



Squash Australia Facilitated High Performance Review

24th / 25th August 2015

***"Workshop Report
And
Next Steps"***

Workshop report and next steps

- Setting the scene – Australia's Winning Edge
- Summary of discussions
- Priorities for action - ranking of high performance elements
- Critical Success Factors - recommendations for next steps
 - Content
 - Process
- Workshop Evaluation – summary of feedback
- Attachments:
 - Performance discussion guide - driver definitions
 - The 29 questions
 - Voting explained
 - Results of voting
 - Strengths and Opportunities



- Clear targets for performance in the short and long term – sustainable and repeatable success
- NSOs responsible for the delivery of high performance programs
- Investment tied to contribution to AWE targets
- Sharper, more robust funding and accountability model
- Refocus of the AIS in its role as the national HP agency

Australia's Winning Edge

Australia's 2012-2022 performance targets

Goals for major international competitions in priority sports will be used to assess the effectiveness of Australia's high performance system. The following goals are aligned with the Australian Olympic Committee, Australian Paralympic Committee and Australian Commonwealth Games Association. They reflect the individual ambitions of sports, with an overlay from the ASC and State Institutes and Academies of Sport.

Top 5
Olympics and Paralympics

Top 15
Winter
Olympics and Paralympics

#1
Commonwealth Games

20+ *World champions annually*

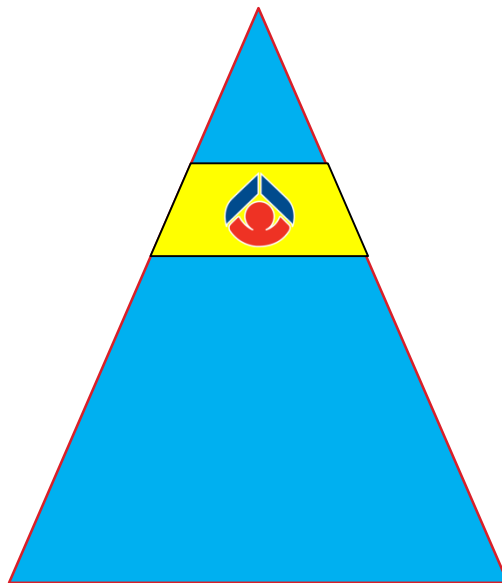
Our investment approach

- Clear investment principles linked to targets in *Australia's Winning Edge*
- Sports own their high performance plans – greater responsibility, accountability and decision making authority
- Quality governance and management required
- AIS role as the centrepiece of Australia's national high performance system, with a sharper focus on supporting sports to achieve targets
- Increased investment in athletes, coaching and talent initiatives

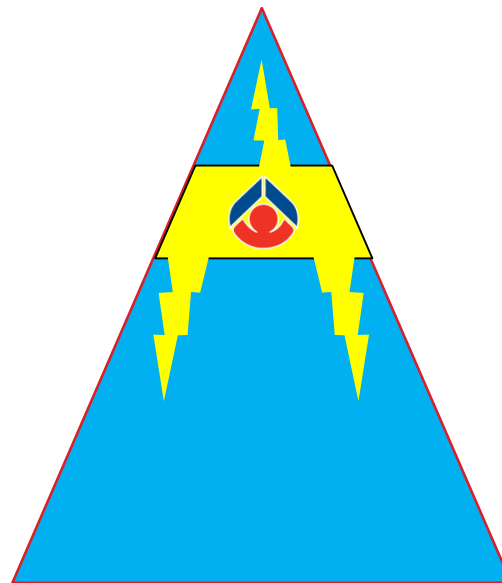
What has changed?

- Clear international high performance sports targets for Australia
- Annual *Australia's Winning Edge*: Sports Tally report completed for sports that receive AWE investment
- The AIS invests more effort in coaching and leadership development, direct support to athletes and talent pathways
- New initiatives include:
 - Centre for Coaching and High Performance Leadership led by AIS
 - Competitive Innovation Funding Pool
 - various talent identification initiatives, including 'Olympic Sports Draft' and 'Combat Centre'
- The AIS has shifted from direct sport program delivery to concentrating expertise on supporting high performance preparation, high performance science and innovation, high performance planning and advice
- The AIS is responsible for high performance funding recommendations to the Board

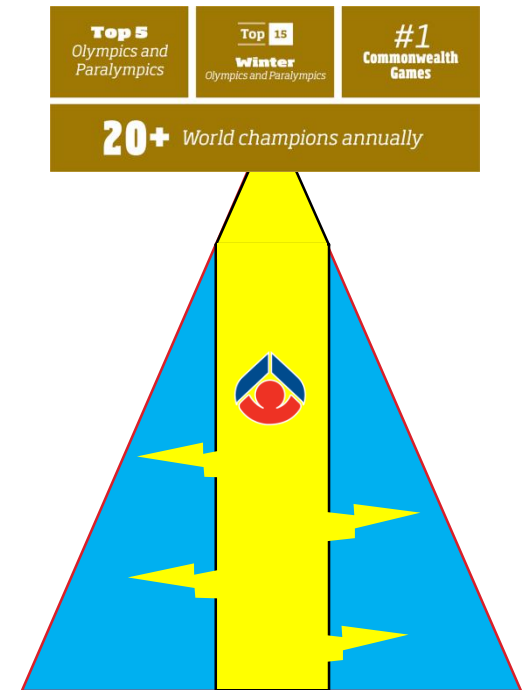
AIS Paradigm Shift



pre-2009



2010 +

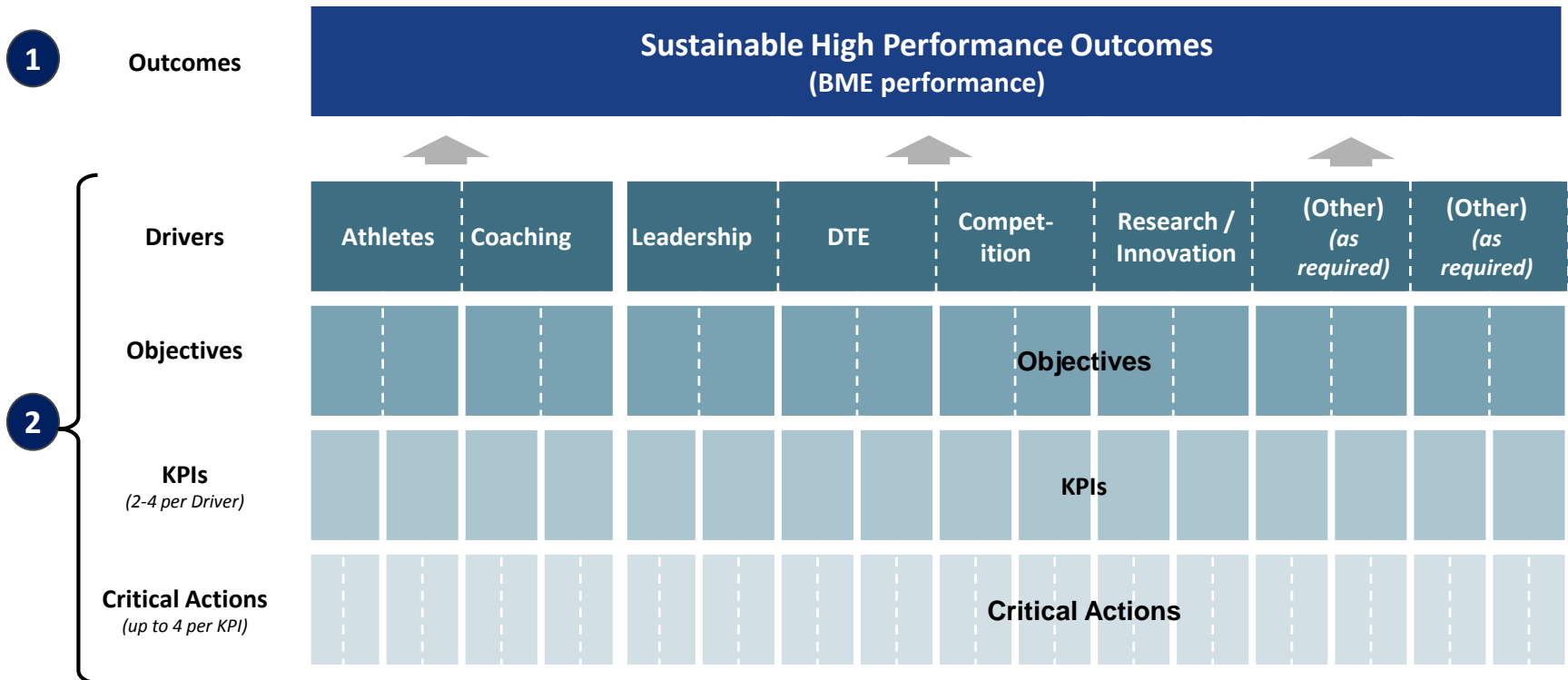


Nov 2012 +

Annual Sports Performance Review

- Twice yearly formal monitoring and review process of NSO performance against targets
- Key dates are April/May and October/November
- Up to four areas of focus:
 - high performance
 - Participation
 - governance and
 - financial performance
- High Performance staff from across the AIS engage with NSOs and NESC throughout the process
- Transparent – criteria and assessments shared with all stakeholders
- Helps inform the Annual Sports Tally – public disclosure of AIS assessments of NSO performance

Targets + Evidence of potential + Planning + Performance = Funding



Summary of issues discussed

Athletes

- Question how many athletes we need –
 - AUS v the rest of the world
 - Perhaps enough but declining numbers is a concern
- Lack of a Squash Australia system
- Lack of engagement between high performance and other stakeholders
- Importance of transitional phase 17-21
- Weaker domestic system than previously
- Facilities old and unattractive, plus limited access
- Attractiveness of the sport challenged -Non-Olympic, poor prizemoney
- Need to work with younger athletes (12ish) – historically we start too late

Summary of Issues discussed

Coaching

- Engagement with coaches
- Leadership and delivery of a system to maximise HP coaches' development
- Need to have specialist coaches to work with younger athletes

Summary of issues discussed

Leadership

- Mixed views on recent leadership changes - “wait and see”
- Need to maximise growth and potential – need for support and stability in the leadership area
- Leadership has been lacking – general agreement that it is needed

Summary of issues discussed

Governance

- Period of recent changes – “wait and see”
- Board governance has improved significantly recently
 - All recent appointments (within 18 months)
 - 50/50 male /female
 - Independent, professional directors (specific skills and experience to bring)

Summary of issues discussed

Daily Training Environment

- Need to have a coordinated approach/framework for national/regional centres re physical/technical/medical and monitoring needs of athletes
- Need to engage with sports science/medicine
- Need for a court-owner strategy for facility access
- Isolation to distance (domestic and international) creates complexity in trying to create a DTE
- Lack of access to hours on court
- Lack of HP coaching team to improve the quality of the DTE
- Player commitment is essential
- Centralised program need to be quality (world class) to provide visional dream for athletes

Summary of issues discussed

Competition

- Need for employed coaches to travel with teams (volunteers not available)
- Need for a HP coaching initiative to develop the next generation coaching team underneath
- More control required around the tournament program for players based on long term objectives, not short term dollars
- HP strategy for Australian events to achieve greater benefit for Australia players
- Need a performance based, player centred, coach driven system

Research and Innovation

- Essential element, but not a current priority
- Cultural changes required to be ready to engage in research
- Recognition by everybody that change is required within the sport

Summary of issues discussed

Vision and Values

- Lack of clarity over roles and responsibilities for tasks
- Collaboration between stakeholders needs to be better
- No significant issues

Situation analysis

- Need to continue to improve data tracking and finding evidence based solutions
- Recognise we have strong level of Australian coaches, but need to be more engaged with the Australian system

Summary of issues discussed

Strategy Development

- Generally recognise that strategies are in place, but need time to see results
- Clear need to engage with centre owners
- Need to find solutions between states and Squash Australia

Resources

- Need to be efficient in the use of technology and personnel
- Investment in Squash Australia core business capability historically weak

Review

- Essential to listen to the feedback and understand needs
- Transparency and communication is essential and can be improved

Key priorities - least effective and highest potential impact

Leadership – Q6 Leadership talent

- Do you have the leadership capability to deliver current and future medals?

Coaching – Q5 HP Coach Growth

- Are you maximising the growth and potential of your coaching workforce – building for the future?

Leadership – Q9 Influence

- How effective is the leadership team in influencing high performance outcomes?

Athletes – Q1 Athletes in the pathway

- Do you have the appropriate quality and quantity of athletes in the pathway capable of delivering current and future medals?

Daily Training Environment – Q12 Quality and quantity in the DTE

- Does the DTE for athletes provide international calibre quality and quantity of training?

Daily Training Environment – Q11 Facilities and equipment

- Do you have access at all levels of the athlete pathway, to the quality of facilities and equipment needed to achieve world class performance?

Next steps - Critical Success Factors

The following slides summarise the critical actions or success factors identified by the review participants for consideration by the HP Leadership team

Leadership talent

Do you have the leadership capability to deliver current and future medals?

- Establish the right leadership team to deliver success on the world stage
- Establish HP framework that drives coaching and player pathways
- Ensure stability in program to recruit / retain the right key personnel to drive the HP environment
- Develop sport specific skill set to ensure key personnel are in place in the right areas
- Develop clear job descriptions/roles for staff
- Leadership team to create a mechanism to improve HP coaching
- Need to give the coach time to work with players
- Establish a training base

HP Coach Growth

Are you maximising the growth and potential of your coaching workforce – building for the future?

- Squash Australia needs to re-establish its leadership role and
- develop a coaching strategy and framework (for coach development)
- develop a for a coaching pathway
- drive accredited programs
- drive training programs; provide more opportunities for coaching growth
- create an annual coaches conference
- develop world class programs for specialist coaching roles
- re-establish a quality control mechanism
- evaluate current materials/programs to ensure they are fit for purpose
- develop ICT online/ apps / delivery options; use ICT to support the HP network

Cont'd

HP Coach Growth *cont'd*

Are you maximising the growth and potential of your coaching workforce – building for the future?

- Instigate continual mentoring/education/professional development; create an elite mentor team
- Establish a HP coaching network to create and coordinate:
 - positive national culture
 - a prescribed development curriculum
 - development plans for all levels of coaches/coaching
- Link to education / research

Leadership influence

How effective is the leadership team in influencing high performance outcomes?

- By communicating success better the leadership team can influence outcomes better (ie embrace and share information and programs; showcase examples of good things happening, successful initiatives etc)
- HP leadership to communicate their plans and integrate them with state activities
- Communication, linked to IT strategy, is needed via:
 - Websites
 - Database
 - Personnel
 - Affiliation structure
- Transparency – decisions need to be transparent and well communicated; follow set criteria – stick to the plan until fruition
- Need to define Squash Australia's roles in delivering outcomes
- Engage with all stakeholders' priorities
- Develop a "red" team (external group to provide peer review of strategies and plans)

Cont'd

Leadership influence *cont'd*

How effective is the leadership team in influencing high performance outcomes?

- Leadership team needs to be recognisable
 - CEO and coach to attend events and facilitate discussions
- Leadership team needs the power to make decisions
- Leadership team will find a way to establish a conducive culture
- Past leaders (legends of the game) need to be promoted in a way that the younger generation can identify with
 - compare our athletes to other sports people

Daily Training Environment

Does the DTE for athletes provide international calibre quality and quantity of training?

Pathways

- Develop athlete pathway system
- Develop evidence based performance measures; establish skills based ranking system; develop IT programs for testing / exercises etc

Education / guidance

- Educate parents/children/coaches of the path (establish athlete profile); use web + apps + videos
- Establish a panel of key advisors available to provide advice and guidance to all athletes on the pathway

Coaching and support staff

- Ensure appropriate staffing; ensure world class coaching input back to athlete
- Need to provide access to sports science and medicine network
- Ensure world class sparing opportunities

Access

- Establish world class facilities and access to existing facilities
- Linking environment to education (school, training, all support elements all closely located)
- Need to improve linkage to universities - facilities / SSSM / physiology

Athletes in the pathway

Do you have the appropriate quality and quantity of athletes in the pathway capable of delivering current and future medals?

Communication / education

- How many athletes are there? – how many do we need? – need to gather data
- create and communicate a clear vision of the pathway (document the system/pathway)
- create a transparent set of criteria for selection purposes
- develop parents' education workshop and education section on website
- change culture of expectation on funding from players – to combat potential funding loss
- create and communicate evidence of quality traits required at each age group
 - number of events needed
 - number of hours training needed
 - types of training required
- need a diagram of potential opportunities for juniors from U11 to U23+
 - players and parents need to know which tours etc they have the potential to go on in 3-4 years' time (at each stage of development)

Cont'd

Athletes in the pathway *cont'd*

Do you have the appropriate quality and quantity of athletes in the pathway capable of delivering current and future medals?

Competition / squad training

- more players need to be competing against each other for positions in teams / training squads
 - address the drop out at U17 to U23 - need to ensure there is a world class daily training environment
- ensure appropriate competition exposure
- develop world class daily training environment
- needs to be coordinated with an excellent training environment
- controlled training environment and squads for players u23 – improved training, screening and international competition
- squads for all ages up to U23 needed – training, tours and tournaments
- U21/23 tours needed (international)
- U21/23 tour attached to the Australian tour
 - points structure with an overall winner at the end of the tour – more incentive for our younger players

DTE – Facilities and equipment

Do you have access at all levels of the athlete pathway, to the quality of facilities and equipment needed to achieve world class performance?

- Develop a facility strategy (promote through councils)
- Develop/Influence (strategic) planning
 - Political leverage over stakeholders
 - Plan to move 'squash' people to key positions
 - International influence (facilities at Com Games Gold Coast)
- Need better access to various types of courts – glass, doubles, etc
- Plan around glass court - how to purchase; where used; how used
- Improve 17 and 13 inch tins at centres
- Need to utilise AIS facilities
- Need to find, locate training for off-court facilities
- Maximise state HPC (Eg state academy of sport, universities, club centres)
- Partnering with other NSO for indoor sport facilities
- Maximise relationship with university
- Video cameras for HP in the facility
- Develop ICT software to maximise court capacity take up in facilities
 - Eg booking system online, light system

Next Steps - *Process*

Topic/ Theme	Detail	By Whom	When
Workshop summary	Provide workshop summary to all participants	CEO	Sep '15
Plan refinement	Consider workshop outcomes for inclusion in finalised HP Plan	HP team	Sep/Oct '15
Stakeholder Engagement	Engage member and stakeholder bodies in confirming the draft of new HP plan; work with AIS Performance Advisor	HP team	Sep/Oct '15
Plan finalisation	Present revised plan to SA Board	CEO	SEP 21 '15
HP Plan 2016-2022	Present new HP Plan to ASC/AIS	CEO	NOV '15

Squash Australia High Performance Review Feedback Form



Squash Australia High Performance Review 2015 Feedback Form

The Australian Institute of Sport would like to learn from your experiences at the Squash Australia Facilitated High Performance Review to improve future reviews. We would greatly appreciate your comments and suggestions.

Aggregated responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The workshop focussed on issues I hoped would be addressed				4	8
The workshop promoted the exchange of experience and perspectives				5	7
I felt that I was able to contribute to the workshop as much as I wanted		1		4	7
The workshop improved my understanding of the critical issues we should address			3	3	6
Pre-workshop workbook and handouts were timely, relevant and useful			1	8	3
The quality of the workshop was high			1	3	8
The quality of the facilitator was high				2	10
Overall, I was satisfied with the workshop and its outcomes				6	6

Squash Australia High Performance Review Feedback Form



Which aspects of the workshop did you like the most, why?

I was able to express my opinions in a positive environment.

The small group sessions with specific outcomes spelled out

Open communication of the position of the sport.

It was great to get to the major focus that is needed in an open forum. Peter was excellent in leading the charge and hopefully everyone is now in a place they feel they've been heard and opinions are now on paper.

The prioritisation of six issues and solutions to each of them

Multi-stakeholder; engagement; format

- 1) Workbook questions canvassed issues of relevance to the state of squash in Australia, if at times somewhat indirectly/broadly.
- 2) Good clarification of the AIS funding model and the likely /possible consequences for future funding for squash

Electronic voting; system of rating issue and importance was great prioritisation exercise.

Chance to interact with younger members in squash and to address a wide range of issues. Round table discussions were useful.

Squash Australia High Performance Review Feedback Form

Which aspects of the workshop did you like the least, why?

The pillows – they were lumpy!

Quality of accommodation

Bull circle – time may have been spent better; people were not sure about what to write and how to write actions, not list problems.

Perhaps could have been greater 'mix' of groups. Staying in the one group was a bit limiting. Would have liked to hear David Mandel and Richard Vaughan's point of view.

Time to engage in more detail; could have had more stakeholders; more "HP" stakeholders

Complete absence of any discussion of actual and projected funding for squash at HP level and the constraints that limited funding places – and especially will place – on what is possible and what is not possible by way of long term initiatives to reverse the HP trends.

None

Please provide any other comments or suggestions you have about the workshop and future reviews.

Need breaks in morning and afternoon sessions

Valuable exercise; Would really enjoy another review in which participants were only people experienced designing, preparing and implementing national long term player development programmes.

Would like to be kept in the loop for future workshops. Interested to learn of outcomes, particularly, in the coaching area once a Performance Manager has been appointed.

Overall structure left me feeling a little negative after the first day. Not sure if there is a solution as the issues needed to be raised before potential answers can be investigated. Good job!

Attachments

Attachment 1	Performance discussion guide - driver definitions
Attachment 2	The 29 Questions
Attachment 3	Voting explained
Attachment 4	Results of voting
Attachment 5	Strengths and Opportunities