

NSWIS

HIGH PERFORMANCE
FRAMEWORK 2017-2020



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Note: Approved by the NSWIS Board, February 2016. This document should be read in conjunction with the NSWIS Corporate Plan and NSWIS Business Plan.

01.

INTRODUCTION TO THE HIGH PERFORMANCE

The purpose of this framework is to outline key strategies, structures and processes that support the NSW Institute of Sport (NSWIS) to achieve operational excellence in a complex high performance sport environment. NSWIS respects and understands the complexity of the high performance sport system in Australia and is committed to encouraging innovation, collaboration and engagement with national and state sporting partners, the national institute and academy of sport network and others to achieve performance outcomes.

This document aims to assist with awareness and understanding of the Institute's:

- Key strategies
- Division roles and organisational relationships
- Inclusion, investment and management principles
- High performance sport programs

02. NSWIS PURPOSE



The purpose of the NSWIS is to support Australian athletes to become world's best.

The Institute's world's best mindset in coaching, performance support and innovative training environments allows us to support targeted nationally identified athletes and local talent to become world's best. Our performance measures are aligned with Australia's Winning Edge (AWE) and national sporting outcomes.

NSWIS nationally aligned and relevant performance measures for 2017 – 2020:

1. Performance progression of talented Australian athletes:

- Continuous improvement in key areas of Technical, Tactical, Physical, Psychological and Personal
- Progression of Talent through national sports FTEM (Foundations, Talent, Elite, Mastery) Pathway

2. Success of Australian athletes at benchmark senior elite international events, particularly World Championships:

- Selection to national teams/squads
- NSWIS contribution to no. of Australian gold medals and medals
- Season Bests (SBs), Personal Bests (PBs) at benchmark events at critical points of competition
- Top 8 performances

3. Success of Australia as the top nation at the Commonwealth Games

- NSWIS contribution to no. of Australian gold medals and medals in 2018
- SBs, PBs at benchmark events at critical points of competition on the Gold Coast

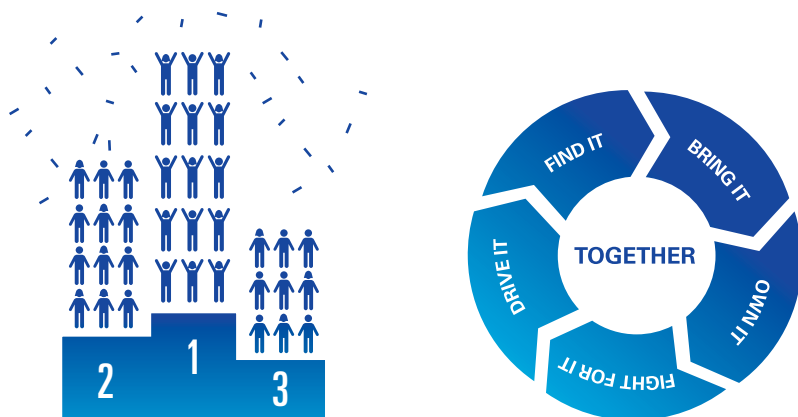
4. Success of Australia as a top 15 nation at the Winter Olympic/Paralympic Games

- NSWIS contribution to no. of Australian gold medals and medals in 2018
- SBs, PBs at benchmark events at critical points of competition in Pyeongchang

5. Success of Australia as a top five nation at the Olympic and Paralympic Games

- NSWIS contribution to no. of Australian gold medals and medals in 2020
- SBs, PBs at benchmark events at critical points of competition in Tokyo
- Top 8 performances

03. NSWIS VISION, VALUES & STRATEGY



The NSWIS will impact Olympic, Paralympic and World Championship podium results through prioritised athlete preparation by highly motivated teams, emphasising performance and success.

NSWIS lead with the NSWIS vision, our performance centred values and key strategic priorities at the forefront of decision-making, action and celebration.

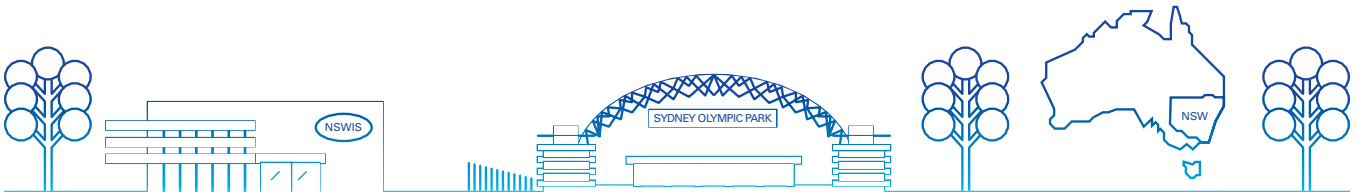
Our key strategic focus areas that will enable us to achieve our performance outcomes; maintain alignment with sport and achieve repeatable success include:

- Plan & Prepare for Performance – performance planning, prioritised resourcing, capability building and performance impact
- Alignment of our performance centred culture with our people and our systems
- Future Sustainability – sport inclusion, relevance, talent and increased resources



04. NSWIS POSITION

The NSWIS is a national high performance centre and Olympic training facility based at Sydney Olympic Park. Our world's best mindset drives world's best performance. The NSWIS works in partnership from its prestigious home base at Sydney Olympic Park, reaching all regions of NSW.



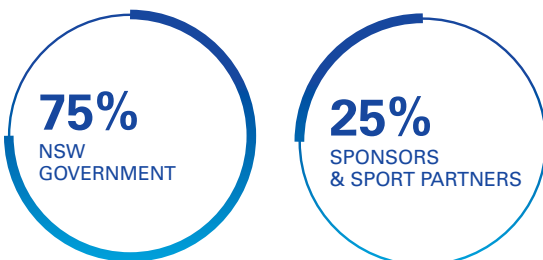
BUSINESS MODEL

05. NSWIS BUSINESS MODEL

The NSWIS, as the elite sport agency for NSW, gratefully receives around 75% of its recurrent annual funding from the NSW Government. The remaining 25% of resources are sourced through respected sponsors and partners.

National and state sporting organisations, ClubsNSW and the national institute and academy network are some of the key stakeholders that support NSWIS through investment, innovation, collaboration and engagement.

As a service provider, NSWIS develops and shares high performance expertise, facilities, equipment, technology and knowledge with athletes, coaches and sport to achieve performance outcomes.



06. NSWIS SPORTS — PARTNERSHIPS & PROJECTS



In conjunction with national and state sporting partner organisations and the national sport system, the NSWIS engages in a consultative sport inclusion process every four years aligned with Olympic/Paralympic performance cycles.

The NSWIS Board determines sports for NSWIS inclusion for the following four year performance cycle six months prior to the end of the current cycle, allowing staffing structures and resourcing allocations to be developed and planned in advance. NSWIS investment is confirmed through a formal agreement with sport for the duration of the four-year performance cycle, wherever possible, and is subject to annual performance review.

NSWIS supports alignment with AWE and the broader high performance sporting system's approach to sport inclusion, while maintaining a degree of local flexibility to support the NSW Government's commitment to 'making it happen in NSW', where relevant.

NSWIS sport inclusion considerations are linked to sustainability, performance impact, talent pathways, national investment principles and partnership effectiveness. Wherever possible, our timelines and communications respect and recognise the value of our greatest performance advantage, our people.

NSWIS sport inclusion criteria is used by the NSWIS Board to determine sports for inclusion and support for the four-year performance cycle. AWE categorised 'foundation' sports, as defined in the AWE categorisation 2017-2024 table on page 8, will be supported through NSWIS partnerships and/or projects where NSWIS can impact performance.

AWE SPORT CATEGORISATION 2017-2020

Australia's Winning Edge sport categorisation 2017 – 2020 is a national framework to identify those sports most likely to contribute to Australia's high level performance targets. This framework establishes a 'priority order' of sports and guides systems partners with delivering resources to Winning Edge sports in support of these targets. Only sports that receive Winning Edge high performance funding will be categorised, with an updated list released annually.

Category	Description	Level	Performance criteria
Foundation	Sports with a strong record of achieving multi-medal or consistent team medals at Olympic, Paralympic or Commonwealth Games AND considered highly likely they will continue to achieve medal success at these events	F1	High probability to achieve a gold medal at the Olympic or Paralympic Games in the next two cycles; evidenced by: <ul style="list-style-type: none"> > medal at two of the past three Olympics (including at least one gold medal) or gold medal at two of the last three Paralympics; > consistently achieved benchmark event targets and fully addressed high performance drivers in the last cycle.
		F2	Good probability to medal at the Olympic Games or gold medal at Paralympics Games in the next two cycles; evidenced by: <ul style="list-style-type: none"> > medal in two of the past three Olympics or gold medal at two of the last three Paralympics > did not consistently achieve benchmark event targets and/or fully address the high performance drivers in the last cycle.
		F3 ¹	High probability to win a gold medal at Commonwealth Games in the next two cycles; evidenced by: <ul style="list-style-type: none"> > gold medal at two of the past three Commonwealth Games or world championships (in Commonwealth discipline) > consistently achieved benchmark event targets and fully addressed the high performance drivers in the last cycle.
Prospective	Sports with evidence previous success at Olympic, Paralympic and Commonwealth Games, including relevant disciplines at world championships, AND considered to have potential to achieve success within the next one or possibly two cycles.	P1	Potential medal at the next Olympic or Paralympic Games; evidenced by: <ul style="list-style-type: none"> > medal in an Olympic or Paralympic discipline at a world championships (or equivalent) in the past four years > credible performance profile that indicates a high medal potential at the next Olympic or Paralympic Games > evidence of improvement and solutions to challenges being implemented across the high performance drivers.
		P2	A medal prospect within the next two (2) cycles at the Olympic or Paralympic Games; evidenced by: <ul style="list-style-type: none"> > a top-four to eight finish in an Olympic or Paralympic discipline at a benchmark event (or equivalent) in the past four years > credible performance profile that indicates a high medal potential within the next two (2) Olympic cycles > evidence of improvement and solutions to challenges being implemented across the high performance drivers.
		P3 ²	Potential gold medal at the 2018 Commonwealth Games; evidenced by: <ul style="list-style-type: none"> > medal at the Commonwealth Games or world Championships (in Commonwealth Games disciplines) in the past four years > credible performance profile that indicates a high gold-medal potential at the 2018 Commonwealth Games > evidence of improvement and solutions to challenges being implemented across the high performance drivers.
Iconic Sports	Culturally significant sports ³ with gold medal success at a World Championships.	I	Culturally significant sports that are gold-medal prospects at world championships in the next four years; evidenced by: <ul style="list-style-type: none"> > having won a gold medal at world championships (in events and disciplines recognised under Australia's Winning Edge) in the past four years
National	Sports that are eligible to compete at the Olympic, Paralympic and Commonwealth Games AND assessed as being unlikely to contribute to Winning Edge targets in the next two cycles	N	Did not medal in past three Olympic or Paralympic Games, world championships or Commonwealth Games and: <ul style="list-style-type: none"> > current performance profile indicates that these sports will require significant improvement in order to contribute to Winning Edge targets > annual review will take place of these sports.

¹ Sports that are on the Commonwealth Games schedule only and do not have an Olympic/Paralympic profile

² Sports that are supported through AWE investment for Commonwealth Games outcomes

³ Iconic / Culturally significant sports are sports on the Australian Government's anti-siphoning list plus iconic Australian sports such as surfing and surf life-saving

6.1

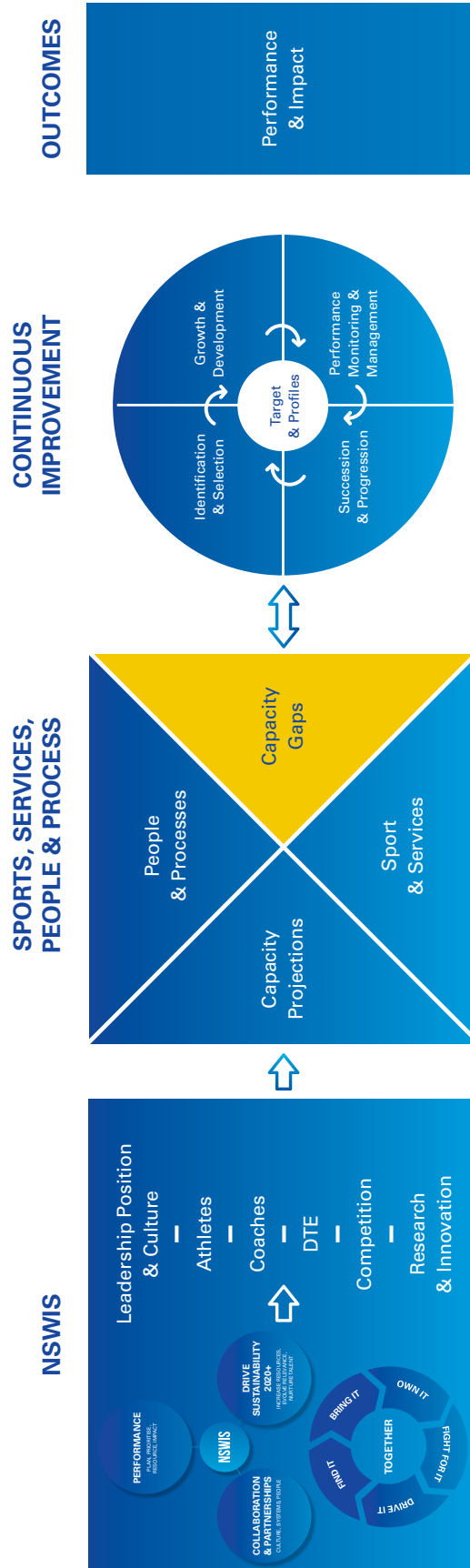
PROCESS — NSWIS SPORT INCLUSION (2017 — 2020)

NSWIS respects and understands the complexity of the high performance sport system in Australia and is committed to encouraging innovation, collaboration and engagement between national and state sporting partners, coaches, performance staff, clubs and the national institute and academy of sport network to explore sport program opportunities for the next four year performance cycle.

In addition to NSWIS Sports Inclusion Criteria and nationally led sport review processes, NSWIS sport inclusion and investment processes will include:

Timeframe	Action	Primary Responsibility
By October/November 2015	Review and communicate NSWIS Sport Inclusion Criteria and NSWIS Success Profile and Support Framework, aligned with NSWIS and national system sport drivers and investment principles – prior to	NSWIS HP Director
By October/November 2015	Coordinate and/or contribute to facilitated stakeholder engagement process with national and state sporting partners, coaches, performance teams and NSWIS management to develop clear and aligned purpose, vision, culture, position, investment, strategic focus, roles and responsibilities, KPIs and sport plans – and linked to AWE/AIS/NSO sport review and investment processes and timeframes	NSWIS HP Management Team
October to March 2016	Moderate assessments and proposals with NSWIS OEC and National Institute Network	NSWIS CEO and NSWIS HP Management Team
April to June 2016	Make recommendations to NSWIS Board	NSWIS CEO
By 30 June 2016	Determine sports for future cycle inclusion based on assessment against NSWIS Sports Inclusion Criteria and NSWIS Success Profile & Support Framework	NSWIS Board
By 31 September 2016	Notify sports and HP Team commence transition planning (successful & unsuccessful)	NSWIS CEO
June 2016 - March 2017	Confirm resources required to support achievement of NSWIS Sustainability Project 2017+ performance cycle sport outcomes including Group staff; facilities; equipment etc. as a part of NSWIS sustainability project	
By 31 September 2016	Advise staff and coaches of intention to re-contract, advertise role, or terminate contract	NSWIS HR Manager
By 30 March 2017	Develop four year sport agreements, staff contracts and NSWIS HP Team service plans with sports	

SPORT CONTEXTUAL MODEL



6.2

NSWIS SPORTS INCLUSION CRITERIA

NSWIS sports inclusion will be guided by the following considerations:

1. Australia's Winning Edge (AWE) Categorisation

NSWIS will support all AWE 'foundation' categorised sports, and other targeted sports

- AWE Categories include
 - Foundation (Level 1 - 3)
 - Prospective (Level 1 - 3)
 - Iconic
 - National

2. Overall Performance

- Past performance (Annual Sports Performance Review / Joint Management Committee evidence based reviews)
- Projected performance (national sport's High Performance Plans)

Performance will be based on national system sport drivers:

- Athletes & Pathway – Including para and talent
- Coaching
- Daily Training Environment – Including performance support
- Leadership, Position and Culture – Including financial investment
- Competition – Including domestic and international
- Research & Innovation

3. Investment

- Collective capacity of sport partners and NSWIS to co-invest and deliver performance outcomes based on the NSWIS Success Profile & Support Framework
- The sports capacity to financially support a high performance program in its own right

4. NSWIS Performance Impact

The performance impact or difference that the NSWIS can have, with sport partners, in areas including:

- Athletes
- Coaches
- Sports (Strategy & Management)
- Services (Performance support)
- Business of Sport
- Projects

6.2

NSWIS SPORTS INCLUSION CRITERIA

5. Partnership Effectiveness

The effectiveness of our partnerships to develop capacity and achieve high performance sport outcomes, particularly when working across multiple sports and high performance disciplines.

6. Sustainability

The collective capacity and capability to provide recurrent resources and talent required for sustainable success.

7. Olympic Facility

Opportunity for sport to capitalise on Olympic facilities within Sydney Olympic Park and other world class training facilities in NSW (metro & regional).

8. World Anti-Doping Agency (WADA) Compliance

Compliance with WADA guidelines.

6.3

NSWIS SUCCESS PROFILE & SUPPORT FRAMEWORK

The NSWIS Success Profile & Support Framework includes three focus areas for sport partnerships and support.

Sports may be supported through partnerships and/or projects to achieve AWE related performance outcomes based on the 'best fit' to achieve success within available resources, including:

1. 'Podium' Performance

The NSWIS provides a world class daily training environment (DTE), and supports the national sport's FTEM pathway, to achieve sustainable international success.

NB: Generally podium, podium potential, developing, emerging, international and talent athletes are supported in the NSWIS DTE with a podium focus

2. 'Pathway' Performance

NSWIS provides a high performance daily training environment that supports a component of the national sport's FTEM pathway, to support the achievement of sustainable international success

NB: Generally podium potential, developing and emerging athletes are supported in the NSWIS DTE with a 'pathway' focus

3. 'Campaign' Performance

- 'International' – NSWIS provides selective support for a high performance training environment or campaign to achieve success at designated AWE benchmark international events (e.g. Olympic/Paralympic Games, Commonwealth Games etc.)
- 'Pathway' – NSWIS provides selective support for the daily training environment or campaign to achieve success at designated pathway events (e.g. Under age international events or talent)

NB: Individual scholarships are considered within 'Campaign Performance – International'

NB: All AWE categorised 'foundation' sports will be supported through NSWIS partnerships and/or projects

6.3

NSWIS SUCCESS PROFILE & SUPPORT FRAMEWORK

The NSWIS Success Profile & Support Framework provides a guide for determining 'best fit' sport resourcing to encourage continuous improvement and achievement of agreed performance outcomes.

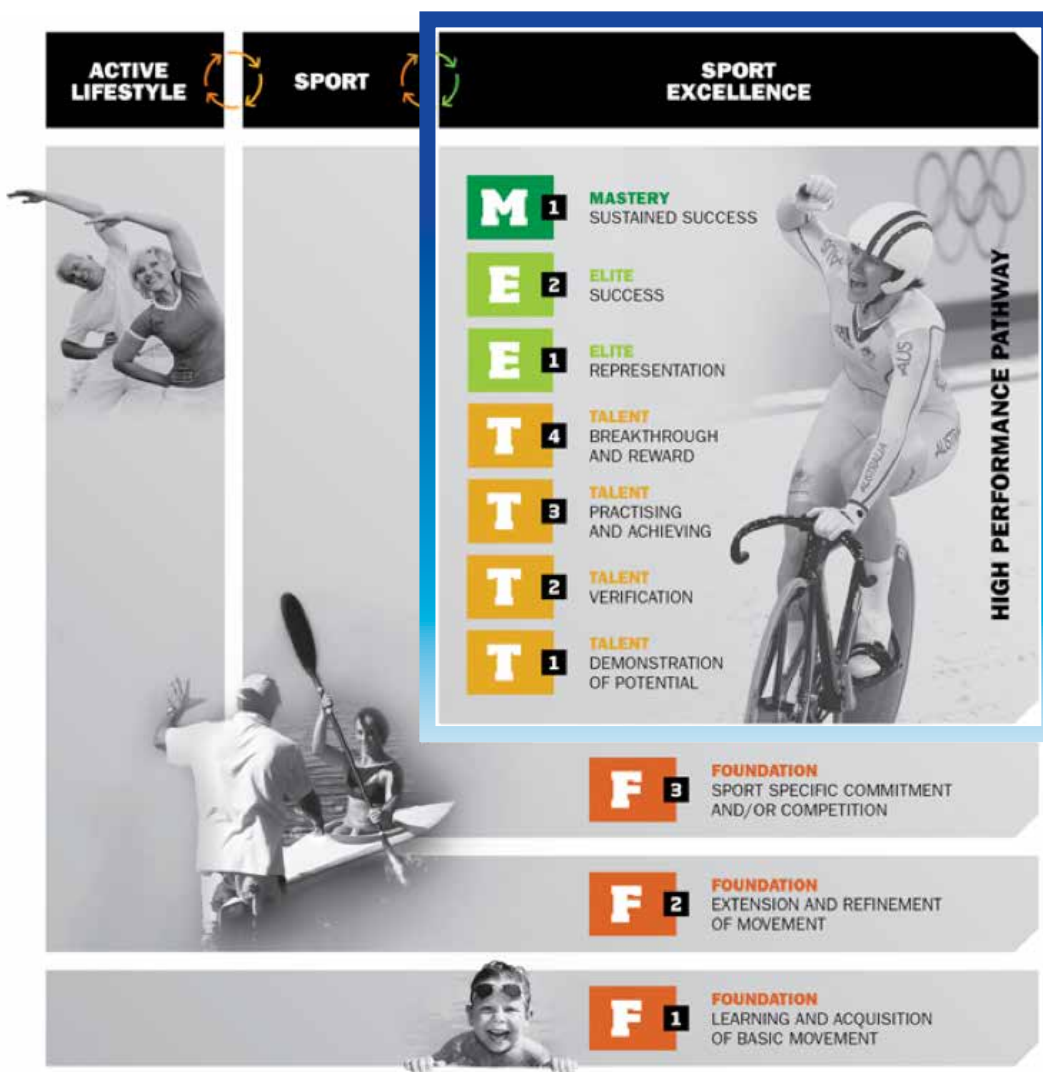
DRIVER	AREA	Podium	Pathway	Campaign	
				Int.	Pathway
LEADERSHIP, POSITION & CULTURE	Partnered co-investment for NSWIS program*				
	<ul style="list-style-type: none"> Recurrent annual funding 	\$715K+	\$385K+	\$220K+	\$20K+
	National leadership/local management of NSWIS program <ul style="list-style-type: none"> Strong leadership/management with administration support (ability to plan over longer term, drive execution and communicate effectively) 	F/T	P/T	AWE/BME aligned campaign support	AWE/BME aligned
	Performance culture of NSWIS program <ul style="list-style-type: none"> Culture of performance and progression: values aligned with courage, excellence, accountability, passion, tenacity and team work 	Y	Y	Y	Y
ATHLETES & PATHWAY	NSWIS program supports athlete performance – current cycle AWE athletes <ul style="list-style-type: none"> Sustainable structure and operations that supports athletes across: <ul style="list-style-type: none"> - Podium - Podium Potential - Developing - Emerging - International 	Y		Y	Possible
		Y		Y	Possible
		Y		Y	Possible
		Y	Y	Y	Possible
		Y	Y		Possible
	Partnership supports Athlete Progression – Talent = future cycle AWE <ul style="list-style-type: none"> Clear elite pathway and program/s for athlete development and progression Sustainable resources, planning, delivery, monitoring, review processes 	Y	Y	Y	Possible
COACHING	Quality and quantity of coaches aligned with the NSWIS program <ul style="list-style-type: none"> Minimum of X full-time coaches that includes 'world class' coaching capability (or equivalent leadership roles) to effectively deliver performance outcomes 	X = 3+	X = 2+	X = 1+	Possible
	<ul style="list-style-type: none"> High performance coach capability/competency based framework utilised to inform selection, development, performance management, succession planning, supported by NSO 	Y	Y	Y	Possible
ATHLETE SUPPORT \$	Athlete allowances <ul style="list-style-type: none"> Travel/training allowance available for qualifying athletes (e.g. regional) Living allowance (national school/DAIS/other) for eligible AWE athletes 	Y	Y	Y	Y
		Y			
	<ul style="list-style-type: none"> Dedicated plans and activities for holistic development and effective transition skills 	Y	Y	Y	Y
Daily Training Environment	Training environment (global and local elements) for NSWIS program <ul style="list-style-type: none"> Quality individual athlete performance plans inform training & competition plans and service plans 	Tailored and prioritised	Tailored	Tailored and prioritised	Possible
	<ul style="list-style-type: none"> World class facilities and equipment accessed (globally and locally) 	Priority	High quality	High quality	Possible
	<ul style="list-style-type: none"> Integrated performance team operating that promotes effective service access and innovative approaches to support, enable and impact performance (outward and inward/globally and locally) 	Y	locally	Y	Possible
	<ul style="list-style-type: none"> Performance services available to all components of the program Targeted camps focused on achievement of AWE current or future cycle performance outcomes 	Y	Y	Y	Possible
COMPETITION	Quality and quantity of competition aligned with performance and progression requirements <ul style="list-style-type: none"> Sufficient opportunity to experience and develop within inter/national competition frameworks (club based leagues, national competitions, international competitions) in partnership with sport's FTEM pathway 	Y	Y	Y	Y
RESEARCH & INNOVATION	Scientific research and application within NSWIS program <ul style="list-style-type: none"> New knowledge: Benefit from clearly identified and integrated research project/s that meets agreed performance challenge within the sport and fits with sport and organisational priorities 	Priority	Possible	Possible	Possible
	<ul style="list-style-type: none"> Existing knowledge: Innovative approaches & projects allow for responsive, flexible opportunities, with some inherent risk 	Priority	Possible	Possible	Possible

*Per unit / athlete investment principles are currently being explored nationally and may be applied if agreed.

NSWIS will align with national system co-investment principles for the 2017+ performance cycle wherever possible (refer to page 26). The role that the sport would like NSWIS to play and the perceived impact that NSWIS can have on performance will also determine resourcing priorities.

6.4 NATIONAL SPORT'S PATHWAY — FTEM MODEL

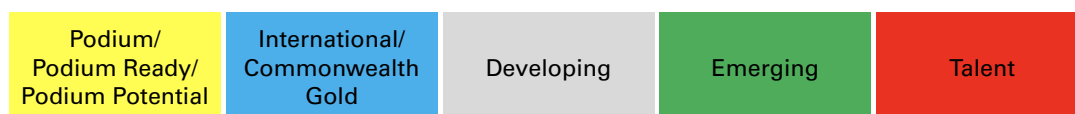
The role that sport would like NSWIS to play will be identified with sports based on their respective FTEM pathway model relative to the 'Sport Excellence' component of the 'High Performance Pathway'.



7.

SPORT PROGRAMS 2017 – 2020

The agreed role that sport would like NSWIS to play based on sport's respective FTEM pathway model.



Podium Performance

NSWIS provides a world class daily training environment (DTE), and support the National sport's FTEM athlete pathway, to achieve sustainable international success.

Winter Sports
Water Polo (Men & Women)
Diving
Rowing
Swimming
Cycling
Athletics
Canoe Slalom

Pathway Performance

NSWIS provides a high performance training environment that supports a component of the National sport's FTEM athlete pathway, to support the achievement of sustainable international success

Hockey (Men & Women)
Canoe Sprint
Netball
Sailing

Campaign Performance

International

NSWIS provides selective support for a high performance training environment or campaign to achieve success at designated AWE benchmark international events (e.g. Olympic/Paralympic Games, Commonwealth Games etc.)

Basketball
Triathlon

*Individual Performance Scholarships

P / PR / PP

* Para

Includes scope for project support for baseball, bowls, equestrian para, football women's, gymnastics, rugby 7s, shooting, softball, surfing, taekwondo

8. OUR PEOPLE — OUR PERFORMANCE ADVANTAGE

The NSWIS identifies, develops, manages and progresses highly capable, talented and performing **athletes, coaches** and **staff**. Ability, engagement, aspiration, continuous improvement, capability building and retention of a balanced skill & knowledge base are important for achievement of a world's best mindset to support athletes, coaches and sport with achievement of world's best performance.



9. ATHLETE SELECTION — AWE ALIGNED WITH LOCAL FLEXIBILITY

AWE athlete categorisation is a national framework to identify the athletes with the greatest potential to contribute to Australia’s high performance targets. Athlete categorisation will be used to inform the prioritisation of support to athletes in support of these targets.

AWE ATHLETE CATEGORISATION 2017-2020

Podium Pathway category	Formally	Description
Podium	Podium	Athlete who had a medal performance at a world championship (or equivalent) event in the previous 24 months and is considered capable of a medal at the next world championship (or equivalent) event.
Podium Ready*	Podium Potential A	Athlete who placed fourth to eighth at the most recent world championship (or equivalent) event and is considered capable of progressing to Podium in the next two years
Commonwealth Gold**	Commonwealth	Athlete who does not fit into the categories above but is considered capable of a gold medal at the 2018 Commonwealth Games.
Podium Potential***	Podium Potential B	Athlete who is considered capable of progressing to at least Podium Ready in the next two years.
Developing	Developing A and B	Athlete who is considered capable of progressing to at least Podium Potential in the next two years.
Emerging	Emerging A and B	Athlete who is considered capable of progressing to at least Developing in the next two years.
Other category	Description	
International	Athlete who does not satisfy any of the Podium Pathway category criteria but has earned selection for the national senior team or squad preparing for the NSOs benchmark event.	

Notes:

- AWE Categorisation provides a guideline to stakeholders for the prioritisation for athlete support that seeks to maximise the achievement of AWE targets.
- “Athlete” refers to individual athlete or playing member of a team
- Athletes who are categorized by their NSO do not automatically receive support from their state institute / academy of sport
- Sports may elect to nominate athletes for the “International category”. Nomination may be for a limited period and subject to the jurisdictional importance and resources available to support the athlete. This category incorporates the former SIS/SAS international category.

10. PERFORMANCE CENTRED CULTURE – PERFORMANCE PLANNING

The NSWIS adopts a world best mindset approach to performance planning and service delivery. Our collaborative and 'live' planning approach supports coaches, service providers and sport administrators to better meet individual delivery and development needs of athletes – "connecting individual excellence to performance"

QUALITY
IPP

Performance Planning – Athletes

An individualised athlete approach to close performance gaps to podium.

QUALITY PEP
AND INDIVIDUALISED
COACH SUPPORT

Performance Planning – Coaching

An individualised coach and staff support approach, focused on supporting continuous improvement, enhanced leadership capability, ongoing work performance and national performance contribution.

SPORT INCLUSION
& MANAGEMENT

Performance Planning – Sport

A collaborative partnership based approach, prioritising support for NSWIS Board approved sports and athletes to impact current and future cycle AWE sport performance outcomes.

SERVICE PLANS &
PERFORMANCE
TEAMS

Performance Planning – Services

Connecting national performance support strategies with local expertise and implementation of athlete IPPs. Performance Teams

BUSINESS
OF SPORT

Performance Planning – Business

A collaborative, project based approach that provides enhanced opportunities to impact performance with sport through business services, including Human Resources, Information Technology and Operations, Finance and Marketing & Communications.

PERFORMANCE
TEAMS

Performance Team

Enabling our performance support services to operate more powerfully together.

PROJECT BASED
COLLABORATION

Performance Planning - Projects

A collaborative, flexible and responsive project based approach that provides enhanced opportunities to impact performance with sport, based on sport's needs.

11.

SPORTS — JOINT MANAGEMENT

Sport and system partners (generally NSWIS, National Sporting Organisations (NSO) and State Sporting Organisations (SSO)) are committed to establishing and maintaining an environment that promotes continuous improvement. Expertise, innovation, planning, management, monitoring and evaluation are critical to achieve this end.

NSWIS will attend and/or coordinate meetings with sport partners at times that best fit national and system planning, review and reporting timeframes, with an aim to:

- Approve the annual NSWIS sport performance plan including performance targets, activities, performance support and associated budget each year
- Formally monitor and review the performance of the NSWIS sport as required, aligned with national system reporting timeframes and frameworks
- Ratify selection criteria, processes and agreed squad for NSWIS scholarships
- Fulfil, monitor and evaluate agreed actions and strategies from previous management meetings to ensure the ongoing success of the program
- Appoint and appraise program staff according to agreed procedures
- Jointly and efficiently manage any program related issues
- Communicate progress and review outcomes to respective Boards

Sport agreements are drafted and signed by sport partners and may include key considerations for respective organisations such as:

- National context – AWE sport targets
- NSWIS sport – Purpose, vision, culture and position
- Collective investment model – Financial and ‘in kind’, including performance support
- Key NSWIS sport performance strategies and structure
- NSO pathway progression
- Key roles and responsibilities of partners
- Key NSWIS performance indicators and targets
- NSWIS Sport Action Plan (addendum)

12. NSWIS PERFORMANCE TEAMS — IMPACTING ATHLETE PERFORMANCE

Enabling our performance support services to operate more powerfully together.

Performance teams are identified for NSWIS sports and can include expertise from various service sections including strength & conditioning, physiology, biomechanics, performance analysis, performance psychology, nutrition, personal excellence, sports administration and business services.

PRINCIPLES – World’s best performance team mindset:

- Performance gaps and opportunities are identified, explored and acted on – We give everything we have to find a way and get results
- Innovative thinking, exploration and implementation are encouraged – Risk has its place
- Roles within the team are clear and we understand each other’s responsibilities, perspectives, capabilities and expectations – We adapt to support each other’s strengths and styles
- Internal and external expertise positively influences approach and outcomes – We are evidenced based and we supportively check and challenge
- Inside and outside relationships and partnerships are understood and considered – We explore others perspectives, we find ‘common performance ground’, we work collaboratively and we have trust
- World’s best mindset culture is embraced and lived – Find it, Bring it, Own it, Fight for it, Drive it... Together
- Performance team members are high engagement, high involvement and high accountability
- We celebrate – Performance teams enjoy and celebrate our fingerprint contribution to crowded podiums

PLATFORM

- AMS (Smartabase); Service planning checklists and proforma guides (live and shared); performance centred conversations

CAPABILITY BUILDING

Competency focus:

- Coaches: Lead HP team; facilitate innovative approaches; build strategic relationships
- Service Providers: High involvement team member; planning & organising; technical/professional knowledge & skills; innovation; gaining commitment
- Sport Leader: Marshalling resources; influence; continuous improvement

13.

ORGANISATIONAL – NSWIS DIVISIONAL ROLE FOCUS

NSWIS Corporate & Communications and High Performance Divisions work together to collectively support, enable and impact performance.

High Performance Division – Through respected partnerships, the High Performance Division enables and impacts performance.

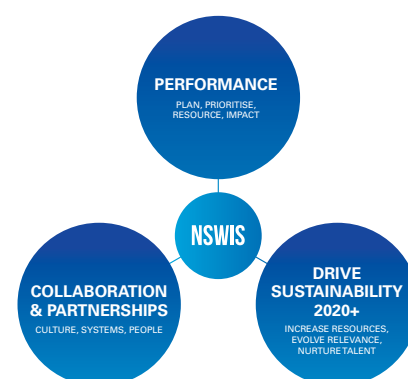
Corporate & Communications Division – Through respected partnerships, the Corporate & Communications Division supports performance.

14. ORGANISATIONAL – NSWIS HIGH PERFORMANCE STRATEGY & MANAGEMENT COMMITTEE

The NSWIS High Performance Strategy & Management Committee is a subset of the NSWIS Operational Executive Committee, consisting of the CEO, HP Director, HP Manager Services, HP Manager Sport & Excellence, Principle Scientist (Research), Manager Finance and expertise (e.g. Marketing, ITO, HR, external) as required, responsible for:

1. Leading through vision and values:

- Keeping the NSWIS HP vision, strategic priorities and NSWIS values at the forefront of associate decision making, action and celebration



2. Our Culture & Sports – review effectiveness of and develop strategy for:

- HP engagement with the NSWIS performance culture (e.g. NSWIS values)
- Strategic partnerships and relationships (e.g. sport partnerships)
- Alignment between the system, sports, services, people and processes
-

3. Our People – review effectiveness of and develop strategy for:

- Performance against PEP
- Resource allocation for coach and HP staff excellence/capability building
- Coach and staff talent and progression
- Empowering staff and accountability

4. Our Operations – review effectiveness of and develop strategy for:

- Performance against the Business and HP Plans
- Projects for enhanced performance
- Successes and failures

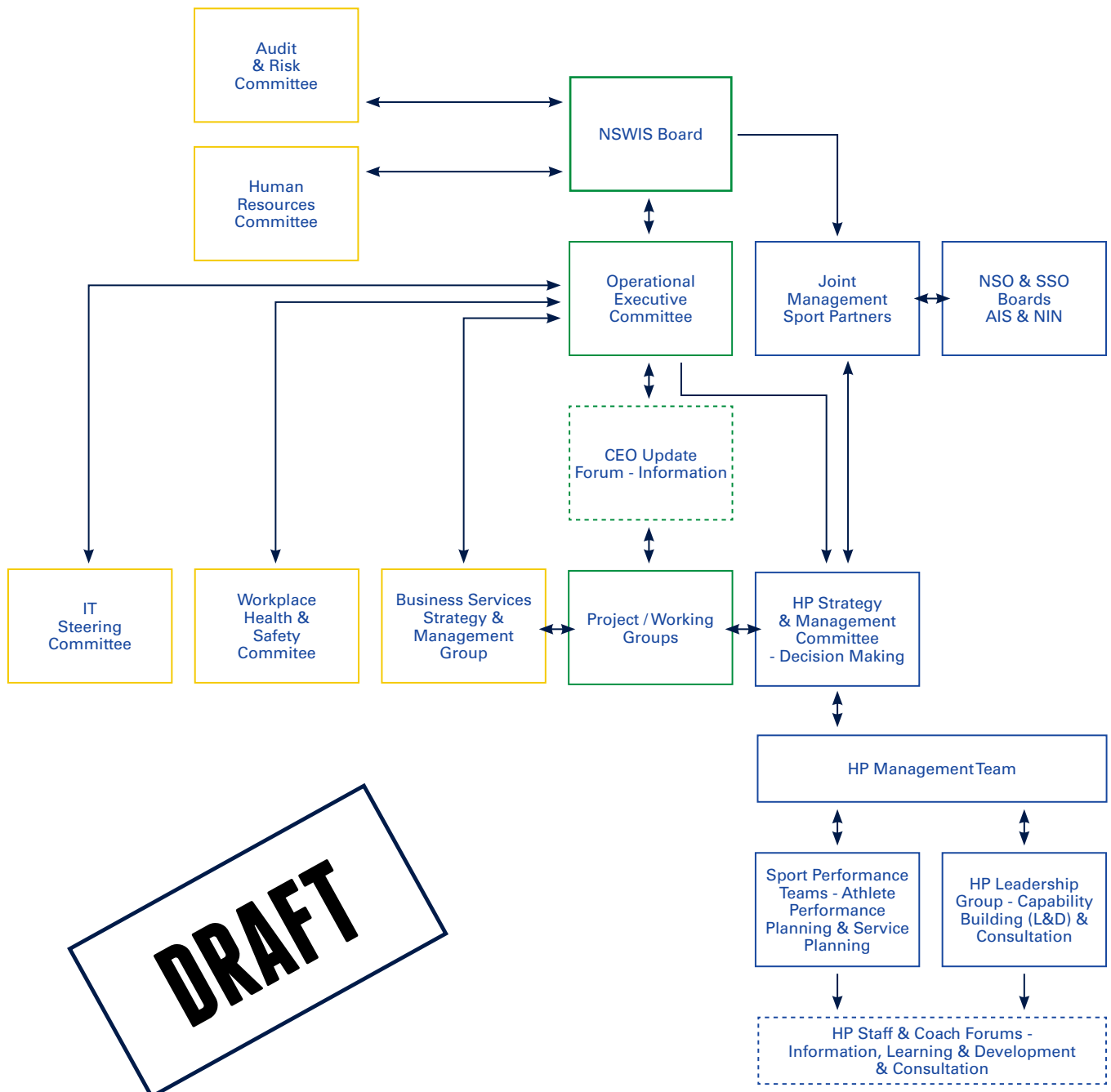
5. Our Innovation – review the effectiveness of:

- Innovation linked to NSWIS sport performance gains

15. ORGANISATIONAL — HIGH PERFORMANCE MANAGEMENT TEAM

The NSWIS High Performance Management Team operate from a collective leadership platform, and while we are performance centred, outcome focused and results driven, we take time to leverage strengths while empowering and recognising the contribution of others, internally and externally. We value partnerships and relationships and encourage collaboration through project work to achieve performance outcomes.

16. NSWIS ORGANISATIONAL RELATIONSHIPS CHART



17. ADDENDUM 1: AIS WINNING EDGE INVESTMENT PRINCIPLES

1. The Australian Sports Commission's (ASC) investment objective is podium-level results for Australians in international sporting competitions consistent with the targets set out in Australia's Winning Edge. Investment will be directly linked to a sport's ability to provide evidence of how it will contribute to the targets in Australia's Winning Edge.
2. ASC investment is dependent on sports, athletes, coaches and support personnel demonstrating the highest possible standards of integrity in sport, including anti-doping, that will enhance the reputation of Australia internationally and provide a positive example to all Australians.
3. Sport must operate with high-quality governance, administrative and financial practices that will give the ASC confidence that public funds will be spent effectively. The ASC expects sports to operate with the best practices, taking account of an individual sport's particular circumstances.
4. The ASC will only invest in sports that have best-practice high performance plans in place with clearly agreed key performance indicators across a range of areas. Once agreed, sports will be accountable for achieving progress against milestones.
5. Sports must co-invest in high performance and will be expected to grow their share of investments over time from other revenue sources such as commercial, philanthropic and sponsorship opportunities. The ASC will work closely with NSOs to assist in achieving progress.
6. In making investment decisions, the ASC will consider the totality of a sport's funding position, including broadcast revenues and the efficiency with which funds are being spent.
7. In making investment decisions for NSO high performance plans, the ASC will consider a sport's international competitive environment, including differences in competition opportunities, medals available, the differing needs of teams and individual athletes, depth of fields, and athlete pathways.
8. ASC investment seeks to achieve sustained success aligned to Australia's Winning Edge targets. The ASC will invest over the long term where a sport can demonstrate a strong talent pipeline and a support structure to help athletes realise their potential.

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18. ADDENDUM 2: SIS/SAS INVESTMENT PRINCIPLES

The state and territory governments, as well as the federal government, also invest significantly in high performance sport through their respective institutes and academies of sport.

In addition to the Winning Edge investment principles, National Institute Network (NIN) members will also consider the following principles when determining their support for an NSO's high performance plan.

1. The NSO has a high performance plan that clearly articulates the unique roles and functions of the respective NIN member.
2. The NSO has clearly identified the program and athlete targets for the NIN member investment/program and how these will contribute to their overall Winning Edge targets.
3. The state associations (if applicable) have been consulted and have endorsed the NSO's high performance plan as it relates to their state.
4. In circumstances where it is not warranted for an NIN member to host or provide support to an NSO sport program, individual athletes that are categorised as Podium or Podium Potential are automatically considered for individual athlete support from their respective SIS/SAS. Any support offered will be in accordance with the individual performance plans as approved by each respective NSO, any support provided by the AIS and the resources available from the respective SIS/SAS.

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