



GymSports
NEW ZEALAND

World Performance Strategy

2010 - 2020

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Background

GymSports NZ established a High Performance Advisory Group in 2007, to provide strategic advice to GymSports NZ on high performance specifically in relation to:

1. Setting high performance objectives.
2. Establishing a high performance pathway.
3. Developing a pathway to annual pinnacle event.
4. Creating appropriate High Performance policies.

The scope of GymSports NZ's high performance programme includes aspects of strategic planning, management and delivery aimed at High Performance athlete achievement at the international level. Specifically, this includes:

- The targeting of available resources towards those disciplines capable of achieving Top 16 performances at the Olympic Games and in Olympic Games disciplines at World Championships; and
- Working closely with our various performance partners in building significant efforts in detecting and identifying talent and development towards the achievement our high performance objectives now, and in the future.

Need for Change

The High Performance sport environment in NZ has changed significantly within the last 10 years with SPARC releasing its High Performance Strategy targeting "New Zealand athletes and teams winning in events that matter to New Zealand". SPARC's High Performance funding is results based and GymSports has had very few positive international results in the last 10 years. Furthermore the New Zealand Olympic Committee has established strict selection policies to ensure the athletes selected to represent NZ at Commonwealth and Olympic Games do so with distinction.

At this point in time no GymSports NZ Olympic discipline, athlete or coach is at a High Performance standard where SPARC would invest its High Performance resources. Until such time that New Zealand Gymnasts produce international results, securing High Performance funding from SPARC will be challenging. It is against this background that this Strategy has been revisited.

Goals

1. A visible High Performance culture in GymSports
2. A National club based High Performance system for athletes, coaches and officials
3. Pinnacle event representation and achievement:
 - MAG/WAG/TRA/RG – medals at Olympic Games and World Championships
 - AER – medals at World Championships

Guiding Principles

Striving for Excellence

Winning at the Olympic level is the highest honour for our athletes. New Zealand representatives embody excellence in commitment, conduct, discipline, and performance results. Recognition for our High Performance athletes, coaches and club programs will attract respect and develop a sense of pride in being part of the High Performance program.

Performance Focused

The system will focus its time, energy, and resources on “results capable” athletes in order to assist them to reach their potential and move through the High Performance pathway. GymSports NZ will aim to support athletes towards open level achievement, with or without junior/age group success.

Transparent

Accurate, relevant performance data and administration of selection policy will determine who is eligible to receive support and represent NZ at international Performance competitions.

Club Focus

All actions, decisions and investments will be aligned to achieving GymSports NZ's High Performance Goals as set out in this Strategy. High Performance clubs are the cornerstone of High Performance and Performance athletes.

Event focus

Performance on individual disciplines, all around or team events will be viewed equally in terms of meeting High Performance results criteria.

Consistency

Ensure athletes, coaches, technical members and club programs are goaled, measured and supported with consistency toward achievement of our overall objectives and guiding principles.

Ethics

GymSports NZ is committed to a drug and doping free sport that promotes sportsmanship and fair play at all levels, across all disciplines.

Objectivity

All assessment and measures are undertaken objectively and transparently with conflicts openly identified so that objective and realistic assessment prevails.

Definitions

High Performance

High Performance refers to the epitome of sporting achievement. For GymSports NZ this is defined as:

- TIER 1a: Athletes who can achieve a pinnacle event medal within *this* Olympic Cycle.
- TIER 1b: Athletes who can achieve a top 16 finish at the pinnacle event within *this* Olympic Cycle.
- TIER 2a: Athletes who can achieve a pinnacle event medal in *the next* Olympic Cycle.
- TIER 2b: Athletes who can achieve a top 16 finish at the pinnacle event in *the next* Olympic Cycle.

Each calendar year will include one pinnacle event this will be the Olympic Games or relevant World Championships. Other international events such as Commonwealth Games, Pacific Rim (Senior) and the World Cup series will serve as important build-up events towards the Pinnacle.

High Performance is not a 'right' of any code, sport, individual club, coach or athlete nor does it refer to 'tours' (in age or levels), either by New Zealand teams or individual clubs. ***High Performance exists at the open international level only.***

Talent Development

Talent development is a step on the pathway towards High Performance. GymSports NZ defines this to be:

- Tier 3: Athletes who can achieve a podium finish at the Commonwealth Games and/or relevant World Cup.

Emerging Talent

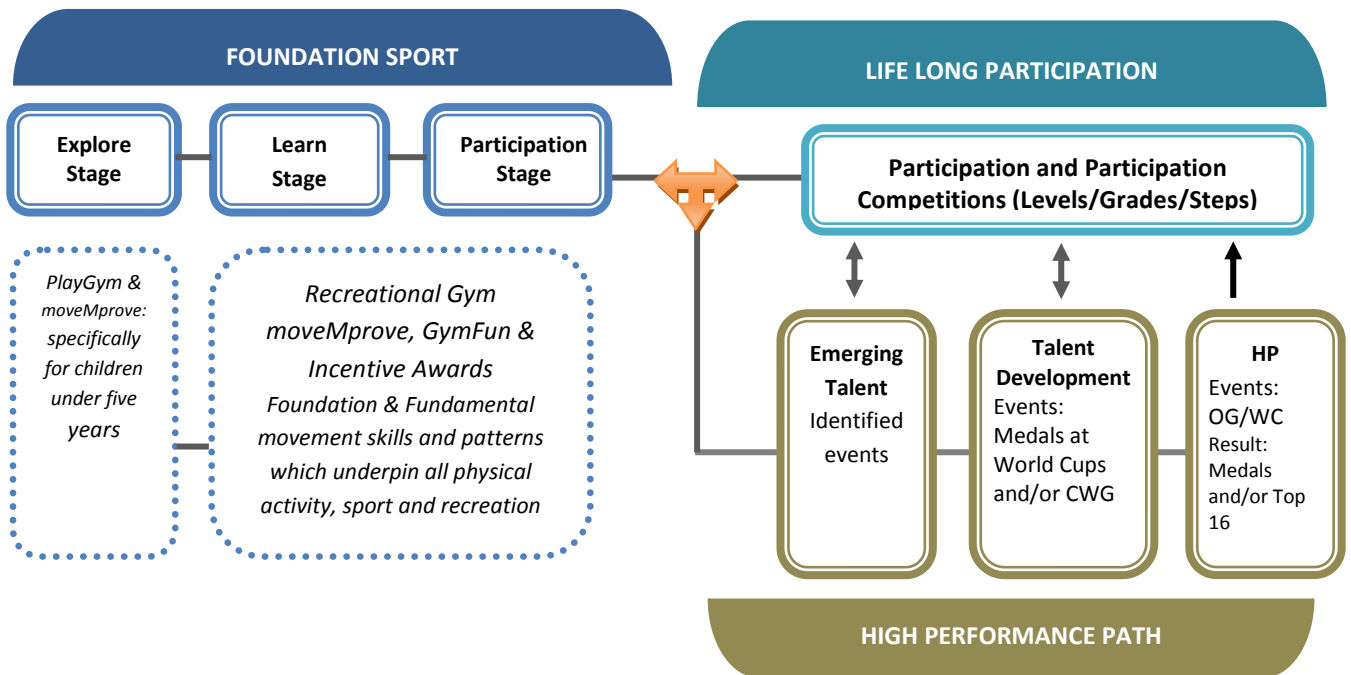
Emerging Talent is defined as a phase for athletes who have demonstrated potential to achieve High Performance results. Results from domestic events including National Championships and specified international events (named by the High Performance Advisory Group) will be used to identify Emerging Talent athletes. Athletes will continue in this phase provided they continue to progress towards the achievement of Talent Development and High Performance targets.

It is important to note that GymSports NZ is taking a planned approach towards success. Athletes in all phases of the High Performance pathway will be required to select one pinnacle event per calendar year at which their achievement will be measured.

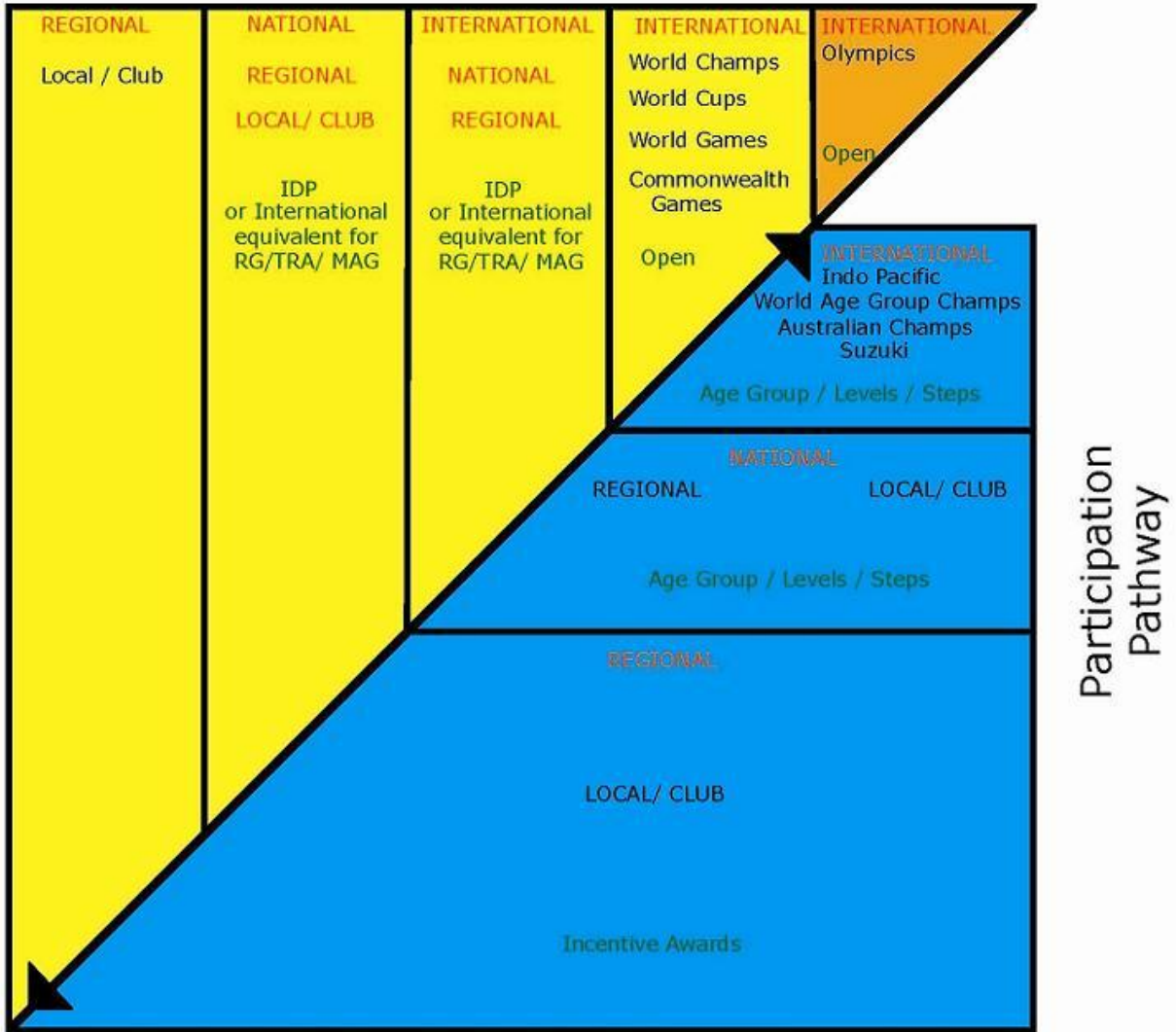
Context – the GymSports NZ Delivery Pathway

GymSports NZ is committed to developing and communicating clear pathways towards High Performance achievement. Below is an overview of the GymSports NZ membership pathway. This path begins with our foundation sport programmes (from pre-school) and continues through to participation, competitive and High Performance programmes.

Diagram 1 GymSports Delivery Pathway



Performance Pathway



Olympic Cycles

GymSports NZ World Performance Strategy will be based on cycles of eight years linked to the Olympic Games. Emerging Talent athletes will be recognised up to nine years before their career pinnacle. Progression through the pathway occurs over two Olympic cycles, building international experience in competitions throughout the pathway.

CYCLE 1	2011	2012 OG	2013	2014	2015	2016 OG								
CYCLE 2		2012 OG	2013	2014	2015	2016 OG	2017	2018	2019	2020 OG				
CYCLE 3						2016 OG	2017	2018	2019	2020 OG	2021	2022	2023	2024 OG

Roles & Responsibilities

SPARC’s High Performance Strategy states that the role of the National Sport Organisation is:

- Responsibility for developing and implementing strategic High Performance plans and major event plans; identifying and developing talented athletes and coaches; recruiting, inducting, developing and retaining world class High Performance personnel.
- Accountability for the results of athletes and teams supported by the High Performance system.

Clearly defined roles and responsibilities will ensure that all organisations that contribute to the High Performance system can work collaboratively without unnecessary duplication of time, energy or resource. Within GymSports the primary roles and responsibilities are:

GymSports NZ National Office

- Ensure GymSports NZ meets FIG and NZOC requirements which allow NZ athletes to compete internationally;
- International competition administration for High Performance athletes;
- Facilitate High Performance training camps for pinnacle events;
- Organise and coordinate sport governance consultation;

- Develop, implement and administer regulations and policies;
- Club accreditation criteria for developing and delivering High Performance programmes;
- Maintain international standards regarding anti-doping rules and oversee the implementation of required procedures;
- Inform Sport Development Committees on High Performance ;
- Maintain database of international event results;
- Liaise directly with High Performance coaches on annual plans and GymSports NZ policies.

High Performance Advisory Group

- Ensure the principles and intent of the High Performance Strategy are maintained across all codes;
- Provide strategic advice to GymSports NZ on achieving High Performance Goals;
- Provide advice for creating High Performance systems in clubs;
- Research, consult and recommend High Performance policies;

Selectors

- Follow the procedures set out in the Selection Regulations.
- Recommend athletes for major international events to the GymSports NZ board.
- Respect the confidentiality of the selection process.
- Be positive advocates for GymSports NZ and all of its activities.
- Support and promote the selection criteria and processes for selection as set out in the Selection Regulation and Selection policies.

Sports Development Committees

- Consult with the respective code communities;
- Provide leadership on building the capability of coaches and judges throughout NZ;
- Identify and select participation tours and competition programmes for participation competition stage;

- Select participation athletes for tours;
- Select officials for international representation on all tours and events including those in the High Performance pathway;

High Performance and Performance Member Clubs

- Delivery of High Performance programmes.
- Support athletes, coaches and officials aiming to achieve High Performance international standards in which ever way they can.
- Create and maintain a High Performance culture.
- Adhere to GymSports NZ accreditation criteria.

Coaches

- Develop High Performance athletes to meet international standards;
- Develop Talent Detection athletes to meet the High Performance standards set by GymSports NZ;
- Develop athlete plans for High Performance athletes.
- Liaise with GSNZ on all High Performance matters.

Goals

1. A visible High Performance culture in GymSports
2. A National club based High Performance system for athletes, coaches and officials
3. Pinnacle event representation and achievement:
 - WAG/MAG/TRA/RG – medals at Olympic Games and World Championships
 - AER – medals at World Championships

Measures

GSNZ has identified three results based long term measures for this High Performance Strategy:

1. Demonstrated achievement against annual High Performance goals
2. In 2012 at least one athlete competing in the London Olympics
3. An Olympic top 16 finish/final in 2020

In addition to this, GSNZ has identified other strategic measures:

1. Talent Development phase athletes identified (2011)
2. High Performance clubs identified (2011)
3. Build High Performance campaign funding pool (Begin 2011)
4. Emerging Talent eight year plan in place (2012)
5. International event performance standards have improved (2012)
6. Emerging Talent athletes identified (2013)
7. High Performance Stage athletes identified (2014)

Strategies (Tactics)

1. Setting High Performance Standards

Establish and implement national High Performance standards/ criteria

2. High Performance Pathway

Establish and maintain a club based High Performance system for athletes and coaches

3. Coach Support

Identify and develop High Performance coaches

Identify and manage High Performance administration

Provide continuous up-skilling opportunities for High Performance coaches

Strategy 1 –Setting High Performance Standards

Establish and implement national High Performance standards/ criteria

Introduction:

Clear standards, based on current international performance and qualification standards will be established. Athletes and coaches whose athletes meet these standards will be eligible to receive High Performance support from GymSports NZ subject to High Performance policies.

Actions:

- Research and review the current World Championships Qualification criteria against current New Zealand athlete performance
- Monitor and review performance standards at World Championships
- Establish performance criteria for World Championships, World Cups & Commonwealth Games.
- Establish GymSports NZ High Performance tier system.
- Develop and establish selection policies one year out from World Championships
- Introduce pathway tracking systems, plans and reviews by both athletes and coaches.
- Identify and review High Performance clubs.

Criteria:

Criteria will be set by the High Performance Advisory Group. This process will be reviewed annually and compared with international results.

KPIs:

- Selection policies set for each code.
- GSNZ High Performance Talent Development and Emerging Talent athletes identified.
- Improving results at identified international competitions.
- Develop eight year Olympic cycle plans to build up to Olympic Games and World Championships performance.
- Athlete & coach plans and pathways reported on and achieved annually.
- High Performance and Talent Development clubs recognised.

Strategy 2 – Talented Athlete Pathway

Establish and maintain a club based High Performance system for athletes

Introduction:

The High Performance Pathway consists of three tiers – Emerging Talent, Talent Development and High Performance. All phases are preceded by a selection process. The overview of the pathway is outlined on the following page.

Emerging Talent

The purpose of this phase is to identify and provide preliminary talent identification of potential future High Performance athletes. Clubs will be the driving force behind the emerging talent. GymSports NZ will develop criteria for accrediting clubs as developers of emerging talent. The criteria will include factors such as coaching philosophy and qualifications, facility requirements, equipment and the club's ability to support early athlete development with a long-term view towards High Performance. It is important to note that this will mean philosophical as well as 'technical' alignment with GymSports NZ. The criteria will also include the need for Club based education of athletes, parents, athlete schools and coaches.

Talent Development

This tier is designed as a stepping stone for athletes towards the High Performance Tier. Athletes at this stage will build valuable international experience and will be at a level to win medals at Commonwealth Games and/or World Cups.

The Talent Development Tier will involve:

- Qualification and selection standards as defined previously in this document.
- Athletes, coaches, parents and clubs will be asked to make the necessary commitments to support, training and availability for camps, tours and competition events necessary to achieve consistent performance standards.
- Athletes will move into and out of the Talent Development tier based on meeting and maintaining required standards

GSNZ will provide:

- International competition coordination, organisation and administration;
- International uniforms;
- Athlete performance based retrospective funding;
- Athlete Agreements;
- External communications (PR) on athletes;
- Coach travel contribution (according to current Funding policy);
- Judge travel contribution (according to current Funding policy).

High Performance

The High Performance tier is designed to identify and support athletes who can produce quality results at the Olympic Games. This is the pinnacle of achievement in the sport and will be exclusively for athletes with the potential to qualify for the Olympics (World top 16).

This High Performance tier will involve:

- Selection on an individual basis. Athletes will be identified by the HPAG based on their proven ability to achieve High Performance results;
- Athletes, coaches , parents and clubs will be asked to make the necessary commitments to support, training and availability for camps, tours and competition events necessary to achieve consistent performance standards;
- Athletes will move into and out of High Performance and Talent Development phases based on meeting and maintaining required standards.

GSNZ will provide:

- Competition coordination, organisation and administration;
- Priority funding for tours and competitions for athletes and coaches;
- International uniforms; development and advocacy support for all athletes;
- Assistance with international placements and access to relevant competition circuits (code specific);

- Contact with the New Zealand Academy of Sport for Sport Support Services advice in the sport sciences, medical and Athlete Life areas;
- Athlete agreements;
- External communications (PR) on athletes;
- Judge travel contribution (according to current Funding policy).

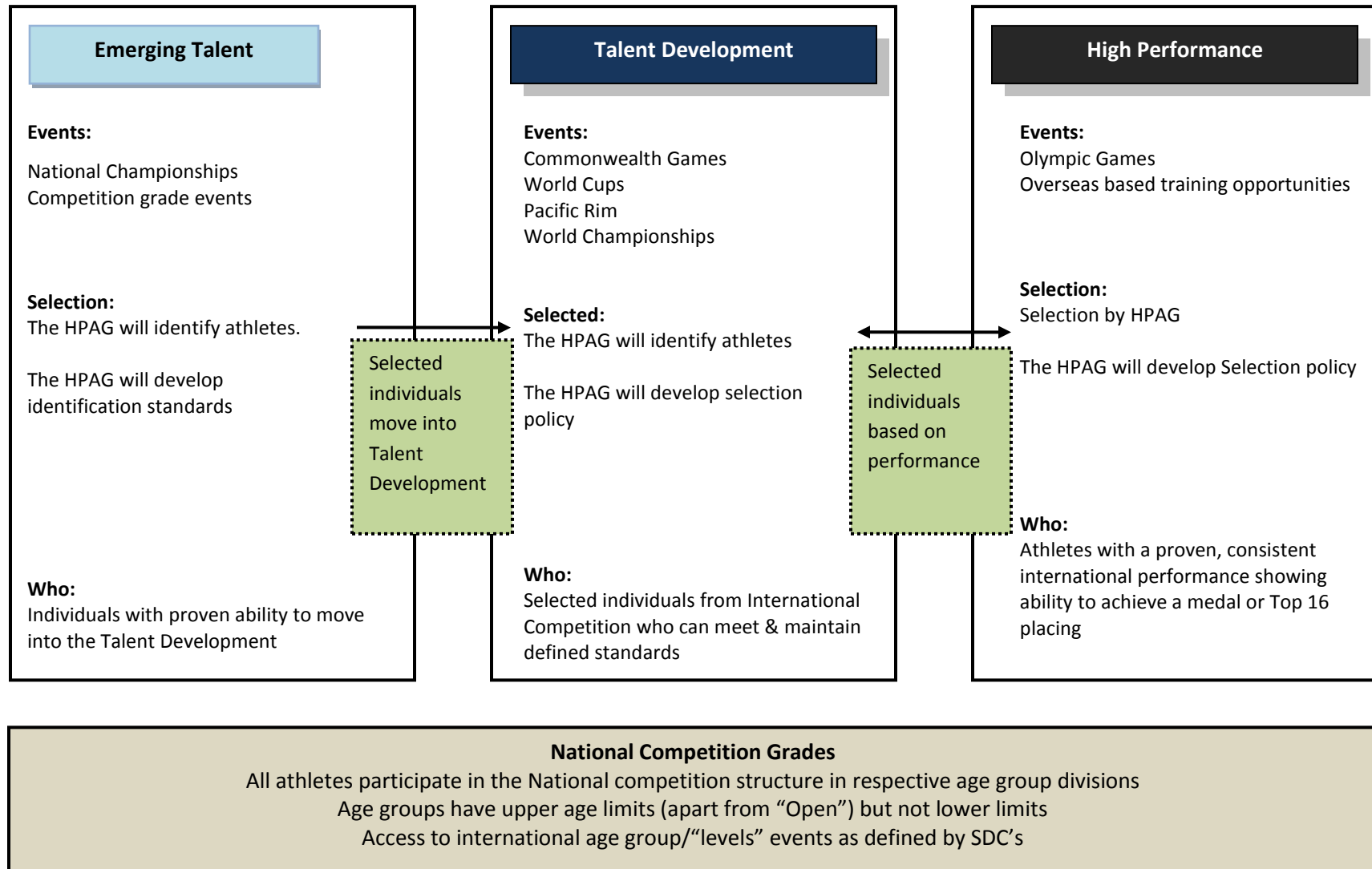
Actions:

- Develop a process for identifying High Performance athletes
- Develop and administer selection policy and process for athlete selection
- Develop and monitor a resourcing plan for High Performance athletes
- Develop criteria for club based Centres of Excellence
- Provide advocacy and representation for High Performance investment from SPARC
- Negotiate with NZAS on provision of support services for GymSports NZ athletes
- Develop and action athlete PR Plan.

Key Performance Indicators:

- Criteria is developed for all codes for all phases of the pathway
- Athlete, Coach, parent, school/university and club commitments acknowledged and signed
- Athlete and Coach Plans reviewed with GymSports NZ.
- Competition and training programmes agreed with athletes and coaches
- Club based Centres of Excellence established.

Diagram 2. National High Performance Pathway



Strategy 3 –Coach Support

- *Identify and develop High Performance coaches*

Introduction:

The long term success and sustainability of the GymSports NZ World Performance Strategy requires coaches with the skills and experience to develop High Performance athletes, and appropriate administrative support. GymSports NZ will recognise the coaches of High Performance and Talent Development athletes as High Performance coaches and these coaches will become part of the GymSports NZ High Performance “team”.

GSNZ will also recognise the coaches of Emerging Talent athletes as Elite Youth coaches and these coaches will become part of the GSNZ Elite Youth “team”.

Actions:

- Establish specific development opportunities.
- Investigate FIG and IOC programmes for coach development.
- Develop a process for supporting High Performance and Elite Youth coaches.
- Deliver learning opportunities for High Performance and Elite Youth coaches to support the achievement of their High Performance plan.
- Determine the High Performance management requirements and structure for GymSports NZ.
- Determine Coach personal development plans

KPIs:

- Establish resource to support High Performance and Elite Youth coach development
- Establish criteria for assessing, monitoring and developing High Performance and Elite Youth coaches
- Coaches attend training and work together for pinnacle events.