



# SHOOTING AUSTRALIA 2020-2024 HIGH PERFORMANCE STRATEGIC PLAN

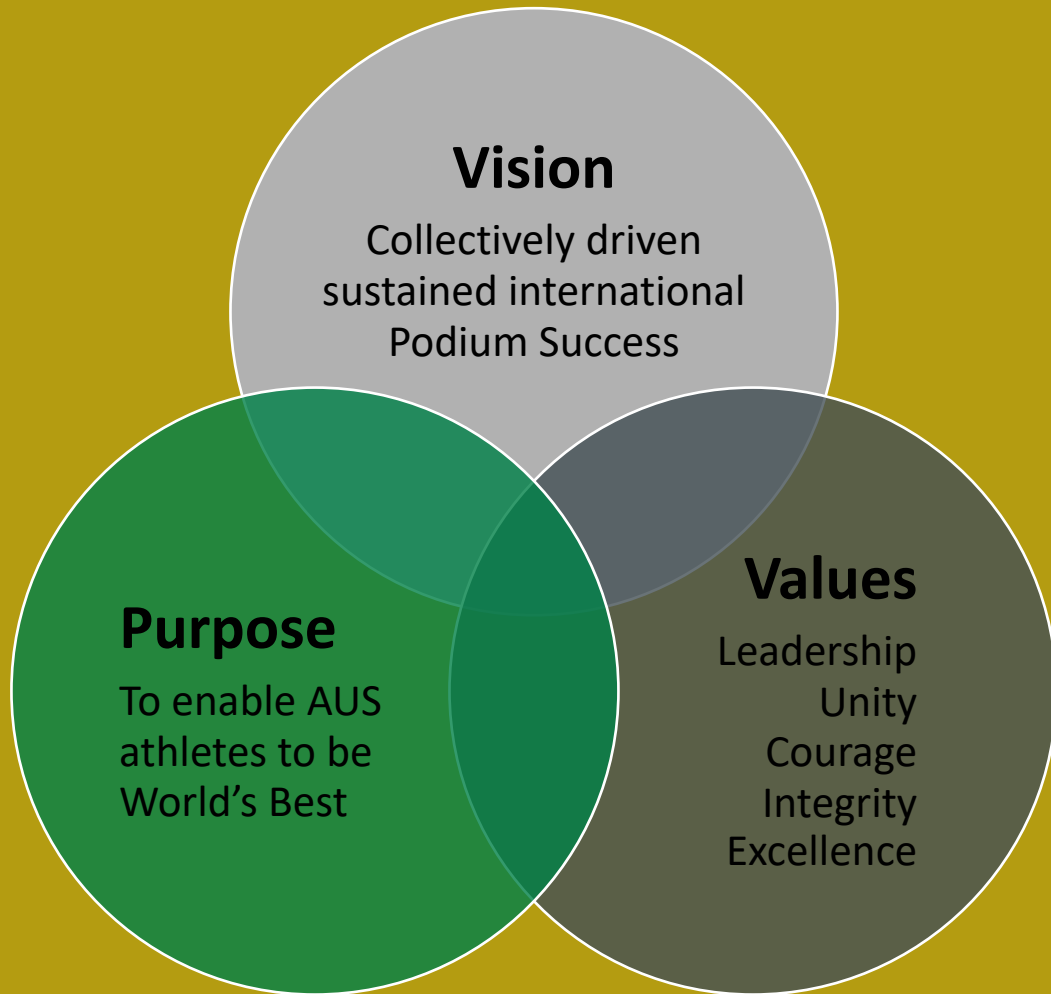


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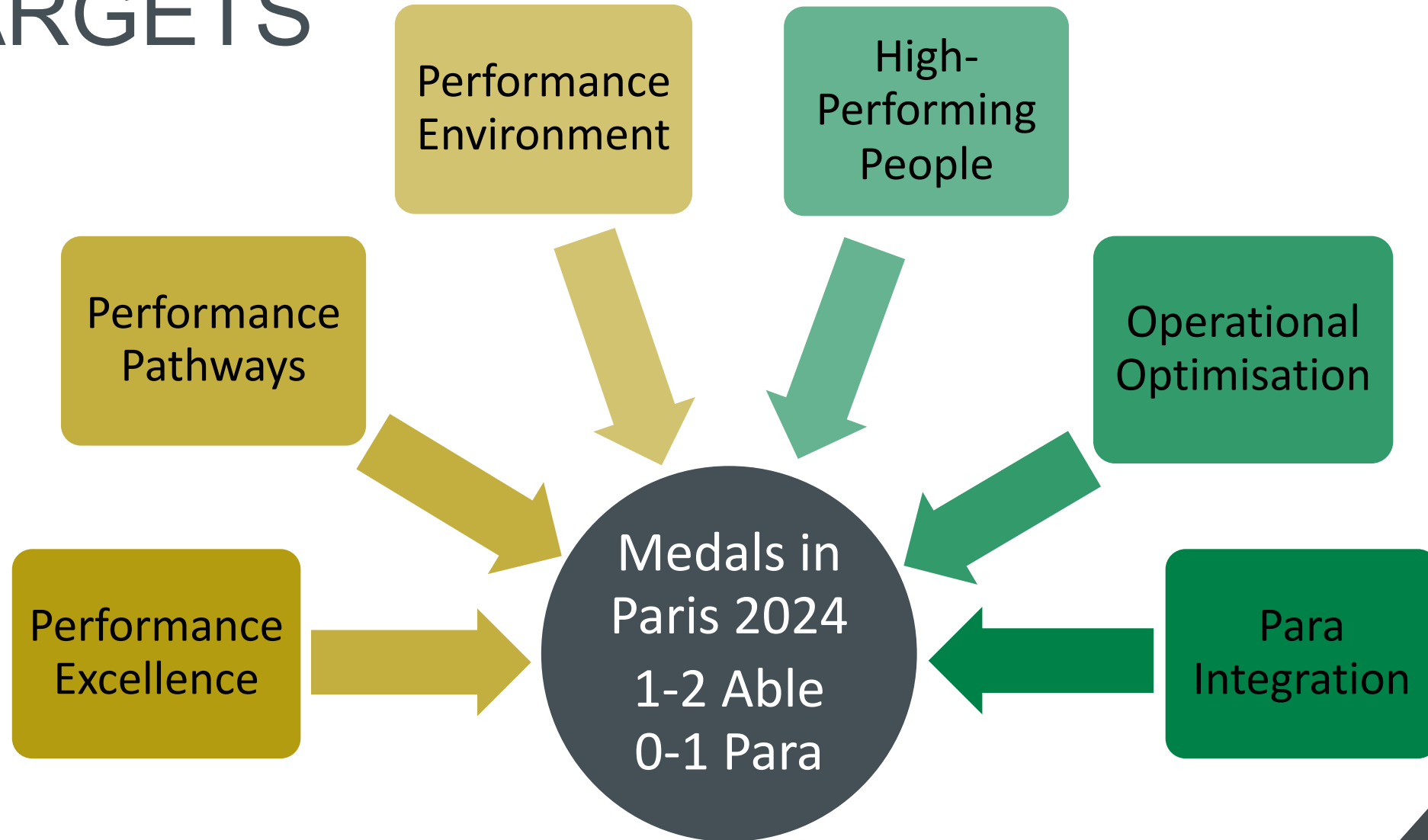


**AISS**





# TARGETS



# Strategic Priorities

## Performance Excellence

- Prioritisation and resourcing of current athletes with demonstrated ability to contribute to Paris medal targets (i.e. elite athletes)
- Continuing focus on development of performance behaviours - on and off range - that will create/enhance their foundations for sustained success
- Personal Responsibility

## Performance Pathway

- Adequate supply of athletes in current and future cycles to underpin performance outcomes
- Includes current 'developing elite' athletes and any new athletes identified and engaged in Performance Program
- Development and delivery of targeted squads and programs that support development of athletes at different levels in SA's performance pathway

## Performance Environment

- Optimising the impact of daily training environment (DTE) on the development and preparation of elite/dev. elite athletes
- Exploration and implementation of more innovative ways to structure and resource coach-led DTEs in Shooting, including more comprehensive and impactful utilisation and integration of performance support
- Access to domestic and international competition opportunities that are age/stage-appropriate for athletes at different levels
- Finding the right balance (i.e. for individual athletes) between 'development competition' and 'performance competition'

## High-Performing People

- Engaging and retaining world class coaches, performance leaders and performance support personnel to support delivery of SA Performance Program
- Working with the Shooting community to grow coaches that can support athlete development at each level of the pathway also

## Operational Optimisation

- Enhance working partnerships with key HP stakeholder organisations including AIS, VIS, SASI and others
- Develop and/or evolve our business systems and processes to ensure that they are 'fit for purpose' and leading us towards operational excellence

## Para Integration

- Integration of para and able-bodied athletes and events

# Strategic Priority # 1: Performance Excellence ... We will identify and prioritise support and opportunities for athletes that we believe are most likely to achieve medal success at the Paris 2024 Olympic/Paralympic Games

## Strategic Initiative 1.1 – Evidence-based identification of Shooting’s ‘Podium’ cohort for Paris 2024

- Revise Shooting’s Athlete Categorisation Framework;
- Review athletes/performances against the Athlete Categorisation Framework annually to ensure that the right athletes are being identified and supported to win medals at benchmark events, especially Paris 2024.

## Strategic Initiative 1.2 – World-class performance planning and support for priority athletes

- Monitor and regularly evaluate priority athletes’ daily training environments (DTE – e.g. range access, facilities and equipment, personal coaching, opportunities for innovation, etc.);
- Develop and implement highly-individualised, coach-led annual performance plans for priority athletes;
- Ensure that priority athletes have access to world-class performance support (i.e. sports science and medicine) through Shooting’s partnerships with the National Institute Network (NIN);
- Implement robust monitoring and reporting to support the progression/performance of priority athletes;
- Develop and implement athlete 2-year contracts for Podium Potential athletes

## Strategic Initiative 1.3 – High-quality competition that underpins priority athletes’ progression/performance

- Develop a 4-year HP Selection Strategy that ensures appropriate access to international competition for priority athletes;
- Review and update HP Selection Strategy at end of Year 2 of the Olympic cycle (i.e. end 2022)

## Strategic Initiative 1.4 – Adequate financial support for priority athletes

- Implement a revised approach to funding for priority athletes, which ensures that they can afford to commit the time required to become and remain world-class performers;
- Develop and execute athlete contracts that clearly stipulate support to and expectations of/accountability from priority athletes



**Strategic Priority # 2: Performance Pathways ... We will rethink and respond to how we provide challenge, support and opportunity to athletes at each stage of our performance pathway. We will invest significantly in our success in future Olympic/Paralympic cycles.**

**Strategic Initiative 2.1 – What will it take to win?**

- Establish athlete/performance profiles for Olympic and Paralympic medallists in each Shooting discipline;
- Review and revise the performance pathways (utilising FTEM) model for Shooting;
- Develop and implement discipline-specific criteria for the identification and progression of Shooting athletes at/between each stage of the performance pathway;
- Establish an athlete support matrix, which articulates how access to HP resources (e.g. coaching, performance support, competition access and funding) aligns with athletes' needs at different stages of the performance pathway

**Strategic Initiative 2.2 – Supporting the development/progression of current talent through Shooting's National Squads**

- Develop a contemporary new National Squad structure (i.e. to replace the current A4G Squad) that recognises and supports athletes at different stages of Shooting's performance pathway;
- Undertake an annual application and selection process to determine membership of National Squads;
- Plan and deliver domestic camps-based National Squad programs (i.e. for each discipline/squad) that provide:
  - Increased contact with athletes and their personal coaches;
  - Education about and access to performance support;
  - Holistic athlete development opportunities (i.e. on and off-range, technical and non-technical, etc.);
- Implement an annual performance planning and review process led by athletes and their personal coaches with support from HP staff;
- Identify international camps and competitions for National Squad athletes that are age/stage-appropriate

## Strategic Priority # 2: Performance Pathways ... Continued

### Strategic Initiative 2.3 – Identifying and engaging future talent

- Conduct talent identification (TID) and talent transfer activities in conjunction with ISSF and non-ISSF competitions and events;
- Plan and deliver a series of national development camps annually for TID and talent transfer athletes, which underpin selection to National Squads;
- Track the progression of TID and Talent transfer athletes through the collection and analysis of relevant performance data;
- Plan and implement a junior talent project that aims to identify and prepare age-eligible athletes for the ISSF Junior World Championships in Sydney, AUS in 2024



**Strategic Priority # 3: Performance Environment ... We will work closely with athletes and their personal coaches to increase the focus and improve the impact of their 'time on task' across their daily training environments (DTE). We will ensure that athletes have appropriate access to high-quality domestic and international competition in support of their development/progression.**

**Strategic Initiative 3.1 – Places to train for elite and developing elite athletes**

- Develop and document guidelines for HP DTEs that support nationally-identified elite and developing elite athletes;
- Review and renew formal agreements with NIN partners for the delivery of Shooting's National Centres of Excellence (NCE);
- Work with targeted local Shooting organisations to establish and maintain state-based performance hubs that will support the engagement and development of future talent;
- Identify and engage technologies that enhance athlete/coach connections including augmented DTEs and access to remote coaching

**Strategic Initiative 3.2 – Access to high-quality competition opportunities**

- Develop a rolling 4-year Calendar of Events that details domestic and international competitions;
- Develop and document a competition support matrix for nationally-identified athletes including:
  - Number and level of competitions;
  - SA supported versus self-supported;
  - HP staff support to athletes/teams;
- Develop and distribute (i.e. 2 years in advance) selection criteria for all ISSF and WSPS competitions in line with Shooting's 4-year HP Selection Strategy and Calendar of Events





Strategic Priority # 4: High-Performing People ... We will engage great people in support of our athletes and help them to become even better through a commitment to ongoing personal and professional development. These great people will lead our 'Winning Culture'.

**Strategic Initiative 4.1 – HP coaching and leadership**

- Develop a 4-year HP Workforce Plan that aligns HP staff (i.e. full-time and contract) with Shooting's HP strategy to Paris 2024 and beyond;
- Identify, engage and develop of network (Shotgun) and performance hub (Pistol/Rifle/Para) coaches to work with National Coaches and nationally-identified athletes at and between national camps and international competitions

**Strategic Initiative 4.2 – World-class performance support**

- Review and revise Shooting's NIN performance support teams to ensure the right mix of people and expertise focussing on:
  - Physical Preparation (i.e. Physiotherapy and Strength and Conditioning), Psychology, Skill Acquisition and Performance Analysis;
- Identify and engage key performance support staff in support of Shooting's National Teams to international competitions and benchmark events



## Strategic Priority # 4: High-Performing People ... Continued

### Strategic Initiative 4.3 – Developing high-performing people

- Develop, implement and regularly evaluate annual Role Plans for SA-employed HP staff that identify:
  - Key activities and outcomes to be achieved (i.e. strategic and operational);
  - How individuals will contribute to athlete progression and/or performance;
  - Personal and professional development opportunities and actions;
- Collaborate with HP system partners to design and deliver a highly-individualised HP Coach Development Program for personal and performance hub coaches, which helps them to identify and respond appropriately to their development opportunities;
- Support the holistic growth and development of elite and developing elite athletes through the continuing delivery of Athlete wellbeing and Engagement activities and initiatives

### Strategic initiative 4.4 - National Team performance and a 'Winning Culture'

- Continue to grow a 'Winning Culture' and performance excellence in our National Teams through the implementation of a comprehensive leadership development program for athletes and staff, which focusses on:
  - Personal and professional development of individuals and groups;
  - Personal responsibility and accountability for athletes;
  - Authentic and courageous conversations between athletes and HP staff

## Strategic Priority # 5: Operational Optimisation ... We will ensure that our strategic thinking/planning and operational delivery underpin the achievement of performance excellence by our people.

### Strategic Initiative 5.1 – Enhanced HP planning and decision-making capability

- Restructure of Shooting's HP Committee to include the following HP Advisory Groups:
  - SA/NIN – Focus on HP strategy, investment, athlete categorisation and DTE operations;
  - SA/Member Organisation (i.e. by discipline) – Focus on selection, athlete pathways and ISSF event delivery;
- Establish an Athlete Reference Group for Shooting that is:
  - Multi-disciplinary and comprised of current athletes;
  - Independently led/facilitated;
  - Focussed on leadership skill development of its members;
  - Engaged by HP staff in co-design of 'athlete facing' work

### Strategic Initiative 5.2 – Optimisation of HP operating systems and processes

- Strategic approach to HP resource allocation and management through development of 4-year:
  - HP Strategic Plan;
  - HP Calendar of Events;
  - HP Budget;
  - HP Selection Strategy;
- Digitisation of key business functions including:
  - Operational planning;
  - Travel requests;
  - Risk planning and management;
  - Collection and analysis of performance data;
  - Individual performance planning for athletes



Strategic Priority # 6: Para Regeneration and Integration ... We will invest in the identification and development of our next generation of Para-Shooting champions. We will embrace the opportunity for all athletes – Para and Able – to challenge and support one another through their engagement in our HP Program activities and events ... together.

### Strategic Initiative 6.1 – Para Regeneration

- Identification of a network of ‘Para-friendly’ clubs and coaches across Australia including SA’s new performance hubs;
- Plan and implement an annual series of TID and engagement activities for new Para athletes around Shooting’s performance hubs;
- Recruit a Para National Development Coach to support the development/progression of Para athletes and their performance in international competition

### Strategic Initiative 6.2 – Para Integration

- Integrate Para and Able athletes (i.e. current and future) within Shooting’s discipline National Squad programs and activities;
- Plan and deliver an annual calendar of domestic competitions where Para and Able athlete shooting the same event are fully integrated (i.e. in qualification and finals)

