Appendix 2 for sample HP personnel structures for small and large organisations).

4. Development of a High Performance Plan

The inclusion of an organisational chart is of value and is strongly recommended for more complex structures.

Quality organisational personnel with appropriate skills and experience need to be identified and recruited into the HP program. They should have good planning and communication skills, a 'feel' for the sport and experience in HP programs, if possible.

It is important to identify opportunities for ongoing professional development and networking to facilitate the sharing of ideas for key personnel such as the HP program coordinator, coaches, state teams' administrator and SS/SM personnel (e.g. strength and conditioning trainer, sport psychologist, physiotherapist, nutritionist).

Integration and regular communication between service providers should be encouraged to obtain the best possible outcomes for the athletes, i.e. a multi-disciplinary approach.

A multi-disciplinary approach refers to the sharing of information across all areas of athlete service provision to ensure a coordinated approach that maximises the benefit to individual athletes. This can be achieved through provision of reports, regular joint meetings with coaching staff and SS/SM personnel, telephone conferencing, etc.

ii) Policy development and adherence

Policies describe the general plan of action adopted by an organisation in relation to specific matters and are necessary to ensure consistent organisational adherence to industry-wide standards. In general, policies and their related procedures are developed to provide for the proper delivery and control of the sport and the protection of its participants.

The Chief Executive Officer/General Manager/Executive Director is generally responsible for developing operational policies (i.e. policies which aid decision-making and provide guidance to staff) and they must be aligned with the board's policies (i.e. policies which define and assist corporate governance practice). The board should seek to satisfy itself that operational policies are appropriate.

There are a wide range of governance and management policies which guide organisational operations and decision-making within sport. With regard to HP, there will be a number of policies that are relevant to this area and this document will focus on HP-specific policies only.

HP policy development may be delegated to the designated HP manager/committee. All staff and athletes should be aware of relevant policies. These may be provided as hard copy or be available from the SSA website. [Sports should be aware that directing staff (and athletes) to websites is often less likely to result in the policies actually being read.] Policies to consider include:

- **Compulsory policies**
  An anti-doping policy is compulsory for sports recognised by the Australian Sports Commission and/or DSR. NSO anti-doping policies must comply with the World Anti-Doping Code and have been approved by the Australian Sports Anti-Doping Authority (ASADA)[4]. The SSA may adopt the NSO policy or develop a policy consistent with that of the NSO.

  Organisations also need to be aware of their obligations under Working with Children[5] legislation, though this has wider implications than just the talent development area.

- **Selection Policies**
  Selection processes for athletes and staff (paid and unpaid, e.g. coaches, officials, team managers, selectors) that outline roles and responsibilities should be clearly defined, transparent and communicated to all stakeholders. This must include a clear and fair appeals/dispute resolution process.

  It is extremely important that selectors (and coaches if they are involved in the selection process) are fully aware of, and adhere to, athlete selection policies.

  Sports may also consider a policy in relation to under-age state team selection (to protect talented junior athletes from burn out and potentially increase their longevity in the sport, and to build depth).

  If selections are brought before the board for ratification, the board should only be concerned with whether the athlete selection policy has been adhered to, not the merits of individual selections.

- **Other policies**
  Other policies that need to be considered for the HP area are Codes of Conduct for athletes and all personnel involved with the program (for younger athletes this includes parents), alcohol consumption, travel, team uniform/clothing, player availability (state vs. club trainings and fixtures), etc.

[4] For information on NSO responsibilities go to: www.ausport.gov.au/supporting/nso/antidoping; For more information on ASADA go to: www.asada.gov.au

[5] For more information go to Sports/Working with Children on the DSR website: www.dsr.wa.gov.au

Note: Whole-of-sport policies have not been included, e.g. member protection, anti-harassment, discrimination.

DSR can assist sports seeking to source and/or develop any of the above policies.

b) Athlete development

Talent identification is the systematic process of identifying and monitoring current athletes with the potential to excel. Talent development is the process of providing the most appropriate learning environment for these athletes to realise this potential. Both talent identification and development play a critical role in the quest to achieve athletes' excellence.

It is also highly desirable that programs adopt a principle of holistic athlete development. This refers to a balanced approach to athlete development that recognises the technical, tactical, physical, psychological and educational needs of athletes and incorporates these in all aspects of their programs.

i) Athlete pathways

A comprehensive and clearly defined athlete pathway that is progressive (i.e. advances through levels) and appropriate for the sport is essential. It is important that the roles and responsibilities of the various stakeholders and the environments that support this pathway are identified and agreed upon.

If the support of a particular stakeholder, be it the regional associations, state institute or the national organisation, is not forthcoming, an indication of how this shortfall will be overcome or a timeline for enlisting their support should be included.

A realistic prediction for current and potential HP athletes over several years (athlete performance prognostic) should be included, and reviewed and updated on a regular basis throughout the year. This helps guide your organisation in the allocation of resources as well as to identify any gaps in the program. It is also recommended that targets are set (e.g. numbers in national squads/ teams) with ongoing monitoring throughout the year. These targets would form part of the KPIs for the HP plan.

ii) Talent development programs

Talent development programs need to be clearly defined, resourced and linked appropriately to the various development levels. The programs should incorporate athlete development (including a strong emphasis on the development of fundamentals during the early phases) and transition opportunities from one level/ phase to the next (e.g. squad programs, clinics, training camps), each with clearly identified objectives for technical, tactical, psychological and physical development, as well as consideration for the external education needs of athletes.

The *Daily Training Environment* refers to the performance environment that surrounds athletes every day. The incorporation of many elements (e.g. coaching, SS/SM, analysis, equipment, facilities, support) contribute to the creation of a quality training and preparation environment which aims to provide the best opportunity for athletes to excel in competition. The importance of creating and sustaining a high quality daily training environment is an essential component of any HP development program.

It is important that talent development programs balance training and technical development with competition as well as looking at the holistic development of the athletes.

Long-term Athlete Development (LTAD) is a holistic athlete development model that is aligned to the biological parameters of the individual athlete, rather than chronological age. There are various well recognised LTAD models throughout the world. They all aim to maximise training, competition and recovery over the duration of the athlete's career. This is particularly important for athletes around 10-16 years-of-age due to the wide variation of development within this group.

A key principle of LTAD is that a focus on long-term training and performance, rather than a premature and short-term focus on competition and winning, will lead to sustained athletic success. In fact, an over-emphasis on competition will have a detrimental effect on physical, technical, tactical and psychological skills.

Note: Research also indicates if athletes don't develop fundamental movement skills between the ages of 9-12 years, these skills cannot be completely recaptured at a later time. Development of these fundamentals during this period lay the foundations for excellence and produce athletes with superior trainability for sport specific development over the longer term. While development of fundamental movement skills is not generally considered part of HP, the links are obvious and it is highly recommended that sports consider this in relation to their junior participation programs.

More information related to LTAD is available from DSR and is also widely available on the internet.

4. Development of a High Performance Plan

c) Competition

Competition is an important consideration in the development of an effective HP system. It is vital there is alignment between the competition and development pathways at all levels (i.e. sports conduct various underage and open competitions and development programs at regional, state and national levels and it is important for the sequential development of the athlete/coach/official that the structure of these pathways are similar). Competition must support athlete development.

The sport needs to consider:

- whether there is a strong and effective state competition structure;
- that the structure provides appropriate competition experiences for developing athletes/coaches/officials;
- whether there is a thorough program of preparation and support in place around State athletes/teams to enable optimal performance at national competitions; and
- that the competition structure is part of the overall national structure – coordinated calendar and appropriately stepped/phased competition, etc.

The sport should also plan for the selection and development of support personnel around key competitions.

A comprehensive annual competition schedule should be developed, aligned with the national calendar. For long-term planning, a competition plan of key events should span three to four years and complement national competition dates and the athlete performance prognostic (a prediction of future athlete performance in achieving performance outcomes over a period of time).

d) Support personnel development

In order to maximise the development and performance of athletes, a range of support personnel (paid and volunteer) are involved in the delivery of a quality HP program. This includes coaches, officials, team managers, SS/SM practitioners, selectors and technology personnel e.g. video analysis. In noting the range of support personnel that contribute to the delivery of a quality HP program, it is also important to recognise coaches as key drivers of HP planning and implementation.

It is important that clear coach and official development pathways marking out the roles and responsibilities of the various stakeholders, and the environments that complement and support these pathways, are agreed upon and documented. It is also important the coach and official pathways complement and align with the athlete

pathway. Progression along the pathway is not automatic as a coach/official may not be suitable at all levels but an attitude of continual improvement is important.

Structured coach and official (umpires, referees, judges, etc.) development programs, aligned with national pathways, are needed at all levels, with particular emphasis at the HP level on specific personal development (both technical and personal skills) and succession planning.

Development should include formal accreditation, as well as personalised development plans incorporating specific skills training, seminars and workshops, competition experience, mentoring and networking, both within and outside the sport. This should usually be part of the NSO coach and official development plan/pathway.

For other support personnel, it is important these personnel are aware of the organisation's HP objectives and understand their role in achieving these. It is also important these personnel also have an attitude of continual improvement and that opportunities for personal development are identified and actioned.

4.2.4 Key Drivers

Key Drivers are the elements that link the KRA and the strategies that enable success by defining 'what' is needed to achieve the KRA. This begins to give guidance to drafting your strategies for example: to increase membership in a sport, one of the drivers may be to ensure there is awareness about the sport. From this statement, a strategy can be drafted to address this driver and achieve the stated 'Key Objective'.

4.2.5 Objectives

A major component of strategic planning, after gathering all necessary information, is setting the objectives. Objectives are statements of intended future or 'long-term' results for a specific period. It is essential for the plan to state its long-term objectives, as they will indicate the direction of the program and assist with future evaluation. Effective HP planning should ensure that clear objectives are developed in each KRA. These are the specific results that the organisation needs to accomplish in order to achieve its HP strategic outcomes. The number and complexity of these objectives may vary dependent on the KRA and its outcomes.

These objectives should also be designed and worded as much as possible to meet the S.M.A.R.T. format, i.e.

Specific	Write objectives simply and describe exactly what will be accomplished when each objective is achieved.
Measurable	The objective needs to be measurable so it can be determined when it has been achieved. If it cannot be measured it might not be manageable.
Achievable	Expect to achieve the objective and do not set objectives too high or make them unrealistic.
Related to the HP strategic outcome	The objectives must relate to the HP strategic outcome of your organisation.
Time bound	Each objective must have an 'achieve by' date. A deadline is a great motivator for achieving objectives.

An example objective for each suggested KRA (refer 4.2.3) may read:

a. "To develop and implement planning and management systems for the [Organisation name] HP program by [year]."

b. "To deliver sustained high performance by "[Organisation Name] athletes and produce Australian representatives by [year]."

c. "[Organisation Name] teams/athletes achieves top three placings at all levels of National competitions by [year]."

d. "There exists quality personnel supporting all levels of HP training and competition in WA by [year]."

The next step is to develop a range of strategies that will contribute to the achievement of the objectives in each KRA.

4.2.6 Strategies

Strategies are prioritised approaches that will be employed to assist the organisation achieve its objective/s for each KRA, and ultimately its strategic outcomes and vision. The general plan of action is described, however specific activities are not identified – these will be developed later as part of the annual operation plan. Typically, there will be several strategies related to achieving each objective.

When writing strategies an organisation should describe what it aims to accomplish by using 'doing' verbs to start the strategy such as: foster, develop, provide, prepare,

produce, organise, perform, nurture, support, explore, promote, advance, build, introduce, deliver, adopt, sustain.

An example strategy for each example objective (refer 4.2.5) may read:

a. "Develop a policy structure to guide the delivery of HP program outcomes."

b. "Utilise appropriate SS/SM services to enhance athlete performance."

c. "Provide opportunities for [Organisation Name] teams/athletes to be exposed to a comparative level of competition prior to competing at National competitions."

d. "Facilitate HP support personnel access to professional development opportunities."

4.2.7 Key Performance Indicators

Key Performance Indicators (KPIs) are specific time-based measures to be achieved by implementing strategies in pursuit of the organisation's objectives. KPIs should enable the organisation to identify the criteria against which it can measure its performance against each objective and ultimately the achievements of the KRAs. They should be related to the strategies and could include quality, quantity and time components.

An example KPI for each example strategy (refer 4.2.6) may read:

a. "[Organisation Name] has policies in place, and adhered to, which are consistent with relevant legislation and the NSO by [year]."

b. "Appropriate SS/SM services are utilised, applicable to the requirements of each level of the HP pathway, by [year]."

c. "All State coaches incorporate appropriate competition exposure into their training plans by [year]."

d. "All support personnel have an opportunity to access at least one professional development session per year, appropriate to the prioritised needs of the HP program, by [year]."

The strategic outcome, objectives, strategies and KPI's must be inter-linked and consistent with each other. With the HP plan components now documented, they need to be implemented, monitored and reviewed (and adjusted as required).

Refer Appendix 4 for a simple layout to show the linkages between a sample organisational strategic plan, HP strategic plan and HP operational plan. For organisations that choose to develop a separate HP strategic plan, it is likely there will be less detail in the HP KRA of the organisational strategic plan.

4. Development of a High Performance Plan

4.3 Implementation of a High Performance Plan

Once you have finalised your new (or reviewed) HP plan document, it is important that it is approved, by the Board or appropriate person, prior to commencing implementation. Implementation is then driven by the identified key leader (and steering group, if one has been established), with other personnel (e.g. HP manager (if applicable), development officer/s, coaches) being responsible for delivery of HP plan components.

An important, and often overlooked, step of successful implementation is effective communication of HP planning outputs – both to the personnel who will be responsible for implementing the various strategies as well as the other stakeholders that will also contribute to the plan's success.

The HP plan, whether separate or within the organisation's strategic plan, will need to be supported by annual operational plans. The operational plan will provide the framework for the day-to-day HP actions/activities. Each strategy is analysed and a series of costed 'actions' designed to achieve the overall objectives are defined with timelines, responsibilities and measurable indicators.

It is also important for the strategies and associated actions to be prioritised to allow plans to be adjusted if financial, or other, resources change (for the better or worse).

The operational plan referred to above relates to the management of the whole HP program. This should not be confused with the coach's yearly training plan for the athletes/teams they work with, though these certainly play an important role in achieving the desired outcomes of the plan. Coaches should also be aware that their plans might not receive adequate resources if they don't contribute to the wider organisational objectives.

Refer to Appendix 5 for a sample template for a HP Strategic Plan/HP Operational Plan layout.

4.4 Monitoring and Review of a High Performance Plan

A fundamental and vital part of implementing the HP plan is monitoring, i.e. the regular tracking of key elements of the HP program delivery. This is when the importance of setting well-constructed KPIs during the HP planning process comes to the fore. The setting of targets is essential for the organisation to be able to effectively monitor performance of both the annual operational plans and the overall HP strategic outcomes/objectives. The purpose of regular monitoring is to check whether implementation is 'on track' and that the operational plan is contributing to the achievement of the HP objectives. Most importantly, monitoring provides the essential link between HP planning and the day-to-day operations of the HP program.

Monitoring and review is essential in refining and improving the HP program. The monitoring and review process provides the mechanism for early identification of any problems in the program. This then allows for any necessary adjustments to strategies, actions and/or planning processes to be implemented as early as possible, rather than getting to the end of the HP plan period only to find that these things did not achieve what was intended. Conversely, monitoring can also identify new opportunities that could be actioned.

Figure 4 succinctly outlines the 'cycle of improvement' in a program context. This cycle begins by looking at the planning, design of processes or activities, appropriate measures and the deployment of actions to meet these criteria. Once this process is completed the 'deployment' or execution of the plans occurs. In an effective organisation, the next two stages of learning and integration happen both formally and informally at any time (and at all levels).

The third 'learning' phase is about assessment where an organisation actively captures knowledge, opportunity and innovation, rather than simply measuring progress. The fourth phase, 'integration' completes the cycle by the revision of plans, before returning to the approach phase where the outcomes from learning and revision are implemented through the new and/or adjusted plans, processes and measures. This is a simple yet powerful concept that requires leadership and understanding across the organisation for effective use.

Figure 4: Cycle of Improvement

Figure 4: Cycle of Improvement

4. Intergration — Revising plans based on assessment findings, harmonising processes and operations, and selecting better measures.

1. Approach — Planning, including design of processes, selection of measures, and deployment of actions.

3. Learning — Assessing progress and capturing new knowledge, including seeking opportunities for innovation.

2. Deployment — Executing plans.

Any program that is operating in an environment of 'striving for excellence' cannot reach that goal without continued honest review leading to identification of both poor and excellent practices so that aspects of the program can be adjusted accordingly. This review process must be transparent and the outcomes must be well communicated.

It is important that a monitoring and evaluation regime/system with regular reporting and annual reviews be developed prior to the implementation phase. A clear timetable for monitoring needs to be established, along with identified progress milestones to be measured against. Important considerations for an effective HP plan/program monitoring system include:

- Identify personnel responsible for monitoring;
- Set specific timeframes for strategy implementation;
- Have formal reporting procedures;
- Check progress against operational plan and budget/HP plan objectives;
- Establish planning system for the review; and
- Possible external assistance to the review.

Monitoring and review of the implementation of the HP program may include, but is not limited to:

- Internal monthly reporting e.g. coach, SS/SM, budget;
- Quarterly meetings with key personnel responsible for implementation;
- Board reports; and
- Biannual/annual meetings with key stakeholders/partners.

4.5 Evaluation of a High Performance Plan

Closely linked to annual HP plan monitoring and review, evaluation is a periodic assessment of the HP program and plan to determine its impact, quality and effectiveness. It is important to link this process back to the organisation's strategic plan review and not done in isolation.

This could be conducted internally as a culmination of ongoing monitoring of the HP planning outcomes, and may take the form of an annual interim review with a comprehensive evaluation completed at the end of the period covered by the plan.

The key to evaluating is knowing what you are measuring. Clear, measurable objectives are therefore essential components of both HP planning and subsequent development of annual HP operational plans.

Examples of mechanisms for evaluation may include, but are not limited to:

- Assessment against KPIs;
- Questionnaires, including ranking systems with justification and subjective comments;
- Stakeholder forums and interviews; and
- Analysis of reports and athlete/team performances.

The process of evaluation follows the initial HP planning framework as shown on page 6. The outcomes of the evaluation will determine the strategic direction of the HP program for the next plan cycle.

To get an independent opinion of all aspects of your HP planning outputs and program implementation, an external review can be conducted. DSR can provide information to assist with conducting reviews as well as accessing external consultants to conduct a review.

5. Summary

As a leading sporting nation, Australia is faced with many challenges in respect of not just sustaining its own sporting system but also competing on a global stage. Critical to these agendas are the need for high performing sporting organisations to plan, create good structures and systems, work collaboratively and ensure that resources are invested appropriately.

The Department of Sport and Recreation works closely with the Western Australian Institute of Sport, State sporting associations and other peak bodies delivering HP sport outcomes to ensure that the State's best athletes and teams continue to achieve success on a national and international stage.

Like businesses, strategic planning is an essential component that contributes directly to successful sporting organisations. Planning provides direction and the ability to measure success against measurable outcomes.

The area of HP is an integral part of a sporting organisation's core business. Consequently, in HP planning the need for sound processes and methodology are critical to not just the development and implementation of a HP plan, but ultimately the overall success of the sport.

As a state, WA has consistently been at the forefront of sporting performance, with planning strongly underpinning this success. Maintaining that status against ever-increasing demands and pressure on our HP system and leaders remains a challenge for all of us to embrace.

Throughout this document you have been provided with useful information and examples that will provide you with a framework for planning, implementing, monitoring and reviewing your organisation's HP plan. However, should you require additional assistance, please contact your NSO or WAIS (if applicable) and/or one of the DSR HP consultants.

6. How DSR Can Assist Your Organisation

The Department of Sport and Recreation works closely with WAIS and SSAs to share information and examples of best practice.

DSR provides consultancy services and has experienced staff to assist your sport in developing its HP programs.

DSR has a range of 'good practice' sample documents from a variety of sporting organisations relating to policies (e.g. alcohol/ health, anti-doping, selection and appeals, personnel appointments), development pathways, athlete tracking and situational analysis. DSR can assist sports wishing to source/ develop any of the above.

If you would like to discuss HP with a DSR High Performance Consultant, please contact the Department on hp@dsr.wa.gov.au or 9492 9700.

Appendix 1

High Performance Statements from DSR's Benchmarking Tool

These HP statements are contained within DSR's OSP benchmarking tool. These may provide some guidance in the development of your HP plan and subsequent HP program. It should be noted that the expectation of sports to have the following practices in place will vary depending on the size and capacity of the organisation. Expectations and capacity will generally increase from Profile 1 [P1] through to Profile 4 [P4] sports[6] (e.g. P2 sports would only be expected to have in place those statements with either P1 or P2 codes).

Note: these statements are under review for the 2011/12-2013/14 triennial.

Planning

P2	The organisation has developed a sport performance plan or similar, linked to the strategic intent, identifying high performance pathways.
P2	There is a high performance leader/ driver in the organisation who is ultimately accountable for the sport's high performance program.
P2	The organisation has a long-term vision for the high performance program which includes effective partnerships with regional associations, the NSO, WAIS, DSR, etc.
P3	The organisation has a sport performance plan that is holistic and identifies all the necessary elements of a world class high performance program.
P3	Information on the integration of applied sport science/ medicine and technology has been fully budgeted and included in the sport performance plan.
P3	Information on the strategies in place for ensuring athlete balance/ education and life skills support is included in the sport performance plan.
P3	There is evidence in the sport performance plan of ongoing support for the development of talented athletes, coaches and officials in regional and remote areas of WA.
P3	The organisation undertakes comprehensive debriefings following all key competitions and training phases.
P4	The organisation conducts a systematic annual review of the progress against the sport performance plan and its key performance indicators.

[6] P1 to P4 categories – developed by DSR to group together sports that are likely to demonstrate similar characteristics e.g. participation base, governance/management, annual turnover, regional spread, level of staffing, capacity for elite development.

Appendix 1
Continued

Athlete development

P2	The organisation has athlete developmental pathways identified from talent identification through to national representation that coincide with NSO/ AIS/ WAIS, etc.
P2	The programs in place at a local, regional and rural level for the sport fit into the state and national athlete development pathway and are complementary rather than competitive.
P3	The organisation has identified appropriate support personnel, structures and programs for each stage in the development pathway.
P3	Athlete development is planned in the context of an individual needs analysis and takes into consideration the holistic development of each athlete.
P3	The athlete development program and training sessions are based on sound scientific principles.
P3	The sport performance plan provides medical screening protocols at appropriate stages of development which reflect the needs of the sport/ athlete.
P3	The sport performance plan provides testing protocols and service standards in place for science disciplines as appropriate for the sport.
P4	The organisation has a process in place for tracking individual talented athletes as they progress along the athlete development pathway.

Coach development

P2	The organisation has clearly documented pathways for coaches wishing to develop to the elite level in a sport.
P2	The organisation has a process to ensure that appropriately qualified state and regional coaches are appointed for all key teams and squads.
P2	There is a close working relationship between the high performance leader, key coaches, and the key service providers in the sport.
P3	Targeted high performance coaches are identified and receive mentoring and regular performance reviews.
P3	The organisation has clear succession plans in place for key coaching positions.
P4	Coaches in the high performance program have regular performance reviews and have an individualised and structured professional development plan.

Official development

P2	The organisation has clearly documented pathways for officials wishing to develop to the elite level in a sport.
P3	Targeted high performance officials are identified and receive mentoring and regular performance reviews.
P3	The organisation has clear succession plans in place for key officiating positions.
P4	Officials in the high performance program have regular performance reviews and have an individualised and structured professional development plan.

Selection policies

P1	The organisation has a clear policy stating the qualification process for athletes for selection in all representative teams.
P1	The organisation has a clear policy stating the selection process of coaches, including the qualifications required, for all representative teams.
P1	The organisation has a clear policy stating the selection process of officials including the qualifications required, for all representative teams.
P2	The organisation has a dispute resolution process for selection issues.
P2	The organisation has a code of conduct for athletes, coaches and officials involved in any representative team including a procedure for how breaches of the code will be dealt with.
P2	The high performance policies of the organisation are clearly distributed to all relevant stakeholders.

Appendix 2

Sample HP Personnel Structures for Small and Large Organisations

Small Organisation

(Note: Mostly Voluntary (V) personnel involved in the structure, may have some paid (P) staff in specific roles)

```
                              Board (V)
                                 |
        NSO (P) <----->       EO Officer (P)
           |                      |
   _____|_____|_____
  |                  |                  |                  |
HP Leader/      Devt Officer        Other              Other
Committee (V)    (P/V)            Committee (V)      Committee (V)
  |                |
State and Devt   Support
Coaches (V/P)    Personnel (V/P)
```
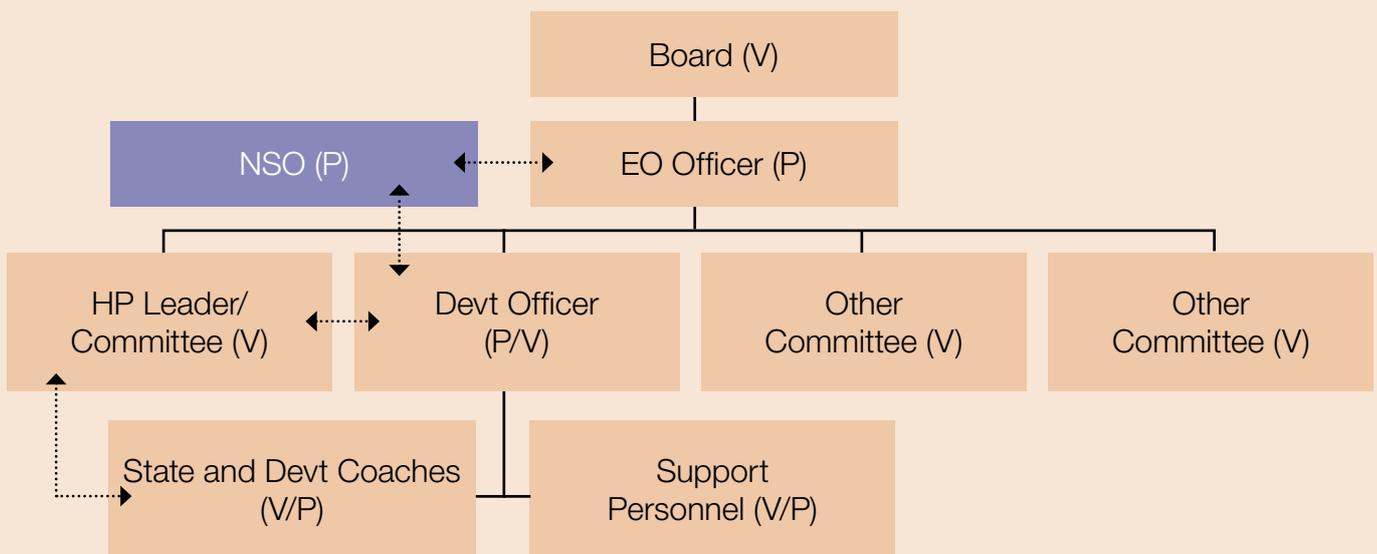
Large Organisation

(Note: Combination of Paid (P) and Voluntary (V) personnel involved in the structure)

```
                                  Board
                                    |
WAIS (P)   <-->   NSO (P)  <-->   CEO (P)
If applicable        |              |
              _____|_____|_____
             |             |                |                  |
          HP Manager    Sport Devt        Other              Other
          (P)           Manager (P)       Manager (P)        Manager (P)
                           |
         _____|_____
        |                  |
   HP Committee (V)    Other Relevant
                       Committees (V)
        |                  |
   State and Devt     Other Support
   Coaches (V/P)      Personnel (V/P)
```
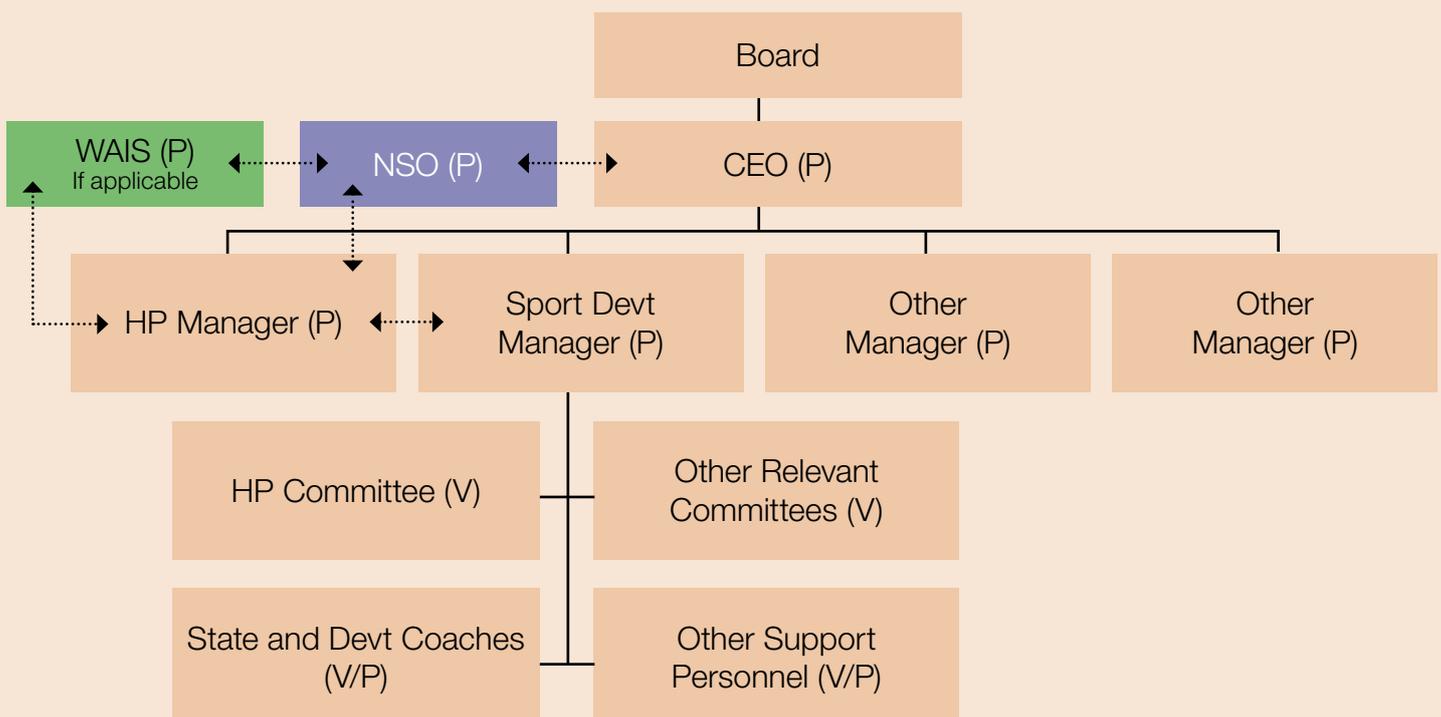
Appendix 3

Situational Analysis

In developing or reviewing a HP Plan, it is recommended the organisation conduct an internal analysis to establish its capability and capacity to develop and sustain a HP program. A Situational Analysis Tool has been developed to provide valuable background information to assist in determining the depth, scope and level for a sport's HP program.

HP is one of several programs in a sport's activities and thus it needs to fit with the sport's overall strategic plan. The Situational Analysis covers common critical areas of operation (i.e. governance and management) as well as HP specific functional areas. Completion of an analysis will therefore provide a general understanding of the governance and management of the organisation as well as specific issues pertinent to HP planning. It may highlight a number of issues/gaps in broader organisational governance/management which fall outside the boundary of HP planning. These could be noted and referred to the management/board for further consideration. Issues/gaps which fall within the HP planning boundary may be addressed prior to finalising the HP plan, or may be addressed within the HP plan.

The intent of the Situational Analysis is to assist the SSA in consideration of a wide range of aspects pertinent to the development of a HP plan. It is an extensive but not exhaustive list, and can be used as a guide to assess organisational capacity to develop, implement and evaluate a HP plan and program.

SSAs currently working with DSR through the OSP should have access to the majority of the information for the completion of the Situational Analysis. The information/questions below are grouped into the OSP key result areas.

1. Governance
(KRA: Organisation Development)

Intent of the analysis in this area – To establish that the sport has an effective and stable decision-making process and that there are clear linkages in all levels of the sport.

- Is there a clear organisational structure and is it inclusive from club level to national level?
- Does your board operate on a portfolio basis? If so, what are the portfolio areas?
- Does your board have a documented decision-making process? For example when does it meet and how does it record its decisions?
- Is there a 'succession planning' process in place at the board and senior staff level?
- Does your sport have in place set policies and procedures pertaining to its core operational areas?
- Does your sport have key sub committees/working groups – what are they and what is their role?

2. Planning
(KRA: Organisation Development)

Intent of the analysis in this area – To establish that the sport plans its operations in all areas, that it understands its operational capacity and has clearly established where responsibilities lie, especially at the board level. This establishes the sport's current commitment to HP.

- Does your sport have a written strategic plan/ intent, and if so does it articulate the future for HP?
- Has your sport developed a yearly operational plan and if so does the plan articulate the what, how, when and cost of the HP program?
- Who is responsible for the development and driving of the HP section of the plan?
- Who is responsible for ongoing review and development/improvement of the HP plan?

Appendix 3

Continued

3. Management
(KRA: Organisation Development)

Financial

Intent of the analysis in this area – To establish a history of revenue and expenditure, investigate and establish the potential for increasing revenue and establish the current financial commitment to HP (in light of other areas of operation).

- Have the finances of the SSA been sustainable and stable over the past five years?
- What is the SSA's current financial status? (What are the financial constraints regarding the development and/or expansion of the HP area? How much can be self-funded by participant fees?)
- Has the SSA undertaken a budget planning process to establish the financial commitment required for a HP program?
- Is there realistic potential for attracting increased revenue through a redeveloped HP program?
- Has the SSA produced annual reports and audited financial statements over previous three to five years?

Administration

Intent of the analysis in this area – To establish the staffing and workload levels that are current to the sport. To establish the impact of expansion of workloads on the sport.

- What are the current paid/ voluntary staffing levels?
- Is there a current analysis of workloads on key paid and volunteer staff?
- In what areas does the organisation employ paid staff and are these areas sustainable in their current form?
- If a HP program were to be expanded and/or created, what administrative requirements would be essential?
- What capacity does the sport's volunteer base have to administer a HP program?
- Is there currently a designated person to drive HP outcomes, e.g. staff member, board member, volunteer?

4. Competition structure
(KRAs: Participation and High Performance)

Intent of the analysis in this area – To establish that a comprehensive and relevant competition structure is in place and that it provides pathways for athletes and is of the necessary standard to develop competitive athletes at the national level.

- Does your sport have a competition structure that is hierarchical and articulates between levels and aligns with the national competition calendar?
- How does your sport compete at the national level?
- What relationship does the sport have with the competitions external to its operations, e.g. schools, universities, recreation centres?
- Has your sport developed a competition plan for future guidance?
- Is there a clear pathway for athletes as part of your competition structure?

5. Support Infrastructure
(KRAs: Organisational Development, People Development and High Performance)

Intent of the analysis in this area – To establish that there are sufficient support personnel and agencies to ensure a program can be maintained.

Coaching/officiating

- How many coaches/officials does the sport have that operate at the national/ international level (i.e. State/ National teams)?
- Does the sport have in place identification, recruitment and retention strategies for coaches/officials at all levels of competition?
- Has the sport developed a coach/official education system that is part of the National Coach Accreditation Scheme/National Officiating Accreditation Scheme? (list the levels of accreditation.)
- What are the current numbers of practicing coaches/officials who hold Level 2 accreditation (or equivalent)?
- What are the current numbers of practicing coaches/officials who hold Level 3 accreditation (or equivalent)?
- Is there a clear development pathway for coaches/officials?

Appendix 3

Continued

Sports science/sports medicine

- Does the sport utilise the services of relevant and appropriately qualified support personnel, e.g. physiologist, physiotherapist, nutritionist, sport psychologist, etc?

Established partnerships

What partnerships in HP have you established with:

- Your national sporting organisation?
- Your regional/district associations?
- Your affiliated clubs?
- Your sponsors?
- School sport organisations (e.g. School Sport WA, Independent Girls' Schools' Sports Association, Public Schools' Association of WA, Associated and Catholic Colleges of WA)?
- National league teams (if relevant)?
- WAIS (if appropriate)?
- Universities, TAFEs or other tertiary institutions?
- Government?

6. Talent ID/Development Programs
(KRA: High Performance)

Intent of the analysis in this area – To establish the extent and nature of the sport's current talent identification and development program.

Has your sport got an organised program to identify talent from:

- Outside your sport?
- Inside your sport?
- If yes, what is its size, nature and depth of penetration into the sport's participant base?

Has your sport established ongoing systematic talent development programs?

- If yes, what are their size, nature and where do they fit into the sports participant base?
- What age groups are targeted for talent ID and development?
- Is talent ID and development effective and appropriate to the needs of the sport?
- Is athlete progression tracked?

7. General
(KRA: Participation)

Intent of the analysis in this area – To determine the size of the active participant base (pool of athletes)

- How many registered active participants does your sport have in this state?
- What is the gender split?
- What are the key age group splits (are there any gaps)?
- Are there strong/ weak areas of participation across the state?

8. Supporting information
(KRA: High Performance)

Intent of the analysis in this area – To establish the current international status of the sport and success at that level of status.

- What is the highest level that your athletes can compete at internationally (e.g. Olympics, Commonwealth Games, World Championships)?
- What has been the success of national program over the past five years?
- What has been the success of your athletes at the national and international level over the past five years e.g. % of the national team vs. % of the national population?

DSR is available to provide assistance or support in leading your sport through the process of conducting a situational analysis.

Note: DSR can also provide this Situational Analysis Tool in MS Word format.

Appendix 4

Linkages of the Organisational Strategic Plan, HP Strategic Plan and HP Annual Operational Plan

Below is a sample organisational strategic plan with notional HP entries to show a simple layout and how each element works towards the development of strategies and indicators (note: for organisations that choose to develop a separate HP strategic plan, it is likely there will be less detail in the HP KRA of the Organisational Strategic Plan).

Organisational Strategic Plan (3–5 years)				
Vision Statement				
Mission Statement				
Core Brand Values: Healthy, Enjoyment, Belonging, Achievement				
Key Results Area	**Key Drivers**	**Strategic Outcomes**	**Key Strategies**	**Key Performance Indicators**
Organisational Development	• *Add drivers*	• *Add outcomes*	• *Add strategies*	• *Add KPIs*
Participation	• *Add drivers*	• *Add outcomes*	• *Add strategies*	• *Add KPIs*
High Performance	• *Ensuring Quality Coaching* • *Provision of Facilities* • *Quality Domestic Competition/Events* • *SS/SM Support & Delivery* • *Access to International Competition* • *Quality Program management*	*"Sustained international success through the provision of an effective and efficient athlete, coach & official pathway"*	• *Provision of quality daily training environments (DTE).* • *Provision of quality domestic and international competition opportunities in line with elite athlete pathways.* • *Develop HP coaches and programs to underpin Elite/Sub Elite/Junior athlete development.* • *Develop and deliver Talent Identification initiatives.* • *Provision of development opportunities for HP officials.*	• *Performance rating for delivery of DTE* • *Elite/Sub Elite success (Results/ Rankings)* • *Quality/Quantity HP coaches* • *Quality/Quantity HP officials*
People Development	• *Add drivers*	• *Add outcomes*	• *Add strategies*	• *Add KPIs*
Places and Spaces	• *Add drivers*	• *Add outcomes*	• *Add strategies*	• *Add KPIs*

HP Strategic Plan (3–5 years)

HP Annual Operational Plan

Appendix 4

Continued

Organisational Strategic Plan (3–5 years)

↓

HP Strategic Plan (3–5 years)

HP Strategic Outcome Statement: "Sustained international success through the provision of an effective and efficient athlete, coach & official pathway"

Vision/Mission of the HP Program (optional)

Key Results Area	Key Objectives	Strategies	Key Performance Indicators	Priority	Timeline
Planning, Management and Policy	• Add objective	• Add strategies	• Add KPIs	• Add priority	• Add timeline
Competition	• Add objective	• Add strategies	• Add KPIs	• Add priority	• Add timeline
Athlete Development	• Add objective	• Add strategies	• Add KPIs	• Add priority	• Add timeline
Support Personnel Development	• Add objective	• Add strategies	• Add KPIs	• Add priority	• Add timeline

↓

HP Annual Operational Plan

Key Results Area	Strategies	Activity/ Program	By When	Leader	Budget	Measure/Target
Planning, Management and Policy	• Add strategies	• Add activity/ program	• Date	• Who	• $	• Add measure/ target
Competition	• Add strategies	• Add activity/ program	• Date	• Who	• $	• Add measure/ target
Athlete Development	• Add strategies	• Add activity/ program	• Date	• Who	• $	• Add measure/ target
Support Personnel Development	• Add strategies	• Add activity/ program	• Date	• Who	• $	• Add measure/ target

Appendix 5

Sample HP Strategic and Operational Plan Template

Note: DSR can also provide this template in MS Word format.

Add Organisation Name

High Performance Plan

Add Period of the Plan

Introduction and Background

Add introduction and background

Include:

- Development and Scope of Plan
- Overview of Current Situation
- Summary of National Competitions Results, Athlete Achievements/Transitions for previous 4 years
- Impacts and Challenges
- Future Directions/Opportunities
- HP Personnel Structure Chart (recommended)
- Athlete, coach and official development pathways
- Competition structure (if not incorporated into the development pathways diagram)

Appendix 5

Continued

High Performance Strategic Plan (*Year–Year*)

HP Strategic Outcome Statement (from the Organisation's Strategic Plan):

e.g. To maximise the success of Western Australian athletes, coaches and officials at State, National and International levels.

HP Key Drivers: *Elements that define what is needed to achieve the overall HP KRA*

e.g. Ensure quality Daily Training Environment

KEY RESULT AREA: Planning, Management and Policy

May include: Leadership and management of the HP program; Financial management; Risk management and policies, Reporting and liaison with CEO and Board, Communication and reporting with key partners, Communication with broader membership, System of monitoring and review.

Objective: *What do you want to do to achieve to achieve the strategic outcome?*

e.g. To develop and implement planning and management systems for the [Organisation name] HP program by [year].

Key Strategies *How will you achieve the Objective?*	Priority	Timeframe	Performance Measure	Review Comments
e.g. To develop a policy structure to guide the delivery of HP program outcomes.	*H/M/L*	*Month Year*	*[Organisation Name]* has policies in place, and adhered to, which are consistent with relevant legislation and the NSO by *[year]*.	
Add strategy	*Add priority*	*Add timeframe*	*Add performance measure*	*Add comments*
Add strategy	*Add priority*	*Add timeframe*	*Add performance measure*	*Add comments*

KEY RESULT AREA: Athlete Development

May include: How athletes are identified/enter the HP program; How athletes are developed at different stages; State development programs; How to ensure necessary quantity and quality of athletes; Athlete monitoring and communication systems; Quality daily training environment; Holistic athlete development; Minimum SS/SM delivery standards/requirements.

Objective:

e.g. To deliver sustained high performance by [Organisation Name] athletes and produce Australian representatives by [year].

Key Strategies	Priority	Timeframe	Performance Measure	Review Comments
e.g. To utilise appropriate SS/SM services to enhance athlete performance.	*H/M/L*	*Month Year*	*Appropriate SS/SM services are utilised, applicable to the requirements of each level of the HP pathway, by [year].*	
Add strategy	*Add priority*	*Add timeframe*	*Add performance measure*	*Add comments*
Add strategy	*Add priority*	*Add timeframe*	*Add performance measure*	*Add comments*

Appendix 5

Continued

KEY RESULT AREA: Competition

May include: Alignment between competition pathway and athlete development pathway; Alignment with national competition pathway; Plan for adequate quality and quantity of domestic state/national competition; Appropriate competition experiences for developing athletes.

Objective:

e.g. *[Organisation Name]* teams/athletes achieves top three placings at all levels of National competitions by *[year]*.

Key Strategies	Priority	Timeframe	Performance Measure	Review Comments
e.g. To provide opportunities for *[Organisation Name] teams/athletes to be exposed to a comparative level of competition prior to competing at National competitions.*	H/M/L	Month Year	All State coaches incorporate appropriate competition exposure into their training plans by *[year]*.	
Add strategy	*Add priority*	*Add timeframe*	*Add performance measure*	*Add comments*
Add strategy	*Add priority*	*Add timeframe*	*Add performance measure*	*Add comments*

KEY RESULT AREA: Support Personnel Development (coaches, officials, selectors, managers, SS/SM practitioners, technology personnel)

May include: How are coaches identified, developed and retained within the system; Linking of coach competencies to athlete requirements; How technical officials are developed and utilised to optimise athlete development and preparation; Links and information sharing between system coaches/officials; Professional development of HP support personnel; Performance appraisal and quality assurance of HP support personnel; Succession planning; SS/SM coordination plan.

Objective:

e.g. *There exists quality personnel supporting all levels of HP training and competition in WA by [year].*

Key Strategies	Priority	Timeframe	Performance Measure	Review Comments
e.g. *Facilitate HP support personnel access to professional development opportunities.*	H/M/L	Month Year	All support personnel have an opportunity to access at least one professional development session per year, appropriate to the prioritised needs of the HP program, by *[year]*.	
Add strategy	*Add priority*	*Add timeframe*	*Add performance measure*	*Add comments*
Add strategy	*Add priority*	*Add timeframe*	*Add performance measure*	*Add comments*

Appendix 5

Continued

(Year) High Performance Annual Operational Plan

KEY RESULT AREA: Planning, Management and Policy

Key Strategies	Activity/ Programs	When	Leader	Budget	Measure/Target	Update Comments
e.g. To develop a policy structure to guide the delivery of HP program outcomes.	*Review current HP policy structure and management systems;*	*Month*	*Name*	*$*	*Review completed; outcomes implemented.*	
	Add any other identified activities to achieve this strategy.	*Month*	*Name*	*$*	*Add measures for any other activities/ programs*	
Add strategy	*Add activities*	*Add month*	*Add name*	*Add $*	*Add measures*	
Add strategy	*Add activities*	*Add month*	*Add name*	*Add $*	*Add measures*	

KEY RESULT AREA: Athlete Development

Key Strategies	Activity/ Programs	When	Leader	Budget	Measure/Target	Update Comments
e.g. To utilise appropriate SS/ SM services to enhance performance.	*Conduct audit to determine SS/SM requirements of the HP program;*	*Month*	*Name*	*$*	• *SS/SM audit conducted;* • *SS/SM services incorporated into training plans.*	
	Add any other identified activities to achieve this strategy.	*Month*	*Name*	*$*	• *Add measures for any other activities/ programs*	
Add strategy	*Add activities*	*Add month*	*Add name*	*Add $*	*Add measures*	
Add strategy	*Add activities*	*Add month*	*Add name*	*Add $*	*Add measures*	

Appendix 5

Continued

KEY RESULT AREA: Competition

Key Strategies	Activity/ Programs	When	Leader	Budget	Measure/Target	Update Comments
e.g. To provide opportunities for [Organisation Name] teams/ athletes to be exposed to a comparative level of competition prior to competing at National competitions.	Assess appropriateness and accessibility of current competition experiences at each level;	Month	Name	$	• Existing competition experiences for each level are documented; • Assessment of competition appropriateness in conjunction with coaches	
	Add any other identified activities to achieve this strategy.	Month	Name	$	• Add measures for any other Activities/ Programs	
Add strategy	Add activities	Add month	Add name	Add $	Add measures	
Add strategy	Add activities	Add month	Add name	Add $	Add measures	

KEY RESULT AREA: Support Personnel Development

Key Strategies	Activity/ Programs	When	Leader	Budget	Measure/Target	Update Comments
e.g. Ensure HP support personnel have access to professional development opportunities	Determine professional development needs of all support personnel;	Month	Name	$	• Audit of PD needs conducted; • PD plans for support personnel developed.	
	Add any other identified activities to achieve this strategy.	Month	Name	$	• Add measures for any other activities/ programs	
Add strategy	Add activities	Add month	Add name	Add $	Add measures	
Add strategy	Add activities	Add month	Add name	Add $	Add measures	

Relevant High Performance Policies

• Selection
• Dispute Resolution
• Anti Doping
• Code of Conduct
• Team travel
• Others as identified by the SSA

Notes

....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....

Notes

....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....
....

Government of **Western Australia**
Department of **Sport and Recreation**

METROPOLITAN

246 Vincent Street
Leederville WA 6007
PO Box 329, Leederville WA 6903
Telephone (08) 9492 9700
Facsimile (08) 9492 9711
Email info@dsr.wa.gov.au

GREAT SOUTHERN

22 Collie Street
Albany WA 6330
Telephone (08) 9892 0100
Facsimile (08) 9892 0199
Email greatsouthern@dsr.wa.gov.au

SOUTH WEST

80A Blair Street
PO Box 2662, Bunbury WA 6231
Telephone (08) 9792 6900
Facsimile (08) 9792 6999
Email southwest@dsr.wa.gov.au

GASCOYNE

4 Francis Street
PO Box 140, Carnarvon WA 6701
Telephone (08) 9941 0900
Facsimile (08) 9941 0999
Email gascoyne@dsr.wa.gov.au

MID WEST

Corner of Edward Road
and Horwood Road
PO Box 135, Geraldton WA 6531
Telephone (08) 9956 2100
Facsimile (08) 9956 2199
Email midwest@dsr.wa.gov.au

GOLDFIELDS

106 Hannan Street
PO Box 1036, Kalgoorlie WA 6430
Telephone (08) 9022 5800
Facsimile (08) 9022 5899
Email goldfields@dsr.wa.gov.au

PILBARA

2/3813 Balmoral Road
PO Box 941, Karratha WA 6714
Telephone (08) 9182 2100
Facsimile (08) 9182 2199
Email pilbara@dsr.wa.gov.au

**KIMBERLEY
(KUNUNURRA)**

Government Offices
Cnr Konkerberry Drive
and Messmate Way
PO Box 1127, Kununurra WA 6743
Telephone (08) 9166 4917
Facsimile (08) 9166 4999
Email kimberley@dsr.wa.gov.au

KIMBERLEY (BROOME)

Unit 2, 23 Coghlan Street
PO Box 1127, Kununurra WA 6743
Telephone (08) 9195 5750
Facsimile (08) 9191 2436
Mobile 0438 916 185
Email kimberley@dsr.wa.gov.au

PEEL

Suite 3, The Endeavour Centre
94 Mandurah Terrace
PO Box 1445, Mandurah WA 6210
Telephone (08) 9550 3100
Facsimile (08) 9550 3199
Email peel@dsr.wa.gov.au

WHEATBELT (NORTHAM)

298 Fitzgerald Street
PO Box 55, Northam WA 6401
Telephone (08) 9690 2400
Facsimile (08) 9690 2499
Email wheatbelt@dsr.wa.gov.au

WHEATBELT (NARROGIN)

Wheatbelt Development
Commission, Government Offices
11-13 Park Street, Narrogin
PO Box 54, Narrogin WA 6312
Telephone 0429 881 369
Facsimile (08) 9881 3363
Email wheatbelt@dsr.wa.gov.au

dsr.wa.gov.au