



Skate Australia High Performance System Review

.....realising the potential



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Project overview and scope



WHAT WILL SUCCESS LOOK LIKE?

Nationally-led fit for purpose high performance [HP] system enabling sustainable success and winning well when it matters the most

CONTEXT

- Global skate HP ecosystem has evolved significantly since the inception of park and street disciplines in the Tokyo 2020 Olympic Games
- Skate HP athletes, leaders, coaches and performance support staff are now operating in a dynamic and maturing HP environment
- Skate Australia has enhanced its organizational governance and leadership capability and capacity
- Initial 'start up' HP strategy, structure and staffing has delivered some podium success over Paris 2024 cycle and quality pipeline of high-potential athletes are well placed towards LA 2028 and Brisbane 2032

STATEMENT OF REQUIREMENT

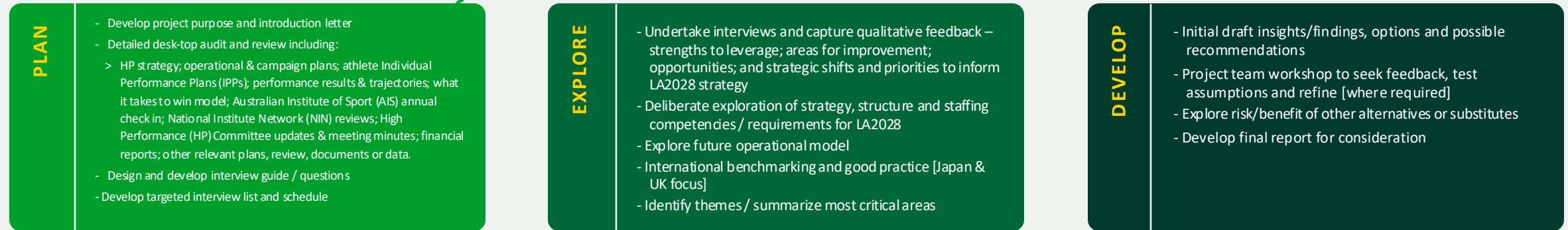
- Independent HP system review includes qualitative feedback from internal and external stakeholders and international benchmarking:
- Establish situational analysis, context and 'current state'
- Map progress and performance against targets and strategic priorities
- Forecast the future HP operating environment including possible new Olympic skate disciplines and international good practice
- Identify strengths, areas for improvement, opportunities & options for resource prioritization
- Recommend strategic shifts & critical actions to increase probability of future sustainable success

In the interests of continuous improvement and aligned with good practice, it is timely to undertake an independent review of Skate Australia's HP system to ensure current strength are leveraged and areas for improvement are internationally addressed within the new Skate Australia LA2028+ HP strategy.

Methodology, timelines and deliverables



METHODOLOGY



TIMELINE

PHASE 1	PHASE 2	PHASE 3	PHASE 4
<p>Non-Olympic team engagement and consultations: <i>Break during Paris2024 Olympic games</i></p> <p>24 June to 25 July [5 weeks] 26 July to 11 August</p>	<p>Olympic team engagement and consultation; and draft findings / recommendations</p> <p>12 August to 30 August [3 weeks]</p>	<p>Project team workshop [and possibly HP Committee presentation]</p> <p>1 September to 6 September [1 week]</p>	<p>Final report submitted to Skate Australia Executive & Board</p> <p>13 September [1 week]</p>

DELIVERABLES

- Project introduction and overview letter to key internal / external stakeholders
- Development of interview guide and questions / points of discussion
- Up to 30 1:1 or small group consultations
- Development of draft presentation pack for initial review and feedback – sense-making and testing assumptions
- Lead / facilitate Project Team in-person 1 day workshop
- Development of final master presentation pack / report for exclusive confidential use of Skate Australia
- Development of Executive Summary [short version] report and cover letter for communication and distribution to key internal / external stakeholders

DESKTOP REVIEW

- Skate Australian Strategic Plan 2023-28
- Skate Australia LA2028 Integrated Strategy draft submission
- What it takes to win - Criteria for Success (Non-Technical)
- What it takes to win models (Technical Discipline specific) - Women Park; Men Park; Women Street; Men Street; Women Vert; Men Vert
- Paris Olympic Nominations – Timelines and Criteria
- Athlete Categorisation Criteria
- AIS Tokyo Olympic Games Team Debrief Report (2021)
- AIS / Skate Australia Wellbeing Health Check - Report and Action Plan 2021
- Individual Performance Plan template and athlete examples

MEETINGS & WORKSHOPS

PROJECT TEAM MEETINGS

23 April, 16 May & 26 June 2024

STAKEHOLDER WORKSHOP

6 September 2024

BRIEFINGS

Skate Australia HPM: mid Sept 2024 & Skate Australia Chair: mid Sept 2024

SUMMARY

- Desk top review and analysis
- Qualitative feedback: 36 people, 30 separate interviews & 2 written submissions [55+ hours]
- 3 project team meetings
- Stakeholder workshop
- Initial hypothesis & testing assumptions
- Draft findings & recommendations
- Refinement and final report

INTERVIEWS / CONSULTATIONS (IN-PERSON & ONLINE):

Skate Australia Board & HP Committee	x5	High Performance Athletes and/or parents	x11
Skate Australia Executive Staff	x2	Private / Parent Coaches	x3
Skate Australia High Performance Staff	x4	Australian Institute of Sport	x2
Skate Australia High Performance & Pathway Coaches	x4	National Institute Network	x4
High Performance Coaching Consultant	x1	Total	= 36

PARIS 2024 OLYMPIC GAMES RESULTS SUMMARY



SKATEBOARDING PERFORMANCE - MEN

ATHLETE	EVENT	QUALIFICATION		FINAL	
		SCORE	RANK	SCORE	RANK
Keegan Palmer	Park	93.78	1Q	93.11	1
Kieran Wooley		80.04	16	Did not progress	
Keefer Wilson		90.10	5Q	58.36	8
Shane O'Neill	Street	107.50	15	Did not progress	

SKATEBOARDING PERFORMANCE - WOMEN

ATHLETE	EVENT	QUALIFICATION		FINAL	
		SCORE	RANK	SCORE	RANK
Arisa Trew	Park	82.95	6Q	93.18	1
Ruby Trew		77.89	11	Did not progress	
Chloe Covell	Street	246.73	4Q	70.33	8
Liv Lovelace		118.10	21	Did not progress	
Haylie Powell		125.30	20	Did not progress	

- **2 Gold** and **2 top 8s** (finals) in Paris 2024; 1 Gold and 2 x 8s in Tokyo 2020
- Australia won **both** Park disciplines in Paris 2024
- Team size - **9** athletes in Paris 2024 and **5** in Tokyo 2020

PARIS 2024 OLYMPIC GAMES RESULTS SUMMARY



SKATEBOARDING MEDALS BY COUNTRY

TEAM/NOCs	G	S	B	
Japan	2	2	0	4
Australia	2	0	0	2
United States of America	0	2	1	3
Brazil	0	0	2	2
Great Britain	0	0	1	1

MEDALS BY SPORT

SPORT	G	S	B	
Swimming	7	9	3	19
Cycling	3	2	3	8
Canoeing	3	1	1	5
Skateboarding	2	0	0	2
Athletics	1	2	4	7
Sailing	1	1	0	2
Tennis	1	0	0	1
Equestrian	0	1	0	1
Surfing	0	1	0	1
Diving	0	1	0	1
Water Polo	0	1	0	1
Boxing	0	0	2	2
Rowing	0	0	1	1
Shooting	0	0	1	1
Basketball	0	0	1	1
Total	18	19	16	53

- Same 5 countries won medals at past 2 Olympic Games
- Australia ranked 2nd at both 2024 & 2020 Olympics
- Japan clear number 1 nation in the world: 5 medals in 2020 and 4 in 2024
- Total of 23 nations participated at Paris 2024 and 25 nations Tokyo 2020
- In Paris 2024, USA and Brazil qualified full teams x12 athletes; Japan x10; Australia x9; and GB x3

- Skateboarding 4th ranked Australian sport in Paris 2024 and was 11th ranked at Tokyo 2020
- Multi-gold status and repeat gold across 2 Olympic cycles

Operating environment and evolution



Urban sports a priority strategy for IOC and likely to continue to grow and expand due to youth market and broadcast demand



Skateboarding **1 of 8 skate disciplines** overseen by Skate Australia



Significant **industry, private sector** and commercial influence and opportunity



New leadership at Skate Australia [CEO and HPM], new HP Committee Chair, new Board Chair + many new HP staff



Scarce resources, **small staff cohort**, and evolving management governance model



No NSO-led national **domestic competition / event series** [but 'sanctioning' arrangement in place for private / not-for-profit providers]



No permanent **home or indoor training facility** – noting QAS/AIS established temporary facility for street in the final months leading into Paris2024 Games

High Performance Context



Start-up HP Skate 'system' - only 3 years in operation



Uncertain, delayed and ever-changing [**World Skate and IOC**] planning, organization and scheduling throughout cycle – competition and Olympic qualification model



Wide geographical **decentralized spread** of athlete Daily Training Environments (DTEs) domestically and internationally across 4 disciplines [noting 2 possible new disciplines – Vert men and women - in LA 2028]



Limited historical data, analysis or profiling to guide, identify or predict future potential – made good base progress in Paris cycle



Blending commercial / lifestyle **pro skating model**, **culture** and commitments with Olympic 'high performance' is in its infancy



High Performance coaches and **coaching** new to the sport



Unprecedented **age profile** with no minimum age limit to compete at the Games – adding complexity, parental influence/engagement, supervision, safeguarding, child protection requirements, etc.



Significantly **underfunded** from AIS relative to performance and other Olympic sports: *investment 'subsidy' program*. No ASC funding.



Cultures and **subcultures** throughout skate

SKATE AUSTRALIA STRATEGIC PLAN

‘A community that rolls together’

2023-2028

‘High Performance’ is one of five strategic priorities:

PATHWAY AND PERFORMANCE

To **build and create awareness of the pathway** offered for those who seek progression. This pathway will offer opportunities for all – from grassroots to representing Australia on the biggest stages

STRATEGY

Australian Skateboarding is internationally renowned for our **Win Well podium performances**. Showcasing our capability to deliver partnerships with the AIS/NIN and Corporate Sector to creatively optimise skaters at the Olympics

2023 ‘ESTABLISHING’

In partnership with the AIS, QAS and other NIN partners, finalise the Australian Skateboarding Team strategy for 2028



2024 ‘GROWTH’

Have a skateboard pathways program that **connects** elite community athletes to the High Performance pathways program

Begin to **share and develop resources** for the sub-elite pathway to educate and support coaches and athletes to create ‘Win Well’ performance environments aligned to the High Performance pathways program

We will achieve this by being

INCLUSIVE

- ✓ Creating a sense of belonging
- ✓ Being welcoming
- ✓ Empowering people through skating
- ✓ Encouraging diversity at all levels
- ✓ Making Skate a place for all

RESPECTFUL

- ✓ Communicating with integrity
- ✓ Striving for fairness in our decision
- ✓ Conducting ourselves openly and transparently

ENGAGING

- ✓ Inspiring people through skate
- ✓ Encourage lifelong connections
- ✓ Promote the fun and joy of skate
- ✓ Celebrate achievements

INNOVATIVE

- ✓ Harness our community through collaboration
- ✓ Work with others to share and educate
- ✓ Embrace change and take opportunities

We will achieve this by building

LEADERSHIP

- ✓ Ensure the sport has the best people, systems and processes in place to advance its aims and create opportunities for our community.

ROLLING

- ✓ Working collaboratively, design and deliver products and services to all skaters that enhances their experience and provides a lifelong connection to skating.

PERFORMANCE & PATHWAYS

- ✓ Build and create awareness of the **pathway** offered for those who seek progression. This **pathway** will offer opportunities for all – from grassroots to representing Australia on the biggest stages.

CAPACITY

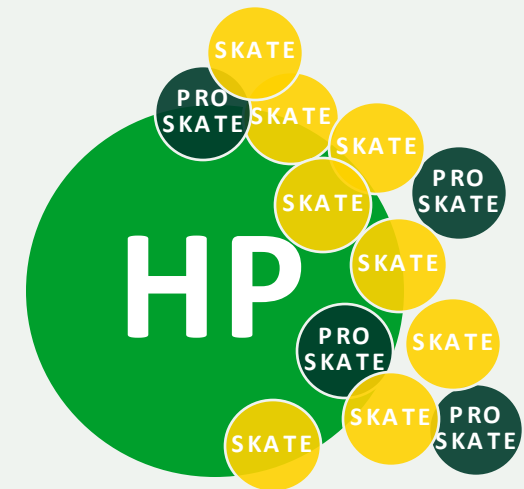
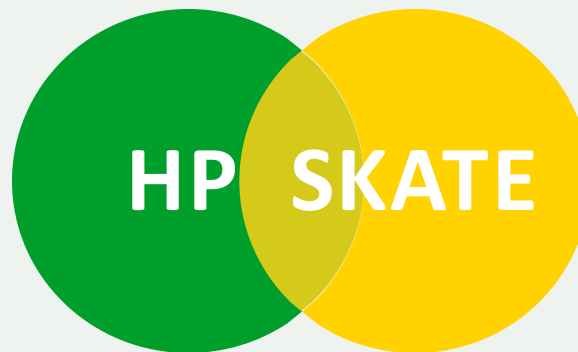
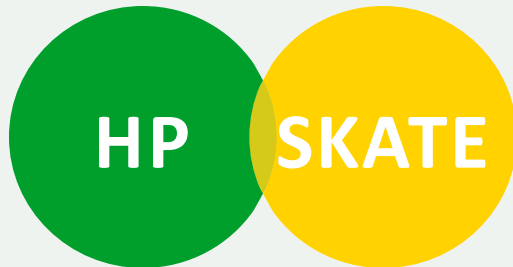
- ✓ Support the growth of Skate Australia through; collaboration with our skate partners, meaningful government investment, development of the brand as a recognized and trusted voice in industry, and sustainable commercial sponsorships with the aim of becoming an effective organisation.

...unclear performance strategy, philosophy or approach to win-well

SYSTEM OPERATING ENVIRONMENT



Skateboarding ecosystem evolution - operates in different worlds for different athletes/campaigns, coaches and staff at different times



PRE
TOKYO
OLYMPICS

Self-directed athletes operating in isolation



Athletes engaging in isolated pockets of technical advice & HP support. Individualised campaign support approach



Some athletes integrating coaching and performance support. Mixed levels of engagement in 'HP Program'



Expanded and diverse engagement. Mixed hybrid model continues with variable leadership span of control

CURRENT STATE: SUMMARISED STRENGTHS



PERFORMANCE

- ✓ Olympic multi-gold medal winning success, and medal results across multiple cycles
- ✓ High quality raw athletic talent pool - genuine LA2028 medal potential in 3 of 4 disciplines including the potential (not confirmed) new Vert discipline

PEOPLE

- ✓ Small group of highly committed, dedicated and passionate HP staff – work ethic a defining feature
- ✓ Administrative flexibility, adaptability and resolve to ‘make it happen’
- ✓ Care for the athletes and wholistic athlete development focus

PARTNERS

- ✓ AIS ‘project’ support adding performance value - in particular, ‘start-up’ pathway investment and athlete development initiatives
- ✓ Significant QAS operational and performance support and notable AIS coaching lead / NSWIS / VIS individual athlete support....but requires greater sport-led approach
- ✓ Improved data and analysis assisting to inform athlete tracking and progression
- ✓ Performance health and physiotherapy support supporting injury prevention and management – good blend of technical expertise with skate specific cultural capability – delivery + self-management education

PROGRAMS:

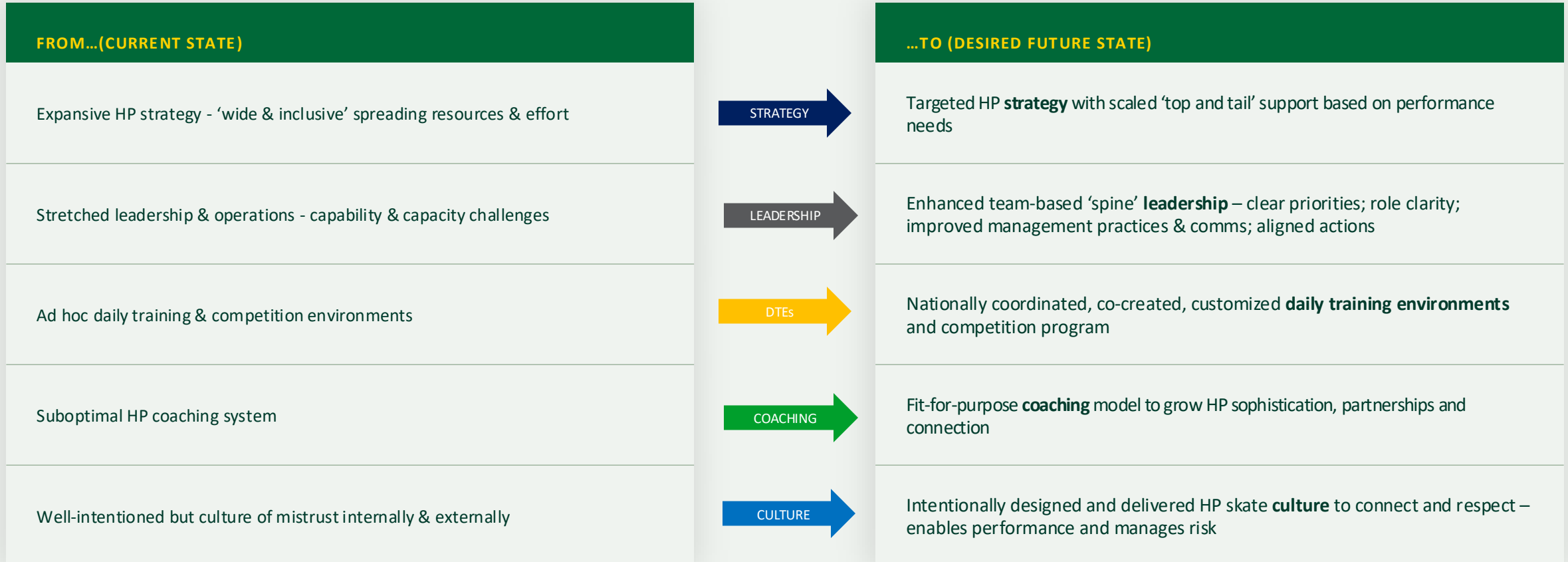
- ✓ Formalized athlete categorization and initial athlete profile framework
- ✓ Athlete profile and evidenced based for the initial ‘what it takes to win’ technical models
- ✓ Start up pathway program with good leadership and focus on coaching and building athlete technical/tactical fundamentals and high performance 101 education

PROFILE:

- ✓ Contemporary lifestyle sport aligned within Australian culture, geography and climate
- ✓ Low entry-cost with multiple access and entry points
- ✓ Culture of self discovery, freedom and community for a demographic not traditionally engaged in organized sport

...evolving
opportunities but true potential the Skateboarding
HP system not fully realized

PROPOSED STRATEGIC SHIFTS



Findings & Recommendations

FINDINGS & RECOMMENDATIONS



STRATEGY LEADERSHIP DTE COACHING CULTURE

Targeted HP strategy with scaled 'top and tail' support based on performance needs

1

FINDINGS:

- Well intentioned expansive, inclusive and 'equal' philosophy – but, too wide, too quick without required resources, capability or capacity to lead at scale, coordinate or impact
- Unclear HP strategy and comms - lacking clarity and co-creation buy-in from key influential stakeholders
 - poorly communicated strategic intent, priorities or aligned actions; no phased or staged approach towards optimal performance
 - Starting with the end in mind....world's best vs personal best; athlete led vs athlete/coach partnership; full quota vs winning well
- Good progress with What it Takes to Win (WITTW) technical model development but uncertain IPP alignment; reactionary planning & decision-making; ineffective action learning system [plan, do, review]
- Generalised support lacks intensive case management required for podium athlete performance needs
- Increased investment and valued partner support. Transparency and consistency of funding model, principles and approach requires work
- Positive embedded and prioritized AW&E support but enhanced parental education / engagement essential to maximize impact



RECOMMENDATIONS:

- 1.1 Collaboratively develop a **refreshed HP LA2 028 strategy** - deliberate, context specific, staged/phased to guide decision-making & resource prioritisation
- 1.2 Establish **transparent investment and resource support principles/ guidelines** under a more targeted approach aligned to strategy - based on athlete winning well probabilities; performance needs; scaled incremental support ...'fair but not equal'
- 1.3 Develop a [simplified] **athlete development framework** and structure; informs IPPs and aligned with WITTW technical requirements + performance drivers

CONSIDERATIONS:

- Bring together r HP and skate technical experts with appropriate cross sections of roles but proportionally weighted from skate HP 'community'
- Simplified strategy with clear priorities within capacity / resource parameters
- Establish a higher order purpose [why?] that resonates with skateboarding HP community
- Parental engagement essential
- Live document and used to inform decision-making
- 2 + 2 deep strategic review due to rapidly evolving system
- Principles approach for transparency - will required agility to respond to uncertainties in evolving system
- Linked to national categorisation framework
- Why, how and what is funded aligned to new strategy – education to parents essential
- Targeted scaled support vital and will require alignment and consistent messaging when (not if) challenging resource decisions are made
- Co-creation opportunity for input before finalized
- Acknowledge investment subsidy program with some flexibility for Commercial / branding industry engagements
- Engage breadth and depth of technical expertise and skate IQ into development
- Simplify and practical use of framework for IPPs and track athlete progress overtime – linked to athlete categorization
- Clear transitions for supportive entry and exit criteria and process from the HP program
- Pathway education resource and benchmarked against gold medal standards already delivered in Aust

FINDINGS & RECOMMENDATIONS



STRATEGY LEADERSHIP DTE COACHING CULTURE

Enhanced team-based 'spine' leadership – clear priorities; role clarity; improved management practices & comms; aligned actions

2

FINDINGS:

- New Skate Australia and HP leadership team dedication and commitment [but significantly stretched for capacity]
 - positive attributes around enthusiasm, care and adaptability
- Mixed understanding of actual HP leadership philosophy, priorities or approach; lack of visibility / connection of national staff in DTEs
- Poor alignment and growing tension between broader organization and HP program
 - 2-way issue
 - challenges within internal HP team around workload, role clarity and accountabilities
 - comms consistently in 'catch-up' mode
 - lack of staff recognition, professional understanding and respect or celebration of success
 - Passive and reactionary approach
- Sub-optimal AIS and SIS/SAS sport-led partnerships – losing credibility but partner's recognize performance opportunity
- General management policies, practices & processes create challenges / risk [e.g. staff management & reporting, financial management transparency, HR performance review processes, etc.]
- Commenced process to blend HP processes with skate technical expertise and cultures
- Administrative adaptability – on occasions due to changes outside of program control [e.g. World Skate, athlete/parents changing plans late, etc.]
- Degrading parent connection and satisfaction with overall organizational leadership – recognition of commitment but poor engagement/ comms



RECOMMENDATIONS:

- 2.1** Review Skate Australia **organizational and HP leadership / management structure** to ensure required collective experience, capability and capacity
- 2.2** Establish **dual HP leadership model** that blends HP General Management functions with Skate Technical expertise – new job profiles with manageable span of accountabilities and test international market
- 2.3** Improve Human Resource Management (**HRM**) **practices** with priority on role clarity, reporting lines, clear KPIs, performance review processes, staff recognition and engagement; meeting structures; comms, etc.

CONSIDERATIONS:

- Leadership NOT 'leader' analysis required - workforce and HP specialists engaged to design the combined skills, competencies, experience and styles – at 'spine' senior management & governance
- HP leadership expertise in HP strategy + people leadership + influencing partnerships + effective comms to skate community + customized culture development: the non-negotiables
- Careful balancing of continuity, renewal and expansion required
- Increased assertive / visible leadership from the front [and where appropriate beside and behind]
- HP Committee terms of reference requires review and re-set of expectations and accountability by the Board in consultation with AIS
- Consider performance health lead in new structure
- Shared diverse leadership but maintain single point accountability: GM HP and Technical Lead / National Coach Coordination
- HP + skate [pro + Olympic] experience embedded in management team but networked to grow connection and credibility
- Aggregate and embrace the breadth of IP and skilfully integrate [where appropriate] into strategy, planning and decision-making
- Ensure remuneration packages are market relevant to retain/attract the very best; open transparent process vital and symbolic
- Leverage AIS brand that has some level of performance credibility
- Planned and structured staff engagement, connection and recognition
- Bring group together as a whole more often and across the HP program
- Ensure alignment and consistent messaging from the 'spine'
- Seek first to understand...and share in solutions and joint accountability
- CEO management interventions to be skilfully delivered to ensure HP management staff do not feel undermined and depowered

FINDINGS & RECOMMENDATIONS

Nationally coordinated, co-created, customized daily training environments and competition program

3

FINDINGS:

- Most significant and consistent issue raised – no suitable indoor skate training facility in Australia. Vital for athlete development, performance and efficiency
 - past ‘business case’ project momentum stalled - lack of sport-led proactive prioritization/action
- Private operators fulfilling market need and providing DTE for key athletes – unclear value proposition or support from national program driving isolation and disconnection
- Commenced athlete IPP process but inconsistent and not effectively [or regularly] implemented for performance gains
- Challenging multiple decentralized DTEs and competing priorities around pro skate / industry commitments with traditional Olympic program periodization
- Positive increased ‘start-up’ activity within pathway program focused on deliberate training & HP education; balance of ‘semi-centralization’ vs localized support
- Lack of SA organizational influence or advocacy for HP/Pathway training and event features in rapidly growing council skate park developments
- Positive feedback on street and park national camps. Overseas camp in USA impactful on athlete development, culture and connections. Park athletes seeking more
- No national domestic event series to connect, compete or share - creates major challenges for Talent Identification (TID), selection and cost



RECOMMENDATIONS:

- 3.1 Co-create campaign planning and IPP process** for all priority categorized athletes. Intensive case management prioritizing podium and podium ready/potential with deliberate interventions, aligned partner support and regular review processes.
- 3.2 Urgently develop a sport-led proposal / business case** to secure partnership investment and operational support for a **new indoor training facility** - prioritized for training and athlete development purposes [park & street]
- 3.3 Establish a remote USA-based Skate Australia HP support Hub** and partnership with Elite Skateboarding Training Facility [CA | TF]
- 3.4 Establish NSO-led (delivered or partnership) national domestic competition / event series**

CONSIDERATIONS:

- Build annual calendar of events / activity schedule – DTE blocks, camps domestic and international, competition/contests, pro commitments, etc.
- Simplify IPP process and prioritize thinking and performance dialogue
- Anchor point for coaching priorities, performance support and resourcing
- Case management to include key ‘tight team’ members - Skate Aust and other relevant staff [including parents where appropriate]
- Consider expansive and tailored athlete education / study support during tours & overseas training blocks
- Annualized budget allocation and reciprocal expectations / obligations
- Ensure vertical integration and connection during camps + focus on camaraderie / sharing behaviours
- Training camps positive and adding value to athlete development and cohesion
- Simplify nationally-led video capture, repository and sharing footage for training and development in DTE, camps and comps
- Explore partnership / joint camps & comps with Japan Skate HP program
- Drive engagement and advocacy with priority stakeholders at Gold Coast City Council. Growing interest in indoor facility opportunity at Pizzey Park
- Value proposition, need and purpose clear but will require prioritisation and focus to secure the required upfront one-off capital
- Careful design and operating model to balance HP training needs, connection to community and financial sustainability
- Explore training base and team Hub for efficiency and new / unique value add to HP program and athlete support
- Airbnb or private Australia house / apartment; localized network of coaches and key services to supplement national program
- Aggregated training partnership deal and discounts with CATF Centre
- Start small and grow out over time
- Engage Renton Millar (World Skate Head Judge) and other private providers / partners – e.g. Rumble on the reef
- Potential ASC pilot project funding and/or state / local Govts support

FINDINGS & RECOMMENDATIONS

Fit-for-purpose coaching model to grow HP sophistication, partnerships and connection

4

FINDINGS:

- HP coaches and coaching an evolving profession in skate
- Positive feedback on national coach personal attributes, commitment and support for athletes and external coaches – but stretched for capacity and playing multiple roles
- Lack of professional trust between private / parent coaches and HP program
 - Not leveraging technical/tactical expertise for greater good
 - Individualized approach required - diverse backgrounds, engagement needs, levels of expertise & approach
- Limited nationally-led coaching connection across the network outside of comp environments; often retrospective isolated pockets of support
- DTE and comp coaching role clarity and comms for understanding requires improvement – responsibility, authority and accountability
- AIS coach development support highly valued [but change in original national lead created instability]
- Coach development priorities - general principles of coaching, coach pedagogy, comp strategy, session design, training specificity, periodization, integration performance support specialists + technical/tactical high-end interventions and expertise sharing
- Significant gap in female coaching and needs a targeted and tailored support approach



RECOMMENDATIONS:

- 4.1 Increase resourcing to **National coaching structure** – National technical Lead + Park and Street Coach Coordinators – visibility and support in DTE and World Skate + ‘industry’ competition programs
- 4.2 Develop a fit-for-purpose **skate coaching framework**, profiles, flexible coach development program at performance and pathway level
- 4.3 Drive and prioritize **coaching partnerships, coordination and connection** – parents, private coaches, overseas technical advisors, etc.

CONSIDERATIONS:

- Establish an elevated National Technical Lead (non-direct coaching role)
- Two full-time discipline coach coordinator roles with pool of casual coaches / technical
- Improve planning, coach engagement in DTE, state camps, national camps, overseas camps
- Establish role clarity, deliverables for competition coaching and ensure athlete, private coach, support team and parent understanding
- Seek support from AIS Elite Coach Development team to build a suit of frameworks and resources to re-position coaching in skate
- Proactively engage skate coaches in multisport AIS and SIS/SAS coach development initiatives
- Tailor a flexible learning CDP based on specific coach development priorities and needs
- Athlete to coach transition program support and upskilling
- Parent to coach pathway & HP coach education initiatives and support
- Engage current medal coaches in formal technical advisory capacity to inform technical/tactical development, skill acquisition and grow capability of other coaches
- Well planned visits, engagement and tailored value add support to extended network of coaches
- Explore learnings from other sports [i.e. tennis, etc.] on transitioning athletes to higher level coaches to development and maintaining recognition and connection

FINDINGS & RECOMMENDATIONS



STRATEGY → LEADERSHIP → DTE → COACHING → CULTURE

Intentionally designed and delivered HP skate **culture** to connect and respect – enables performance and manages risk

5

FINDINGS:

- Multiple staff engagement, work satisfaction, retention and mental health challenges in play – inconsistent with winning well
- Well intentioned, ‘inclusive equal’ approach, unintended consequence creates significant capacity challenges for staff – ‘trying to keep everyone happy keeps no one happy at all’
- Poor staff recognition or celebration of effort or performance
- Limited athlete voice – opportunity for pre-brief / debrief learning system post camps/events or during IPP monitoring
- Blend between Skateboarding and HP cultures and expertise will require skillful facilitation, evolution and patience
- Significant parental influence due to age profile and filling the vacuum of gaps in market due to limited resourcing. Early engagement, regular comms and shared design important within appropriate parameters
- Organizational improvements across a range of policies and practices - member protection, safeguarding, under-age athlete supervision, etc. – Excessive alcohol consumption on tour requires dose review - policy, reporting process and accountabilities
- Unclear HP program, Olympic team or pathway agreed values, behaviours or standards



RECOMMENDATIONS:

- 5.1** Develop a **Skate Australia leadership team charter**, role clarity and span of controls, agreed ways of behaving; regular structured engagement
- 5.2** Under a ‘teams within teams’ model, co-create overall HP Program **DNA/values/behaviours**; aligned and simplified for Pathway Program; Olympic team campaign-specific
- 5.3** Review **risk management policies and practices** and ensure ‘gold standard’ rigour on child protection, safeguarding policies, reporting, chaperone policies, parents’ guidelines, travelling with minors, etc.

CONSIDERATIONS:

- Engage an expert facilitator to assist in the structured and systematic cultural reform and implementation
- Potential ASC/AIS professional services / organizational development support to assist
- Deliberately designed and culturally relevant for skate HP and connection with a small sized decentralized NSO operation
- Psychologically safe to build with honesty and care
- Skillful proactive ‘uncomfortable’ conversations essential
- Bring Australian skate cultural elders to the table to inform, share stories to build understanding and credibility
- Co-design and build together with influential skate and HP system stakeholders to build understand and seek buy in
- Tailor and aligned version for pathway program and priorities development and education at all pathway camps and activity
- Build LA2028 campaign specific team ethos, behaviours and hold each other accountable for delivery
- Good awareness and understanding of the high-potential risks in the sport
- Regular focused attention and ensure the best possible policies, processes and practices are developed and implemented
- Reporting / whistle blower process in place
- Sport Integrity Australia mandatory education and training for all key HP (and other) staff, volunteers and parents
- Pinnacle event chaperone and Olympic accommodation, parental involvement and village access requires review – within AOC policy parameters but early / clear education essential
- Establish concussion policy / protocols for return to train / compete guidelines

PERFORMANCE ENABLERS

What?

PROPOSED STRATEGIC SHIFTS	1	Targeted HP strategy with scaled 'top and tail' support based on performance needs
	2	Enhanced team-based 'spine' leadership – clear priorities; role clarity; improved management practices & comms; aligned actions
	3	Nationally coordinated, co-created, customized daily training environments and competition program
	4	Fit-for-purpose coaching model to grow HP sophistication, partnerships and connection
	5	Intentionally designed and delivered HP skate culture to connect and respect – enables performance and manages risk

How?

PERFORMANCE ENABLERS		People leadership (from front, beside & behind) & operational excellence
		Sport-led partnerships leveraging investment, support & alignment
		Tailored campaign planning & case management approach
		Centralized unique HP infrastructure impacting decentralized network
		Captured & connected pathways building foundations - staged & phased support

Ensuring a deliberate timebound implementation plan will be critical to guide the sequential actions required to enhance the performance, sophistication and credibility of Skate Australia's HP Program.

The theoretical or traditional model of strategy, structure, staffing (i.e. form follows function) was considered, however given the findings and unique circumstances of Skate Australia's HP program it is proposed to immediately review the Skate Australia organisational and HP structure with the required HR and HP expertise in partnership with the Board and AIS.

These critical leadership roles will be integral in shaping the new HP strategy and implementing phase 2 and 3 recommendations. HP operational support and capacity should be allocated immediately to the HP program to ensure 'business as usual' functions are maintained, and other HP staff are alleviated from these additional requirements that is impacting their impact and wellbeing in their respective roles.

Moving quickly on the leadership structure review and associated recruitment [or retention] will symbolically, and importantly, demonstrate to stakeholders that Skate Australia has listened and is moving quickly to implement the required changes to enhance the program.

Implementing the recommendations from this HP system review, and operating with urgency, will be important to keep the momentum and interest generated from this project. It is recommended the HP Committee (with the inclusion of Skate Australia Chair) oversee the plan with designated senior project implementation manager.

NEXT STEPS AND IMPLEMENTATION PLAN

PHASE 1

1. Immediately establish **sport-led Working Group / Project Team**, with key stakeholder support and appropriate independence - develop detailed implementation plan, project lead and appropriate oversight / accountability
2. Immediately review **existing staff employment arrangements** to ensure HP 'business as usual' priority activities can be delivered at required level
3. Immediately **communicate findings and recommendations** from the HP system review to Board and an appropriate Executive Summary communicated to key internal and external stakeholders
4. Review Skate Australia **organizational and HP leadership / management structure** to ensure required collective team experience, capability and capacity – spine leadership priority
5. Establish **dual HP leadership model** that blends HP General Management functions with Skate Technical expertise – new job profiles with manageable span of accountabilities and test international market
6. Urgently develop a sport-led proposal / business case to secure partnership investment and operational support for a **new indoor training facility** - prioritised for training and athlete development purposes [park and street]
7. Develop a **Skate Australia leadership team charter**, role clarity and span of controls, agreed ways of behaving; regular structured engagement



By end October 2024

NEXT STEPS AND IMPLEMENTATION PLAN

PHASE 2

1. Collaboratively develop a **refreshed HP LA2028 strategy** - deliberate, context specific, staged/phased to guide decision-making & resource prioritisation – may require immediate AIS engagement and approval for possible extension on previously agreed deadlines
2. Establish **transparent investment and resource support principles/guidelines** under a more targeted approach aligned to strategy - based on athlete winning well probabilities; performance needs; scaled incremental support ...'fair but not equal'
3. **Co-create campaign planning and IPP process** for all podium and podium ready athletes. Intensive case management with deliberate interventions, aligned partner support and regular review processes.
4. Establish a remote **USA-based Skate Australia HP support Hub** and partnership with Elite Skateboarding Training Facility [CA | TF]
5. Increase resourcing to **National coaching structure** – National technical Lead + Park and Street Coach Coordinators – visibility and support in DTE and World Skate + 'industry' competition programs
6. Drive and prioritise **coaching partnerships and connection** – parents, private coaches, overseas technical advisors, etc.



By end December 2024

NEXT STEPS AND IMPLEMENTATION PLAN

PHASE 3

1. Develop a [simplified] **athlete development framework** and structure; informs IPPs and aligned with WITTW technical requirements + performance drivers
2. Improve **HRM practices** with priority on role clarity, reporting lines, clear KPIs, performance review processes, staff recognition and engagement; meeting structures; regular comms, etc.
3. Establish NSO-led (delivered or partnership) **national domestic competition / event series**
4. Develop a fit-for-purpose **skate coaching framework**, profiles, flexible coach development program at performance and pathway level
5. Under a 'teams within teams' model, co-create overall HP Program **DNA/values/ behaviours**; aligned and simplified for Pathway Program ; Olympic team campaign-specific
6. Review **risk management policies and practices** and ensure 'gold standard' rigour on child protection, safeguarding, chaperone policies, parents' guidelines, travelling with minors, etc.



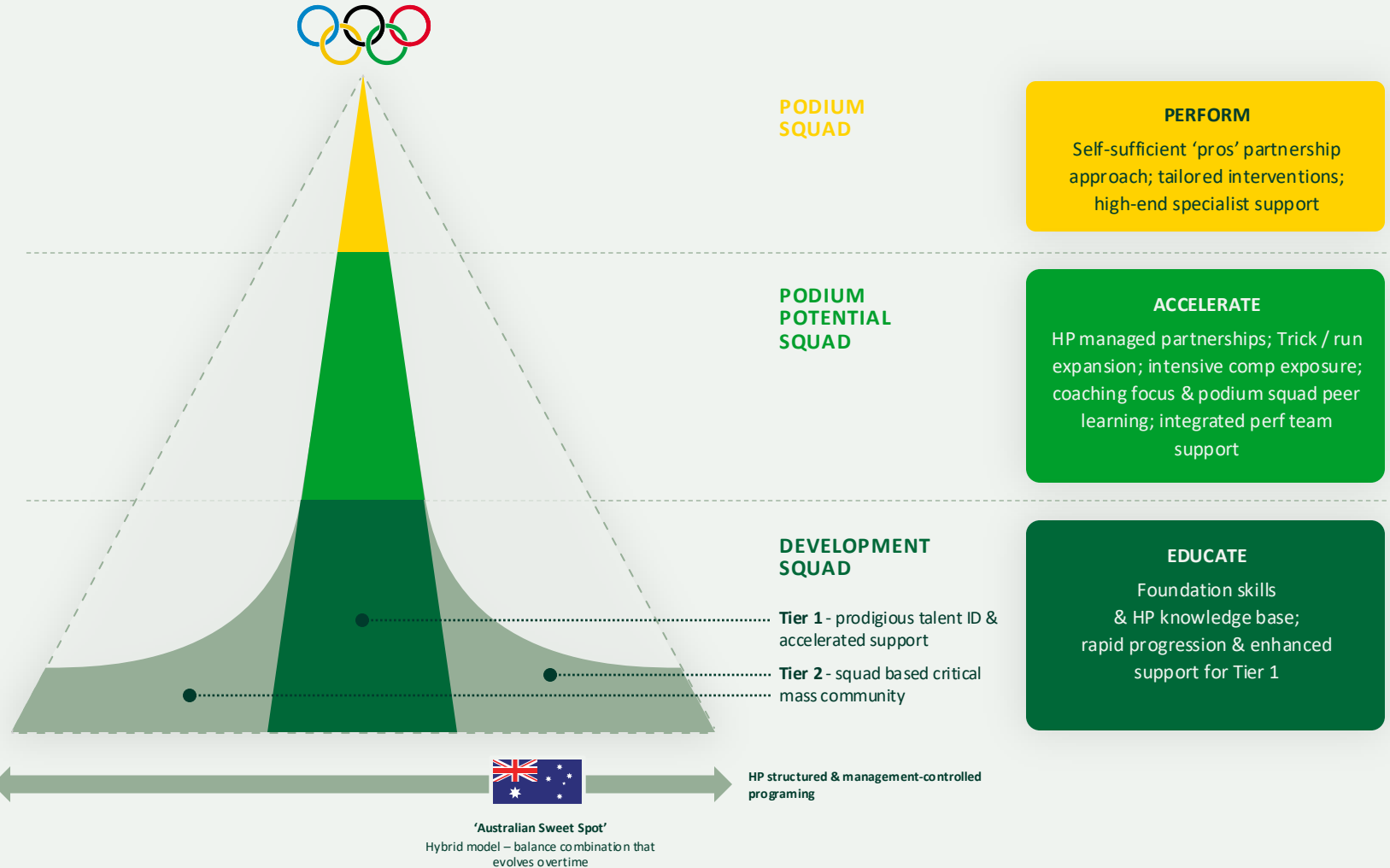
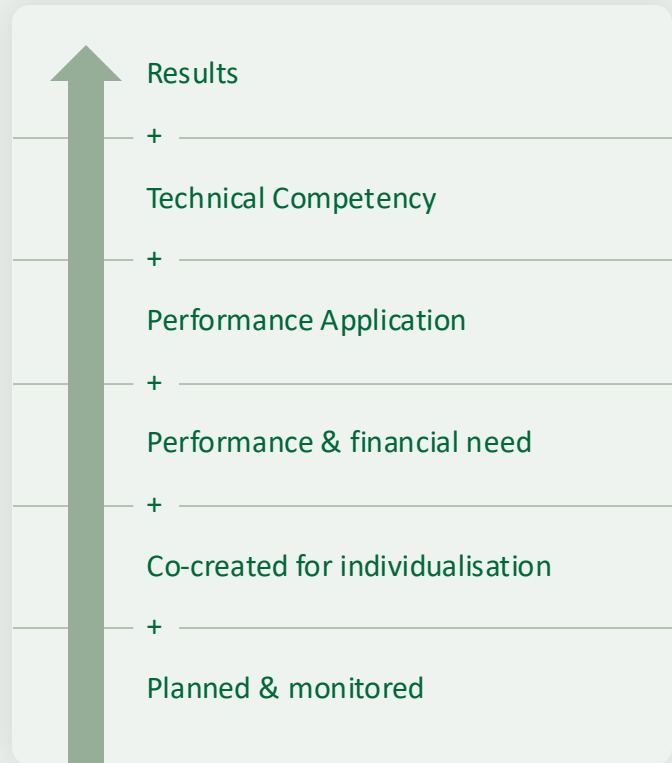
By end March 2025 and ongoing

Appendices

APPENDIX 1: TOP AND TAIL STRATEGY AND STRUCTURE [EXAMPLE ONLY]



SCALED & PRIORITIZED SUPPORT



APPENDIX 2: PARIS 2024 OLYMPIC PREPARATION & GAMES-TIME ENVIRONMENT LEARNINGS



SUMMARISED FEEDBACK



ENABLERS

1. Detailed tactical planning and execution from the two gold medal campaigns
2. Flexible final preparation schedules tailored to individual campaign needs – staff responsiveness to adapt when required
3. Enhanced travel, operational and logistics support delivered by HPM and interim operations coordinator
4. Dedicated and committed management and coaching staff - 'whatever it takes' to provide optimal support aligned to their individual needs and diverse support teams
5. Enhanced performance health and physiotherapy support with quality technical practitioner skills and cultural capability
6. Drop-in rest days at AIS European Training Centre (ETC) as an “oasis” to refresh, recover and rejuvenate prior to going into the Games
7. Opportunity for top 44 athletes to qualify – equal chance and some resource support

CHALLENGES & CONSTRAINTS

1. Staff exhausted and tired going into the Games
2. Late changes to athlete schedules impacting staff movement and support planning and delivery
3. No sport-specific skate facilities close to the selected 'staging' camp location at AIS ETC in Varese [i.e. athletes, coaches uncertain as why this location was selected]
4. Some new practices and processes only introduced at the Games with limited rehearsal/familiarization – recovery ice baths, hydration protocols, coaching in the pits, parent engagement and supervision, etc.
5. Lack of clarity on tactical field-of-play coaching and support - who goes in the pit; what role they play; why; and other alternatives – discussed and agreed well in advance
6. Parent and private coach education on the parameters within Olympic environment- access and movements
7. Under 16 athletes out of village accommodation, supervision, rooming, chaperone role and familiarity arrangements not well communicated or understood – reported distraction to athletes [and facilities / regular support network]

APPENDIX 3: STATEMENT OF LIMITATIONS

McGovern High Performance Consulting Pty Ltd has conducted the Skate Australia High Performance System review based on the Skate Australia / Australian Institute of Sport approved Terms of Reference. The review has been completed with the degree of collaboration, skill, care and diligence required when performing independent consulting services of this nature.

It is recognised that this review involved an opportunity for several athlete minors under the age of 18 (and some Under 16) to provide feedback. Athletes were encouraged to have a parent/guardian or support person present at interview and had the opportunity to provide feedback through their relevant parent/guardian if preferred. The interviews were structure on a purely 'opt in' individual choice basis.

All findings and recommendations in this report are, on balance, based on the evidence collected and analysed via the agreed review methodology. The findings and recommendations should not be read in isolation from other Skate Australia planning and policy documentation.

Regards



Michael McGovern

Director & Senior Consultant | McGovern High Performance Consulting