

OFFICE OF SPORT



FUTURE CHAMPIONS

Pathways to sporting success

Strengthening our pathways to support the next generation of NSW athletes to be **FUTURE CHAMPIONS** in and out of sport



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MINISTER'S MESSAGE



High performance sport is an important driver for participation in sport and attendance at major sporting events.

For more than a century, Australia has prided itself on its sports people delivering superior performances on the world stage and inspiring the next generation of aspiring athletes.

Underpinning the success of our athletes are pathway systems which guide their journey towards ultimate sporting success.

The challenges facing our talented athletes are significant and not limited to physical performance. Financial pressures, the competing demands of education and training, the weight of expectation, and finding the right

coach to meet their needs are just some pressures all athletes must deal with.

FUTURE CHAMPIONS Strategy, a pathway to sporting success, aims to strengthen the effectiveness of high performance pathways in NSW and ultimately contribute to sustained success and increased national representation.

The Strategy focuses on the importance of ensuring athletes have acquired the skills, knowledge, experience and expertise to allow them to cope with pressure, relish the opportunity and perform at their best when they reach the elite arena.

By putting the athlete at the centre and identifying actions to strengthen the system supporting the individual, the Strategy is a call to action to NSW pathway system partners and stakeholders. Coaches, administrators, parents, service providers, sporting organisations, education establishments and government agencies must come together to strengthen and align knowledge and expertise, systems, resources and efforts for the betterment of athletes.

FUTURE CHAMPIONS recognises and supports the individual needs of all NSW pathway athletes regardless of gender, whether they be metro or regionally based, male or female, able bodied or athletes with disability. The Strategy also understands the importance of specifically supporting athletes from indigenous and culturally and linguistically diverse communities to achieve their best.

I look forward to working with you through the Office of Sport on this important initiative.

Geoff Lee

The Hon Geoff Lee MP

Member for Parramatta

Minister for Skills and Tertiary Education

Acting Minister for Sport, Multiculturalism,

Seniors and Veterans



Introducing **FUTURE CHAMPIONS**

As Australians we pride ourselves on our sports people delivering superior performances on the world stage and inspiring the next generation of aspiring athletes. As the largest jurisdiction in the country, NSW plays a vital role in developing these athletes to reach their potential.

When an athlete progresses to the elite performance and competition environment, we observe an incredible weight of expectation descend upon them. **FUTURE CHAMPIONS** focuses on the importance of ensuring athletes at the talent level have acquired all the skills, knowledge, experience and expertise along their journey that will allow them to cope with that pressure, relish the opportunity and perform at their best physically, psychologically, tactically and technically when they reach the elite arena.

To do this we must provide holistic support to our athletes, and develop key drivers that enable the best possible opportunity for success both on and off the field.

Through the development of the **FUTURE CHAMPIONS** Strategy, the NSW Government seeks to influence and connect all relevant system partners and resources within the NSW pathways system towards a common goal.

GOAL

Sustained NSW sporting success and NSW being a valued partner in Australia's international success

MISSION

To provide informed and holistic support to develop NSW athletes at every step along their pathway to becoming a **FUTURE CHAMPION**

To achieve this, buy-in and engagement of all NSW pathway system partners is critical. NSW athletes are fortunate to be supported by a vast number of support organisations and individuals who work across the region to provide multiple services, resources and facilities to our pathway performers. Our key system partners can be found on page 71.



Strategy IN ACTION

Strategy implementation

The NSW Government through the Office of Sport commits to working with system partners to coordinate implementation of the strategic actions outlined within this Strategy. In order to achieve the six key strategic outcomes, the engagement of all system partners is critical to operationalising successful implementation plans and creating opportunities to collaboratively strengthen the NSW sporting pathways to high performance.

Over the next four years Office of Sport will, in consultation with our system partners, develop an annual Action Plan. The Action Plan will bring together those initiatives which can be achieved in the short term, include any early steps towards developing the foundations for longer term outcomes, and be flexible enough to seize opportunities as they arise.

Where appropriate, agreed targets and outcomes will be included to enable progress to be measured. These will be critical to improving our high performance pathways. Ongoing data collection, monitoring and evaluation will be critical to the success of this Strategy.

The Office of Sport is responsible for overseeing the implementation of **FUTURE CHAMPIONS** and will work with our system partners to encourage delivery.

FUTURE CHAMPIONS is strongly aligned with other key system strategies that are functioning within the pathways environments and implementation will work to ensure common goals and objectives are integrated and met. The strategies that have influenced the direction of **FUTURE CHAMPIONS** to date and will continue to influence implementation of the strategy include but are not limited to:

- Women in sport strategy - Her Sport Her Way - 2019-2023 - NSW Office of Sport
- Building for Sport and Active Recreation in NSW - Infrastructure Strategy 2019-2039 - Office of Sport
- Regional Sport and Active Recreation Plan - NSW Office of Sport
- Sport 2030 - Sport Australia
- National High Performance Sport Strategy - Australian Institute of Sport
- High Performance Framework 2017-2020 - NSWIS
- Future Directions - 2019-2022 - Sport NSW



FUTURE CHAMPIONS positions NSW as a national leader in strengthening pathways to support the next generation of NSW athletes to be **FUTURE CHAMPIONS** on and off the field.

The NSW sporting PATHWAY LANDSCAPE

The pathway of NSW athletes cannot be reduced to a simple definition or progressive process map. Each athlete journey is different and is based on a number of factors including the particular sport and location of the athlete. Many pathways are chaotic and unstructured, supported by a professional or voluntary workforce, with investments ranging from short to long term. The pathway to the high performance sport system is a tricky landscape to navigate for athletes, populated by multiple competing entities – both organisational and individual - with varying levels of workforce contributions.

Recent research (Weissensteiner, 2017a and 2017b), alongside consultation learnings and testimonies, has identified a critical need to address inherent gaps within the talent pathway. Most notably gaps within athlete identification, development and transition.

Underpinning these gaps is a clear need for strengthening leadership to better visualise and communicate the talent pathway operationally. This will facilitate growth of the capability, capacity, and coordination of the limited pathway workforce (including pathway and high performance staff, coaches, service support personnel, parents, peers and significant others). The need for sport leadership within NSW to consistently commit to providing holistic athlete development programs that integrate nationally is vitally important. Evidence tells us (Figure 4) that our pathway athletes are extremely vulnerable to various life and sport stressors which can lead to athletes quitting thereby not fulfilling their talent potential. These multiple pressures can be influenced for the better by strong pathway leadership committed to strengthening the holistic support of athletes and the awareness and support of competent and experienced coaches.

FIGURE 4: NSW data
'My Sporting Journey Questionnaire' AIS

Q Have you recently considered quitting your main sport?

YES
38%

WHY?

Financial difficulty	Poor Performance
Discouraged by daily effort	Injury and Illness
Conflict with studies/work	Practical reasons e.g. access

At which level did you consider quitting?

T4 to E2 levels

Grappling with multiple, concurrent stressors

Perceived negative impact = 76%

Lack of financial support

Demands of NSO

Training demands

Work and education demands

Family demands

Peers



Selection issues

Injury and illness

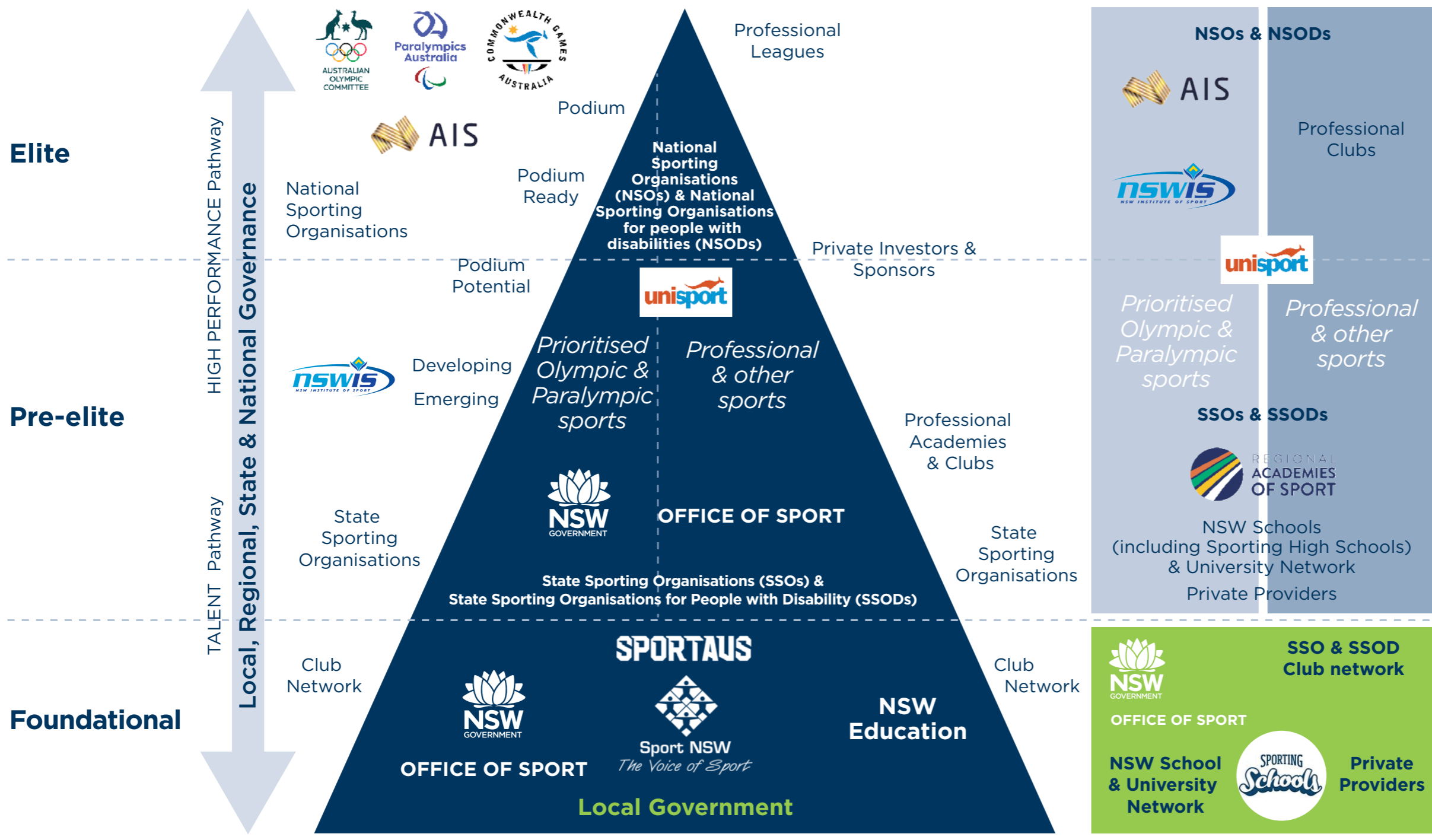
Dynamics with coach

Demands of travel

Dynamics within team



NSW sporting LANDSCAPE



NSW Sporting Landscape

This Diagram represents the NSW sporting landscape across the three key macro levels of the sport continuum - foundational (grass roots participation), pre-elite (talent) and elite (high performance). The continuum is viewed from the perspective of governance, funding, events, and direct service support.

The NSW Office of Sport provides funding and support to organisations across the whole sport continuum including to NSWIS, 11 regional academies and to over 90 State Sporting Organisations and State Sporting Organisations for People with Disability. It also funds the development of sports infrastructure at all levels of the performance continuum.

The talent level of the triangle represents prioritised Olympic and Paralympic sports (as determined and funded by the Australian Institute of Sport) on the left and Professional and 'other' non-prioritised sports on the right.

Specific to prioritised Olympic and Paralympic sports, the NSWIS is an integral service provider supporting national high-performance target outcomes through its direct support of categorised athletes (i.e., emerging, developing, podium potential, podium ready, podium) that are formally recognised by their respective National Sporting Organisation.

Level of Sport Performance

Government, Funding & Events

Service Delivery

Blueprint for HIGH PERFORMANCE

FUTURE CHAMPIONS has been developed following a detailed review of local and international best practice and evidence, as well as system partner and expert consultation involving over 100 individuals from more than 50 organisations.

FUTURE CHAMPIONS has identified six drivers integral to high performance success, with the athlete at the centre. These six drivers allow for clear outcomes and recommendations specific to NSW athlete pathways. Each of these drivers will be individually explored.

FIGURE 1: Drivers of High Performance Success



FUTURE CHAMPIONS AT A GLANCE

PATHWAY LEADERSHIP	 Informed, aligned and collaborative pathway leadership	1.1	Review and refine NSW talent pathways through implementation of FTEM NSW
		1.2	Grow targeted investment into NSW talent pathways
		1.3	Strengthen NSW pathway leadership through best practice and networking
COACHING	 A well-resourced, empowered and capable coaching workforce	2.1	Promote the importance of dedicated coach development
		2.2	Grow coaching capability
		2.3	Increase coaching capacity
EMPOWERED ATHLETES	 Educated and supported NSW athletes in control of their pathway	3.1	Empower the athlete voice to inform strategy and practice
		3.2	Advance systemic financial support initiatives for athletes
		3.3	Develop centralised educational resources for athletes and supporting stakeholders
PATHWAY INTELLIGENCE	 Research-based and innovative solutions informing pathway policy and practice	4.1	Prioritise systemic, longitudinal data collection and analytics
		4.2	Establish collaborative athlete monitoring systems to build the evidence base and inform day-to-day athlete case management
		4.3	Utilise evidence-based pathway intelligence to inform strategy and practice
COMPETITION	 Accessible, appropriate and progressive competition opportunities	5.1	Provide accessible and progressive competition opportunities
		5.2	Continue to host benchmark events within NSW
PERFORMANCE ENVIRONMENTS	 Accessible and adaptive, best practice training and competition environments	6.1	Prioritise quality, innovative and accessible talent development environments and facilities
		6.2	Ensure pathway athletes have access to inclusive, safe, supportive and facilitative daily training environments

FIGURE 2

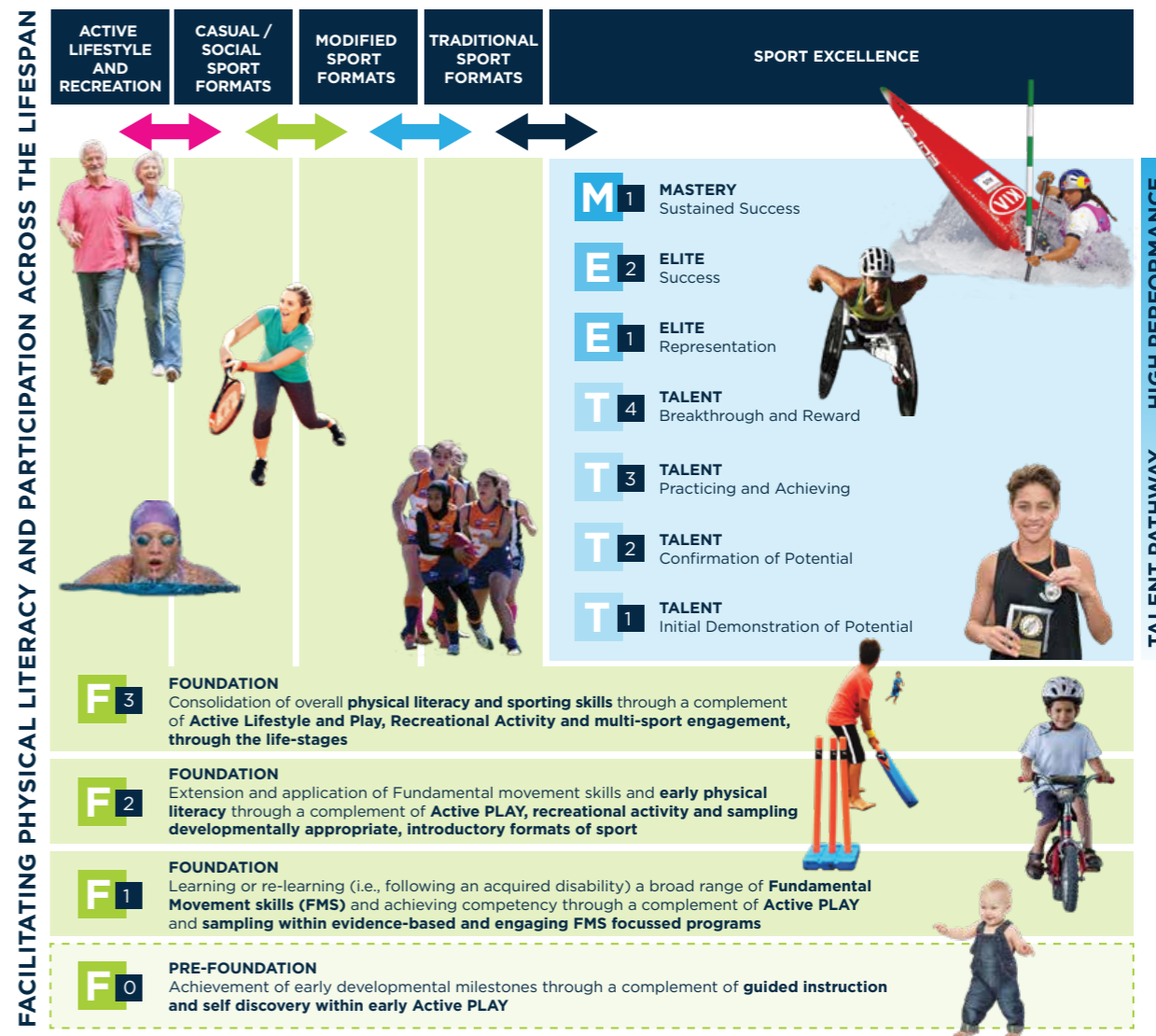


FIGURE 3: FTEM NSW (Foundation, Talent, Elite, Mastery) Framework

A series of actions have been developed for each of the six drivers, with the system partners identified that are critical to the implementation of these actions.

The FTEM (Foundation, Talent, Elite, Mastery) athlete development framework has been overlaid to clearly show where on the pathway each action will impact, and what the system should ideally provide in support at this point in the pathway.

What is FTEM ?

FTEM is an evidence-based framework providing a best practice and flexible approach for educating and supporting sports in reviewing and refining the alignment, coordination and efficiencies of their pathway operations at a foundation, pre-elite and elite/mastery level.

¹More detailed information on the FTEM athlete development framework can be found at [FTEM Explained](#).

FTEM is not predicated on chronological age, but instead espouses a best practice and holistic approach to participant and athlete development. The Framework assists sports to provide ‘the right support for their athletes at the right time’.

By systematically applying the six drivers for high performance success at each FTEM NSW level, identification of clear gaps and opportunities for strengthening our pathways have been identified and will continue to be strengthened through strategy implementation.

FUTURE CHAMPIONS will target the talent levels of the FTEM pathway as this was identified through consultation as the part of the pathway with the most critical need for focus and investment.

All of the recommended actions in this strategy contribute to the sustainable health of the NSW Talent Pipeline ensuring:

- A more aligned and effective approach

to talent identification and confirmation (Talent 1 – Initial Demonstration of Potential and Talent 2 – Confirmation of Potential) so that emerging athletes across NSW that have future high-performance potential and aspirations, have equitable opportunity to enter the talent pathway

- Dedicated educational, coaching, integrated service, vocational and wellbeing support and progressive competitive opportunity to empower recognised pre-elite athletes across NSW to develop and refine their skills and strategies in and out of their sport (Talent 3 – Practicing and Achieving)
- Effective and aligned transitional strategies including competitive opportunity and exposure to adequately prepare and support the transition of pre-elite athletes to an elite level and beyond (Talent 4 – Breakthrough & Reward).



PATHWAY LEADERSHIP

Informed, aligned and collaborative
pathway leadership



Pathway LEADERSHIP

NSW pathway leadership investment

Nationally, within the Sport 2030 strategy, Sport Australia has stated that they will not only seek to identify and foster the best athletic talent, but also consider the best coaches, administrators, sports scientists and high performance directors to build capability across the system. **FUTURE CHAMPIONS** echoes this national sentiment, considering it critically important that strong and enduring pathway leadership is embedded within NSW to strengthen the capability, capacity and collaboration of the NSW system partners.

NSW pathway programs require dedicated leadership that unites all system partners, sets clear and informed direction, and drives the performance progression and success of healthy and supported NSW athletes. The **FUTURE CHAMPIONS** medal demonstrates the critical importance of pathway leadership in influencing the successful outcomes of each and every driver of the Strategy. With this in mind, the pathway leadership driver directly informs, oversees and coordinates all other operational components in the **FUTURE CHAMPIONS** medal and throughout the Strategy. The illustration shown in this chapter (Figure 5), emphasises this symbolism, allowing the critical influence of pathway leadership for strategic success to be demonstrated from the top of the medal.

The **FUTURE CHAMPIONS** consultation process highlighted the need to define the pathway system partners and the workforce within them, to establish a clear system with state and national partner roles and responsibilities described. Consultation testimony described a lack of consistency and alignment in pathway leadership both across sports and within sports (including across delivery partners) as well as connection to the national level. This Strategy recommends that by embedding a systematic approach to aligning pathways across sports by workshopping and implementation of the **FTEM** NSW framework (and the strategies and outcomes the framework presents) this issue can be addressed within NSW. A priority will

be to ensure that leaders of each stream are identified.

System partner stakeholders are reaching out to build their capability, to benefit from the sharing of knowledge, network and gain an understanding of international and national best practice principles for providing support to athletes (particularly in the F3 - T4 critical stages of development) for example Pathway Partnerships and Platforms (PPP) and FTEM NSW SSO Workshops. The development of, and commitment to, specific strategies and projects for engaging with regional, female, indigenous and culturally and linguistically diverse (CALD) pathway athletes are also of particular interest and importance to NSW system partners.

It is the aim of **FUTURE CHAMPIONS** to ensure that investment in the pathway workforce contributing to athlete development programs in NSW produces leadership that is informed, collaborative, and aligned in purpose.

FIGURE 5: Drivers of High Performance Success.



“ Reflecting upon my own journey to become an Olympian, I wonder how much longer my own Olympic career could have been had a program such as FTEM been introduced when I was an elite athlete. Many of us share similar journeys of seeking strategies on how to sustain podium performances and here is an opportunity to endorse, plus utilise a program that will undoubtedly assist many athletes and coaches now and in future years.

The **FTEM** framework shares my passion and understanding of the need for pathway opportunities and long term sustainable performances that also ensures an athlete's care can be managed for the long term. The opportunity to be involved in a program like FTEM that aligns to my own experiences as an athlete and a coach reinforces the need for this approach and the opportunity to be involved in program implementation in NSW is extremely satisfying and one that cannot be missed.

Graham Seers, Olympian, Cycling NSW CEO



DRIVER 1: PATHWAY LEADERSHIP

Proposed actions and opportunities

	1.1 Review and refine NSW talent pathways through implementation of FTEM NSW
Align NSW sport pathways and stakeholders through FTEM NSW and its best-practice principles	
Support NSW SSOs to communicate their sport pathway (inclusive of Foundational and Elite/Mastery levels) and related operations, through a pathway blueprint - Case Study - NSW FTEM Workshops	
Utilise FTEM NSW with sports to ensure inclusive and effective identification and development of pre-elite athletes	
Systematically and regularly gain insights into the health of NSW talent pathways at a stakeholder, sport and system level	
	1.2 Grow targeted investment into NSW talent pathways
Advocate the importance of strengthening the system capacity of NSW talent pathways to maximise athlete development, support and opportunity	
Leverage dedicated and direct investment to bolster the talent pathways of NSW sports	
Align potential funding of recognised system partners with achievement of key indicators and deliverables	
	1.3 Strengthen NSW pathway leadership through best practice and networking
Commit to the ongoing education and knowledge growth of the NSW talent pathway workforce	
Share pathway best-practice with system partners through a dedicated series of FTEM NSW educational workshops Case Study - NSW Office of Sport Parental Workshops	
Extend the 'Pathways, Partnerships and Platforms' workshop and networking initiative - Case Study - Sport Pathways, Partnerships and Platforms Workshops	
Establish a dedicated online pathways education, knowledge sharing and networking platform for the NSW talent pathway workforce	
Investigate opportunities for investment in and professional development of, NSW pathway leaders	

DRIVER 1 - PATHWAY LEADERSHIP

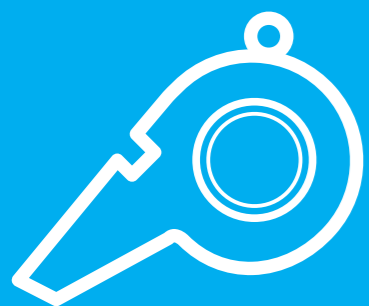
What does success look like?

Athletes	Athletes will benefit from visible, aligned and supported talent pathways with the confidence and understanding that all system partners are working collaboratively and effectively to support their identification, development and transition, through a coordinated, best practice, athlete-centred approach.
Key system partners	Through the implementation of the FTEM NSW framework and ongoing collaboration between sports and their system and delivery partners, an aligned and effective talent pathway strategy for each sport will be implemented which clearly articulates the required success strategies and stakeholder engagement, responsibilities and investment of resources. The NSW pathway and high-performance workforce will benefit from networking and knowledge sharing, collaborating across the NSW sporting landscape - to learn from, guide and support each other. NSW sport pathway and high-performance leaders will be consistently informed and empowered through shared best practice, collaboration and contemporary pathway intelligence, ensuring growth in pathway capability and contributing greatly to sustainable high-performance success within NSW

DRIVER 1 - PATHWAY LEADERSHIP

System partner contribution

For this strategy to be successful, it is recommended that key system partners:		
Office of Sport	1.1	Ensure that the pathway workforce leading and contributing to the identification, confirmation, development and transition of NSW pre-elite athletes, is knowledgeable, informed, collaborative, supported and aligned in purpose through systemic implementation of FTEM NSW and its best practice principles
		Provide advice and support to assist SSOs in developing and implementing their sport pathway strategy
		Develop and oversee the administration of an NSW FTEM Pathway Health check and NSW Participant and Athlete questionnaire to gain insights and directly inform pathway strategy and prioritisation at a sport and system level
	1.2	Commit to identifying opportunities to increase investment into the talent pathways of NSW sports
	1.3	Engage industry and academic experts specific to pathway best practice
State Sporting Organisations & State Sporting Organisations for people with Disabilities	1.1	Collaborate with all sport delivery partners and the Office of Sport to lead the development and implementation of a viable and aligned talent pathway strategy for their sport
		Contribute to pathway monitoring and evaluation processes such as the NSW FTEM Pathway Health-check and the NSW Participant and Athlete questionnaire
	1.2	Recognise the importance of and subsequent investment in pathway appointments
Delivery Partners • NSW Regional Academies of Sport (RAS) • Sporting High Schools • School Network • University Network • Club network	1.1	Collaborate with key sport and system partners and contribute effectively to the implementation of a sport's NSW talent pathway strategy
		Commit to working with the Office of Sport and engaging all sport delivery partners
		Support pathway monitoring and evaluation processes
	1.2	Recognise the importance of and subsequent investment in pathway appointments
	1.3	Commit to a pathway growth mindset and building the capacity of pathway leadership through various methods including educative, developmental and networking initiatives
NSW Institute of Sport (NSWIS)	1.1	Specific to Olympic and Paralympic prioritised sports, collaborate with key sport and system partners and contribute effectively to the implementation of a sport's NSW talent pathway strategy
		Commit to working with all sport delivery partners in the systemic workshopping and implementation of the NSW FTEM framework across NSWIS sports
	1.3	Continue to provide expertise and support to assist the development of various leadership development resources and initiatives
Australian Institute of Sport (AIS)	1.2	Provide national advice on initiatives and investment possibilities for boosting talent pathways and workforce within NSW
	1.3	Provide advice and expertise to assist the development of various leadership development resource and initiatives



COACHING

A well-resourced, empowered, and capable coaching workforce

Pathway coaching **CAPACITY**

Coaches are key influencers and major contributors to the development, performance and long-term health and success of our athletes. Australian athletes report that coaches are the critical influencer in their development and that they become increasingly more important as athletes progress to higher competitive levels (Gulbin et al, 2010). Consistently in Australia, National Sporting Organisations (NSOs) provide national frameworks for coaching accreditation while State Sporting Organisations (SSOs) assist with the delivery. Sports have varying commitments to coach attraction and retention strategies. In addition, approaches for the identification and development of coaching talent varies across sports.

The governance of generic coach development is not so clear cut. The AIS and the supporting National Institute Network (NIN) provide high level coach development and support programs to High Performance coaches working with nationally identified and NIN supported and categorised athletes. We also observe fantastic pockets of work being completed within the NSW Regional Academies of Sport (RAS), Sports High Schools (SHS), SSODs, SSOs, clubs and universities. However, project consultation has confirmed that the system partners consider that there is currently a gaping hole at national and state levels for generic (rather than sport specific) leadership of coach development. This is particularly necessary to support the critical talent level of the athlete pathway. There is an identified need for an informed coaching management body and associated governance system that has responsibility for the whole gamut of generic coaching needs: coach accreditation, coach development as well as connection and network support for the coaching workforce.

FUTURE CHAMPIONS aims to raise the profile of the specific contribution, skill and expertise required by the coaches supporting athletes

in the talent levels of our pathways. This Strategy promotes integrated national and state leadership to effectively recognise the importance of building both the capability and capacity of this critical workforce.

Pathway coaching - capability

In order to contribute to an athlete's successful pathway progression and performance, pathway coaches require a diverse range of skills and knowledge at every pathway stage. The **FTEM** NSW framework introduced earlier expands to articulate the pathway stage description and then outlines best practice outcomes of coaching principles for every one of the **FTEM** NSW pathway stages. Sports can utilise the framework to understand the competencies required as well as identify the exact knowledge and effective coaching practice considerations for coaches operating with athletes at every pathway stage. The full outline of the **FTEM** NSW coaching outcomes and best practice principles can be accessed in the strategic supporting documents - [Case Study - NSW FTEM Coaching Outcomes and Best Practice Principles](#).

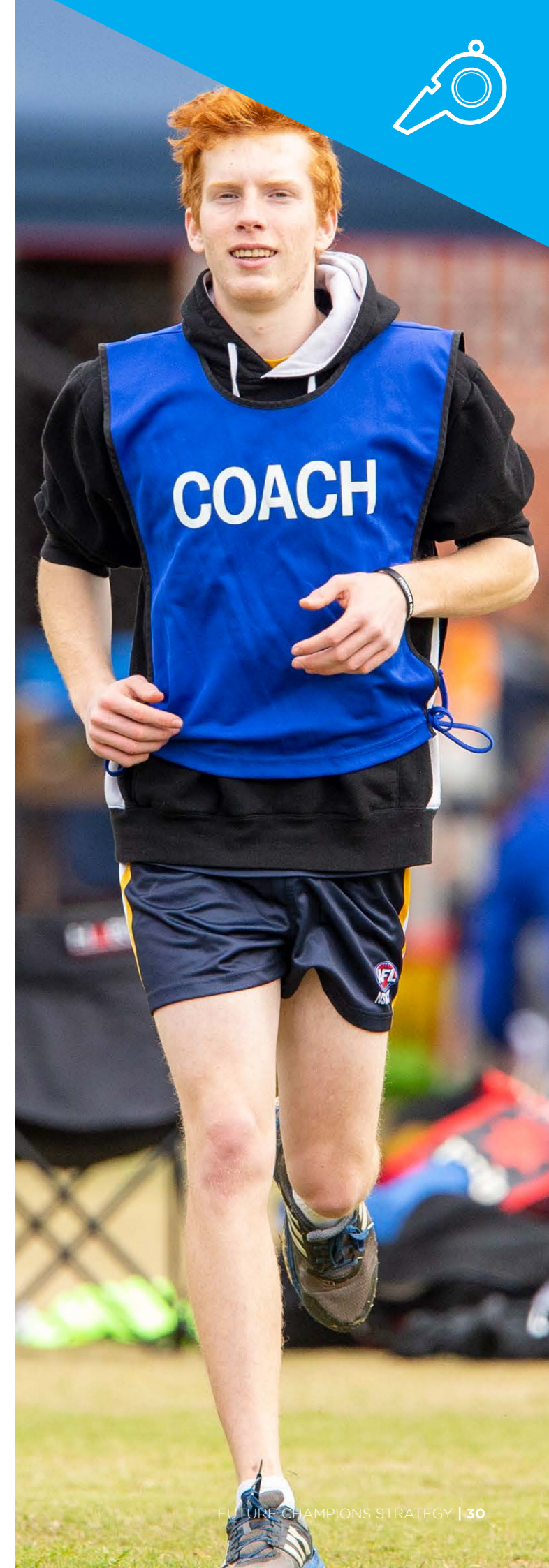
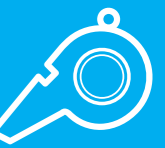
FUTURE CHAMPIONS considers the talent level of the pathway; the most critical area for strategic focus and recognition in terms of the improvements and impact that can be made systematically across workforce capability. NSW-specific evidence provided and presented by the AIS's former Athlete Pathways and Development section in 2016/2017 coupled with more recent system learnings, identified a prioritised need specific to the comprehensive education and professional development of the NSW coaching workforce working with emerging talent athletes. This gap was confirmed through **FUTURE CHAMPIONS** consultation which in addition, highlighted the need for support in developing identified coaching talent. The consultation process also identified the lack of quality pathway coach

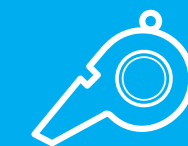
educators and mentors as well as specific development and education for up-skilling these educators and mentors. These findings become even more significant when applied to the regional areas of NSW in addition to reflecting the needs of, and access to female coaches on their own pathway to high performance.

Pathway coaching - capacity

Not only is the capability of our pathway coaching workforce vitally important, but the capacity to deliver to our pipeline of athletes is also key to their ability to succeed. The system currently struggles to meet the needs of the typical pathway coach. Coach remuneration is challenging with many pathway coaches working in voluntary, honorarium based or in-kind positions. Coaching time, expectations, and the associated administrative burden can also be extremely demanding with our coaches consistently managing conflicting commitments such as full time jobs, or juggling multiple part-time coaching positions with different employers.

Through the **FUTURE CHAMPIONS** consultation, sports identified the requirement for systemic assistance in modeling coaching profiles, recruitment models as well as coach evaluation techniques and processes. There were also repeated requests for leadership and investment into building generic systems for boosting direct coaching capacity.



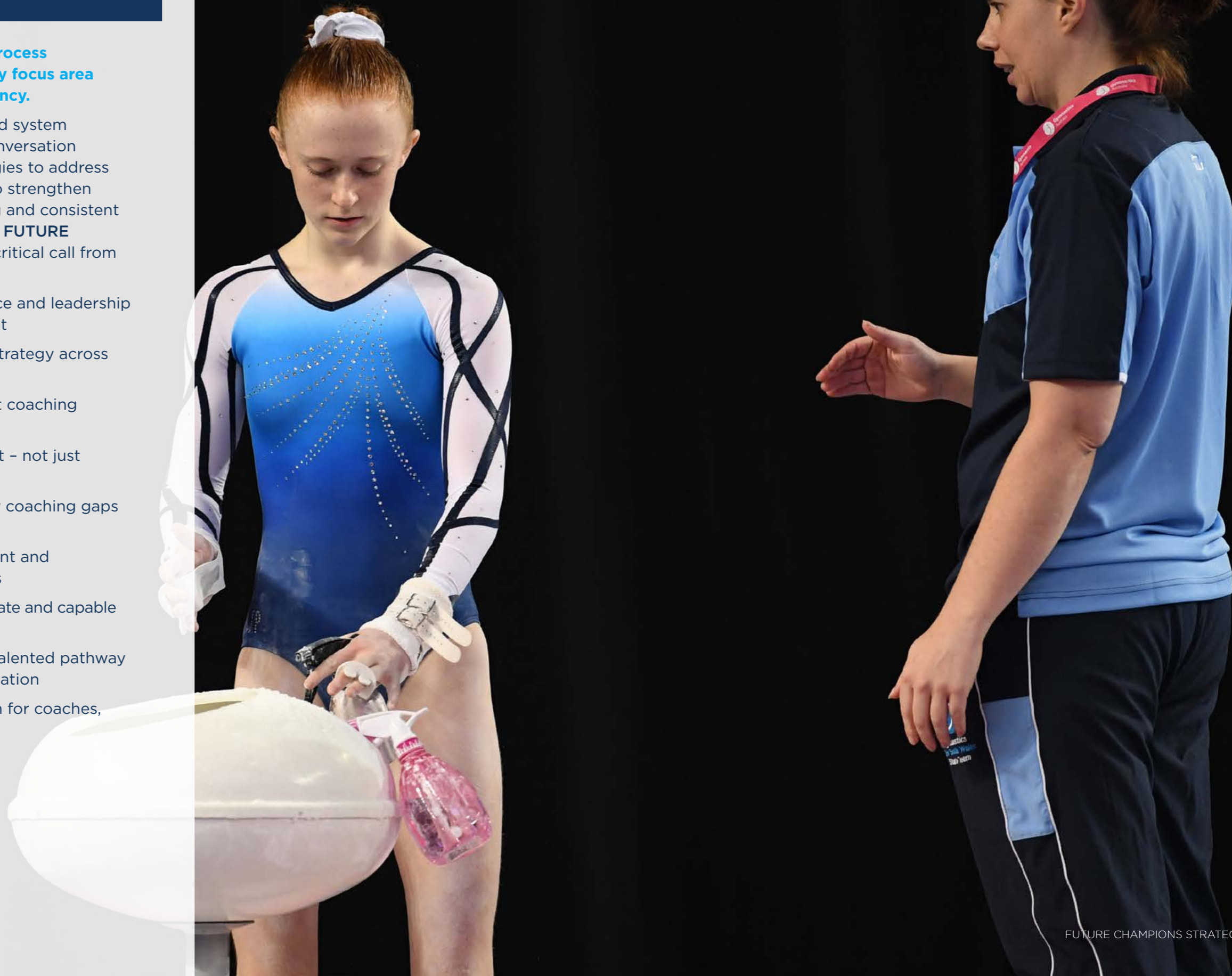


FUTURE CHAMPIONS PRIORITY Coaching

The **FUTURE CHAMPIONS** consultation process highlighted the coaching driver as the key focus area that should be prioritised with most urgency.

Discussion with all consultation groups and system partners consistently involved emotive conversation around the urgent need for system strategies to address current gaps, and provide opportunities to strengthen this key success driver within NSW. Strong and consistent messages were heard from the sector and **FUTURE CHAMPIONS** therefore must address the critical call from system partners for support to provide:

- integrated national and state governance and leadership of coach accreditation and development
- an advisory body to lead on coaching strategy across sports in NSW
- direct investment in securing significant coaching positions
- direct investment in coach development - not just accreditation
- a focus on addressing regional pathway coaching gaps and opportunities
- systemic talent identification, recruitment and development models for gifted coaches
- support to identify and develop appropriate and capable coach educators and mentors
- generic coach education for coaching talented pathway athletes with links to university accreditation
- consistent and contemporary education for coaches, coach educators and mentors





DRIVER 2: COACHING

Proposed actions and opportunities

	2.1 Promote the importance of dedicated coach development
Convene a dedicated coaching advisory group to develop coaching capacity and capability within NSW	
Establish a governance body to oversee generic pathway coach development initiatives within NSW including delivery standards, athlete/coach ratios and identification of strategies to value add to existing accreditation and development programs	
Sports and their delivery partners have prioritized pathway coach development agendas.	

	2.2 Grow coaching capability
Prioritise investment in pathway coach development within NSW	
Champion pathway coach development in national forums	
Develop generic, best practice, educational platforms, initiatives and opportunities in collaboration with industry and university partners that add value to existing coach education and accreditation programs Case Study - UK Coaching	
Establish a network of mentor coaches to support the NSW talent pathway coaching workforce	
Explore the establishment of an NSW Talent Pathway Coach Development Centre in collaboration with system partners	
Expand cross-sport pathway coaching networks and events	
Develop and promote the uptake of best practice coaching principles and checklists informed by FTEM NSW by pathway coaches Case study - FTEM Coaching outcomes and best practice principles	

	2.3 Increase coaching capacity
Leverage dedicated investment to bolster state and regional level pathway coaching appointments	
Implement effective talent recruitment, development strategies and tools for system implementation Case study - Pathway Development Coach Success Profile	
Encourage 'reinvestment' of experienced coaches into the pathway	
Explore the provision of dedicated coaching opportunities for suitably experienced university graduates.	
Develop and implement a dedicated NSW Female Talent Pathway Coaches Framework - to attract, develop and retain female coaching talent	
Encourage fast tracking of coaching talent into pathway programs	

DRIVER 2: COACHING

System partner contribution

Office of Sport	2.1	Convene and establish an NSW Pathway Coaching Advisory group featuring industry and academic expertise
	2.2	Investigate the viability of a state coaching leadership body and associated pathway coach development centre
		Ensure that the pathway coaching workforce contributing to the Identification, confirmation, development and transition of NSW pre-elite athletes, is knowledgeable, informed, supported and aligned in purpose through systemic implementation of FTEM NSW and best practice delivery
		Provide advice and support to assist sports and their system partners in developing and supporting their pathway coaches

DRIVER 2: COACHING

System partner contribution

Office of Sport continued..	2.3	Identify opportunities to increase investment in bolstering the capacity of the NSW pathway coaching workforce Oversee the development of best practice coaching recruitment, talent development models and toolkits for implementation across the system
State Sporting Organisations & State Sporting Organisations for people with Disabilities	2.1	Contribute to representation on pathway coaching advisory groups
	2.2	Prioritise and communicate the required coaching expertise and input to support athlete identification/confirmation, development and transition processes within sport pathway strategy Prioritise pathway coaching development and support within sport pathway strategy Provide dedicated support and initiatives to pathway coaches to enhance their knowledge growth and practical skills through access to professional development opportunities and networks offered in collaboration with system partners
	2.3	Contribute to the development of best practice coaching recruitment and talent development models and toolkits and then commit to the implementation of these practices within sports and underpinning programs
Delivery Partners • NSW Regional Academies of Sport (RAS) • Sporting High Schools • School Network • University Network • Club network	2.1	Contribute to representation on pathway coaching advisory groups Prioritise pathway coaching development and support
	2.2	Provide dedicated support and initiatives to pathway coaches to enhance their knowledge growth and practical skills through access to professional development opportunities and networks offered in collaboration with system partners Contribute and support coaching expertise and input to support a sport's athlete identification/confirmation, development and transition processes
	2.3	Contribute to the development of best practice coaching recruitment and talent development models and toolkits and then commit to the implementation of these practices within sports and underpinning programs
NSW Institute of Sport (NSWIS)	2.1	Contribute to representation on pathway coaching advisory groups
	2.2	Provide state leadership, expertise and direction on the development of generic coach education resources, educators and curriculum Collaborate with the Office of Sport and other system partners regarding the viability of establishing an NSW-based pathway coaching leadership body and coach development centre
	2.3	Provide expertise to assist the development of best practice coaching Recruitment, talent development models and toolkits for implementation across the system
Australian Institute of Sport (AIS) Sport Australia	2.1	Facilitate national connection to any NSW pathway coach advisory groups established and foster collaboration
	2.2	Provide national leadership and expertise specific to the professional development of coaches, generic coach education resources, educators and curriculum
University Network	2.1	Contribute to representation on pathway coaching advisory groups
	2.2	Contribute to the existing knowledge base and best practice to inform coaching education, knowledge and practice through a variety of platforms Work with system partners to establish a best practice education curriculum and standards and where possible, link development opportunities to university accreditation or qualifications
	2.3	Explore the provision of dedicated coaching opportunities for university graduates.



DRIVER 2: COACHING

What does success look like?

Athletes	Athletes will be supported throughout the pathway by a well-resourced, capable and competent coaching workforce that understands, and practices sound coaching principles specific to the needs of each pathway level
Coaches	<p>NSW pathway coaches will be duly recognised for their specialised role and contribution to the high-performance pathway and will be better supported</p> <p>Established pathway coaching networks, educators and mentors will grow capability and support the NSW pathway coaching workforce</p> <p>Pathway coaches will be able to access credible, contemporary pathway coach education and development that is tailored to the nuances of working with talented pathway athletes</p>
Key System Partners	<p>SSOs and SSDOs and NSOs and NSODs will have an accessible generic curriculum resource, access to expert facilitators and networks for supporting pathway coaches. These benefits will in turn impact upon the quality of coaching by sport delivery partners</p> <p>Sports leaders will be able to access resource intelligence and knowledge regarding the nuances of coaching talented athletes to ensure all pathway programs are supported with this underpinning knowledge</p> <p>NSWIS will benefit from integration with pathway coach development by ensuring a healthy pipeline of coaching talent is being developed. Athletes on the path to categorisation are being developed by talent pathway coaches employing best practice approaches to developing future NSWIS scholarship holders</p> <p>Professional sports will benefit from integration with pathway coach development by ensuring a healthy pipeline of coaching talent is being developed. Athletes are being developed by talent pathway coaches employing best practice approaches to developing future professional contracted players</p>





EMPOWERED ATHLETES

Educated and supported NSW athletes
in control of their pathway



An athlete's pathway to the top is long and challenging. Athletes contend with multiple pressures including training demands, lack of financial support, selection issues, injury and illness, coach dynamics, demands of travel, team and peer dynamics, family, work and education demands.

FUTURE CHAMPIONS places great emphasis on the recognition of these and other stressors which can impact the health, wellbeing and performance of our pathway athletes. Through strategies to empower, educate and support, the NSW pathway system partners must aim to equip our athletes with the skills and knowledge they need to meet these stressors head on, and prepare for the challenges of being an elite athlete. We must be particularly cognisant of the additional difficulties that our athletes from regional and rural, Indigenous and CALD communities face.

Empowering and engaging the athlete voice

Who better to teach athletes about the rigours of being an athlete than athletes themselves? Re-engaging former athletes within sport in leadership roles is vital to the validity of education and promotes current athlete

connection and engagement. Former athletes bring credibility, can share valuable insights, and act as mentors to support our pathway athletes as they progress on their journey.

FUTURE CHAMPIONS considers the voice of former athletes vitally important to truly understanding the pressures and challenges faced as an athlete. This Strategy places emphasis on finding ways to record and consider these athlete insights, promote a seat at the table for past athletes to inform sport policy and practice, and to carry out ambassadorial work. It is essential to also ensure the voice of the current athlete is also empowered and engaged throughout the athlete journey. **FUTURE CHAMPIONS** aims to give athletes the confidence to contribute throughout their own journey by empowering their voice and having the courage and conviction to have their say and influence their own pathway to high performance.

Direct athlete support initiatives

The financial implications of being an athlete are immense and can come with a hefty price tag. Preparing for life as an elite athlete must include financial education. Even athletes from

a code that has a pathway to professionalism, and the potential to earn significant amounts as an elite athlete, must be financially-savvy, particularly during their pathway years.

Participation costs occur throughout the pathway and can increase and decrease at various times depending on the sport, location, and level of performance. It is not just the large costs associated with travel, accommodation, uniforms, equipment, facility access and Sport Science Sports Medicine (SSSM) that are tough to manage - athletes must also contend with the loss of potential income that is impacted by a busy training and competition schedule. This of course does not only impact athletes directly, but also impacts parents and family members who often forsake employment obligations to transport and support their talented children.

System partners such as sporting high schools, regional academies of sport, universities and NSWIS all provide scholarships to athletes at various points along their pathway. These scholarships vary, and benefits can be based on athlete **FTEM** level and sport categorisation.

Assistance is provided in a variety of ways by these partners, and athletes can receive differing levels of support in the form of

coaching, SSSM, Athlete Wellbeing and Engagement (AWE) support, sports facility and gym access, education or financial payments.

Scholarships are critical to supporting our athletes and providing access to facilities and services that they would not otherwise have. However, there is still a need to support our athletes and their families with funding to allow them to live without major financial stress. **FUTURE CHAMPIONS** aims to centrally and strategically approach this need by investigating direct funding to pathway athletes via grants, commercial interest, and sponsorship. In addition, there is a need to promote to athletes funding opportunities through organisations such as the Australian Sports Foundation who assist athletes and sports partners to promote themselves and raise money for performance costs.

FUTURE CHAMPIONS especially values the benefit that educational providers and employers can bring. Pathway leadership must work with these key stakeholders to support our athletes to have a life outside of sport - to build relationships, provide understanding and flexibility, and manage multiple commitments including sport, education and career.



Pathway athlete education

A key theme of **FUTURE CHAMPIONS** is ensuring our athletes are educated and continually taught skills and knowledge that will help them not only to thrive and perform but manage the pressure and requirements of being an elite athlete. Athletes should have access to resources for every stage of their journey, and be connected to relevant curriculum and accurate knowledge to grow their athletic minds so that they can translate this into practice and habit.

FUTURE CHAMPIONS recommends that it is necessary to centrally develop consistent, contemporary and accurate learning models with a holistic curriculum, flexible enough to

allow content progression. The importance of expert driven content and facilitators is also key. Athletes must receive accurate and consistent messaging which is integrated with our national performance systems.

This critical education needs to be available to all NSW athletes wherever they may be located or whichever sporting program they may be involved in. A variety of accessible methods of delivery need to be considered - both online and face to face - to support the remote athlete and where technology access is limited. Finally, the content of the education needs to be adaptable to meet the needs and maturity of the athlete as well as the needs of the **FTEM** stage of the pathway.

“ With two of our most revered national sporting teams - the Kookaburras and Hockeyroos - ranked number 1 and 3 in the world, the player pathway must keep evolving and improving. Professional sports are using their stealth to improve their pathway offerings whereby most Olympic sports throughout their pathway are user pays. The journey to being one of hockey’s elite will cost the family tens of thousands of dollars over a six year development cycle. Currently, any additional supporting function, program or competition will add cost. We must find funding / scholarship opportunities to assist sports like hockey. ”

David Thompson, Hockey NSW CEO





DRIVER 3: EMPOWERED ATHLETES

Proposed actions and opportunities

	3.1 Empower the athlete voice to inform strategy and practice
Engage past athletes within leadership, strategy and planning to bring credibility, share insights and be athlete ambassadors	
Establish a mentoring scheme for recognised pre-elite athletes engaging past NSW athletes	
Utilise the perspectives and experiences of current and former pre-elite athletes to directly inform pathway strategy at a sport and system level (e.g., NSW Participant and Athlete survey etc.)	
Explore the establishment of an NSW pathway athlete advocacy group to inform policy, strategy and practice	
Feature the voices of current and past NSW athletes within athlete educational initiatives	
	3.2 Advance systemic financial support initiatives for athletes
Leverage dedicated government investment to provide financial support to pre-elite athletes Case Study - New Zealand Prime Minister's Scholarships	
Explore initiatives that provide travel support and access to local facilities and service support for recognised pre-elite athletes	
Explore philanthropic-based funding to support pathway programs and athletes Case Study - Australian Sport Foundation	
Explore the viability of a cross-sport, state-wide approach to commercial athlete sponsorship	
Leverage university partners to provide flexible learning opportunities Case study - UniSport Elite Athlete Friendly Universities	
Support educational partners to develop initiatives to assist pre-elite athletes manage their education and sporting careers Case study - AFL Sportsready	
Encourage corporate Australia and the employment sector to provide athlete friendly employment opportunities	
	3.3 Develop centralised educational resources for athletes and supporting stakeholders
Establish a centralised educational learning platform and complementary interactive learning experiences for athletes that is engaging, and features content/advice that is quality assured and consistent with industry and national standards	
Map the knowledge requirements of pre-elite athletes to FTEM NSW levels to ensure fit, continuity and progression of educational content and delivery	
Engage former NSW athletes to assist with providing interactive learning experiences for athletes	

DRIVER 3 - EMPOWERED ATHLETES

System partner contribution

Office of Sport	3.1	Engage and empower the athlete voice to inform sport and system level policy, strategy, education and practice
	3.2	Explore and consolidate opportunities to better support NSW pre-elite athletes and their families (e.g., financial support initiative and access to facilities and services) Partner with industry and university partners to explore and consolidate educational and vocational initiatives and opportunities for recognised pre-elite athletes
	3.3	Oversee the development and implementation of best practice and engaging educational initiatives and interactive learning experiences for athletes, significant others and coaches.
State Sporting Organisations & State Sporting Organisations for people with Disabilities	3.1	Utilise the pre-elite athlete voice to inform sport pathway strategy, operations and prioritisation Provide access to, promote and encourage involvement of, former athletes within mentoring, education and ambassadorial programs
	3.2	Systematically provide recognised pathway athletes with access to central resources and training on how to seek funding and sponsorship and access grants and scholarships
	3.3	Work with sport delivery partners to align and implement education programs and support initiatives to holistically support athletes, manage their vocational and educational commitments, training and competition loads and ensure their wellbeing and wellness
Delivery Partners • NSW Regional Academies of Sport (RAS) • Sporting High Schools • NSW School Network • NSW University Network • NSW Club Network	3.1	Provide access to, and promote and encourage involvement of, former athletes within mentoring, education and ambassadorial programs
	3.2	Systematically provide recognised pathway athletes with access to central resources and training on how to seek funding and sponsorship and access grants and scholarships
	3.3	Work with all NSW sport system partners to continue to implement education programs and support initiatives to holistically support athletes, manage their vocational and educational commitments, training and competition loads and ensure their wellbeing and wellness
NSW Institute of Sport (NSWIS)	3.1	Provide access to, promote and encourage involvement of former athletes within mentoring, education and ambassadorial programs
	3.3	Provide NIN level guidance and share expertise and resources to inform and assist the development of athlete education resources, educators and curriculum to ensure alignment and consistency
Australian Institute of Sport (AIS) Sport Australia	3.1	Provide expertise on curriculum and delivery specific to national level athlete mentoring and ambassadorial initiatives
	3.2	Provide advice on alignment of FTEM NSW with athlete categorization levels and direct athlete funding initiatives
	3.3	Provide national level guidance and share expertise and resources to inform and assist the development of athlete education resources, educators and curriculum to ensure alignment and consistency

DRIVER 3 - EMPOWERED ATHLETES

What does success look like?

<p>Athletes</p>	<p>Athletes will be knowledgeable, empowered and supported through their talent pathway journey and then be engaged post-career to share insights and experiences to inspire and mentor the next generation of athletes</p> <p>Successful systemic improvement in direct athlete financial support initiatives will positively impact upon athlete finances directly and assist to reduce their out of pocket athlete expenses</p> <p>Athletes will be able to access credible, engaging and contemporary pathway educational resources that are tailored to every stage of their journey</p>
<p>Key System Partners</p>	<p>SSOs and SSODs will gain a platform to be able to receive athlete insights, feedback and pathway intelligence in order to evaluate program alignment, resource provision and impact and effectively manage ongoing athlete experience.</p> <p>Through a systemic statewide approach to athlete support initiatives such as commercial sponsorship, educational and employment support, sports and their delivery partners will be assisted in providing advice and support to their athletes to manage their financial and career health</p> <p>Sports and their key delivery partners will have an accessible and engaging curriculum resource and access to expert delivery facilitators</p> <p>NSWIS will benefit from pathway athletes arriving at categorisation level, knowledgeable, empowered and with the required skills, attributes, strategies and experience to ensure their progression and fulfillment, in and out of sport</p>
<p>Athlete Stakeholders</p>	<p>Successful systemic improvement in direct athlete financial support initiatives will impact positively upon an athlete's families out of pocket expenses</p> <p>Parents, peers and significant others will have access to resources to assist them to facilitate and support talented athletes in and out of sport</p>





PATHWAY INTELLIGENCE

Research-based and innovative solutions
informing pathway policy and practice



Data collection AND ANALYSIS

Collection of pathway data is immensely important, but research and consultation informs us that fundamental and consistent pathway data is not available in NSW to inform policy and practice. Collection and storage of data is occurring sporadically and is not consistent across or within sports. Frustrations from system partners include collecting data which is then not utilised, consistent or accessible, and data collected via various inconsistent methods and tools.

Throughout this document we ask - what does success of this Strategy look like? How can this be measured? Currently the lack of consistent basic and fundamental data to track performance pathway success or improvements is extremely limited. NSW requires a consistent and strategic approach to data collection, monitoring and analysis. **FUTURE CHAMPIONS** therefore places great emphasis on the importance of collecting data with informed criteria, consistently, via agreed methodology, over periods of time.

Athlete monitoring

Important data sets can be basic - such as athlete identification (date of birth, location, categorisation etc) or progressively complex (competition results, testing results, **FTEM** level, DTE accessibility, SSSM support etc). The collection and analysis of data over long periods, allows review and analysis of programs and performances. However we must also place high emphasis on the ability to use data to direct and adapt for 'in the moment' athlete case management.

NSW pathway athletes are being introduced to athlete monitoring systems at varying levels. The AIS endorse and utilise AMS (Athlete Management System), a system developed by Smartabase which is the most consistently used and implemented platform. AMS allows athletes and service providers access via computer or mobile device. Consultation told us that the implementation and use of AMS throughout the pathway system is starting to become more prevalent but is inconsistently used within

sports and across **FTEM** stages. Athletes can also experience monitoring and data collection from varying sources using different systems at the same time e.g. different collection systems from club, school or academy programs.

FUTURE CHAMPIONS places importance on providing the knowledge and skills required by pathway leaders and practitioners to be able to effectively use monitoring systems to manage athletes' day-to-day programs and performance. Data such as athlete wellness, loading and injury data - updated frequently and accurately - allows coaches and managers to keep on top of the daily health and training needs of their charges. There is certainly a need to provide statewide education on methodology for best practice, and data-informed athlete management techniques for pathway athletes, practitioners, and leaders. Through progressively complex exposure to the capabilities of monitoring systems such as AMS, practitioners and leaders can actively monitor and influence the live health, wellbeing, and performance of their athletes.

Partnerships to inform pathways

NSW is rich in human expertise and university based research capability. As discussed within the Pathway Leadership section of this Strategy, the sector is reaching out for networking opportunities and informed and contemporary knowledge. Research and innovation practitioners are no different. During consultation a need was identified to encourage linkage between university researchers and projects within similar research areas which will inform pathway policy and practice.

Evidence informed policy and practice

NSW pathway system partners would benefit from systematic improvements in data collection analytics and links with university based expertise to inform athlete development.

This becomes extremely pertinent to the T1 - T2 levels of the **FTEM** NSW pathway.

There is a general over-reliance:

- within the system of junior level athletes being identified solely on their competition results without valid and reliable confirmation of their holistic talent potential
- on physical dimensions within related TID assessments
- and a prevailing lack of understanding and consideration of an athlete's maturational status on their sporting performance.

In recent years there has been a push for evidence based recommendations for sports not to consider junior success as a solid predictor of long term senior success. In

2016, The Great British Medalists Project, a project funded by UK Sport, reviewed extensive research and evidence and made the recommendation to policy makers and practitioners that

- junior success does not contribute significantly to predicting long term senior success
- early athlete support programs are not the sole route to the development of talent
- support programs be open for access at all age ranges
- de-selected athletes also be monitored for potential return.



“ Given the increasing evidence of the impact of developmental maturity on athlete selection into sports development programs and understanding their long term performance potential, I see the collection of appropriate objective data as vital to ensure that we maximise the effectiveness of any selection process. Coupled with this, the use of research evidence to inform that late maturing individuals can and do become world class athletes, systems need to be in place to capture, retain and develop these individuals to maximise the number of potential world class athletes available. Finally, collecting data to understand training responsiveness and performance trajectories allows for maximising the effectiveness of the talent development phase of athlete progression. ”

Dr Kenneth Graham, NSWIS Principal Scientist



FUTURE CHAMPIONS PRIORITY

Talent identification (TID) leadership

The need for stronger stakeholder leadership in Talent Identification (T1) and Confirmation (T2) was consistently raised through the FUTURE CHAMPIONS consultation process. Delegates felt that improved transparency, coordination, and alignment of T1 and T2 strategies, would lead to more effective decision making and allocation of related resources. The development of contemporary strategies to build on traditional talent indicators was an important aspect of discussions.

Key aspects for sports in NSW working towards best practice in TID include:

- Ensuring mapping and alignment of TID strategy is inclusive of the sport's national, state and regional jurisdictions. This should feature the right fit of TID approach (e.g. talent selection, talent transfer, talent detection etc.) and be adequately supported operationally (e.g. right fit of coaching talent, DTE etc.)
- Ensuring that initial indicators of talent potential (T1) (e.g. competition performance, coaches/recruiters eye etc.) are verified through a dedicated confirmation (T2) strategy, whereby athletes are embedded for a dedicated period within the daily training environment and their full holistic potential is ascertained.
- Utilising valid and reliable assessments that are a fit with the required holistic athlete profile and are inclusive of technical, tactical, psychological and physical dimensions, rather than recruitment decisions being made solely on juvenile levels of competitive performance.
- Reviewing and formalising coaches and recruiters eye assessments, and ensuring consistency of implementation and interpretation to inform athlete selection.
- Normalising physical (e.g., physiological, anthropometric data etc.) and other performance indicators with respect to age and biological maturation of an athlete to minimise the relative age effect. This requires greater awareness, education and implementation of practical methods and solutions to support data interpretation and athlete selection.
- Maintaining inclusivity of prospective athletes where appropriate and manageable to avoid exclusive selection decisions being made too soon.
- A longitudinal commitment to storing, tracking and mining TID related data to ascertain the predictive power of current TID assessments. Contribute to developmental benchmarks and further inform and refine current TID strategy.

The NSW Office of Sport commits, through the workshopping and implementation of the FTEM NSW framework, to connect national and state sports system partners to establish a firm way forward for TID strategy and system development within NSW.





DRIVER 4: PATHWAY INTELLIGENCE

Proposed actions and opportunities

	4.1	Prioritise systemic, longitudinal data collection and analytics
	Develop a collaborative and committed pathway data and analytics strategy	
	Educate and empower NSW sport pathway leaders on the importance of utilising a data driven approach to inform strategy and practice	
	Engage industry and university experts specific to effective data collection, analytic processes and platforms	
Grow the NSW pathway data analyst workforce to support implementation		
	4.2	Establish collaborative athlete monitoring systems to build the evidence base and inform day-to-day athlete case management
	Establish dedicated and ongoing rosters of recognised pre-elite athletes within sports including their location of DTE, coaching and service support provision and current performance level	
	Prioritise the importance of athlete monitoring and aligned education of stakeholders to inform sport and system level pathway strategy and operations and ensure the effective case management of pathway athletes	
	Audit current athlete monitoring platforms utilized within NSW and commit to a common and viable system to support all recognised pathway athletes and their coaches	
	4.3	Utilise evidence-based pathway intelligence to inform strategy and practice
	Encourage specialist networking groups and a collaborative and best practice approach to pathway innovation and intelligence	
	Promote a best practice and evidence-based approach to talent identification and confirmation which is inclusive, valid, reliable and specific in strategy (talent selection, talent detection/transfer) and aligned to high performance outcomes	
	Support engagement with university and industry experts (including service providers) to extend current TID strategy and practice Case Study - Swimming Australia	
Formalise research partnerships and seek funding opportunities through industry and university collaboration (e.g. Australian Research Council Industry linkage project bids, university grants, NSW pathways PhD program etc.)		

DRIVER 4: PATHWAY INTELLIGENCE

System partner contribution

Office of Sport	4.1	Prioritise the importance of an evidence-based approach to inform pathway strategy and practice Establish a dedicated NSW pathway data and analytics strategy
	4.2	Develop a coordinated approach to athlete data collection and analytics within NSW
	4.3	Establish linkages between industry and academic experts and delivery partners and commit to enhancing data driven policy and decision making with emphasis on best practice Talent Identification and confirmation and measuring the health of the NSW talent pipeline.

DRIVER 4: PATHWAY INTELLIGENCE

System partner contribution continued..

State Sporting Organisations & State Sporting Organisations for people with Disabilities	4.1	Contribute to an aligned and longitudinal NSW pathway data strategy to inform sport and system level strategy, athlete management and prioritisation
	4.2	Engage, support and oversee recognised pre-elite athletes and coaches (where applicable) utilising effective athlete monitoring to inform day to day case management, health and wellness, wellbeing and load management
	4.3	Engage with industry and academic experts to review and refine sport-wide strategies, assessments, analytics and decision making specific to talent identification/confirmation and longitudinal athlete monitoring/tracking.
Delivery Partners • NSW Regional Academies of Sport (RAS) • Sporting High Schools • School Network • University Network • Club network	4.1	Contribute to an aligned and longitudinal NSW pathway data strategy to inform sport and system level strategy, athlete management and prioritisation
	4.2	Engage, support and oversee recognised pre-elite athletes and coaches (where applicable) utilising effective athlete monitoring to inform day to day case management, health and wellness, wellbeing and load management
	4.3	Engage with industry and academic experts to review and refine assessments, analytics and decision making specific to talent identification/confirmation and longitudinal athlete monitoring/tracking
NSW Institute of Sport (NSWIS)	4.2	Provide insights and advice specific to NSWIS implementation of AMS and aligned stakeholder education and engagement
	4.3	Collaborate on targeted NSWIS Talent projects with the Office of Sport
Australian Institute of Sport (AIS)	4.2	Provide insights and advice specific to the national implementation of AMS, load monitoring and management and pathway intelligence
University Network	4.1 & 4.2	Engage in networking and establish system partner connections to ensure expertise and research is informed by industry, and then in turn evidence is applied practically within sport policy and practice
	4.3	Collaborate with sports, industry and other academic partners to grow the knowledge base specific to pathway intelligence and explore formalized research opportunities

DRIVER 4: PATHWAY INTELLIGENCE

What does success look like?

Athletes	Athletes will be educated to the benefits of regularly reporting their training and competitive load, recovery, wellness and wellbeing through an effective athlete monitoring system to inform and refine their ongoing case management and progression.
Key System Partners	Sports and their key delivery partners will benefit in the short term by having the surety that athletes, coaches and sport science/medicine support staff have contemporary knowledge and tools to monitor athletes training, health and wellbeing in the DTE
	In the long-term, sports will be able to utilise data collected through collaborative systems to inform and refine their pathway strategy and programs
	Successful linkages will be established between universities and other program delivery partners to collaboratively and systematically analyse data collected and produce impactful research projects, that in turn provides strong evidence to inform pathway strategy and practice
	Sport leadership will have a comprehensive understanding of inclusive and effective talent identification and confirmation



COMPETITION

Accessible, appropriate and progressive competition opportunities



Importance of **COMPETITION EXPOSURE**

Exposure to, and progression through, appropriately timed domestic and international level competition is vitally important to an athlete's development, preparation, and readiness for their transition into elite level competition and future high performance success. As messaged throughout this Strategy, evidence consistently tells us that an athlete's pathway to becoming a champion is as individual as they are. The success (in terms of championships or medals) of an athlete at senior level may not necessarily require success at junior level competition. Rather, the experiences that competition exposure can bring adds to the holistic development and honing of an athlete's skills, therefore enhancing performance progression. Positive benefits come from an athlete experiencing a variety of courses, venues, competition formats, climates, opposition, pressure, altitude, time-zones, media presence etc. In addition, it is not only athletes who will benefit from these experiences. Support staff as well - in particular our coaches - will benefit from associated learnings of being embedded and exposed to varying competition conditions, environments, and formats.

The identification of competition opportunities is a key piece of work of the **FTEM** NSW implementation workshops that the Office of Sport will continue to roll out with SSOs and delivery partners. In the past, there has been a tendency for sports to model their athlete pathways on a progressive age based competition pathway. In contrast to this, the **FTEM** NSW framework allows the chaotic nature of athlete pathways to be 'mapped' via the developmental levels of an athlete of any age, and, is therefore cognisant that athlete entry age and subsequent competition opportunity at each level may look very different for each individual. For example, a rowing athlete who shows potential at a young age and who progresses through age group championships will have a very different competition pathway towards senior competition than an athlete who takes up the sport later in life and whose first competition taste may well be entry in a senior competition.

Competition pathways cannot be so easily mapped out for success as a pure progression through the age categories. The competition that is appropriate to the individual athlete is

the key to challenge and empower at the right level, as well as expose them to the magnitude of experiences different competitions bring.

Sports often grapple with when to play an athlete in higher age groups, adult competition, or national championships. More analysis of appropriate levels of competition and events at the T1 and T2 levels would assist coaches and athletes gain the correct level of experience.

Gaining access to competition

Throughout the **FUTURE CHAMPIONS** consultation process, we heard that there are a variety of barriers to athletes gaining vital competition experience throughout their journey. Many factors can influence the opportunity for an athlete to compete at both domestic and international competition, for example, limited athlete entries per nation or access to qualification events. However, the main barrier focused on in this Strategy is the financial one. As discussed in the Empowering Athletes section financial pressure is one of the major reasons for athlete drop out from sport. The costs of attending both domestic and international competition can

be extremely high, and in the vast majority of cases, the costs involved must be met by the athlete or the athletes' family. Not only must the athlete both transport and accommodate themselves domestically and internationally, but often they must also transport bulky, fragile and expensive equipment. This challenge is exacerbated at times in the case of our Para athletes. Our regional athletes even have hefty travel and accommodation costs to attend domestic and state based competition in metro areas - let alone attending international competition. The prime example of this is regional team sport athletes who travel weekly to take part in metro premier state based competition - a vital part of their development and experience which cannot be substituted locally.

FUTURE CHAMPIONS is committed to the identification of initiatives that aim to relieve the financial burden to athletes and their families and allow more NSW athletes to experience the competition exposure required for pathway progression and performance success.





NSW based events

A major sporting event can bring so much value to the host area including boosting tourism, employment opportunities and renewed infrastructure. In addition, local sporting success engenders community pride, inspires the next generation of athletes, and drives sporting participation. In 2018, the NSW Government committed to bidding for 10 World Cups in 10 years with a focus on regional areas and female sports – the support to both groups being key priorities of the **FUTURE CHAMPIONS** Strategy.

NSW athletes who compete in their home state will have the support not only of the home crowd but also of their families and significant support networks. Local athletes will be supported by their full performance support network who normally may not be able to travel due to cost limitations – thus providing critical experience to both the athlete and the performance staff. Athletes will have intimate knowledge of the venues, tracks and courses and have the best possible preparation with access to these environments leading into

competition. The advantages of being exposed to different climates, conditions, venues and courses has already been discussed – however there is also an advantage in performing in the home environment where the conditions are known and athletes are placed under even more scrutiny and pressure.

The importance of bringing not only major events but also smaller level pathway events to NSW is also key. Smaller or less high profile events still bring a degree of the benefits that major events provide, such as increased tourism, sport exposure and infrastructure development. However, lower profile local events can also allow exposure for a wider pool of athletes and support staff than if international travel was required. Athletes who cannot afford to travel can compete, younger pathway athletes can attend as spectators and gain an understanding of what to expect when it is their turn, and support staff can attend, learn and experience the pressures and environments their athletes face in competition.

Future Champions promotes the importance of supporting athletes' to gain the experience and exposure through progressive competition opportunities to facilitate their development





DRIVER 5: COMPETITION

Proposed actions and opportunities

	5.1 Provide accessible and progressive competition opportunities
Ensure that sports can identify, prioritise and schedule effectively the competition needs and opportunities of pre-elite athletes within their competition calendar and support their identification, confirmation, development and transitional processes - Case Study - University AON Rugby 7s	
Through collaboration between sports and their delivery partners, map key competitive opportunities and commitment for individual athletes within a dedicated and shared Individual Athlete Performance Plan	
Explore funding initiatives to support recognised pre-elite athletes and their support staff to attend domestic and international competitive opportunities - Case Study - University AON Rugby 7s	
Explore linkage of talent identification initiatives and learning and mentoring opportunities for athletes, coaches and service support personnel at key competition events	
Support research initiatives aligned with key competitive events to evaluate impact and inform system and sport level event strategy	
	5.2 Continue to host benchmark events within NSW
Ensure sport leaders identify benchmark events to be hosted within NSW	
Utilise accrued learnings and insights from hosted events, to inform sport and system level decision making and prioritisation	

DRIVER 5 - COMPETITION

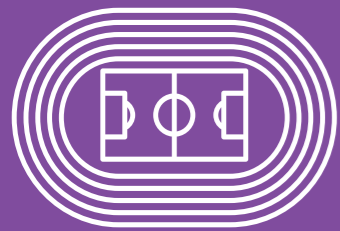
What does success look like?

Athletes	Clear competition opportunities will be identified for individual pathway athletes and athletes will have sufficient access to and exposure within, competition that provides challenge and enables developmental and performance progression
	Athletes will be clearly signposted to available scholarship schemes and utilise strategies to access financial support to attend identified competition
	Increased numbers of local athletes will be exposed to pathway competition via increased NSW hosted competitions
Key System Partners	Athletes will be clearly signposted to available scholarship schemes and will utilise effective strategies to access financial support
	Increased numbers of local coaches and sport science/medicine support staff will gain valuable experience and exposure within accessible and progressive pathway competition

DRIVER 5 - COMPETITION

System partner contribution

Office of Sport	5.1	Through FTEM NSW, promote to sports and their system partners, the importance of competition access, exposure and experience to facilitate the development and transition of their pre-elite athletes Support sports to identify competition opportunities to support talent pathway strategy and operations (e.g., identification, confirmation, development and transition processes) and communicate this through the sport pathway blueprint	
	5.2	Utilise accrued sport and system level competition profiles and accrued learnings and insights to inform system level guidance, decision making and prioritisation	
State Sporting Organisations & State Sporting Organisations for people with Disabilities	5.1	Identify competition opportunities within NSW that would benefit the development and transition of pre-elite athletes, coaches and support staff and contribute to wider community and participation gains Identify and commit to dedicated competition opportunities to support talent pathway strategy and operations (e.g., identification, confirmation, development and transition processes) and communicate this through the sport pathway blueprint Promote available grants and scholarship opportunities to directly fund athlete travel related to competition and travel related to competition and professional development for coaches and support personnel Assist system partners through hosting and/or supporting competition events and aligned learning opportunities and experiences for pre-elite athletes and their coaches Contribute to evolving pathway leadership and commit to the provision of accessible, quality and progressive competitive opportunities for pre-elite athletes are a fit to their developmental/performance level and requirements	
		5.2	Utilise competition profiles and accrued learning and insights to ensure fit and progression of competitive opportunity and exposure for athletes, coaches and support personnel
		5.1	Contribute to evolving pathway leadership and commit to the provision of accessible, quality and progressive competitive opportunities for pre-elite athletes are a fit to their developmental/performance level and requirements Promote available grants and scholarship opportunities to directly fund athlete travel related to competition and travel related to competition and professional development for coaches and support personnel Assist sports and system partners through hosting and/or supporting competition events and aligned learning opportunities and experiences for pre-elite athletes and their coaches
			5.2
	Delivery Partners • NSW Regional Academies of Sport (RAS) • Sporting High Schools • School Network • University Network • Club network	5.1	Contribute to evolving pathway leadership and commit to the provision of accessible, quality and progressive competitive opportunities for pre-elite athletes are a fit to their developmental/performance level and requirements Promote available grants and scholarship opportunities to directly fund athlete travel related to competition and travel related to competition and professional development for coaches and support personnel Assist sports and system partners through hosting and/or supporting competition events and aligned learning opportunities and experiences for pre-elite athletes and their coaches
5.2		Utilise competition profiles and accrued learning and insights to ensure fit and progression of competitive opportunity and exposure for athletes, coaches and support personnel	
NSW Institute of Sport (NSWIS)	5.1	Support system partners in identifying key pathway and high-performance competition events benefitting athletes, coaches and support staff	



PERFORMANCE ENVIRONMENTS

Accessible and adaptive, best-practice training and competition environments



The environment in which an athlete trains and competes is a critical driver to high performance success. The previous sections of this Strategy have highlighted the importance of the knowledge and skills of the coaches and pathway leadership, as well as the support of athlete's parents and significant others in keeping an athlete progressing along a pathway. Now we turn to the athlete's daily environment – the physical space where an athlete comes to train as well as the culture of that space and the people servicing that athlete within it. **FUTURE CHAMPIONS** considers training environments offering holistic support and adaptable facilities should be accessible to every athlete on a sporting pathway.

The Daily Training Environment (DTE)

The DTE is comprised of the environmental elements that are evident in an athlete's day to day training and preparation environment. These key elements of an environment which contribute to athletic development can be the physical facility and resources or take the form of support, guidance, and service delivery. The DTE must also be integrated within the wider context of the sport, not isolating the athletes but dovetailing into national and state programs, cultures, expectations and plans. All these elements must work in harmony to produce a DTE that meets the needs of

our developing athletes and fosters their performance progression.

European researchers, Kristoffer Henriksen and colleagues, have published substantial literature that has studied the environments of highly successful talent development programs in Europe. The team describe the environment in which prospective elite athletes develop as an Athletic Talent Development Environment (ATDE). Henriksen et al define the interaction of critical success factors of an ATDE as:

A dynamic system comprising:

- (a) an athlete's immediate surroundings at the micro-level where athletic and personal development take place*
- (b) the interrelations between these surroundings,*
- (c) at the macro-level, the larger context in which these surroundings are embedded, and*
- (d) the organisational culture of the sports club or team, which is an integrative factor of the ATDE's effectiveness in helping young talented elite athletes to develop into senior elite athletes.*

Henriksen et al consider that a successful environment holds a track record of producing elite senior athletes from among their juniors. They identified that the key marker for this success is the environment's ability to develop the competencies and skills that support athletes to meet the challenges they face in sport and other spheres of life.

Facilities

The physical environment that an athlete trains in day to day must be fit for purpose and provide the opportunity for holistic delivery of support. The quality, quantity, and accessibility of training environments in NSW is varied across sports and locations. **FUTURE CHAMPIONS** considers it critically important that the environments developed within which our NSW athletes train and hone their skills are supportive of all the development drivers that, when integrated, support that athlete through their progression to success. Infrastructure projects must look to ensure that new facilities are adaptable and allow progressive development to guarantee they are fit for purpose – both at the time of development and into the future. Development projects should engage not only the athlete voice but also the voice of the coaches, educators, service delivery staff and support networks. Facility developers

need to know what is important to athletes and service providers to be able to perform and do their jobs effectively. Facilities must be equipped to meet the needs of pre-elite and elite athletes, meet performance sport technical, digital and design requirements, and be technologically advanced and enabled. This will allow performance support staff to function effectively whilst being adaptable enough to allow for changes to our rapidly advancing performance support systems and services as they evolve. Spaces to deliver the whole breadth of holistic service support, such as SSSM and athlete education, must be considered to complement the sports facility and training space.

Multi-sport and multi-purpose facilities are proving successful investments for state and local government infrastructure projects. Generic requirements for all sports can be housed in one facility that provides athlete support in areas such as sports science, sports medicine, education, and gym environments - that meet the needs of multiple sports. Facilities of this nature are vital in our regional areas, providing community and performance hubs together and shared services meeting the needs of multiple sports. Through the Office of Sport Regional Sport and Active Recreation Plans, and the NSW State Sport Infrastructure Strategy, **FUTURE CHAMPIONS**



aims to influence the planning and delivery of fit for purpose NSW facilities which integrate performance pathways considerations and requirements in design and functionality.

The importance of not only providing a facility and environment that is adaptable and suitable to the developing athlete, but also affords appropriate access to pathway athletes, is also key. Consultation tells us that pre-elite pathway athletes often get overlooked in the priority order for facility use and can find themselves down the priority list for access behind elite athletes and paying customers.

High performance culture

The facility of a DTE is purely the physical shell of the performance environment of an athlete. The culture of the environment that an athlete walks into is the 'how' - how do all the pieces connect and present themselves to an athlete and what climate does this create for the DTE. There is a great deal of literature on what makes a successful and robust high performance culture - all of which agree that leadership shown in this space is critical. Leadership sets the tone, the expectations and delivery models required to service

pathway athletes in a manner cognisant to producing high performance success. Leadership values, performance behaviours, delivery methodology and best practice strategic servicing must allow an athlete's needs to be met in a welcoming, healthy, supportive but challenging environment.

Part of this quality training environment is to ensure that athletes have the opportunity to train with others of similar standards to challenge and develop. Bringing the team or squad together can sometimes place extra burden on families and the sports, however this exposure is an important part of the athletes' development.

FUTURE CHAMPIONS advocates the sharing of best practice principles and strategies for developing holistically supportive and healthy environments for our pathway athletes to thrive and achieve.

World class competition facilities

The provision of world class competition facilities within NSW is high on the NSW Government's agenda. Through the development of the NSW State Sport Infrastructure Strategy and the Rebuilding the Major Stadia Network program the NSW Government recognises and plans for the needs of the NSW sporting community.

FUTURE CHAMPIONS aims to link with, and influence, the direction of these strategies and projects to ensure the infrastructure needs of pathway athletes from multiple sports are on the correct agendas.

The competition driver, discussed in the previous section, outlined many important benefits of hosting pre-elite and elite world class competitions within NSW. Facilities that meet the technical and design capabilities to host these events are therefore required for hosting bids to occur. **FUTURE CHAMPIONS** encourages collaborative effort from sports partnerships to identify key and benchmark competitions that, if hosted in NSW, would benefit multiple stakeholders as well as contribute to the development and experiences of our pathway athletes and support staff. Encouraged by **FUTURE CHAMPIONS** it is the responsibility of sport to advocate for and promote the importance and significance of developing infrastructure and competition-based projects to local and state governments for support.





DRIVER 6 : PERFORMANCE ENVIRONMENTS

Proposed actions and opportunities

	6.1 Prioritise quality, innovative and accessible talent development environments and facilities
Influence the direction and priorities of NSW sport infrastructure strategies to highlight sport pathway requirements	
Support the audit of existing community, regional and performance environments to identify gaps in the existing NSW sport infrastructure network and meet immediate and future pathway requirements	
Encourage collaboration between system partners, local governments, the university and school network and developers to plan infrastructure for pre-elite and elite athletes and support personnel - Case Study - Surfing Australia High Performance Centre	
Utilise the perspectives and requirements of pre-elite athletes, coaches and technical support staff to inform the design and development of facilities	
Support and influence the Office of Sport's NSW Centres of Excellence strategy to meet the needs and requirements of multiple sports and multiple regions	
Encourage collaboration from sports partnerships to identify key benchmark and underpinning competitions and then map these to infrastructure requirements	
Encourage system partners to promote the benefits of hosting identified pathway events and developing infrastructure and competition -based legacy projects	

	6.2 Ensure pathway athletes have access to inclusive, safe, supportive and facilitative daily training environments (DTE)
Ensure pre-elite athletes are immersed within and supported through developmental environments that espouse positive values and culture, uphold integrity and promote wellness and wellbeing (including effective management of training and competitive load etc.)	
Ensure pre-elite athletes have access to quality and innovative DTEs that provide adequate access to training partners, coaching expertise and educational support and foster their skill learning, knowledge growth, self-regulation and management and contribute to performance progression.	
Identify best practice strategies for providing effective, holistic and integrated service support to pre-elite athletes	

DRIVER 6 - PERFORMANCE ENVIRONMENTS

System partner contribution

Office of Sport	6.1	State Infrastructure Strategy is collaboratively prioritised to reflect the development, training and competition needs of pathway athletes and their support requirements from multiple sports.
	6.2	Lead the sector in ensuring strong sport integrity, diversity and inclusive practices Utilise evidence-based insights and contemporary best practice, to advise system partners on effective deliberate programming within the DTE to maximise the skill acquisition, coaching and service support, performance progression, wellbeing and wellness of pre-elite athletes
State Sporting Organisations & State Sporting Organisations for people with Disabilities	6.1	Contribute to technical guidelines for infrastructure development that supports the sport specific, training and competition requirements of pre-elite athletes, coaches and support personnel
		Support infrastructure planning and development through the collective insights of pre-elite athletes, coaches and support staff

DRIVER 6 - PERFORMANCE ENVIRONMENTS

System partner contribution

State Sporting Organisations & State Sporting Organisations for people with Disabilities	6.1	Assist in signposting the state of play of current facilities and future requirements across NSW to inform infrastructure strategies and prioritise state need
	6.2	Contribute to technical guidelines for infrastructure development that supports the sport specific, training and competition requirements of pre-elite athletes, coaches and support personnel Contribute to evolving pathway leadership and commit to best practice specific to effective and progressive learning, athlete wellbeing and engagement, coaching, service delivery and competitive opportunity
Delivery Partners • NSW Regional Academies of Sport (RAS) • Sporting High Schools • School Network • University Network • Club network	6.1	Contribute to evolving pathway leadership and commit to inclusion, strong sport integrity and positive values and culture within a pre-elite athlete's DTE and within competition
	6.2	Contribute to evolving pathway leadership and commit to best practice specific to effective and progressive learning, athlete wellbeing and engagement, coaching, service delivery and competitive opportunity
NSW Institute of Sport (NSWIS)	6.1	Provide advice and expertise on technical infrastructure to ensure facility development is intelligent, contemporary and adaptive to meet training, competition and service support requirements
	6.2	Provide advice and expertise specific to effective deliberate programming, skill acquisition, coaching and service support, wellbeing and engagement Contribute to evolving pathway leadership and commit to inclusion, strong sport integrity and positive values and culture within an athlete's DTE and within competition
High Performance Centres and Venues	6.2	Liaise with key sports and other system partners (RAS, NSWIS, School and University network) to ensure that the access and needs of both pre-elite and elite athletes and support personnel, are met within dedicated DTEs

DRIVER 6 - PERFORMANCE ENVIRONMENTS

What does success look like?

Athletes	NSW pre-elite athletes will have access to training and performance environments that effectively support their progressive development, training and competition whilst ensuring positive values and culture, integrity and inclusion. Athletes will be holistically supported within their training and performance environments through strong system leadership and adaptive and integrated support
Key System Partners	Sports and their delivery partners will benefit from developmental and competitive environments that will cater to the needs and requirements of athlete and coach development including holistic integration of services, positive culture, values and integrity and best practice, adaptive facilities that possess the required standards to host elite competition All support staff including coaches and service support will be operating in environments that allow them to support and progress athletes through intelligent infrastructure and technology and innovative learning environments that will also assist their progress and support success

APPENDIX

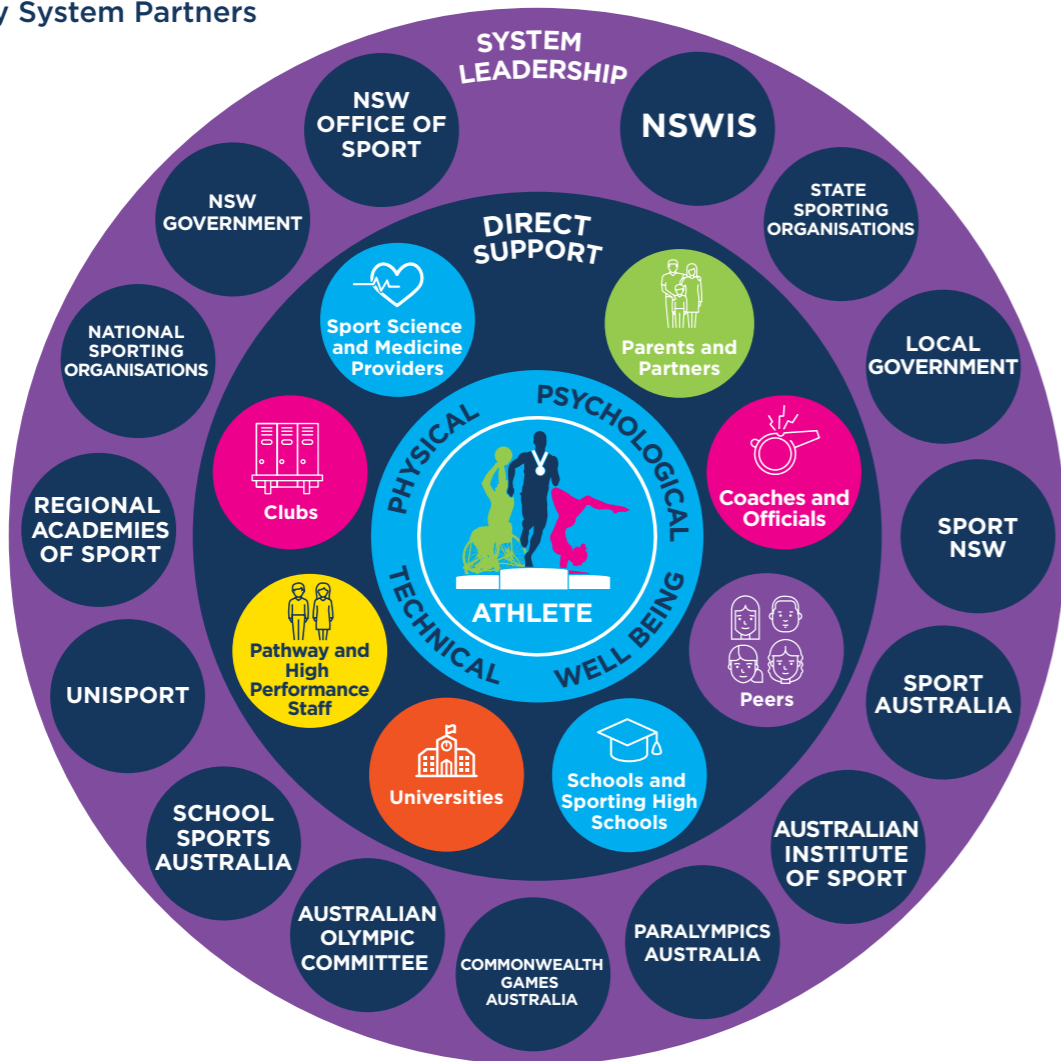
Key System Partners

For NSW to commit to healthier pathways for our FUTURE CHAMPIONS, the buy in and engagement of all NSW pathway system partners is critical. NSW athletes are fortunate to be supported by a vast number of support organisations and individuals who work across the region to provide multiple services, resources and facilities to our pathway performers. While these are the Key System Partners, there are many organisations working with NSW athletes to assist them in their journey. These include: sporting clubs (both professional and not for profit) and public & private schools.



The NSW Government through the Office of Sport works with key sector partners to develop a vibrant, valued and active recreation sector that enhances the lives of the people of NSW. The Office of Sport Strategic Plan (2018-2022) outlines high performance pathways as one of five priorities for organisational focus. Through the development of Future Champions the NSW Government seeks to influence and connect all key system partners (outlined below) within the NSW pathways system towards a common goal.

FIGURE 8: Key System Partners



The **State Sporting Organisations (SSOs)** and **State Sporting Organisations for people with Disability (SSODs)** are the largest system partners that will contribute to the success of Future Champions. The sports of NSW are the guardians of our Future Champions and alongside the **National Sporting Organisations (NSOs)** and **National Sporting Organisations for people with Disability (NSODs)** will provide the governance of sporting opportunity and leadership of pathways in which our athletes participate.



Sport NSW is an independent member-based peak body representing NSW sport and the active recreation sector. Sport NSW was established in 1991 to provide a collective voice for sport to enhance its capacity to provide quality experiences for participants and volunteers. The mission of Sport NSW is to lead New South Wales sport in building connected, healthy and active communities. Sport NSW has been a critical voice within the development of Future Champions, working to ensure sport is heard, represented, and advocated for.



The **New South Wales Institute of Sport (NSWIS)** is an elite sporting organisation that supports NSW and NSW-based Australian athletes to become the world's best. NSWIS supports targeted nationally identified athletes and local talent through coaching, performance support and innovative training environments. The Institute works in collaboration with sport both nationally and state based to create and deliver high performance support and environments for NSW based athletes. The NSWIS plays a key role in supporting nationally categorised Australian athletes from the Olympic, Paralympic and Commonwealth Games' sports.



Eleven **Regional Academies of Sport** operate across the state of NSW to provide holistic pathways to excellence for young pre-elite athletes. Offering a variety of sporting programs, Regional Academies prepare talented young pre-elite athletes for the rigours of the elite levels of their chosen sport. Regional Academies assist young sports people overcome barriers to technical, educational and personal development by providing localised programs, access to learning resources, camps and competitions.

The **NSW School network** features a vibrant complement of public, private and independent schools that provide valuable developmental, coaching, education and well-being support and competitive opportunities to pre-elite athletes as well as delivering personal development, health and physical education (PDHPE) to all of their students. Competition and additional representative opportunities that may complement an athlete's competition schedule are provided by the:

- NSW Public School Sport Association and NSW Combined High School Sport Association
- NSW Combined Independent Schools Sports Council, NSW Association of Independent Schools and the Independent Girls' Schools Sport Association
- Combined Catholic Colleges Sport Association.

The seven **NSW Sports High Schools** make up the NSW Sports High School Association whose mission is to enable sports high schools to become sport industry aligned centres of excellence that provide their students with a balanced academic and sporting education that helps them reach their personal best. Sports High Schools and all other high schools provide crucial support to young athlete's as they manage the pressures of education alongside busy training and competition schedules.

Universities within NSW contribute in multiple ways to supporting sporting pathways functions. Universities assist sports to grow and develop in intelligence, by educating our administrators, coaches and practitioners through applied research and innovation to further understand sport as well as support the growth and progression of the industry. Universities support athletes themselves to learn and achieve in lives outside of sport as well as supporting athletes to play and compete in sport at university.



UniSport Australia is the peak governing body of university sport in Australia and considers it their responsibility to create healthy, active, engaged and well-rounded university students. The organisation is committed to offering members quality events and programs as well as building high performance partnerships. UniSport advocates the Elite Athlete Friendly Education Program which supports Australia's elite athletes to achieve academic excellence whilst also pursuing a sporting career.



ACRONYMS

AIS	Australian Institute of Sport
AMS	Athlete Management System
ARC	Australian Research Council
ASC	Australian Sports Commission
ASF	Australian Sports Foundation
ATDE	Athletic Talent Development Environment
AWE	Athlete Wellbeing and Engagement
DTE	Daily Training Environment
FTEM	Foundation, Talent, Elite and Mastery
HP	High Performance
HPC	High Performance Centre
NAPF - HP	National Athlete Pathway Framework - High Performance
NIN	National Institute Network
NSO	National Sporting Organisations
NSW OoS	New South Wales Office of Sport
NSWIS	The New South Wales Institute of Sport
OJOP	Olympic Job Opportunity Program
PPP	Pathways, Partnerships and Platforms
RAS	Regional Academies of Sport
RAE	Relative Age Effects
SSO	State Sporting Organisations
SSIS	State Sport Infrastructure Strategy
SSSM	Sports Science Sports Medicine
TID	Talent Identification
UKPCA	UK Performance Coaches Association



Nationally the **FUTURE CHAMPIONS** project aims to align with the objectives of Sport Australia and the **Australian Institute of Sport (AIS)**.

In 2018, **Sport Australia** released Sport 2030, a strategic plan outlining the Australian Government's vision for sport in Australia – to ensure that we are the world's most active and healthy nation, known for our integrity and sporting success.

The **AIS** has in 2019 developed a National High Performance Sport Strategy which outlines the role of system partners involved in supporting nationally identified and categorised athletes. The strategy will aim to realise the Sport 2030 key priority of Achieving Sporting Excellence – National

pride, inspiration and motivation through international sport success.

FUTURE CHAMPIONS aims to bring together these key national and state based system partners alongside other relevant organisations and individuals to collaborate, share knowledge and best practice, agree and map out roles and responsibilities as well as drive success - with the ultimate aim of supporting our athletes via strong and aligned pathways in healthy environments for them to prosper and achieve – both in and out of sport.



Photo by **George Loupis/Football NSW**

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FUTURE CHAMPIONS Steering Committee

- **Dr Phil Hamdorf**, Chairperson, Executive Director, Sports Development Group, NSW Office of Sport
- **Darren Simpson**, CEO, Sport NSW

- **Prof. Kevin Thompson**, CEO, NSWIS
- **Ross Morrison**, Leader, School Sport Unit, NSW Department of Education and Training
- **Peter Berbakov**, High Performance Operations Manager, Sydney Swans
- **Wayne Green** (to Aug 2018), Director, Policy & Sector Strategy, NSW Office of Sport
- **Philippa Taylor** (from Aug 2018), Director Policy & Sector Strategy, NSW Office of Sport
- **Karen Jones**, Executive Director, Sports Infrastructure Group, NSW Office of Sport
- **Andrew Putt**, Director, Sector Performance, NSW Office of Sport
- **Anne Gripper**, Executive Director, Sport and Active Recreation Service, NSW Office of Sport
- **Dr Juanita Weissensteiner**, Principal Advisor Talent Pathways, NSW Office of Sport
- **Anna Longman**, Senior Project Officer, NSW Office of Sport

Reference Group Contributors

- **Ian Robilliard**, President, Regional Academies of Sport Inc.
- **Roger Davis**, President Sports High School Association
- **Dr Lindsey Reece**, Senior Research Fellow, University of Sydney & Director SPRINTER



Future Champions Strategy Document & Case Studies available at:
SPORT.NSW.GOV.AU/FUTURECHAMPIONS

FTEM EXPLAINED

CASE STUDY - NSW FTEM WORKSHOPS

CASE STUDY - SPORT PATHWAYS, PARTNERSHIPS AND PLATFORM WORKSHOPS

CASE STUDY - FTEM COACHING OUTCOMES & BEST PRACTICE PRINCIPLES

CASE STUDY - PATHWAY DEVELOPMENT COACH SUCCESS PROFILE

CASE STUDY - UK COACHING

CASE STUDY - AUSTRALIAN SPORTS FOUNDATION

CASE STUDY - NEW ZEALAND PRIME MINISTER'S SCHOLARSHIPS

CASE STUDY - UNISPORT ELITE ATHLETE FRIENDLY UNIVERSITIES

CASE STUDY - AFL SPORTSREADY

CASE STUDY - NSW OFFICE OF SPORT PARENTAL WORKSHOPS

CASE STUDY - SWIMMING AUSTRALIA

CASE STUDY - UNIVERSITY AON RUGBY 7S

CASE STUDY - SURFING AUSTRALIA HIGH PERFORMANCE CENTRE



OFFICE OF SPORT

🏠 6B Figtree Drive,
Sydney Olympic Park
NSW 2127

✉ Locked Bag 1422,
Silverwater NSW 2128

☎ 13 13 02 (Mon to Fri 9am to 5pm)

✉ info@sport.nsw.gov.au

💻 sport.nsw.gov.au

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