



# High Performance Program Strategic Plan 2022-2032







## Purpose

**To support our Australian athletes to become the world's best paddlers and people.**



## Vision

**A united High Performance Program striving for excellence as one team.**



**PARIS MISSION –  
TRANSFORM**



**LA MISSION –  
STABILISE & ELEVATE**



**BRISBANE MISSION –  
SUSTAIN**







## Culture

Paddle Australia's HP Program Culture is one where we empower each other by **COACHING**, **CHALLENGING** and **CREATING** together. It is done with a **LEADER-LEADER** approach with high levels of support and safety.

You see athletes and coaches leading, and everyone as a staff group showing up operating as an integrated performance team.

The values and behaviours we will hold each other accountable for are:

- **Collaboration** – we seek to understand, we are supportive of each other, we ask for help and we play team.
- **Transparency** – we show up and are open, honest, and authentic.
- **Inclusiveness** – we are selfless, kind, and respect both diversity and the many different perspectives within our group and our paddling community.
- **Excellence** – we have a growth mindset (continuous learning) as we strive for success, we are accountable, professional, courageous (nothing is un-discussable), and we never forget sport is a privilege.





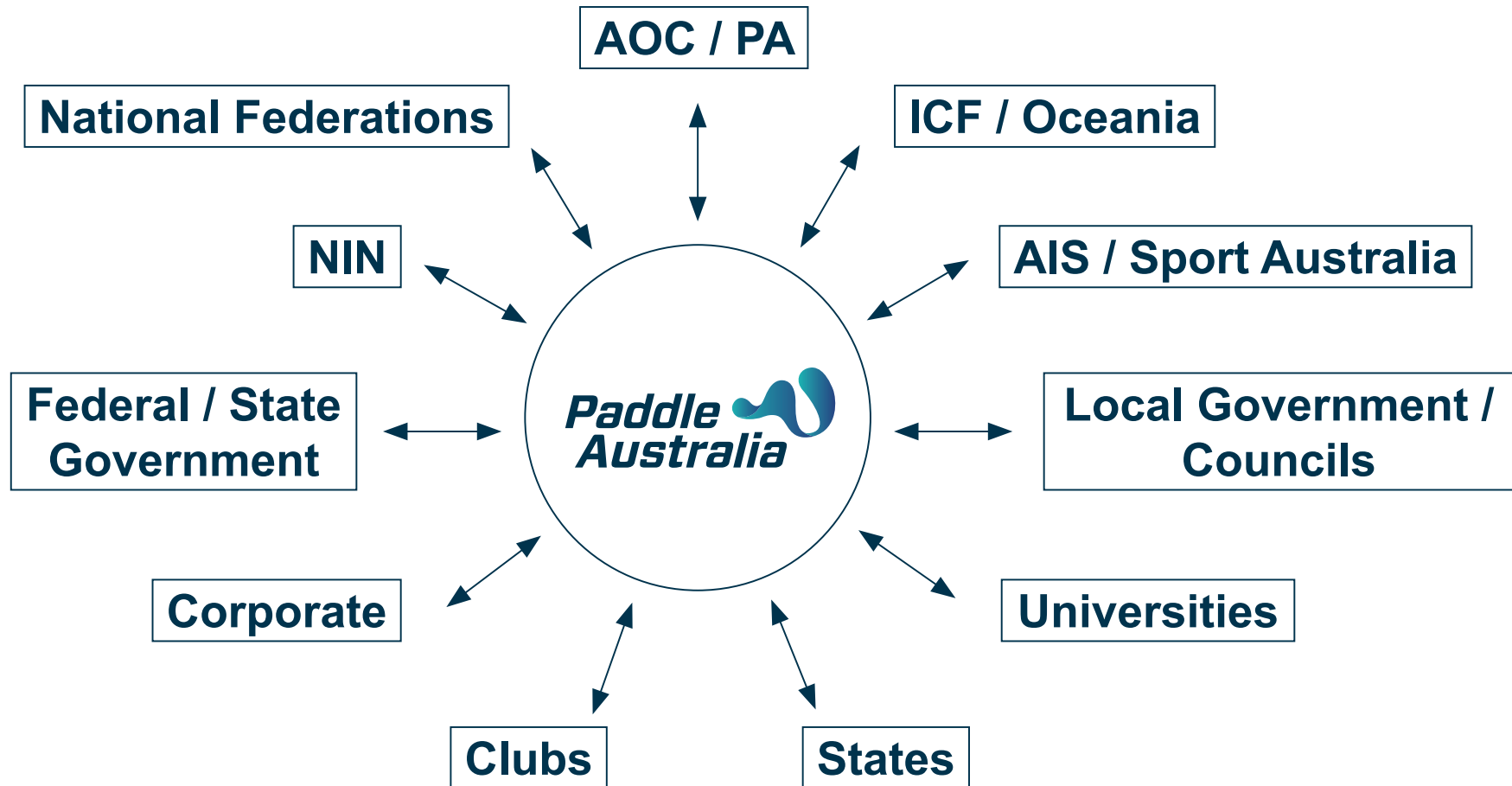
## Positioning

Building and enhancing our HP Program with the needs of our sport and our athletes both on and off the water (who they are as people) at the front of mind, each discipline is supported in world class environments in coaching, performance science, strength & conditioning, medical, wellbeing, psychology, nutrition and sport administration to deliver world class performers on the international stage.

We centre and focus our Canoe Slalom Program around access and availability to white water facilities (Penrith and Europe) with a National Centre of Excellence training base to maximise performance.

We centre and focus our Para Program specifically around individual athlete needs in the DTE with a nationally led co-ordinated approach.

We centre and focus our Sprint Kayak Program around a National Centre of Excellence model (Gold Coast and Europe) creating a competitive DTE that supports both individual and team boat development.



## Strategies

- 1. Prioritise the delivery of quality performance driven and athlete focused performance environments**  
*High performance coaching prioritised with quality performance support practices and managed accountabilities.*
- 2. Provision of quality technical and system leadership**  
*Best practice leadership anchored by two National Centre of Excellence models (Sprint and Slalom) that leads, delivers and promotes collaborative behaviours.*
- 3. Improve the talent pipeline (athletes, coaches and performance staff)**  
*Clearly defined, targeted and fit for purpose talent identification, transfer and development strategies that improves our performance.*
- 4. Encourage performance behaviours with prioritised resources targeted towards achieving success at the Olympic/Paralympic Games**  
*Clear roles and responsibilities of system partners, engaging in purposeful collaboration, with prioritised resources towards programs/athletes/crews with the greatest probability of success.*
- 5. Promote innovation and learning in all that we do**  
*Learning, adapting, bringing new ideas and challenging the 'current state' is welcomed and prioritised.*

## Sprint Program Strategies

- 1. Adopt a National Centre of Excellence Model*
- 2. Provision of Greater Technical Leadership*
- 3. Improve the Talent Pipeline*
- 4. Improve National System Culture/Behaviours*
- 5. Develop a purpose-built competition strategy*

## Slalom Program Strategies

- 1. Improve access to Whitewater Facilities*
- 2. Enhance performance driven DTE*
- 3. Improve the Talent Pipeline*
- 4. Enhance Coach Development / Retention*

## Paracanoe Program Strategies

- 1. Enhanced performance based DTE and culture*
- 2. Improve the Talent Pipeline*

## Performance

- Olympic Medal Targets (3-4 medals in Paris 2024)
- Paralympic Medal Targets (2-3 medals in Paris 2024)
- Increased number of athletes achieving required international performance standards
- Team Australia and High Performance Program Team performance culture is >80% satisfaction annually (including results of AIS Wellbeing Health Check: Safeguarding Sport)

## Sustainability

- Increase athlete talent pool across all priority disciplines (# athletes involved in pathways activity) – quantity measure
- Improved retention of categorised athletes from junior to senior levels – quality measure
- Staff development plans in place (focussed on learning and development)
- Staff retention and succession planning measure
- National Performance Director, Senior Leadership Team (Sport and System) and Technical Leadership > 80% satisfaction
- Stakeholder management (including role clarity) and system partner satisfaction >80% - inclusion of consistent deliverables across the SIS/SAS
- National operations, logistics and planning practices satisfaction >80%
- Quality program, squad and individual (staff and athletes) review processes implemented annually.

## Inspiration

- Increase in number of community engagement activities participated in by athletes/staff by 10% annually
- Increase in profiling and focused story telling of HP Program and it's people (includes coaches, staff and athletes), with stories linked to character, culture, leadership and community engagement.
- A clear definition of “winning well” that is understood by our community.



**Athlete**

**Performance Support**

**Coaching**

**Leadership & Culture**

**Camps & Competitions**

**Research, Innovation & Equipment**

**Pathways**

# HP Program Strategic Shifts

From Tokyo Cycle	→	To Paris
NPD – Line managing all HP Program reports	→	NPD – 5 reports (leader–leader philosophy, role clarity & responsibility)
Ad hoc professional development	→	Succession Plan – ready now, 2yrs, 4yrs
Non-tech leadership	→	Embedded Technical leadership through employed and FFS project staff
Silos – operating by discipline	→	Balance of one team vs individual points of difference
Winning	→	Winning Well (training, competing and living well)
Medal focus	→	Medal repeatability AND development of next disciplines
Disconnected national network	→	Skin in the game stakeholders and meaningful partnerships
Short term strategy	→	Brisbane 2032 Legacy
Diluted brand profile	→	Inspiring story telling
Ad hoc pathway approach	→	WITTW informed athlete identification and development



# Thanks to our Partners

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