

A sailor wearing a white cap and a red and white racing suit is on a boat. The boat has 'AUS' and 'HAMILTON ISLAND' branding. The background is a blue-tinted image of the sailor and the boat.

#nextlevel

Australian Sailing HP Strategy

Towards Paris 2024 & LA 2028



STRATEGY ON A PAGE

Mission:

No.1 Olympic sailing country in the world uniting and inspiring our community and nation



3-4 medals (including a minimum of 2 gold) at Paris 2024 and LA 2028 Olympics + 1-2 top 10

Simplified & prioritised enablers to success:

- 

Maintain priority on core medal classes & **scaled growth** in new class capability
- 

Appropriate volume of training in **diverse challenging conditions** over time
- 

Coach-led vertically integrated squad-based approach with periodised coaching focus across cycles
- 

Regular & intensive highest quality international regattas
- 

efficient, agile & effective deployment of **multidisciplinary technology** internally shared & embedded in programs
- 

Maintain **world-class** coaching
- 

embedded performance support optimising & impacting performance & holistic athlete development
- 

Self-learning, **growth mindset** & mental resilience
- 

Money - shared investment with athlete 'skin in the game'
- 

Clear but **multiple** performance pathway/s
- 

...and **time**

11 Point Plan:

- Program Philosophy**
- Higher-order program purpose & holistic development
 - Sustainable integrated medal winning HP System
 - Squad-based performance model
- Strategic Priorities**
- Effective use of athlete success profiles
 - Supercharge coaches & coaching
 - Stepping up quality & consistency of the performance environment – campaign planning, tech & operational excellence
 - Improve gender balance in HP pathway & increase medal winning women
 - Build new capability in kites & boards over longer term & specialised offshore approach
- Delivery Model**
- Prioritised medal class portfolio & enhance repeatability
 - Clear Performance Pathways & NIN & Patron partnerships
 - Deliberate fit for purpose structure aligned to new strategy

Success Measures:

- 

Performance

 - Consistently winning multiple-medals (including gold) at Olympics & World Championships
- 

Repeatability

 - Systematic approach with embedded HP processes producing and retaining a pipeline of athlete and coach talent at a scale required to deliver on our performance objectives
- 

Inspiration

 - Our athletes and team have a positive influence on retaining and growing our sailing community

Setting the scene – evolution of the Australian Sailing Team



Horizon 1 – build

- Bounce back after disastrous Athens Games
- Gold medal plan, build platform & AST formation
- Performance-based system established
- Strong leadership to regain credibility
- Secure base-level investment
- Deliver quick wins & results

Horizon 2 – perform

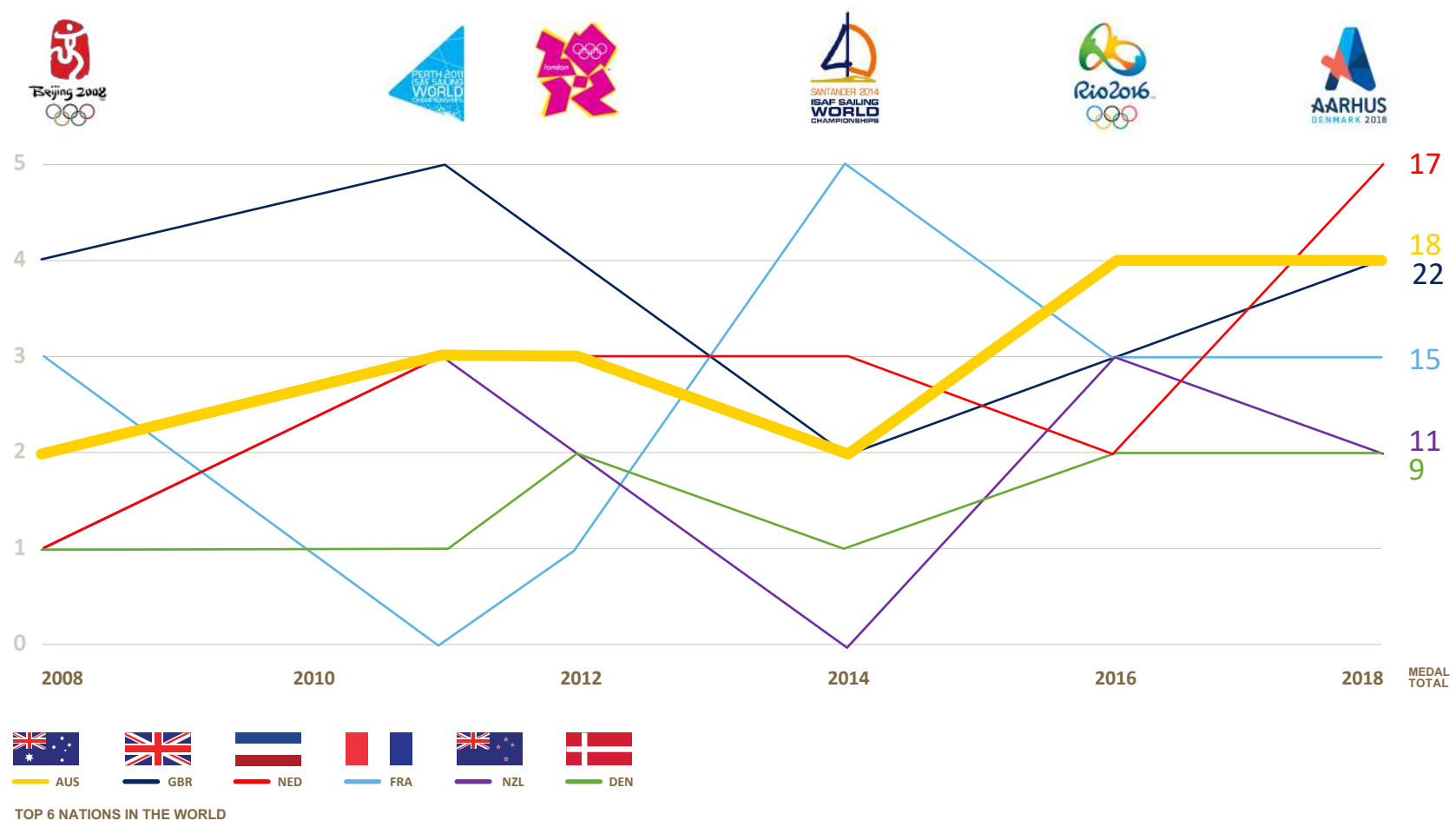
- Expand AST into broader HP program
- Continuity of world-class coaching & support team
- Consolidate systems & processes & apply to new classes and share with underpinning programs
- Aggressive AWE targeting strategy
- NTC home established
- Applied technical program established & applied
- Strong HP culture & values focus
- Significant uplift in HP investment through AIS/NIN & Patrons
- Repeat multi-medal success

Horizon 3 – sustain

- Prioritise core medal classes to maintain momentum with gradual build of new class capability over longer-term
- Vision towards medals, holistic development of athletes and new higher order purpose to unite & inspire through winning
- Measured shift to a sustainable integrated HP system – leveraging AST competitive advantage (but without diluting focus)
- Consistent but customized squad-based delivery model that builds depth & greater impact on pathway development
- Retain the best athletes and people through pragmatic solutions to provide continuity & stability
- Supercharge and prioritise coaching
- Take campaign, tech & operational excellence to next level
- Sustain investment levels

Launching a new strategy from a strong platform of success in a competitive international market

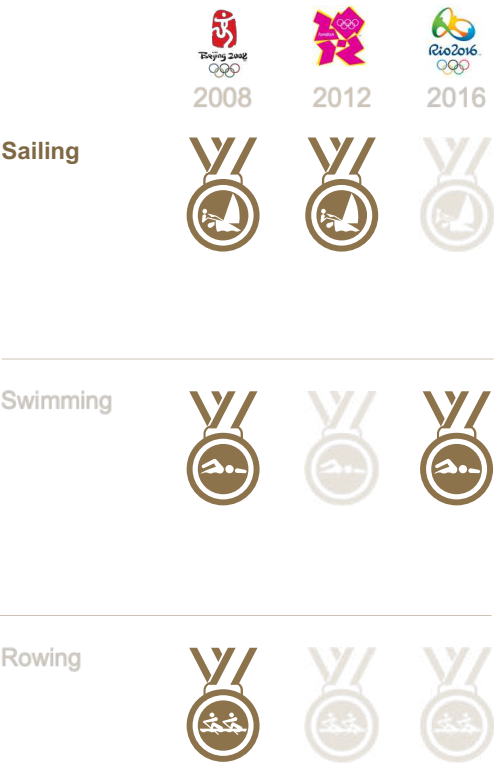
WORLD CHAMPIONSHIPS + OLYMPICS MEDAL COUNT (note – does not including discontinued Olympic classes*)



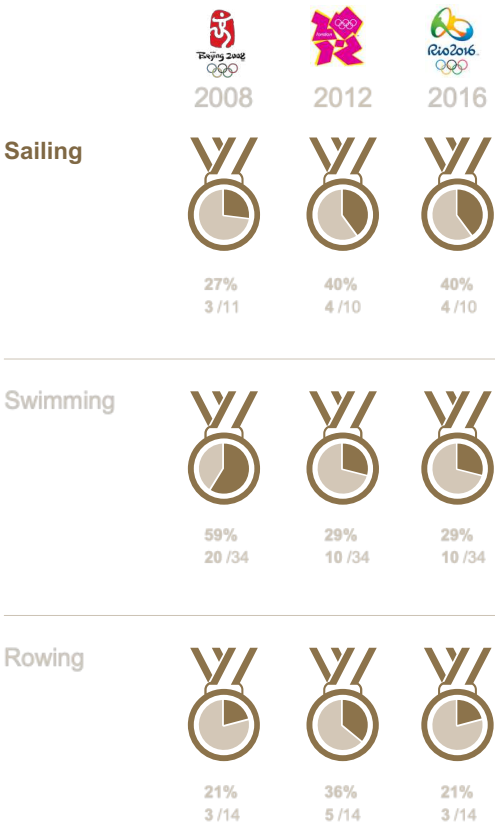
*Discontinued classes include: Star, Yngling, WMR & Tornado
See Appendix 1: Olympic Medals by class 2008 - 2016

Proven leader in
Australia's Olympic team environment
providing stable
return on investment

MULTI-GOLD MEDAL SPORTS



TOTAL MEDAL MARKET SHARE*



GOLD MEDAL TABLE RANK BY SPORT



*Medal market share - conversion of medals won vs medal available



Performance

- ✓ **3-4 medals** (including a minimum of 2 gold) at Paris 2024 and LA 2028 Olympics + 1-2 top 10
- ✓ Consistent medal winning performances (including gold) at World Championships and World Cups as milestones to Olympic performance
- ✓ # of Top 10 places (across the team & per class)



Repeatability

- ✓ # or % of AST, ASS and ASF **athletes** meeting the performance model benchmarks providing the required critical mass to repeatedly succeed at the Olympics
- ✓ Annual satisfaction of athletes with AS **wellbeing** & support initiatives
- ✓ # & % retention of **national + contract specialist coaches** in HP system in priority classes and pathway programs
- ✓ % of coaches & HP staff with IPPs actively engaged in **tailored development program**
- ✓ Quality strategy, campaign & **operational planning** (and fit-for-purpose structure) regularly reviewed & driving decision-making
- ✓ Retain and **grow resources** based through a partnership model with NIN and other investors



Inspiration

- ✓ **# of engagements** from athletes and coaches in community sailing initiatives
- ✓ Rating and benchmarks for **community sailing sentiment** towards our international performances & behaviours of our role model athletes, coaches & national HP staff– measured through annual membership/community survey tool
- ✓ Rating and benchmarks for **community pride** in our Olympic sailor's performance & behaviours



#nextlevel 11 Point Plan

Strategic Shifts:

Optimising.....

Performance, Repeatability & Inspiration

CURRENT STATE	TO	FUTURE STATE
PROGRAM PHILOSOPHY		
Strong medal focus	>	1. Higher-order program purpose & holistic development
Repeat medal winning team	>	2. Sustainable integrated medal winning HP System
Mixed approach to class delivery	>	3. Squad-based performance model
STRATEGIC PRIORITIES		
Isolated expertise & winning IP	>	4. Effective use of athlete success profile
World-class coaching group	>	5. Supercharge coaches & coaching
Quality people but sub-optimal consistency of HP management practices	>	6. Stepping up quality & consistency of the performance environment - campaign planning, tech & operational excellence
Significant gaps in Women's and mixed classes	>	7. Improve gender balance in HP pathway & increase medal winning women
Limited capability or HP sophistication in new classes	>	8. Build new capability in kites & boards over longer term & specialised offshore approach
DELIVERY MODEL		
Intensive AST campaign focus & resourcing	>	9. Prioritised medal class portfolio & enhance repeatability
Ambiguity & complexity in the HP system	>	10. Clear Performance Pathways & NIN & Patron partnerships
Program structure evolution impacted by individual approaches	>	11. Deliberate fit for purpose structure aligned to new strategy

Roles & responsibilities of our valued NIN Partners



NIN Partnership Philosophy

Through collaboration in program design and delivery, sharing of high performance expertise, and co-investment our National Institute Network (NIN) partners are valuable and critical contributors to AS High Performance outcomes

Role of the SIS/SAS

- **Prepare:** Develop skills, knowledge and behaviours necessary for future high performance success
- **Launch:** Provide targetted support to facilitate the transition from State to National performance programs
- **Boost:** Add value to ASS/AST support in the local daily training environment
- **Catch:** Provide transitional support for ASS/AST athletes during periods of reduced national support related to performance, injury/illness, crew/class changes or personal circumstances

Responsibilities of the SIS/SAS

- Provide program leadership/management support to deliver State Sailing Performance Programs (SSPP) in conjunction with AS
- Collaborate with AS to provide coaching and performance support to targeted athletes in the AS Performance Pathway via the SSPP Framework
- Support the development of key AS Performance Pathway Coaches (and some targeted clubs) through facilitation of within and cross-sport learning opportunities

Outcomes of productive NIN Partnerships

- Athletes have a clear understanding of NIN and AS support provisions available at each stage of the Pathway
- Athletes and coaches receive the support they need to achieve their goals, and demonstrate progression against clearly articulated individual performance plans

- Coaches have role clarity, clear KPIs, and are connected to National Coaches, other State Coaches, and AST/AS Pathways staff
- Performance support staff have role clarity, clear KPIs and are connected to AST SSSM Leads
- Athletes are supported to successfully transition into, through and out of the AS Performance Pathway
- Communication between AS and NIN partners is bi-directional, regular and transparent
- There is a sustainable pool of talent for all classes across all stages of the AS Performance Pathway
- Stakeholders report high satisfaction with program delivery and communication
- AS provide clear technical direction, role clarity and have visibility in the respective NIN local environments
- AS assists NIN partners to deliver on their own strategic objectives and provide genuine ROI