



Rowing ACT Strategic High Performance Pathways Plan 2018-2020

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DEFINITIONS

ACTAS means the ACT Academy of Sport.

AIS means the Australian Institute of Sport.

Club means a club of RACT including school clubs.

HP means high performance.

HPP Monitoring Group is defined in contract between RA and RACT

HPP Program means RACT high performance pathways program.

KPI means key performance indicator.

NTC means National Training Centre.

RA means Rowing Australia.

RACT means Rowing ACT.

S&C means strength and conditioning.

TID means talent identification.

EXECUTIVE SUMMARY

Rowing ACT (RACT) has developed a bespoke Strategic High Performance Pathways Plan (HPP Plan) that aligns with its own Strategic Plan 2015-2020 and *Campaign Number One*, the Rowing Australia (RA) Strategic High Performance Plan 2020+. The RACT HPP Plan has been developed in a spirit of collaboration and consultation with representatives of the ACT rowing community.

The purpose of the plan is to provide a robust and sustainable pathway ensuring a continuous supply of quality athletes and coaches into the national high performance pathways system. In achieving this goal, RACT has identified seven key performance drivers including:

- Athlete Identification and Recruitment
- Coaches and daily training environment
- Performance services
- Facilities and equipment
- Competition
- Culture
- Commercial development

Given the relatively small size of the ACT rowing community, the success of the RACT HPP program will rely heavily on collaboration and coordination of resources, coaches and equipment ensuring that all efforts are focused on RACT HPP outcomes. The operating model has identified 5 key points of entry into the program including Talent Search, University Pathways, School Transfer, Para-Rowing and Talent Transfer.

The Club Readiness Assessment Tool has been developed to clearly define the standards required to deliver each of these aspects of the HP pathway and allow ACT clubs to rate themselves on the critical factors needed to support that delivery including facilities and equipment, coaching and administrative support, club culture and leadership, recent results and performance, and see where they currently fit and/or what they want to improve further.

The HPP Program will be overseen by the HPP Monitoring Group and will be delivered by the HP Head Coach with the support and contribution of the participating Clubs. Administration support will be provided by the Pathways Co-ordinator

The RACT HPP Plan will be regularly monitored against the measurables identified in the operating model, and will be underpinned by a detailed annual operational plan and supporting policies and agreements.

PART 1 – INTRODUCTION

1.1 Background

RACT has developed a bespoke HPP Plan that aligns with its own Strategic Plan 2015-2020 and *Campaign Number One*, the RA Strategic High Performance Plan 2020+. The Recreation-Participation-Performance Continuum recognises a continuous pathway and the benefits that flow in both directions:

Recreation ----- Participation ----- Competition ----- Talent Development ----- High Performance

RACT now has the responsibility for the whole of the continuum including HPP sport. clubs will determine where they sit on the continuum and what level of service and activity they will provide.

1.2 Our Purpose

To provide a robust and sustainable pathway ensuring a continuous supply of quality athletes and coaches into the national HPP system.

1.3 Our Goals

The HPP Plan aims to:

- Provide a HPP structure through which talented ACT rowing athletes and coaches can achieve their potential
- Meet the expectations of RA by providing an ongoing pathway and supply of ACT athletes and coaches into the national HPP system
- Ensure an inclusive approach to both able-bodied and para-rowing athletes and coaches
- Ensure ongoing representation of ACT athletes and coaches in national teams
- Ensure sustainability of the infrastructure and culture of the HPP program through sound administration in the RACT HP unit and Clubs
- Retain and share knowledge and experience within the RACT HP network
- Clarify the roles of all involved in the program and pathway including clubs and schools
- Continue to build financial independence in case the current funding provided by RA and its sponsors diminish – develop a commercial plan that includes marketing and sponsorship strategies

1.4 Strengths, Weaknesses, Opportunities and Threats

<p>Strengths</p> <ul style="list-style-type: none"> • Ease of access to a quality training and racing facility • Location of the Men's NTC in Canberra • Access to ACTAS and AIS performance services • A tight knit rowing community and a growing sense of the need for collaboration between clubs • Two sport-friendly universities located in the city • Small number of school rowing programs (both a strength and weakness - strength is they might have better chance to get collaboration, weakness is a smaller pool) • A strong history of TID and development in the ACT • Increased funding allowing employment of a head coach and part time second coach. There is also money available to hire further coaches and or administration for the program 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of professional coaches in clubs and a lack of quality coaching within the ACT that is limiting HP in clubs • Limited history of clubs running coordinated/systematic programs. Most of rowing is at recreation and participation level – school activity and masters activity • School programs currently varied in terms of objectives • Limited financial capacity to expand the ACTAS fleet • The size and layout of the ACTAS facility is limiting and that only the high performing athletes should be located there • Vulnerability of the current system with dependence on a small volunteer base • The need for succession planning and a sustainable future pathway for other future coaches and administrators
<p>Opportunities</p> <ul style="list-style-type: none"> • Growing recognition that collaboration is needed between and within the clubs and that Talent Search athletes would be better located in community clubs: partly due to space constraints, but also to ground those youngsters in clubs, and be part of their club environment before they are promoted into the senior HPP program ranks • Other schools and educational institutions may have an interest in being involved • Future RACT training centre and boat house will come online 	<p>Threats</p> <ul style="list-style-type: none"> • RA has effectively guaranteed funding up until Tokyo 2020 Olympics, although KPIs will need to be met in terms of membership of the National teams. Over the next three seasons any funding will only be trimmed, but after Tokyo, RACT needs to have a sustainable pathways program pushing athletes through to national teams • Need to ensure sustainability of the HPP program in structure, coaching, administration, facilities, equipment and culture • Reduction in ACTAS administration and management support to the HPP program for the Tokyo cycle

PART 2 – KEY PERFORMANCE DRIVERS AND ENABLERS

The key performance drivers and enablers that will help deliver our goals include:

2.1 Athlete Identification and Recruitment – *identify and recruit an agreed number and quality of male and female athletes into the national HPP system*

Enablers:

- Provide clarity for the national pathway framework and clearly articulate the expectations on athletes
- Work closely with school rowing staff to promote post-year 12 opportunities through draft camps, winter rowing programs and developing strong links with clubs
- Conduct TID and recruitment activities at university open days or at other orientation events
- Conduct annual talent search and talent transfer programs for non-rowers
- Ensure an inclusive approach to both able-bodied and para-rowing athletes
- Clearly define the requirements and expectations for clubs at each stage of the development pathway so they can decide which level(s) of activity they will commit to providing
- Encourage and support clubs to be ready to receive new rowers with appropriate structures and programs, facilities and equipment, coaches and administrators all in place, as well as a welcoming culture

2.2 Coaches and Daily Training Environment – *recruit and develop quality coaches who provide a consistent daily training environment across the ACT in line with the national HPP system*

Enablers:

- Provide clarity for the national pathway framework for coaches
- Ensure succession planning that provides a sustainable pathway for future coaches and administrators
- Provide ongoing education, support and development opportunities for coaches
- Develop an incentive program to reward, recognise and retain good coaches and administrators
- Recruit new coaches from schools and universities through introduction and co-coaching programs
- Encourage clubs to make it easy for coaches to do their job – ie have things in place so coaches can turn up and coach

- Ensure coaches work together to deliver consistent quality training programs and encourage experienced coaches to share information and mentor younger coaches

2.3 Performance Services – *provide performance services that support athletes and coaches to effectively underpin HPP outcomes*

Enablers:

- There is currently a commercial agreement in place with ACTAS to provide performance services
- There is an opportunity to explore further partnerships through preferred providers and tertiary institutions (eg the University of Canberra)

2.4 Facilities and Equipment – *ensure the location and coordination of facilities and equipment support athletes and coaches to effectively underpin HPP outcomes*

Enablers:

- The HP development and Talent Search program will be located in clubs feeding into the HPP Program with athletes and coaches being adequately catered for in their own clubs
- The new RACT boathouse will come on line in the future and provide an alternative venue for para, novice, and intermediate Pathway groups if these are not accommodated in clubs
- ACTAS equipment is currently at capacity and is meeting the needs of the current size of the program – future growth will need to allow for increased equipment requirements and facility access
- Encourage clubs to develop long term equipment plans that will support the higher development of their athletes
- Collaboration within the ACT rowing community will continue to support effective use of facilities and equipment

2.5 Competition – *provide competition opportunities that maximise athlete and coach HPP development*

- Review the current competition schedule and format to ensure it maximises the opportunity for athlete improvement
- Provide more competition in bigger boats to increase the volume of athletes experiencing quality racing
- Ensure the racing program supports the development of school athletes, and encourage schools to engage more in it
- Identify key events and opportunities to attract interstate crews to ACT regattas

- Ensure competition with NTC crews provides appropriate development opportunities for RACT athletes
- Use competitions to monitor athlete progress (eg time trials)
- Review the grading system to ensure it accurately reflects the quality of competition expectations for each level

2.6 Culture – *ensure our culture and values enhance and positively support the HPP Program*

Enablers:

- Promote a collaborative, transparent, supportive and collegiate culture across clubs and the HP network
- Develop an attitude among athletes and coaches that it is a privilege and not a right to be part of the HPP program
- Explore opportunities to provide personal excellence, mentoring and development programs for athletes and coaches

2.7 Commercial – *develop a commercial plan that includes marketing and sponsorship strategies to build financial independence in case the current funding provided by RA and its sponsors diminish*

Enablers:

- Develop commercial opportunities with local businesses, partners and supporters to assist in funding the HPP Program
- Ensure commercial arrangements align and/or complement RA national sponsorship deals

PART 3 – OPERATING MODEL, GOVERNANCE, ROLES AND RESPONSIBILITIES

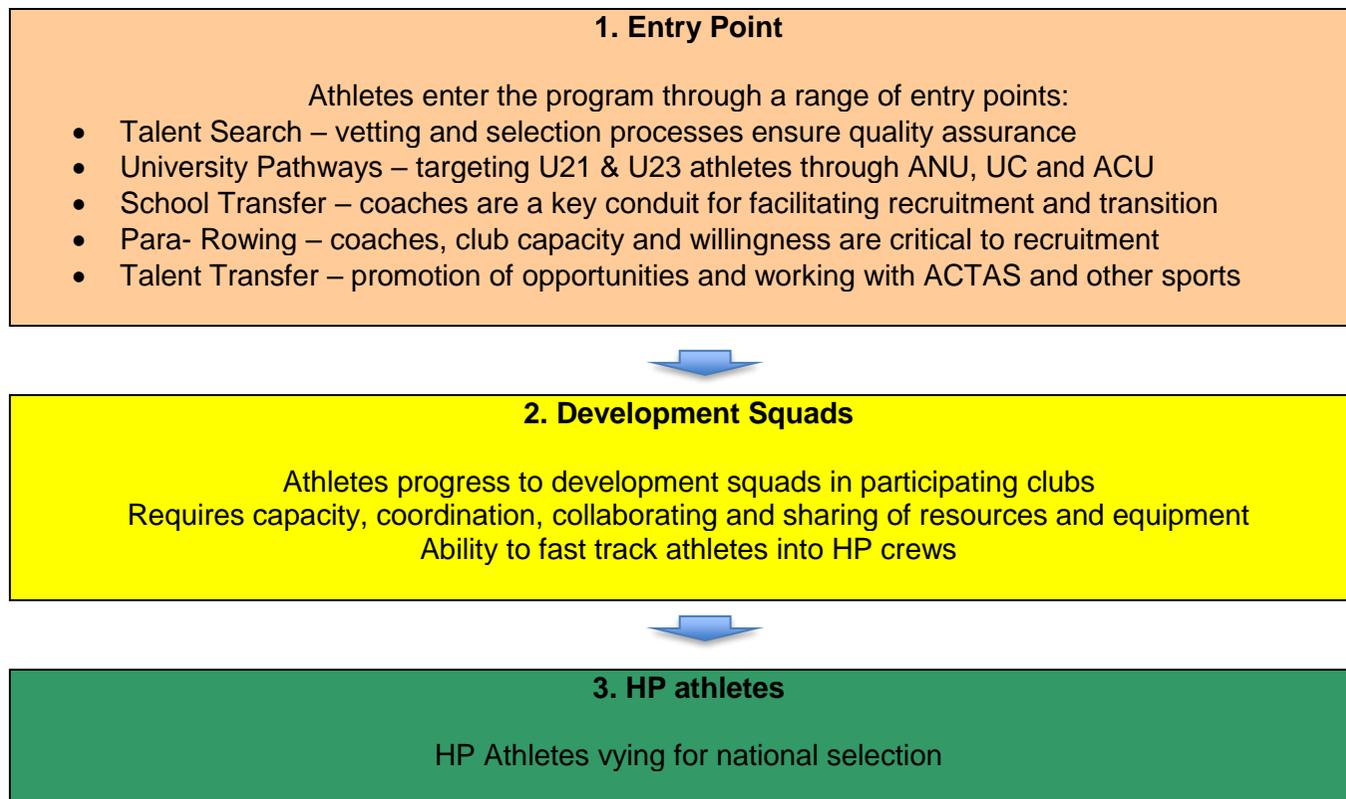
3.1 Operating Model

Guiding Principles for the Operating Model

The following principles are a guide for how the operating model will function:

- The standards and expectations for HPP athletes must be maintained through the vetting and selection process and must not be diluted just to 'pad out' crews
- The Club Readiness Assessment Tool demonstrates that there may be some current gaps in some of the required standards for some clubs
- This may require clubs to work together initially in a collaborative way to establish the HPP Program – the model may evolve further over time with clubs becoming more specialised as their skills and standards improve
- Some clubs may choose not to take part in the program at least initially
- Development athletes from participating clubs may train together a number of days per week and then return to their home clubs on other days
- Clubs which do opt in must be prepared share resources, coaches and equipment
- Coaches need to work together to deliver consistent quality training programs and encourage experienced coaches to share information and mentor younger coaches
- There must be agreement between coaches that they will not poach each others' athletes
- All athletes will be monitored and progress reported to the HPP program, including those who do not continue in the HPP program – it is important that those who don't make it are retained and continue in the sport at a level that best suits their skills and level of commitment
- Flexibility in the 'step up/step down' model to allow athletes to move between top HP and next level down as needed
- Allow for integration of HP athletes into home clubs to ensure long term retention
- Clubs need to have the capacity and willingness to provide administrative and practical support and athlete management to allow coaches to focus on coaching (this support would include management of equipment, athlete communication/registration/entries and welfare etc) – clubs will be provided with a suggested checklist as a guide
- Draft camps could provide another option to attract and select potential athletes
- A marketing strategy will provide targeted promotion for each of the points of entry into the HPP program

The HPP Program Operating Model operates in 3 tiers:



3.2 Program Targets

The program targets have been set by RA from 2018 through to 2024 for the following category of athletes.

- 12 T4 to E1 (Podium Potential B and Developing) athletes on an RA (previously ACTAS) scholarship in the ACT DTE each year by 2020
- 14 T1 to T3 Emerging and Potential athletes in the ACT Talent Programs each year by 2020

3.3 Governance and Operating Structure

The governance of the HPP program operates at 3 levels:

Program Leadership and Governance

The RACT HPP Monitoring Group consists of the:

- RACT President, HP Head Coach, and HP Administrator
- RA Deputy Performance Director and RA Pathways Manager
- ACTAS representative.

The role of the High Performance Monitoring Group is to:

- Monitor and review progress against the strategic HPP plan
- Review and approve operational plans
- Approve and monitor the operating budget
- Approve policies including coach and athlete selection policies
- Keep the RACT Board appraised of progress
- Appoint operational staff including coaches and administrators

Program Delivery

The RACT HP Head Coach delivers the program including selection, coaching, monitoring and reporting. This also involves coordination of the relationships with participating clubs and developing operating budgets.

Program Administration

The RACT HPP Administrator will be responsible for compliance, reporting, data management, financial and budget management, communication and coordination of athlete documentation. This position may be flexible in time allocation – eg full time initially and perhaps becoming part time once the program and systems are established.

3.4 Roles and Responsibilities

3.4.1 Overview of the roles and responsibilities of all involved in the HP pathway:

RA

- Provides leadership and direction for the national HPP system in implementing *Campaign Number One*, the Rowing Australia Strategic High Performance Plan 2020+
- Provides funding and technical support to underpinning programs
- Receives talented athletes and coaches into national teams

RACT

- Provides leadership and oversight in delivering the RACT HPP Plan
- Coordinates the collaboration between clubs in delivering supporting development programs
- Employs and oversees key coaches and staff in delivering the plan
- Provides an appropriate competition structure to enhance athlete development
- Works with RA and ACTAS in monitoring progress

ACTAS

- Provides a facility, some equipment and performance support services to priority athletes in the HPP Program
- Works with RA and RACT in monitoring progress

Clubs

- Will determine the role they take on in supporting the RACT HPP Program and structure themselves accordingly including suitably qualified coaches, support staff, equipment and facilities
- Develop relationships with school clubs to actively recruit school leavers into community club programs
- Actively take part in TID and talent search opportunities to recruit new rowers
- Provide a welcoming culture to attract and retain new rowers
- Must have the capacity and willingness to provide administrative and practical support and athlete management to allow coaches to focus on coaching (this support would include management of equipment, athlete communication/registration/entries and welfare etc)

Schools

- Actively engage with clubs to encourage school rowers to continue rowing post-year 12
- Take part in RACT competitions that provide development and identification opportunities for school athletes
- Encourage school coaches to work collaboratively with community club and RACT development coaches

3.4.2 Specific Roles of Clubs and Universities

- The clubs and universities will determine their role in supporting the HPP program using the Club Readiness Assessment Tool (see Appendix 1) – eg hosting talent search athletes, university pathways, school club to community club transition, talent transfer, para-rowing, innovative HPP initiatives etc

3.5 Funding Model and Operating Budget

The HPP Program is an Agreement funded by RA, ACTAS and RACT. RA provides the bulk of funds (83.3% in 2017-18) which are directed at the hire of staff and support costs. ACTAS (14.1%) provides funds for tinnie and athlete support e.g. uniforms, seat fees and meals. RACT provides an untied contribution (2.6%). These funds are administered by RACT.

In addition, ACTAS provides direct funding for the shed and fleet maintenance and sporting equipment. The ACT Government also provides athlete health and other professional services which are attributed to the ACTAS program.

RA has set the funding level with each state and territory.

Expenditure against the program has been well below funding levels. The 2016-17 budget did not have an ACTAS component and only ran from January-June 2017. However, it coincided with the resignation of the ACTAS Head Coach which resulted in significant under-expenditure generating the carry-over into 2017-18. For 2017-18, the current subdued rate of expenditure will not soak up that surplus but grow it significantly. This provides opportunities for increasing the level of resources devoted to supporting the program. At the same time, there are risks including jeopardising future funding levels and how to accelerate expenditure without blowing out future budgets.

3.6 Risks

Risks to the implementation and success of this HP Plan include:

- Financial risk, including the future support of RA to fund the pathway
- Commitment to the new operating model by athletes, coaches, staff and clubs
- The ability to secure the right people with the right skills, particularly in relation to coaching and performance services
- Access to appropriate facilities and equipment

3.7 Review Mechanisms

- The RACT HPP Plan will be regularly monitored against the measurables identified in the operating model.
- Measurement against these KPIs should allow issues to be identified early and any improvements implemented.
- Formal six monthly progress reports will be provided and an annual review of the HPP Plan will be undertaken. These reports will identify both successes and areas for improvement.
- The HP Plan will be supported by an annual detailed operational plan for the HPP staff.
- The HP Plan may be adjusted to adapt to changing environments or to take advantage of new opportunities.

APPENDIX

Appendix 1 - Club Readiness Assessment Tool

Purpose:

The purpose of the Readiness Assessment Tool is to clearly define the standards required to deliver each aspect of the HP pathway and allow clubs and universities to rate themselves on the critical factors needed to support that delivery including facilities and equipment, coaching and admin support, club culture and leadership, recent results and performance, and see where they fit and/or what they want to improve further.

The Readiness Assessment Tool has 2 Parts:

- Part 1 describes the standards required for each aspect of the HP pathway
- Part 2 allows clubs to assess themselves against the required standards and see where they are now for each aspect of the HP pathway and identify where they may need to improve

Part 1 – Requirements for each aspect of the High Performance Pathway

1) Hosting Talent Search Athletes:

- Appropriate programs, administration, culture and structures in place to provide a supportive environment for talent search athletes
- These athletes will be school aged from non-rowing schools, and will have been tested and identified by the RACT Pathways Coordinator
- Clubs would be expected to provide single sculls and a coaching boat for three sessions a week after the annual testing regime has been conducted by the HP coaches
- The athletes will be beginners so the boats do not have to be new, but should be appropriate for the skills, size and ages of the rowers
- There may be a suitable coach within the club, or the program may have to provide one
- Athletes would initially be contained in a stand-alone training group but would eventually be integrated into other club activities

	Description of Standard Required	Priority C/I/B*
Culture and Leadership	A proactive committee with an entrenched inclusive and supportive culture that welcomes new rowers into the club. Awareness of the needs and accelerated progression of a talent search squad. Forward planning in regards to organization and structure of the program.	C
Facilities	Adequate changing and bathroom facilities. Suitable indoor facilities for alternative training during inclement weather. S&C facilities to enable teenage HP athletes develop core strength, flexibility and S&C skills.	B C
Equipment	5-10 single sculls and suitable oars plus coaching tinny for 3-4 sessions a week. Multiple ergometers.	C
Coaching	Coach might be appointed. RA Level 2 accredited. Reliable. Patient and having experience with novices and coaching underage athletes.	C
Admin Support	Much of the admin would be done by the RACT HP Administrator	I
Performance and Results	Athletes competing within 12 months, and showing significant improvement across regattas. Aiming for U19/School boy/school girl single scull finals at National level. Allowing flexibility for fast-tracking and	C

	integration for those progressing more quickly.	
Other	ACTAS approved long term training program.	C
Monitoring and Reporting	All talent search athletes will be monitored and progress reported to the HPP program, including those who do not continue in the HPP program.	C

** Priority – Critical (C), Important (I), Beneficial (B)*

2) University Pathways:

- Appropriate programs, administration, culture and structures in place to provide a supportive environment for university pathway athletes
- A high standard of equipment to attract inter-state school rowers who are used to top grade equipment
- Appropriate proven HP coaching that will attract inter-state rowers to study in Canberra
- This option need not be exclusively about ANUBC. It remains possible that a community club might be able to host a small University of Canberra (UC) and/or Australian Catholic University (ACU) program

	Description of Standard Required	Priority C/I/B*
Culture and Leadership	A proactive committee with an entrenched inclusive and supportive culture that welcomes new rowers into the club. Awareness of HP expectations from transition athletes coming from top school programs to Canberra. Directed initiative towards entering crews to medal at U21 National Championship level. Strong programming initiatives.	C
Facilities	Adequate changing and bathroom facilities. Suitable indoor facilities for alternative training during inclement weather. Gym access with structured Strength & Conditioning program/monitoring. Access to nutrition and physiotherapy advice.	C
Equipment	Appropriate (if not dedicated) equipment for HP athletes. Ergometers. Access to HP monitoring equipment i.e. biomechanics.	C

Coaching	Coach to have achieved National Championship podium place getting crews. RA Level 2 with plan to receive Level 3.	I
Admin Support	Club to have appropriate management and volunteers to work with RACT Pathways Coordinator (who will also act in support). Team support at Nationals.	I
Performance and Results	Athletes highly competitive in club regattas and Australian University Championships. Athletes hitting 75%+ prognostics. Crews to work toward finals at National Under 21 events. Athletes aiming to progress to training agreements.	C
Other	Incoming athletes to be based from host club.	B
Monitoring and Reporting	All university pathway athletes will be monitored and progress reported to the HPP program, including those who do not continue in the HPP program.	C

** Priority – Critical (C), Important (I), Beneficial (B)*

3) School to Club Transition:

- Appropriate programs, administration, culture and structures in place to provide a supportive environment for school rowers, either in the off-season (December/January or winter) or after they complete rowing in Year 12
- Sufficient suitable high quality equipment to attract and retain these rowers
- Club administration that can support and retain these rowers
- A pathway for those rowers to train in crews who attend National under 21 events when they leave school

	Description of Standard Required	Priority C/I/B*
Culture and Leadership	A proactive committee with an entrenched inclusive and supportive culture that welcomes new rowers into the club. Awareness of expectations by transition athletes coming from top school programs to Canberra. Directed initiative towards entering crews to medal at U21 National Championship level. Strong programming initiatives.	C

Facilities	Adequate changing and bathroom facilities. Suitable indoor facilities for alternative training during inclement weather. Gym access or structured S&C program/monitoring.	C
Equipment	Suitable equipment made available for off-season and between season crews and sculling that is appropriate to the skills and goals of the individuals. For crews transitioning out of school, crew boats of a standard that are competitive at the U21 National regatta. Access to ergometers.	C
Coaching	Committed coaches with club accreditation RA Level 2 looking to develop. Interest in providing pathway opportunity to athletes needs. Coaches committed to developing junior athletes working to achieve high level competitiveness.	C
Admin Support	Club to have appropriate management and volunteer support in place.	I
Performance and Results	To increase the rate of retaining transitioning school rowers. Improved performances at regattas. Targeting U21 National events.	C
Other	Crews to be based at host club.	B
Monitoring and Reporting	All school club to community club transition athletes will be monitored and progress reported to the HPP program, including those who do not continue in the HPP program.	C

** Priority – Critical (C), Important (I), Beneficial (B)*

4) Para-Rowing:

- Appropriate programs, administration, culture and structures in place to provide a supportive environment for para-rowers and coaches
- Coaches and/or athletes in your club who are keen to make the National Para team, and support them to make that happen
- Involvement in state monitoring/testing aligned with RA requirements

	Description of Standard Required	Priority C/I/B*
Culture and Leadership	A proactive committee with an entrenched inclusive and supportive culture that welcomes new rowers into the club. Knowledge and willingness to adapt programming and availability for individual needs.	C
Facilities	Appropriate changing and toilet facilities. Suitable boating pontoons. Suitable indoor facilities for alternative training during inclement weather. Gym access or structured S&C program/monitoring.	C
Equipment	Boats, oars and suitable adaptations of these for individual needs. Tinny for coaching support.	C
Coaching	Qualified coach who aspires to take athletes to compete at interstate regattas and nationals.	C
Admin Support	Club to have appropriate management and volunteer support in place.	I
Performance and Results	Athletes competing within 12 months of learning to row. Showing significant improvement across regattas. Aiming for National level competition.	I
Other	Open to development opportunities and interstate training opportunities.	B
Monitoring and Reporting	All para-rowing athletes will be monitored and progress reported to the HPP program, including those who do not continue in the HPP program.	C

* Priority – Critical (C), Important (I), Beneficial (B)

5) Talent Transfer

- Appropriate programs, administration, culture and structures in place to provide a supportive environment for talent transfer athletes
- Club aware of talented athletes in other sports who might be injured or otherwise potential great rowers who would like to try our sport
- Facilities and coaching to achieve that talent transfer

	Description of Standard Required	Priority C/I/B*
Culture and Leadership	A proactive committee with an entrenched inclusive and supportive culture that welcomes new rowers into the club. Awareness of the needs and accelerated progression of a talent transfer athlete. Forward planning in regards to organisation and structure of the program.	C
Facilities	Adequate changing and bathroom facilities. Suitable indoor facilities for alternative training during inclement weather.	C
Equipment	Appropriate singles for novices. Access to gym and S&C. Tinny for coaching.	C
Coaching	Experienced coach to accelerate progression to High Performance. Reliable. Patient and having experience with novices.	C
Admin Support	Club to have appropriate management and volunteer support in place. Support of state development coordinator.	I
Performance and Results	Athletes competing within 9-12 months, and showing significant improvement across regattas. Aiming for National level competition.	C
Other	To be involved in HPP program monitoring and development opportunity.	B
Monitoring and Reporting	All talent transfer athletes will be monitored and progress reported to the HPP program, including those who do not continue in the HPP program.	C

* Priority – Critical (C), Important (I), Beneficial (B)

Part 2 – Club Assessment against the Required Standards (*Clubs to Complete this Section*)

Clubs can assess themselves against the required standards and see where they are now for each aspect of the HP pathway, and identify where they may need to improve

	Our Club Standard	Improvement Required?
Culture and Leadership	<i>Describe the current leadership and culture in your club:</i>	
Facilities	<i>Describe the standard of facilities within your club. Is there capacity to accommodate new rowers within your club?:</i>	
Equipment	<i>Describe the quantity and standard of equipment in your club:</i>	
Coaching	<i>Describe the level of coaching and commitment in your club:</i>	
Admin Support	<i>Describe the level of admin support in your club – will it support the HPP program and ensure sustainability?</i>	
Performance and Results	<i>Describe your club performance/results – do these results reflect a HP environment?:</i>	
Innovation	<i>Does your club have a strategy for getting crews onto the Nationals podium (first three places) in the Under 19, under 21 or under 23 events? Describe any other innovative strategies to support HP in your club?</i>	