



10 : 3 : 2012

Martin Dowson
NZ Academy of Sport
Performance Director

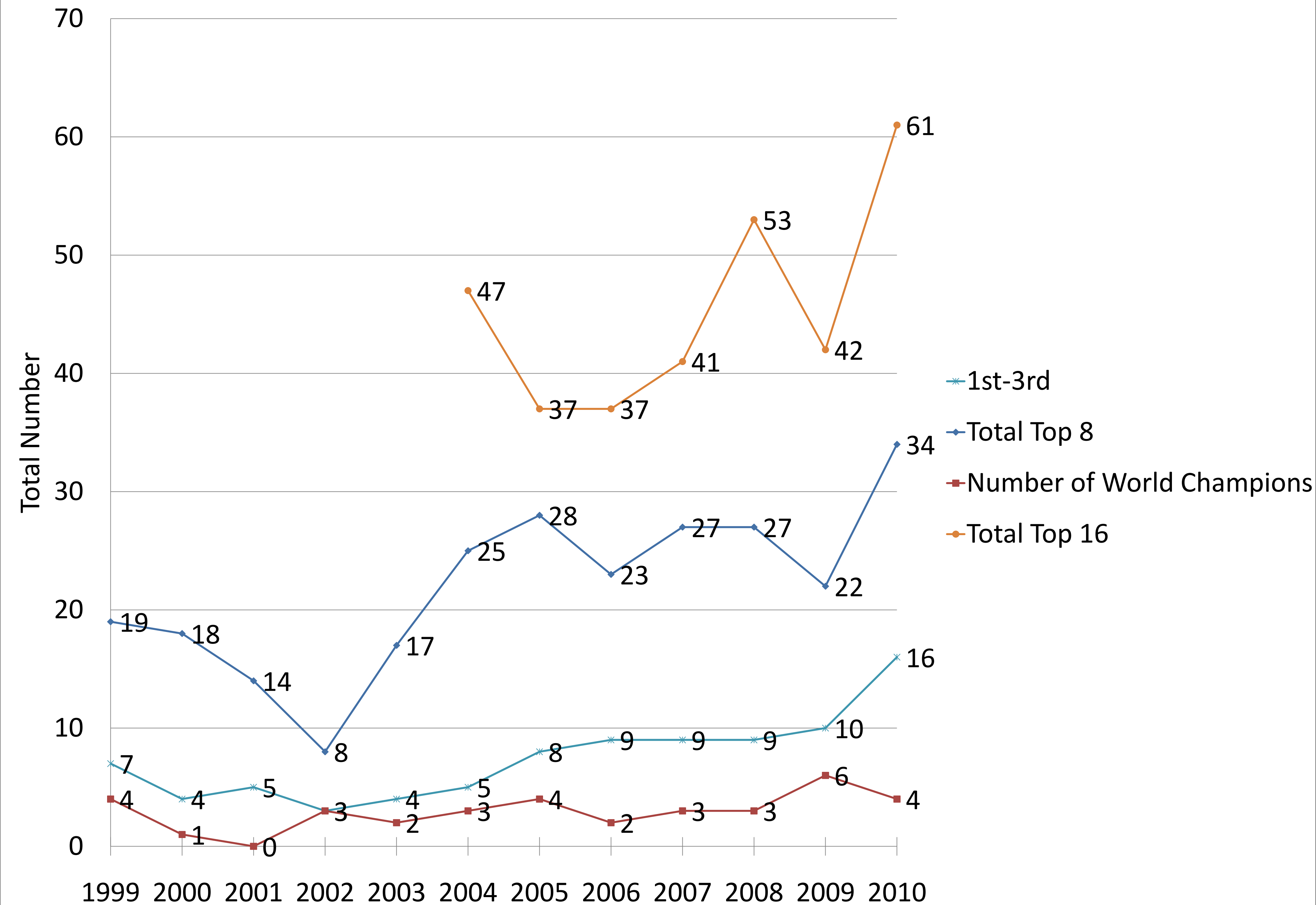


Target: 10+ Medals in London Olympics

World Champs in Netball, Rugby, Cricket

16 : 3: 2016

Placings In Olympic Disciplines 1999-2010



New Zealand Elite Sport System: Evolution of the NZ athlete support system



Who am I?

NZAS Performance Director



NZ Elite Sports System Background



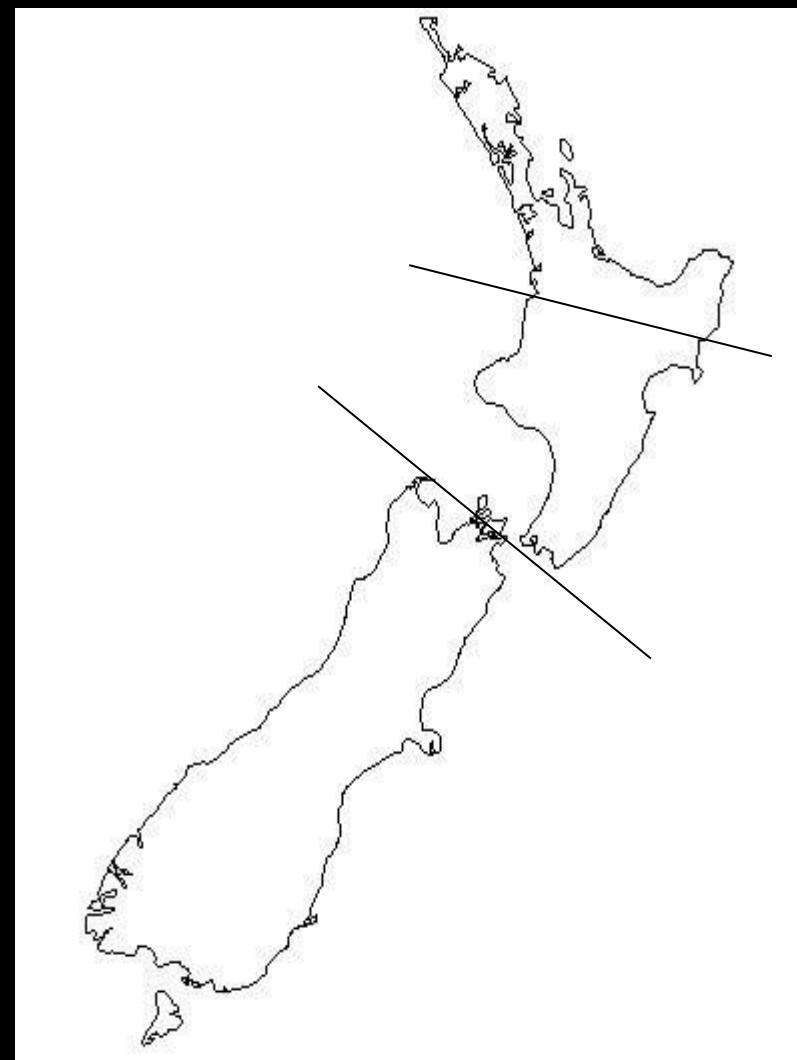
NZ Olympic recent record

	Gold	Silver	Bronze	Total
2008	3	2	4	9
2004	3	2	0	5
2000	1	0	3	4
1996	3	2	1	6
1992	1	4	5	10
1988	3	2	8	13
1984	8	1	2	11

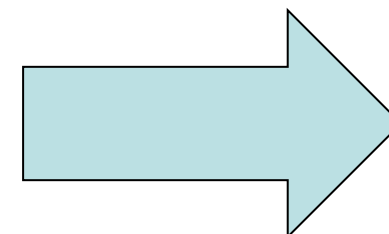
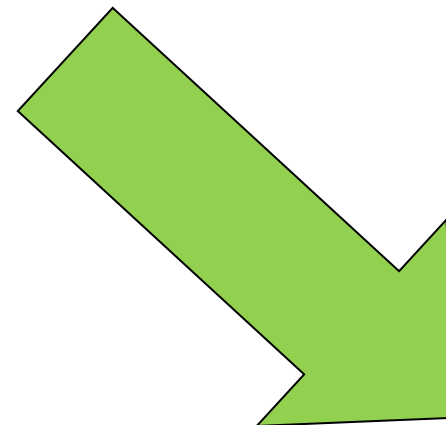
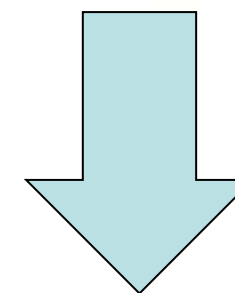


NZ Academy of Sport History

- 2000 – 2006:
 - Administration
 - 3 regions
- 2006 – present
 - People focused
 - 2 regions



Current Structure



NATIONAL SPORT ORGAN'
(NSO)

COACH & ATHLETES

North Island and South Island

SPARC roles and budget (2009/10 \$NZ42.5m)

Martin Toomey (GM)
HP Unit - 14 staff (4%)

Direct Investment

Technology
(3%)

Events
(3%)

Coach
Accelerator
(1%)

NSO
(50%)

NZAS
(16%)

Direct to
athletes
(13%)

Scholarships
(10%)

ROLE

- Strategy and investment
- Athlete / NSO tracking
- NSO advice and support
- Technology and innovation
- Facilities

NZ Olympic Committee

Role

- Team selection (CWG, Olympics)
- Games team planning
- Games team environment



NZAS Roles and Budget % (2010/11)



NZ Academy of Sport (operating 21%)

Athlete Performance Support

Coach Performance support

Sports
Science and
medicine
(53%)

Athlete Life
(6%)

Sport
managers
(6%)

Coaching
consultants
(9%)

Performance
Planning
(5%)

NZAS Athlete Support Current People

	Area/discipline	Number
Employed/bulk contracted staff	Sports Science	40
	Athlete Life	11
	Rehabilitation	10
	Coach performance	6
	Performance planning	3
Contractors (upon service)	Sports Science/Athlete Life	30
	Doctors	45
	Rehabilitation	114

**Sailing
Swimming
Hockey
Football (w)
Canoe
BMX Bike**



\$40m upgrade Oct 2012

**Equestrian
(UK based)**

**Athletics, Triathlon;
Paralympics; Netball**



TC :QEII - ??

Winter PP

National Sailing Centre (2013)

**Rowing HP centre
Bike Nat' Centre (2013)**



TC Completed Aug 2011



*TC Completed
July 2011*

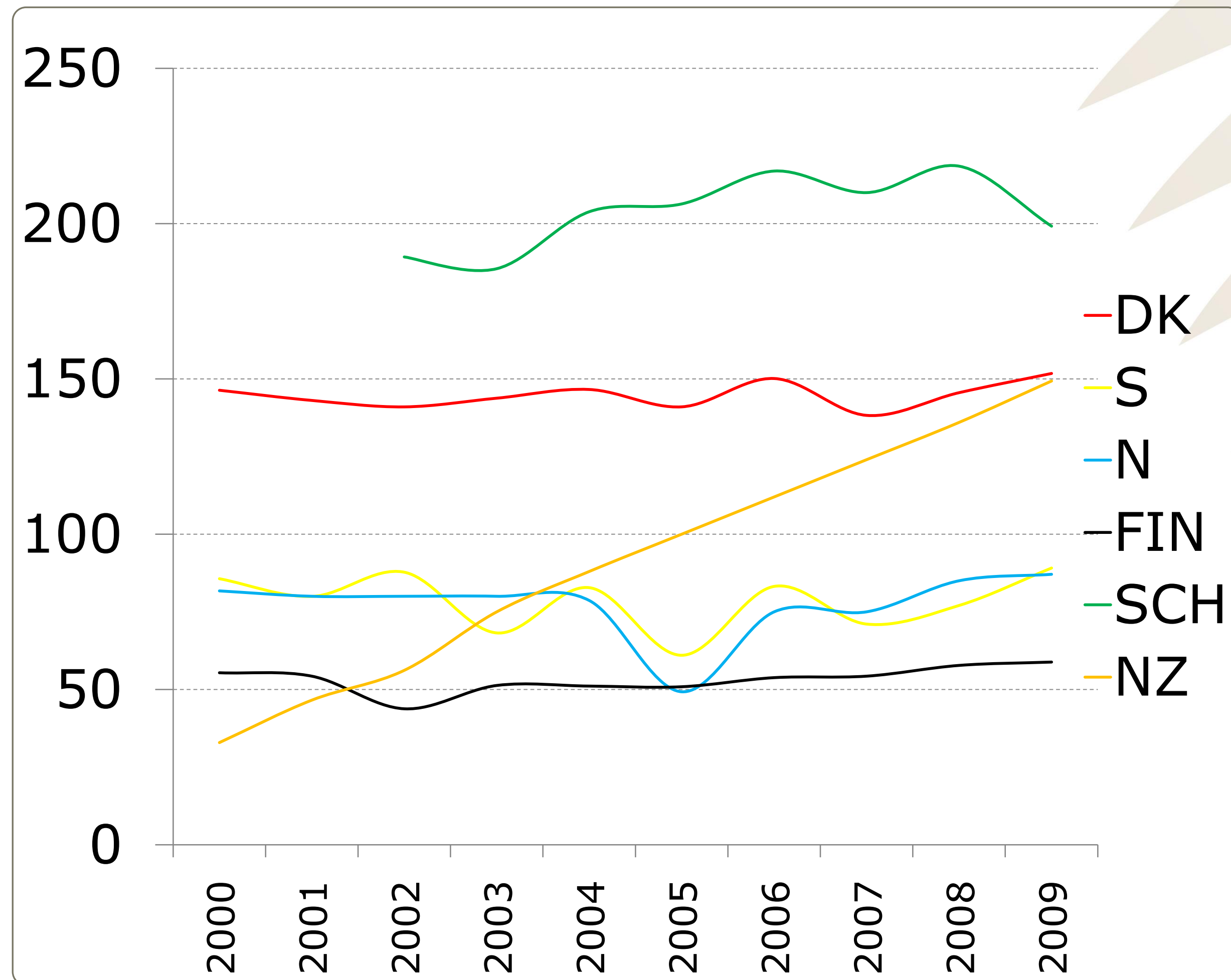
2006+

What is going well

1. High Performance Investment



COMPARATIVE ANALYSIS OF ELITE SPORT



Million DKK spending in national elite sport organization

**Ramboll management
Consulting - conducted for
Danish Ministry of Culture**

High Performance funding

Year	\$ (M)
2009/10	42.5
2010/11	52.5
2011/12	57.5
2012/13	62.5

New funding targeted toward infrastructure in 2010/11 (70%) and 2011/12 (30%)

From 2012/13 all new funding is for system use (50% growth)



2006+

What is going well

2. Targeting investment



Investment approach

Nine targeted sports – up to 75% of funding and support

- Importance to NZ (cricket, rugby, netball)
- Olympic (athletics, bike, rowing, sailing, swimming, triathlon)

World class athletes – up to 5% of funding and support

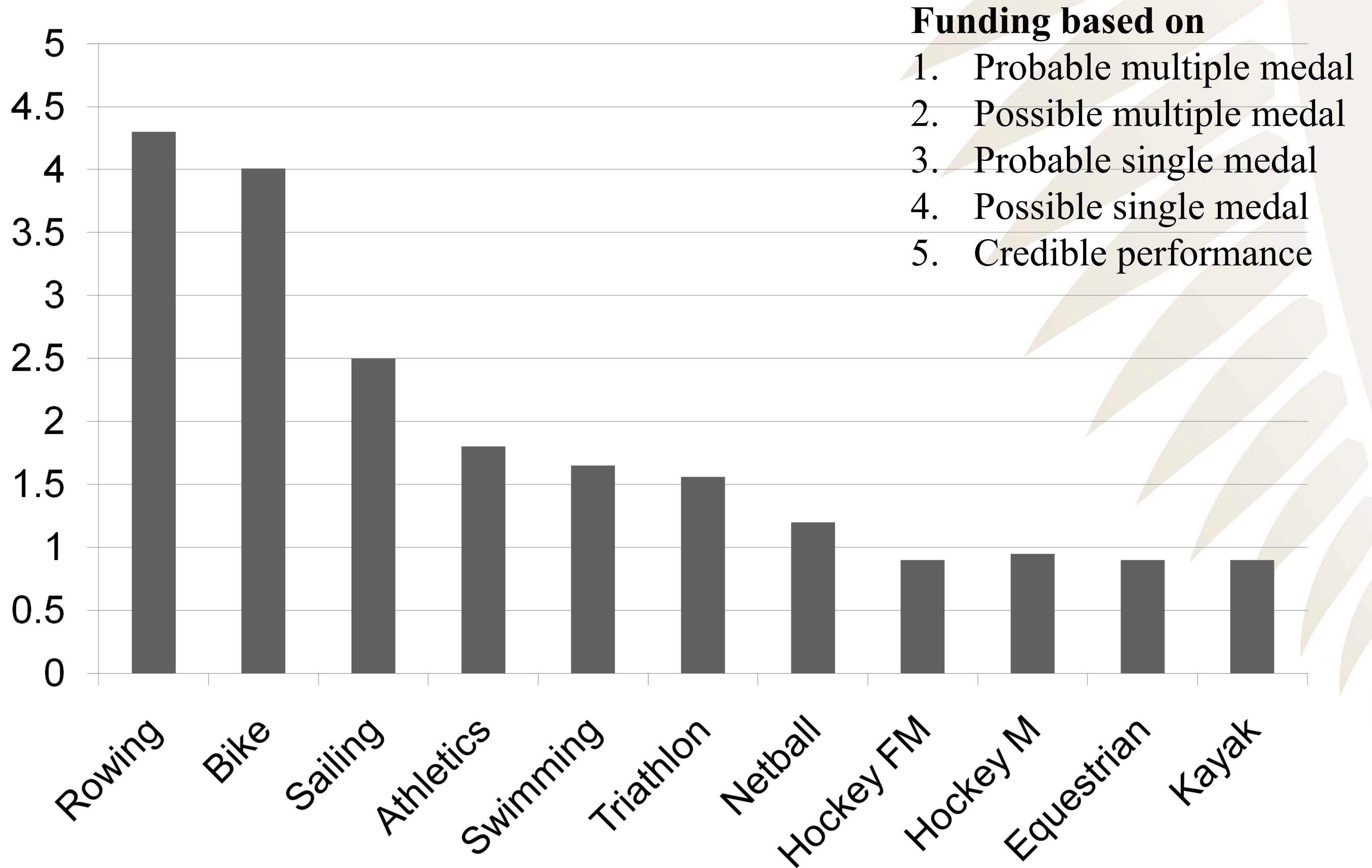
Contestable projects – remainder % of funding and support

- Key contestable sports (canoeing, equestrian, hockey, Paralympics)
- Other projects (winter, women's football etc)

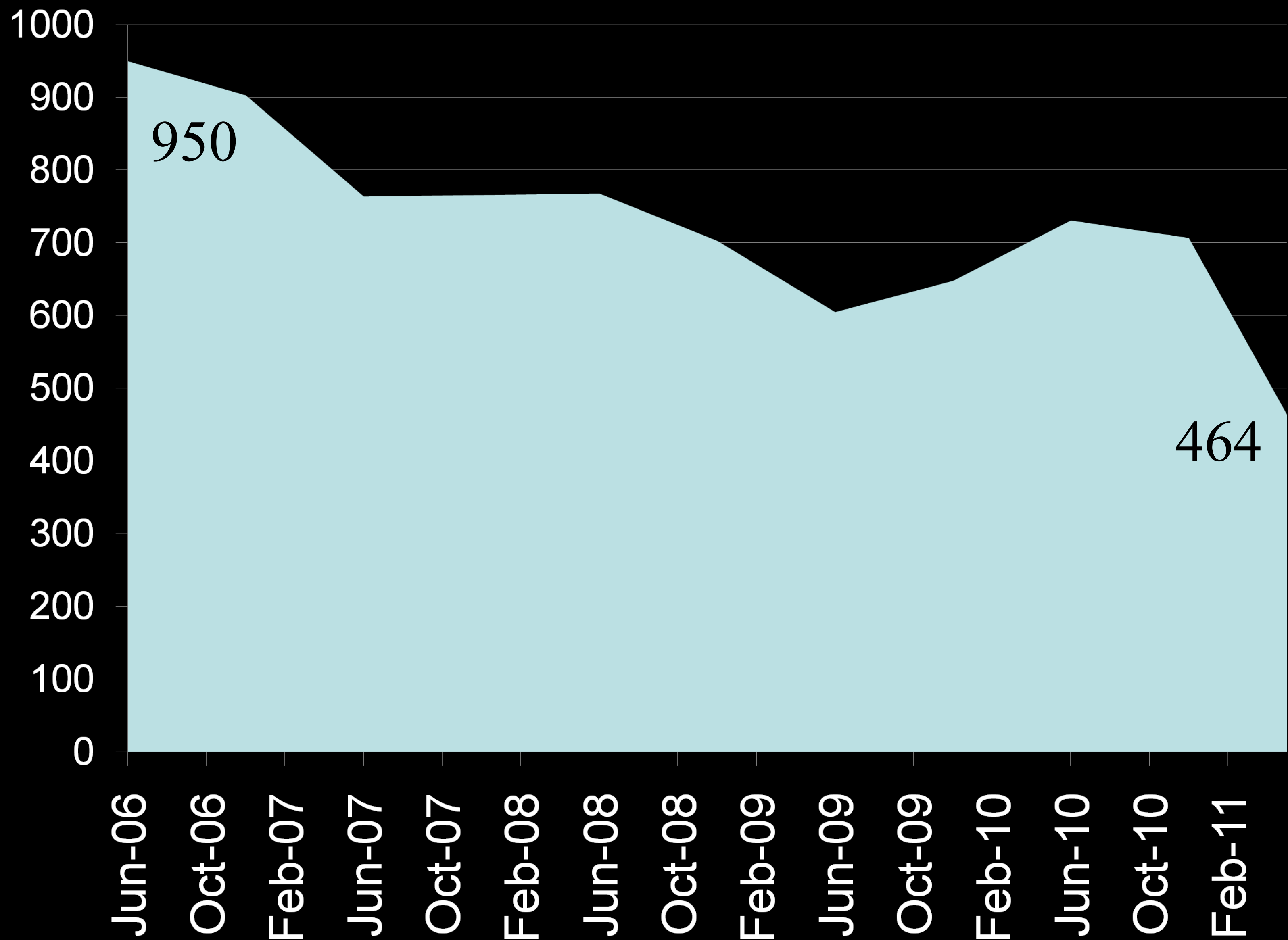
Targeting Sports

2002-2006	2006-2009	2010-
<p>Athletics</p> <p>Badminton</p> <p>Basketball (m/w)</p> <p>Beach Volleyball</p> <p>Bowls</p> <p>Canoe</p> <p>Cricket</p> <p>Cycling</p> <p>Equestrian</p> <p>Golf</p> <p>Hockey</p> <p>Netball</p> <p>Paralympics</p> <p>Rowing</p> <p>Rugby Union</p> <p>Rugby League</p> <p>Shooting</p> <p>Softball (m/w)</p> <p>Squash</p> <p>Surf Life Saving</p> <p>Swimming</p> <p>Triathlon</p> <p>Weightlifting</p> <p>Winter Programme</p> <p>Yachting</p>	<p>Athletics</p> <p>Basketball (m)</p> <p>Beach Volleyball</p> <p>Bowls</p> <p>Canoe</p> <p>Cycling</p> <p>Equestrian</p> <p>Football</p> <p>Hockey</p> <p>Netball</p> <p>Paralympics</p> <p>Rowing</p> <p>Rugby Union</p> <p>Softball (m)</p> <p>Squash</p> <p>Surf Life Saving</p> <p>Swimming</p> <p>Triathlon</p> <p>Winter Programme</p> <p>Yachting</p>	<p>Athletics</p> <p>Canoe</p> <p>Cycling</p> <p>Equestrian</p> <p>Football</p> <p>Hockey</p> <p>Netball</p> <p>Paralympics</p> <p>Rowing</p> <p>Rugby Union</p> <p>Swimming</p> <p>Triathlon</p> <p>Winter Programme</p> <p>Yachting</p>

2011 NSO Investment (\$NZm)



Carded Athletes



2006+

What is going well

3. Athlete Tracking



	Sport	Placing	Pre Olympic year performance	Year prior ranking
1996				
Danyon Loader	Swimming	Gold	8 Gold medals on World Cup circuit, including 400m World Short Course record, Gold & Silver at Pan Pacific Games	1
Blyth Tait	Eventing	Gold	No outstanding performances 1995, but previous World Champion and Olympic medallist, and world number one for much of decade	3
Barbara Kendall	Sailing	Silver	4th at World Championships	4
Sally Clark	Eventing	Silver	No obvious record of major success	x
Eventing Team	Eventing	Bronze	World Champs 1994 team came 6th	6
2000				
Rob Waddell	Rowing	Gold	1st at 1999 World Championships	1
Mark Todd	Eventing	Bronze	2nd 1998 World Championships	2
Aaron McIntosh	Sailing	Bronze	1999 World number one, 1st 1998 World Championships	1
Barbara Kendall	Sailing	Bronze	1st 1999 World Championships	1
2004				
Georgina and Caroline Evers-Swindell	Rowing	Gold	1st at 2003 World Championships	1
Hamish Carter	Triathlon	Gold	5th at 2003 World Championships	5 (6)
Sarah Ulmer	Cycling	Gold	4th 2003 World Championships	4 (1)
Ben Fouhy	Kayaking	Silver	1st at 2003 World Championships	1
Bevan Docherty	Triathlon	Silver	4th at 2003 World Championships	4 (1)

	Beijing	2008	2007	2006	2005	Athens
Tom Ashley	Gold	1	1*	-	2	10
Valerie Vili	Gold	1 (Indoor)	1	NA (Gold CG)	3	8
Women's Double	Gold	NA	2	3	1	1
Hayden Roulston	Silver	4	-	-	-	7 (Madison)
Team Pursuit	Bronze	4	4	5	4	10
Nick Willis	Bronze	-	10	NA (Gold CG)	-	15
Mahe Drysdale	Bronze	NA	1	1	1	5 (Four)
Men’s Pair	Bronze	NA	2	3	1	4
Bevan Docherty	Bronze	2	3*	- (Silver CG)	-	2

2011 TARGETS

At least 23 'TOP 6' PERFORMANCES (including historical 'champions')
OR 30 'TOP 8' PERFORMANCES (including historical champions)

Amongst that, ideally include 10 recent world champions / number one

CONVERT TOP 6 AT 45% OR HIGHER FROM 2011 TO 2012

3 Ways to get to 10 (if any of the targets seem unlikely)

- ◆ Increase the top 6 top 8 base
- ◆ Increase the high end of the base (World Champions)
- ◆ Increase the conversion rate



2010 results – Olympic events

based on 2009 Worlds

	Podium	Top 8	Top 16
Rowing	7	13	13
Bike	4	8	13
Yachting	2	6	10
Athletics#	1	2	5
Triathlon	0	0	2
Swimming	0	2	6
Kayak	0	0	7
Equestrian	2	2	2
Hockey	0	1	2

Our Vision....

**ENOUGH ATHLETES TO MEET OR EXCEED OUR HP
PERFORMANCE TARGETS**

HP ATHLETE PATHWAY

Critical to success as it tells us
the number & quality of athlete
needed

Performance Target
i.e. 2016 medal target

Yearly sport specific
athlete performance
targets

Sport specific
conversion rates

NSO & System wide athlete
numbers determined:

2010-2011

- The performance an athlete in a Sport's HP Pathway needs to achieve to be considered “on track” for their 1st Olympic Medal
- Probability of an athlete medalling based on their performance tracking and years to medal information

<i>Yrs to Medal</i>	<i>9-10yrs</i>	<i>8yrs</i>	<i>7yrs</i>	<i>6yrs</i>	<i>5yrs</i>	<i>4yrs</i>	<i>3yrs</i>	<i>2yrs</i>	<i>1yr</i>	<i>MEDAL</i>
PERFORMANCE - MEN	Top half U/19 WC Field	Top half U/19 WC Field	Top 16 U/23 WC	Top 8 U/23 WC	Top 70WR	Top 30WR	Top 25 WCF	Top 25 WCF	Top 8 WCF or Key Selection Event	Medal
PERFORMANCE - WOMEN							Top 24 WCF	Top 12 WCF		
PROGRAMME LEVEL	Development	Development	Olympic Development	Olympic Development	Olympic Development	Olympic Development	Olympic Podium	Olympic Podium	Olympic Podium	Olympic Podium

Example of how the numbers work

YRS TO MEDAL	-8	-7	-6	-5	-4	-3	-2	-1	MEDAL
Yearly Performance Targets	Top 16 U/23	Top 8/ U23	Top 30	Top 24	Top 15	Top 12	Top 10	Top 8	Medal
Performance Conversion rate	10%	15%	20%	30%	31%	33%	35%	40%	NA
Number of Athletes Required	10	7	5	4	4	3	3	3	1
Number of Current Athletes Tracking in performance range									
Current Gap									

- From this the total athlete numbers “x” across the system can be determined
- Gaps can be identified and strategies to address for 2016 implemented

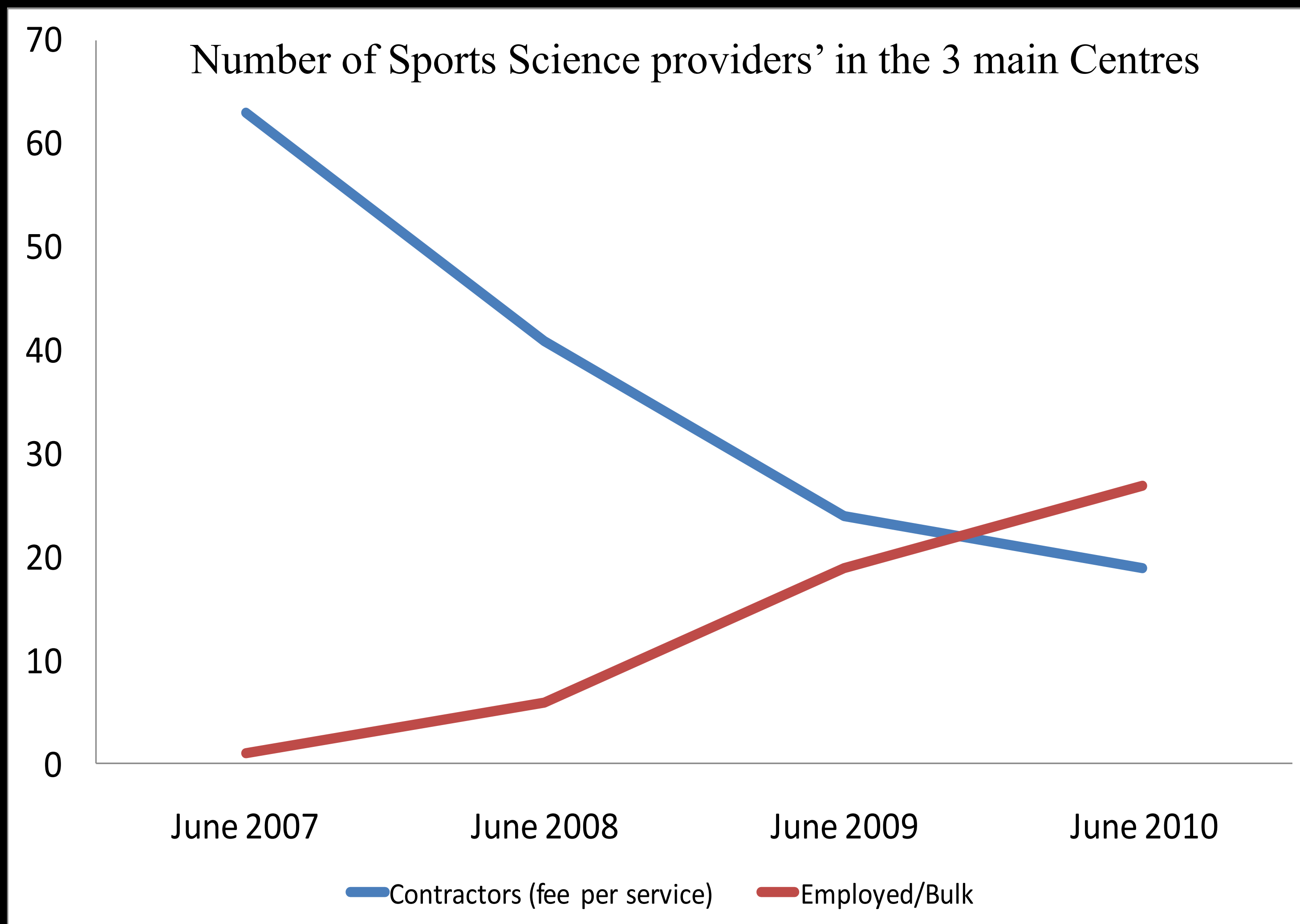
2006+

What is going well

4. People



NZAS People Plan – why did we do it?



Key principle:
All of our people
provide, or are
on a clear path
to providing,
'medal class '
support.



People Plan

People Plan – what did we do?

1. Estimated sport needs for 2012+
2. Define required capabilities (using success profile)
 - Young potential
 - Highly capable
 - Medal class
3. Current (capability, discipline, region)
4. Gaps



How we used the People plan

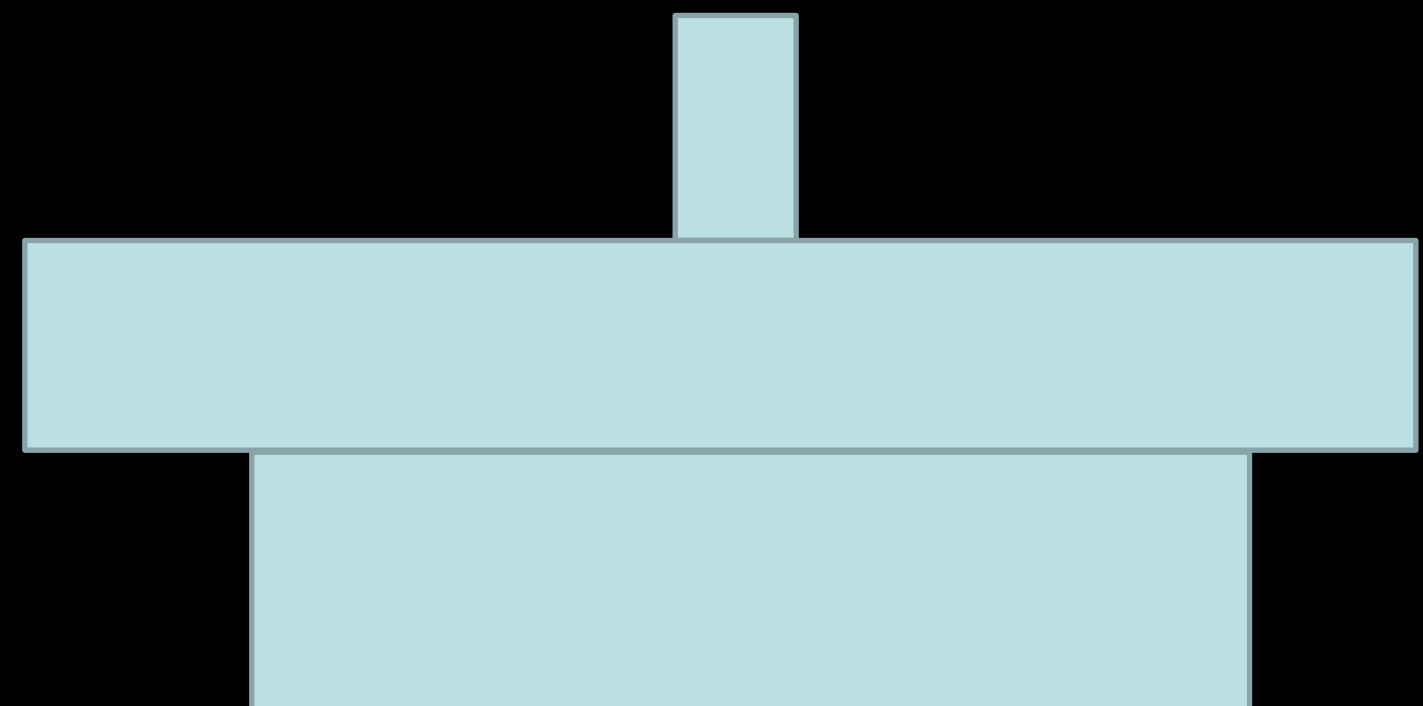
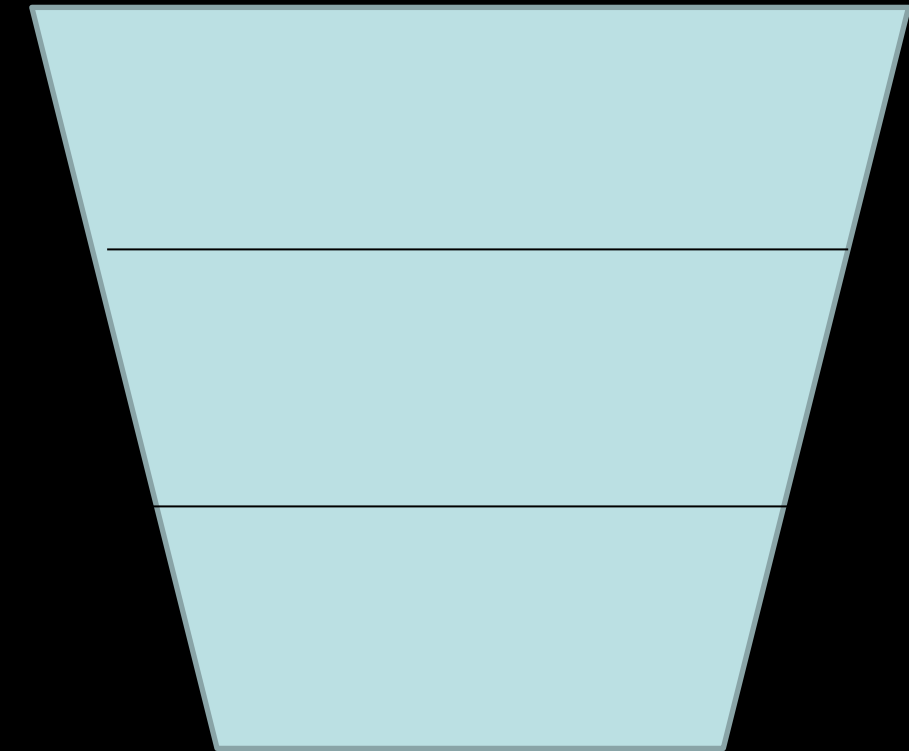
ATTRACT – new

DEVELOP – existing

RETAIN – key

EXIT

RESOURCE



NZAS North Island 32 appointments since July 07'

Type of recruitment	Number
New into system	20
Contractor to FT or Bulk	10
PhD into FT role	2

The United States Government has not recognized the incorporation of Estonia, Latvia, and Lithuania into the Soviet Union. Other boundary representation is not necessarily authoritative.



What will attract people?



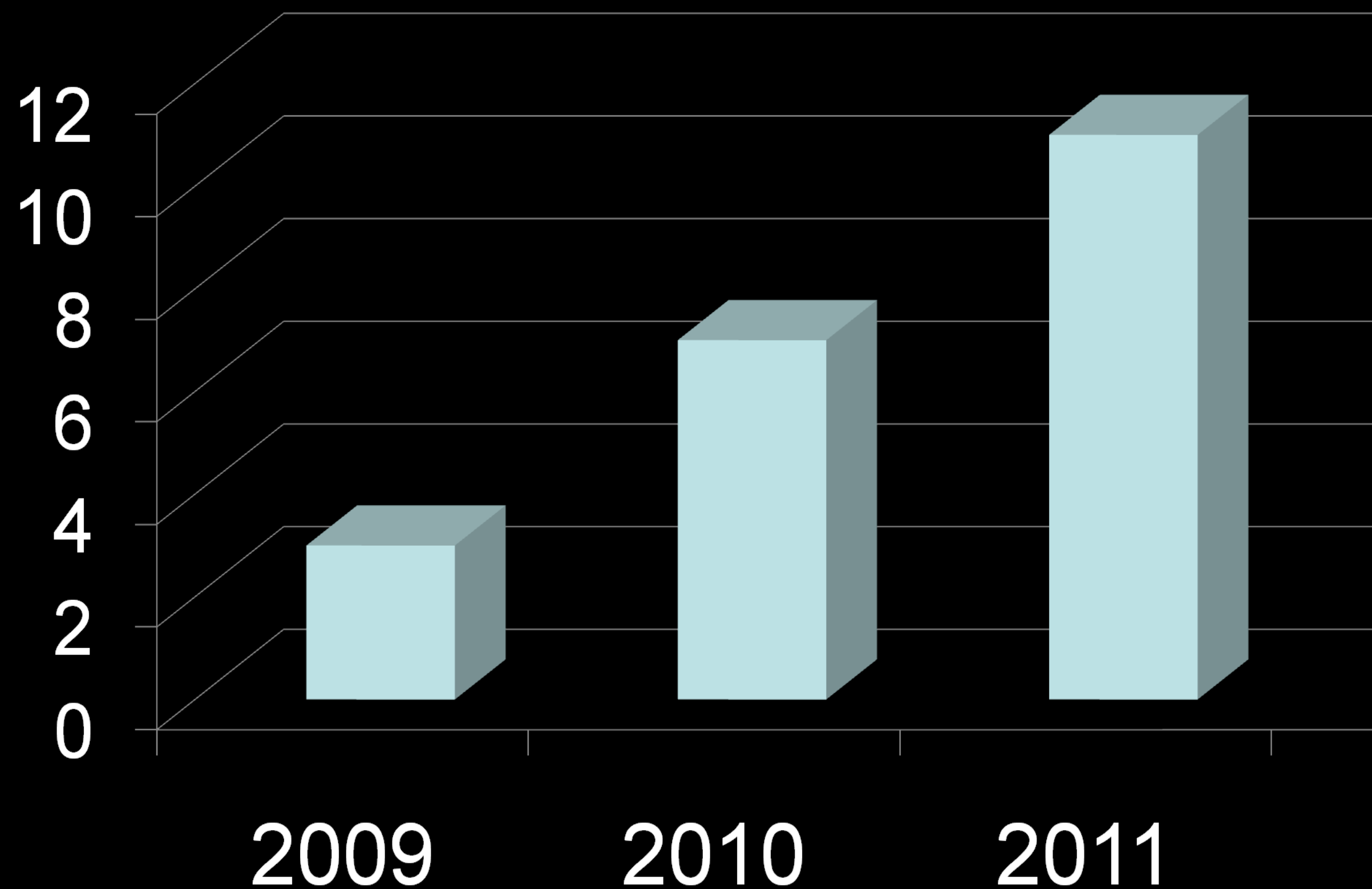
2006+

What is going well

5. Three 'I's

Immersion

Number of Sports Science people on
>0.5FTE with a single sport



We understand our sport/athlete/ coach through regular, focused direct contact.

We develop strong relationships with sports and there is clarity on their needs and priorities.

Integration

Sport manager

S
P
O
R
T

DISCIPLINE

DISCIPLINE

DISCIPLINE

S
P
O
R
T

Discipline
manager

We have a clear understanding of each other's roles and responsibilities and the impact on performance that each area can have.

We apply a collaborative approach to impact athlete/coach performance through identifying and maximising synergies between areas.

Everyone is 'on the same page' with a clear purpose and direction we align to.

Innovation

Examples

- Slurries
- Nutrition product development
- Force/power – immediate feedback
- HR recovery
- FM testosterone
- Psychometric assessment

Applied research is aligned to each sports' or programme's highest priority needs.

We ensure our innovative projects are collaborative with the sport and between our area teams.

We develop world leading innovations for the programmes we work in.



Rowing NZ HP Programme Case study

- Centralised at Karapiro (world class rowing lake)
- Most athlete support is provided on site
- Strength & conditioning gym on site
- Elites train on site 10-11 months per year (30#)
- U23 squad: at Karapiro April through World Champs (#25)
- Jr squad: at Karapiro May through World Champs (30#)



Rowing NZAS Support People

Immersion Integration Innovation

- ◉ Alan Cotter, HP Director
- ◉ Judith Hamilton, Support Programme Manager
- ◉ 2 FTE, Strength & Conditioning
- ◉ 0.5 FTE, Athlete Life
- ◉ 0.5 FTE, Performance Psychology
- ◉ 1 FTE, Physiology and Monitoring
- ◉ 0.4 FTE and 0.2 FTE, Performance Nutrition
- ◉ 1 FTE, Performance and Technique Analysis
- ◉ 0.2 FTE, Medical Director
- ◉ 1 FTE, 0.2 FTE, Physiotherapy
- ◉ 1 FTE, 0.5 FTE, Massage
- ◉ 0.5 FTE, Coach Performance
- ◉ 0.2 FTE, NZAS Sport Performance Manager
- ◉ 0.1 FTE, SPARC, Performance Consultant



Summary

1. Increased investment
2. Targeted investment
3. Track athlete performance
4. People
5. Immersion-Integration-Innovation

Thank you Questions?

