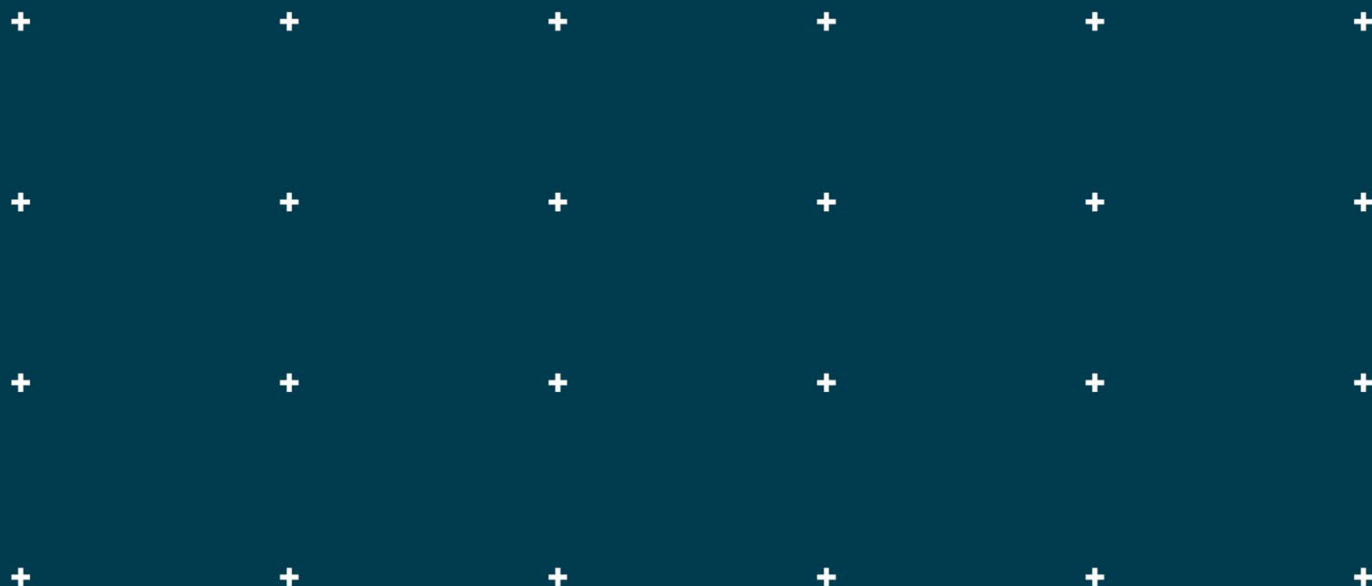




**AUSTRALIA'S
HIGH PERFORMANCE
SPORT STRATEGY**

Working Groups – Horizon One

Expression of Interest: Briefing Package



1. Overview

The Australian High Performance (HP) sport system represents the aspirations, support and delivery of Australia's Olympic, Paralympic and Commonwealth Games sports. The HP sport system comprises the state and territory institutes and academies of sport (SIS/SAS), the Australian Institute of Sport (AIS) (together, the National Institute Network (NIN)); compeers being the Australian Olympic Committee (AOC), Paralympics Australia (PA) and Commonwealth Games Australia (CGA); National Sporting Organisations (NSO); coaches, staff and over 2400 athletes.

The HP sport system has created an Australian HP 2032+ Sport Strategy (the Strategy). The HP sport system is committed to delivering the Strategy together, respecting the unique roles that each partner plays whilst recognising that alignment to a united purpose is fundamental to delivering the best outcomes for athletes, sports, and for all of Australia.

This is a long-term strategy which requires us to set milestones along the way, ensuring we look up and adapt to an ever-changing world. The strategy has four horizon periods 'Refine + Extend the Foundations (2022-2024)', 'Convert + Extend (2024-2026)', 'Perform (2027-2030)' and 'Sustain+ Evolve (2031-2032+)'.

Across the four priority areas of 'Performance Delivery', 'Athlete Performance Pathways', 'World-Leading Knowledge + Practice' and 'Outstanding People + Organisations' there are Activities, Outcomes and Measurements within each Horizon.

Each Activity within the HP2032+ Sport Strategy requires leadership and deliberate planning to incorporate the enablers of 'World-Class Coaching', 'Clear Roles + Responsibilities', 'Inclusive Design', 'Resources', 'Values + Behaviours' and 'Strategy Monitoring + Evaluation'.

To optimise the design and implementation of each Activity, a Lead or Co-Leads have been assigned to provide leadership, while working groups will be established for deliberate planning and execution.

There are 60 Activities in Horizon One that are required to be implemented and delivered.

2. Purpose

The purpose of Activity Leads and Activity Working Groups is to address the specific Activity, Outcome and Measure in the Strategy and ensure that there are individuals with different backgrounds, expertise and perspectives from across the HP system to collaborate on the design and implementation to optimise the potential outcome of that Activity.

3. Working Group Types

Different Activities may require different types of working groups and in some cases, multiple groups. There are three identified types of groups:

- **Advisory Group:** An advisory group is typically composed of experts or stakeholders who provide advice and recommendations to a decision-maker or a group of decision-makers. The advice may be based on research, data analysis, or expert opinion. The decision-makers may or may not follow the advice given by the advisory group.
- **Working Group:** A working group is a team of individuals who collaborate to accomplish a specific task or project. The members of a working group may have different areas of expertise and work together to develop solutions, create plans, or implement strategies.
- **Network Group:** A network group is a group of individuals or organizations that are connected through a shared interest or purpose. The members of a network group may collaborate to share information, resources, or best practices related to their common interest. A network group can be more informal and flexible than an advisory or working group, and members can join or leave the group at any time.

4. Functions & Responsibilities

Below are the typical responsibilities of a Working Group member of an HP2032+ Sport Strategy Activity in Horizon One:

- **Active Participation:** Members are expected to actively participate in meetings and discussions, contribute their expertise, and offer constructive feedback and ideas.
- **Collaboration:** Members are expected to collaborate with other members to achieve the group's goals, work towards a consensus, and support the groups decisions.
- **Timeliness:** Members are expected to be punctual, attend meetings and deliverables on time, and meet deadlines as established by the group.
- **Communication:** Members are expected to communicate effectively and efficiently, listen actively to other members, and ask questions to clarify any doubts or confusion.
- **Flexibility:** Members are expected to be open-minded and adaptable, able to adjust to changing circumstances or requirements.
- **Respect:** Members are expected to respect the opinions and contributions of other members, and to maintain a professional and respectful environment during meetings.
- **Accountability:** Members are expected to be accountable for their commitments, and to follow through on assigned tasks and responsibilities

5. Terms

The term of the Working Group shall commence at a point in time during Horizon One and cease upon either delivery of the Activity or post the 2024 Paris Olympic & Paralympic Games.

6. Eligibility

- Applicants must be a member within the HP System through National Sporting Organisation, State Institute of Sports/State Academy of Sports, Paralympics Australia, Commonwealth Games Australia, Australian Olympic Committee and/or Australian Sports Commission/Australian Institute of Sport.
- To assist with inclusive design and diversity consideration will be given to applicants that provide subject matter expertise to organisations within the HP System such as academia, industry partners or specialist consultants. Any potential members will have their relationship verified with that High Performance partner prior to being selected.

7. Application

Applications are required to be submitted via the [HP2032+ Working Groups – EOI](#) form by **11:59pm** (AEST) on **Friday 28th April 2023** (except DPE Survey which closes Thursday 19th April at 9:00 AEST).

To assist with the development of your application, please refer to the [2032+ High Performance Sport Strategy](#)

8. Verification & Notification

The Selection Panel will endeavour to accommodate all valid applications, however cannot guarantee selection. In the event of non-selection, the applicant may be added to a reserve list and/or referred to an alternative working group.

Potential successful applicants will have their interest verified and confirmed via their line manager and Chief Executive Officer of their relevant organisations.

Given the volume of working groups and verification process, applicants will be notified of an outcome within 10-20 business days following the application close date. Non successful applicants will be notified of an outcome within 20-25 business days following the application close day.

9. Working Group Details

The below tables outline the relevant working groups, their activities, commitment and experiences required.

Enhancing Performance Teams	
Activity Description	<ul style="list-style-type: none"> Develop agreed benchmarks/system expectations regarding best practice for performance teams
Activity Lead	Bill Tait, Bill Davoren + Miranda Menaspa
Type	Working Group
Start Date	June 2023
Meeting Frequency	Adhoc
Size	8-13+
Mix	Subject Matter Experts + HP System Generalists
Organisation Rep	National Sporting Organisations, National Institute Network
Roles	Coaches, Athletes, Performance Support Staff, Performance Directors, Senior Performance Consultants, Pathway Managers
Notes	Likely a facilitated workshop with 2-4 follow-up sessions to refine a "National Performance Planning Framework"

Effectiveness, Collaboration & Capability	
Activity Description	<ul style="list-style-type: none"> Establish capable organisation framework and diagnostic process which can be tailored to each organisation Identify, refine and/or design programs and services which support organisation capability development, aligned to scope of capable organisation framework and organisational capacity Audit current organisation assessments to remove duplication and streamline diagnostic process Define system effectiveness and identify associated barriers, enablers and opportunities for system collaboration Audit system effectiveness programs and services to identify points of alignment, overlap and contrast Develop a capability framework and conduct a capability audit (with consideration of organisational capacity)

Activity Lead	Richard Redman + Matthew Treglown
Type	Advisory Group
Start Date	July 2023
Meeting Frequency	Monthly
Size	6-10
Mix	Subject Matter Experts + HP System Leaders
Organisation Rep	National Sporting Organisations, National Institute Network, Australia Olympic Committee/Commonwealth Games Australia/Paralympic Australia, Sport Departments of Sport & Recreation
Roles	Chief Executive Officers, Performance Directors, Athlete Wellbeing & Engagement Managers, Performance Managers
Notes	Purpose of group is to advise with respect to organisational capability, assessments, and capability building programs.

Daily Performance Environment (DPE) Survey

Activity Description	<ul style="list-style-type: none"> Develop framework for Daily Performance Environment audits, supporting National Sporting Organisations to conduct these audits as part of the Planning, Monitoring and Review process
Activity Lead	Lorinda Rugless
Type	Working
Start Date	As soon as possible
Meeting Frequency	Weekly
Size	6-6
Mix	TBC
Organisation Rep	2 x State Institute Sport/State Academy of Sport, 3 x National Sporting Organisation & 1 x Project Lead
Roles	Performance Directors, Pathway Managers, Performance Support Staff
Notes	This group will make key decisions around the DPE annual survey and sign off on the various pieces of work the work streams will complete. Envisage this group will be active from April through to October however there will be peaks and troughs with most demanding time when looking to finalise and agree the core set of survey questions.

Performance Management	
Activity Description	<ul style="list-style-type: none"> Develop performance management and development framework and associated systems and training
Activity Lead	Jessey Visakan
Type	Network
Start Date	September 2023
Meeting Frequency	Adhoc
Size	6-10
Mix	Subject Matter Experts + HP System Generalists
Organisation Rep	National Sporting Organisation, National Institute Network, Australia Olympic Committee/Commonwealth Games Australia/Paralympic Australia
Roles	People & Culture Leaders + Small Sports that don't have People & Culture personnel
Notes	Purpose of group is to advise and provide feedback with respect to performance management & development framework.

Para Classification Knowledge	
Activity Description	<ul style="list-style-type: none"> Increase system wide knowledge of Paralympic Classification its impact on performance and pathway progression
Activity Lead	Elise Rechichi + Miranda Menaspa
Type	Working
Start Date	May 2023
Meeting Frequency	Monthly
Size	4-10
Mix	Subject Matter Experts + Leaders
Organisation Rep	Paralympics Australia, National Sporting Organisations, National Institute Network, Universities, National Sports organisations for People with a Disability
Roles	Academics, Paralympic Leaders, Athletes, Coaches, Performance Support Staff, Classifiers
Notes	We will need people with a good awareness of parasport, classification issues and some degree of understanding of impairment and human movement/performance

Values + Behaviours Implementation	
Activity Description	<ul style="list-style-type: none"> Operationalise values and behaviours
Activity Lead	Liam Gooley
Type	Advisory
Start Date	May 2023
Meeting Frequency	Quarterly
Size	6-10
Mix	HP System Generalist
Organisation Rep	National Sporting Organisations, National Institute Network
Roles	Early career HP staff & athletes
Notes	The purpose of this group is to gain their insights (e.g., “what are the biggest shifts required to bring the values and behaviours to life in your DTE), share progress on key activities, and test and ideate potential initiatives.

Categorisation	
Activity Description	<ul style="list-style-type: none"> Cross reference the National Athlete Categorisation Framework (NACF) and Policy and update as needed to ensure this deliver on the goals of the HP 2032+ Sport Strategy Review and update the system-wide Sports Categorisation matrix which determines resource prioritisation (not investment) across the HP Sport System
Activity Lead	Kellie Hayes
Type	Advisory
Start Date	As soon as possible
Meeting Frequency	Monthly
Size	6-8
Mix	Subject Matter Experts + Leaders
Organisation Rep	National Sporting Organisations, National Institute Network, Australia Olympic Committee/Commonwealth Games Australia/Paralympic Australia
Roles	Chief Executive Officers, Performance Directors, Pathway Managers, Senior Performance Managers

Notes	Purpose of group is to advise direction/input and endorse the sport categorisation and NACF.
--------------	--

Planning, Monitoring & Review Unified Approach			
Activity Description	<ul style="list-style-type: none"> ▪ Work with the NIN (with input from AOC, PA and CGA) to develop and implement a unified process to NSO Planning, Monitoring and Review (PMR) that increases efficiency, transparency, trust, and promotes continuous improvement within the HP Sport System (including evolving consistent system terminology to ensure clarity and purpose) 		
Activity Lead	Kellie Hayes		
Type	Advisory #1	Working #1	Working #2
Start Date	ASAP	May 2023	May 2023
Meeting Frequency	Monthly	Monthly	Monthly
Size	6-8	6-10	6-10
Mix	Subject Matter Experts + Leaders	Various	Various
Organisation Rep	National Sporting Organisations, National Institute Network	National Sporting Organisations, National Institute Network, Australia Olympic Committee/ Commonwealth Games Australia/ Paralympic Australia	National Sporting Organisations, National Institute Network, Australia Olympic Committee/ Commonwealth Games Australia/ Paralympic Australia
Roles	Chief Executive Officers, Performance Directors, Pathway Managers, Senior Performance Managers	Coaches, Athletes, Performance Support Staff, Performance Directors, Performance Consultants/ Managers, Pathway Managers	Coaches, Performance Support Staff, Performance Directors, Performance Consultants/ Managers, Pathway Managers
Notes	Purpose of group is to advise direction/ input and endorse the multiple components of the PMR	This group will be asked to develop, review & finalise resources relating to the planning component of PMR	This group will be asked to develop, review & finalise resources relating to the Monitoring and Review components of PMR

Para Entry & Progression Barriers		
Activity Description	<ul style="list-style-type: none"> ▪ Engage with Para athletes, Sports, NIN and Paralympics Australia, to understand barriers to entry and progression through High Performance pathways for Para athletes and create a system-wide Action Plan (with the aim of reducing inequity of opportunity) 	
Activity Lead	Bill Tait, Elise Rechichi + Elissa Morley	
Type	Advisory #1	Working #1
Start Date	As soon as possible	May/June 2023
Meeting Frequency	Monthly	Monthly
Size	6-8	6-8
Mix	Subject Matter Experts + Leaders	Various
Organisation Rep	National Institute Network, National Sporting Organisations, National Sporting Organisation for People with Disability, Academia, Private	National Institute Network, National Sporting Organisations, National Sporting Organisation for People with Disability, Academia, Private
Roles	Chief Executive Officers, Performance Directors, Pathway Managers, Senior Performance Managers, Para Leads, Senior Researchers, Consultants, Classification Advisors, Athletes	Performance Directors, Coaches, Athletes, Performance Support Managers Performance Consultants/ Managers, Para Leads, Pathway Managers, Senior Researchers, Classification Managers, Consultants
Notes	Purpose of group is to advise provide direction/ input and endorse findings, action plan and recommendations that emerge from the group	This group will undertake work to identify barriers to entry and progression for Para athletes and develop a set of recommendations and system-wide action plan

10. Definitions

Acronym	Full Name
AIS	Australian Institute of Sport
AOC	Australian Olympic Committee
ASC	Australian Sports Commission
CGA	Commonwealth Games Australia
NIN	National Institute Network
NSO	National Sporting Organisation
NST	National Sports Tribunal
PA	Paralympics Australia
SIA	Sport Integrity Australia
SIS/SAS	State Institute of Sports/State Academy of Sports