

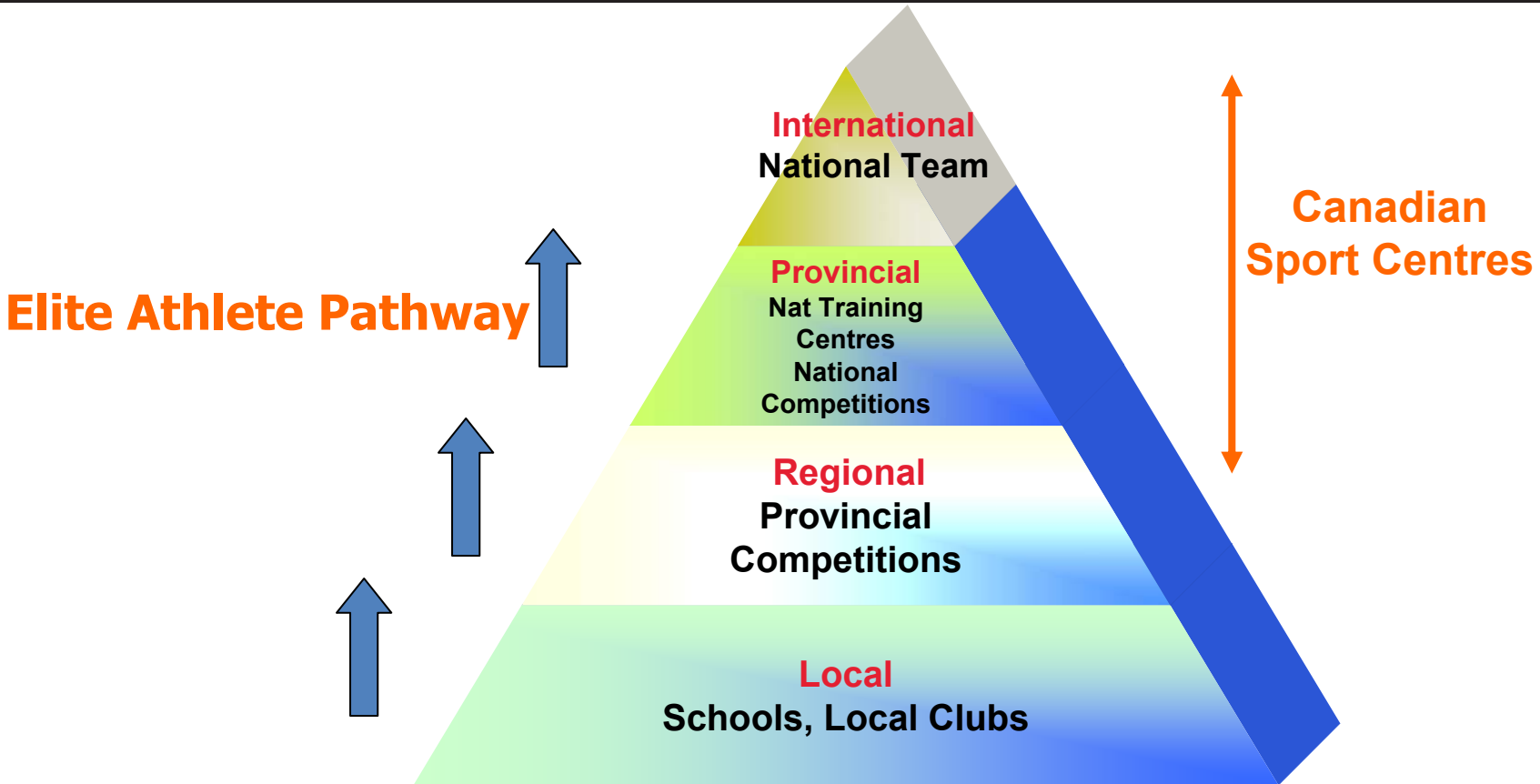
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Vertical Integration Effective Partnerships

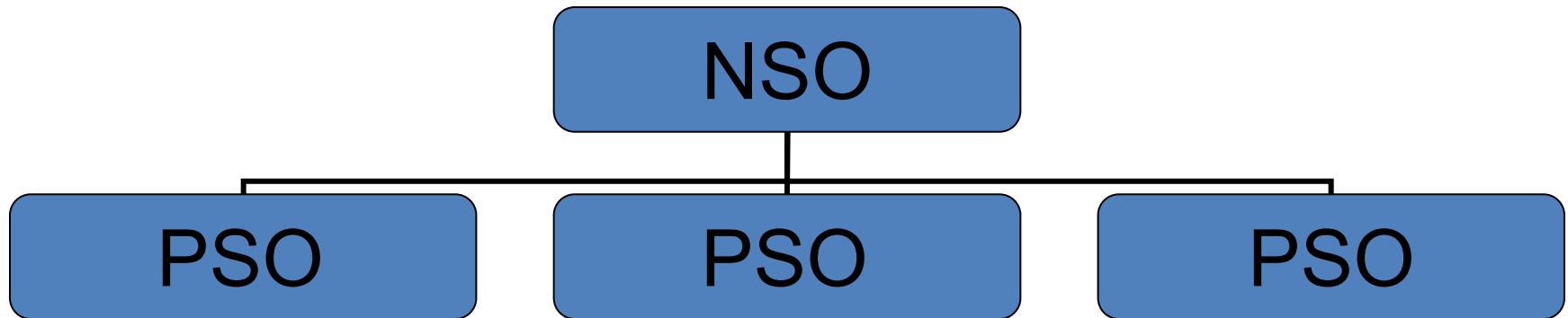
Alex Baumann



The Goal is to have integrated Coach and Athlete Development Pathways at every level.

Governance Structures Federal vs Unitary

Federal Structure

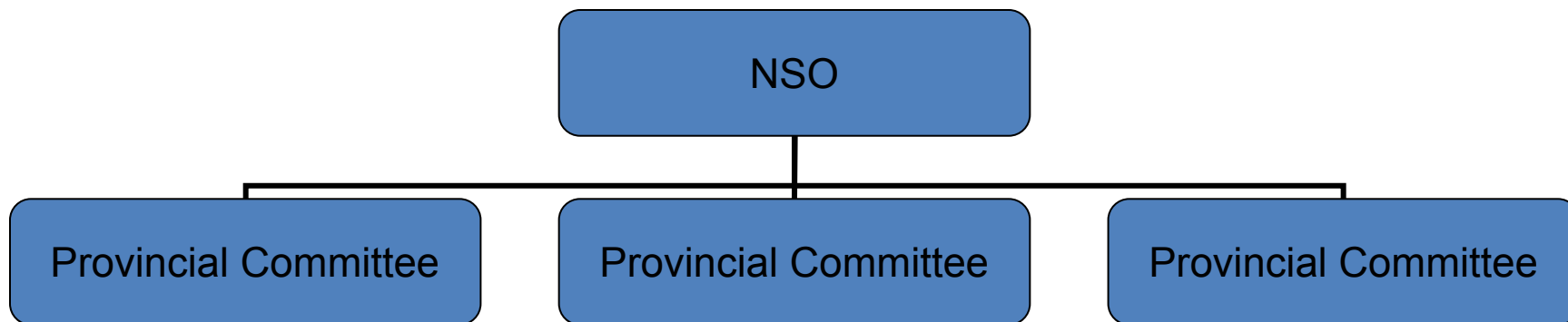


- Separately incorporated entities
- Governing bodies
- Provinces exist independently from NSO

Federal Structure

- NSO constitution should recognise PSOs and vice versa
- Consistent objects and purposes should be adopted by NSO and PSOs
- MOU or charter should be entered into between NSO and PSO

Unitary Structure



- One single legal entity
- One governing body
- Provincial committees exist as delegated bodies of NSO board

Pros of Federal Structure

- Servicing a number of segments in market
- Participation and representation at greater levels
- Structure provides career path for volunteer administrators
- Widespread sense of ownership
- Allows for differences in local circumstances

Pros of Unitary Structure

- Uniformity of practices and outcomes
- Tighter financial controls and accountability
- Strong link between strategy and implementation
- Outcomes deliverable via provincial committee
- Reduction in duplication of efforts and systems

Pros of Unitary Structure

- Greater income potential through a national approach and branding
- Greater authority to implement decisions
- Single line of management accountability
- Greater control over systems and structures

Cons of Unitary Structure

- Difficult to implement
- Clubs, individual members and volunteers may be further disenfranchised if PSO is removed
- Well developed processes and systems required
- Centralised power may be used in destructive way

Practical Issues – Unitary Structure

- Who are the members?
- Who elects the governing body?
- Who appoints the Provincial committee members?
- Provincial government funding
- Protection of Provincial assets
- Will PSO's approve new Constitution and wind up existing entities?

Preferred Structure

- No right or wrong
- Federal structure is the most common
- Unitary structure may be desirable for some NSOs
- Practical issues for implementation need to be overcome

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HIGH PERFORMANCE SPORT PATHWAYS PROJECT IN AUSTRALIA

SYNOPSIS

Key Issue from Report

The need for better leadership, communication and coordination of resources, across every part of the system.

Summary of Key Issues - NSOs

- NSOs are responsible for identifying and supporting the national pathway for their sport.
- Greater *strategic leadership* is required at all stages of the sport pathway to ensure the development of an integrated national sport system.

Governance;
communication;
capacity and partnership building;
cultural and organisational change and
strategic planning.

- Most NSOs are not currently capable of providing the leadership that will enable them to meet the expectations placed on them.

Summary of Key Issues – SSO's

- **SSOs can provide a critical linkage between high performance and participation**
- **SSOs, in most cases, are not capable of creating and sustaining partnerships as they are:**
 - Under resourced**
 - Lack quality personnel and the capacity to plan and prioritise**
 - Are experiencing a declining volunteer base**
 - Do not communicate effectively**
 - Lack trust (especially in their NSO) and**
 - Feel that they are serving too many masters.**
- **The most effective SSOs are those with clear strategic support from their NSO.**

Summary of Key Issues – Coaches

- **At all levels, poor leadership and communication was the most commonly cited problem.**
- **Coaching tends to be 'personality' rather than 'system' driven. Focus of head coach/high performance managers in particular often needs to be more system oriented.**
- **NTC coaches in particular were often unclear about their roles and responsibilities**
- **Head coaches/high performance managers needed to show greater leadership in strengthening relationships between all levels of coaching**

Summary of Key Issues - SIS/SAS/AIS

- Clarifying the role and responsibility of the NTC coach is an ongoing challenge for SIS/SAS.
- Strong support for a more coordinated, but decentralised, national institute network was identified in all stakeholder groups.
- An ongoing issue for SIS/SAS was the poor level of underpinning programs developed by SSOs.
- To help strengthen the synergy between sport development and high performance, a regional academy network was recommended

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CASE EXAMPLE

**AUSTRALIAN MEN'S FIELD
HOCKEY**

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JOINT MANAGEMENT COMMITTEE (JMC)

- May: Monitor progress, endorse operational budget and ratify Memorandum of Understanding.
- November: Review performance

Memorandum of Understanding

Partners

The Queensland Academy of Sport (QAS), Hockey Australia and Hockey Queensland will perform the following:

- (a) Work cooperatively to implement an elite program that caters for a targeted group of athletes and is consistent with national objectives.
- (b) Maintain an appropriate level of communication.
- (c) Participate in the selection and appointment of the QAS Coach.

Hockey Australia will:

- (a) Ensure a quality coach development system exists.
- (b) Arrange for and meet the cost of the QAS coach's participation in national duties or professional development.
- (c) Provide a subsidy for the employment of the QAS coach

Hockey Queensland will:

- (a) Facilitate talent identification and growth of the sport.
- (b) Ensure an effective coach development and education system operates.
- (c) Provide a quality competition in which the QAS athletes can participate.
- (d) Implement an effective underpinning program.
- (e) Promote the Queensland Academy of Sport program

The Queensland Academy of Sport (QAS) will:

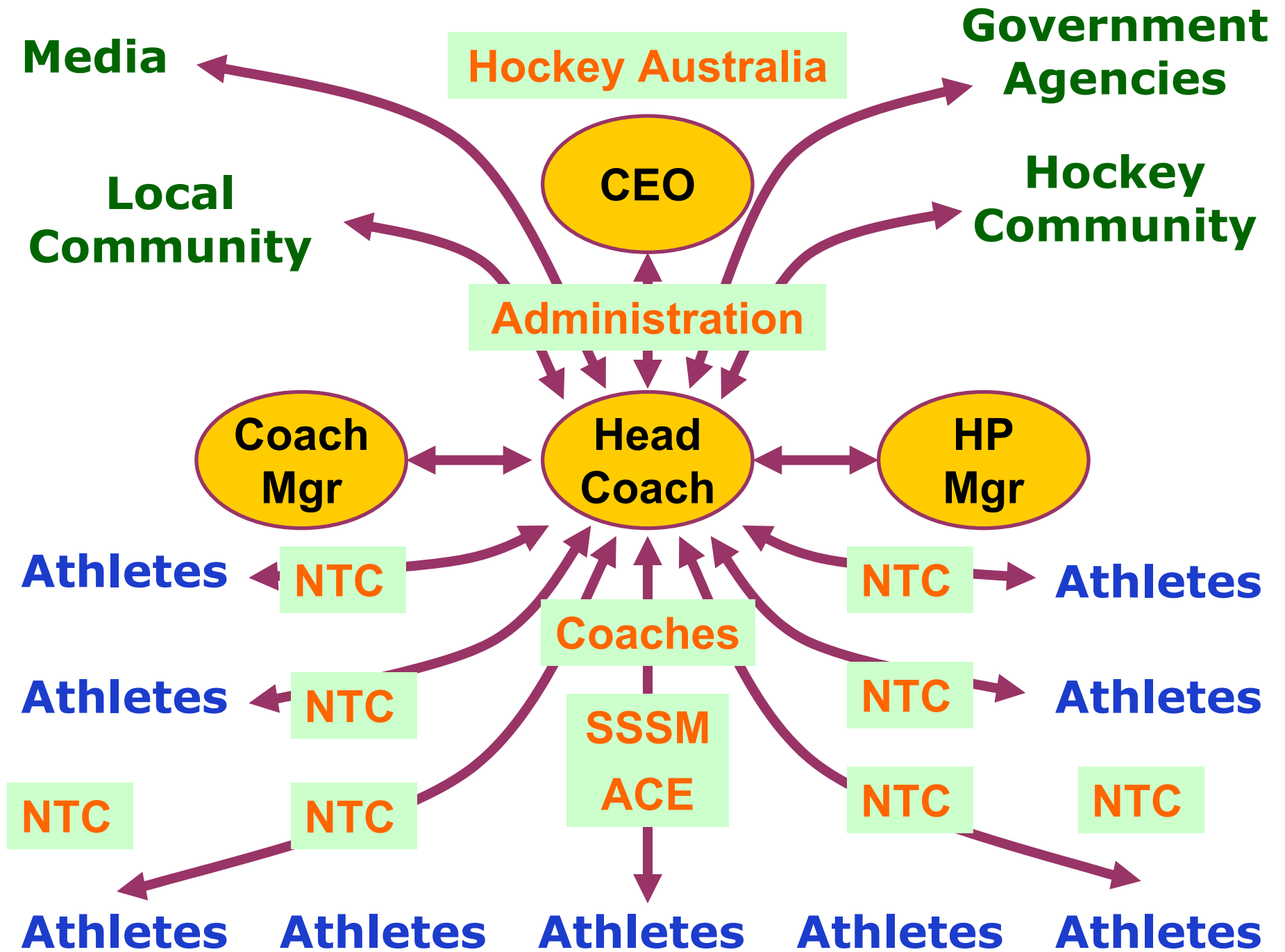
- (a) Employ the Coach, providing a salary subsidy per annum on an employment contract basis.**
- (b) Offer sport science and medicine, strength and conditioning, ACE, psychology and nutritional services as per service agreement.**
- (c) Provide development opportunities and guidance to the QAS Coach.**
- (d) Provide an operational budget and a quality working environment**

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Success of program = Quality of relationships



**‘Insanity is repeating the same thing over
and over again and expecting different
results’**

Albert Einstein

Long Term Athlete Development

The Long Term Athlete Development (LTAD) model is a framework for an optimal training, competition and recovery schedule for each state of athletic development.

Coaches who engage in the model and its practices are more likely to produce athletes who reach their full athletic potential.

What is LTAD?

LTAD is a seven-stage model that is based on developmental age rather than chronological age

Why do we need LTAD?

LTAD was developed by sport scientists and technical experts to address shortcomings in the Canadian Sport system and their consequences for athletic participation and performance.