

# ***Developing Partnerships with Sport***

## ***International Forum on Elite Sport III***

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# *Developing Partnerships with Sport*

- Case Study One
  - Sport : Field Hockey (Women)
  - Duration: 1984 to present
  - Organizational and personal levels
- Case Study Two
  - Sport: Sailing
  - Duration: 2003 -



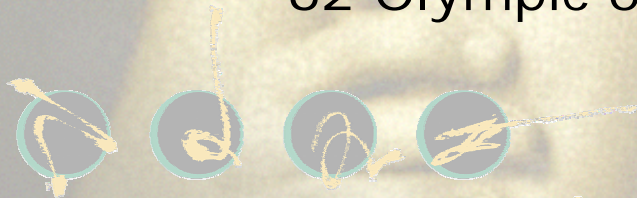
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# **WAIS** – *a partner for sport*

- Commenced 1984 (3<sup>rd</sup> Australian sports institute)
- Specialist Service provider
  - Coaching
  - Program management
  - Scientific and technical support
- 50 staff
  - 22 full-time coaches
- 15 Programs
- 496 athletes
  - 28 sports
- Success
  - 62 Olympic or World Championship gold medallists



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# WAIS - Lead or Respond?

- WAIS Purpose
  - *To provide opportunities for Talented Western Australian **athletes** to achieve excellence in elite sport with support from their home environment.*
- Athlete not Sport focus
  - WAIS actively pursues and evaluates opportunities to achieve our "raison d'être"

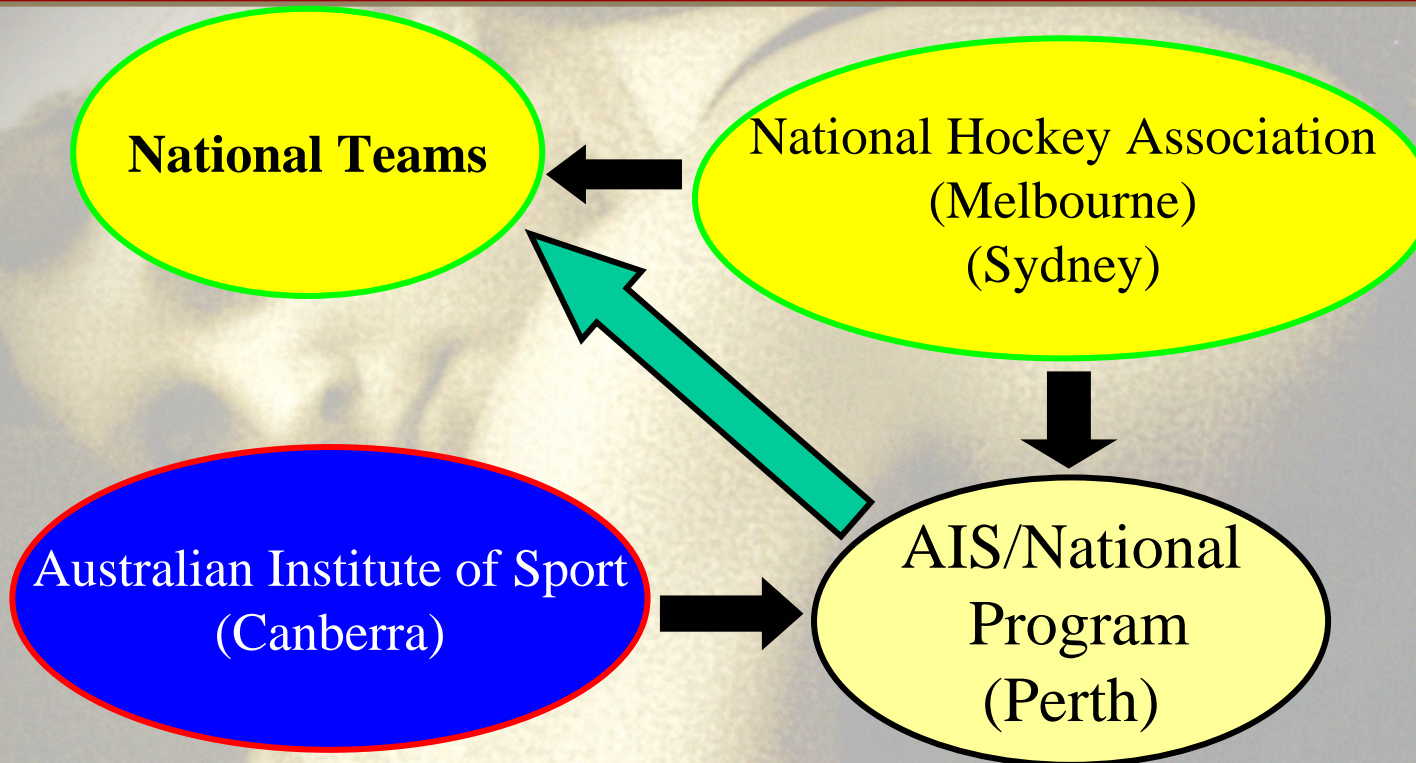


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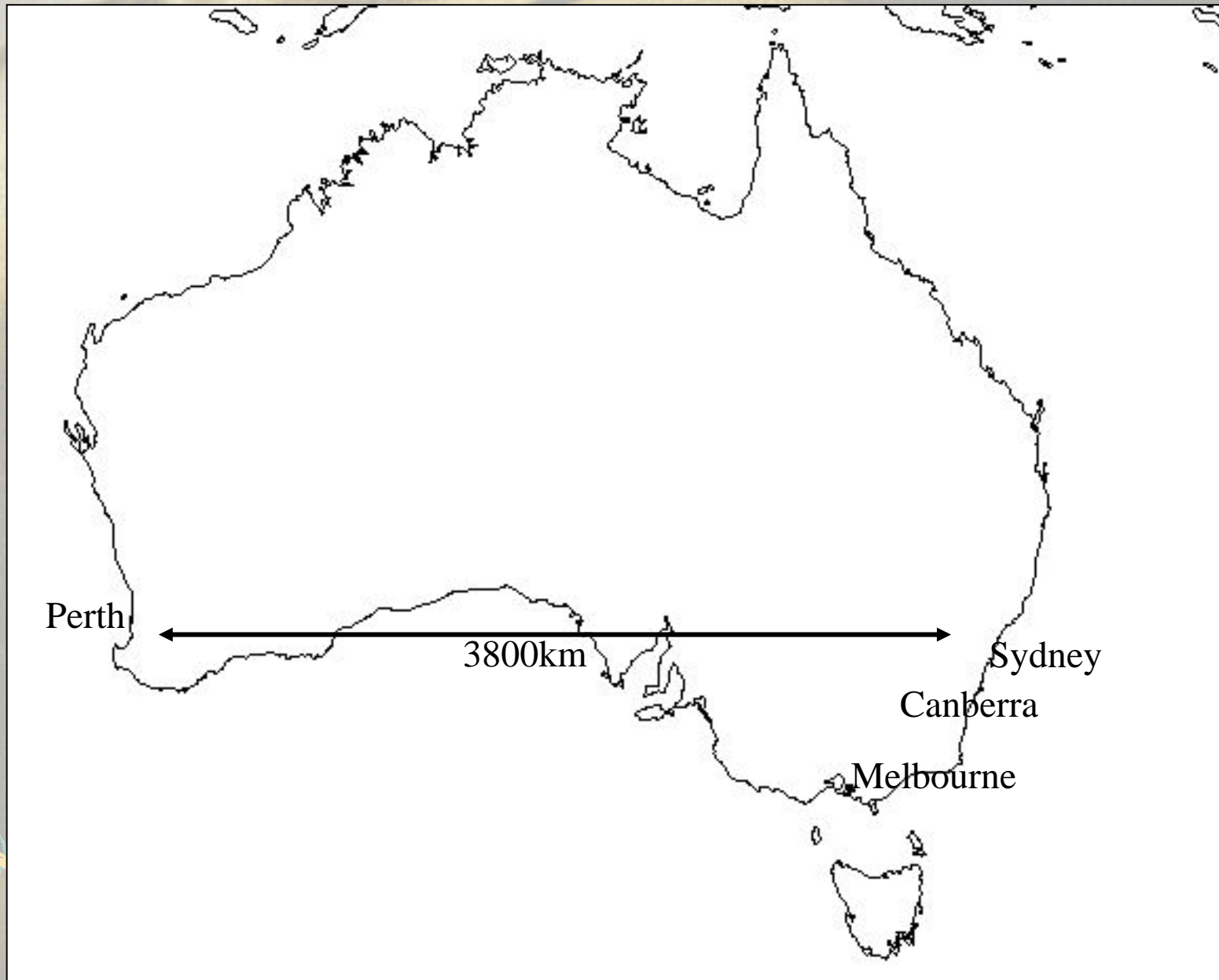
# Hockey Partners – in the beginning



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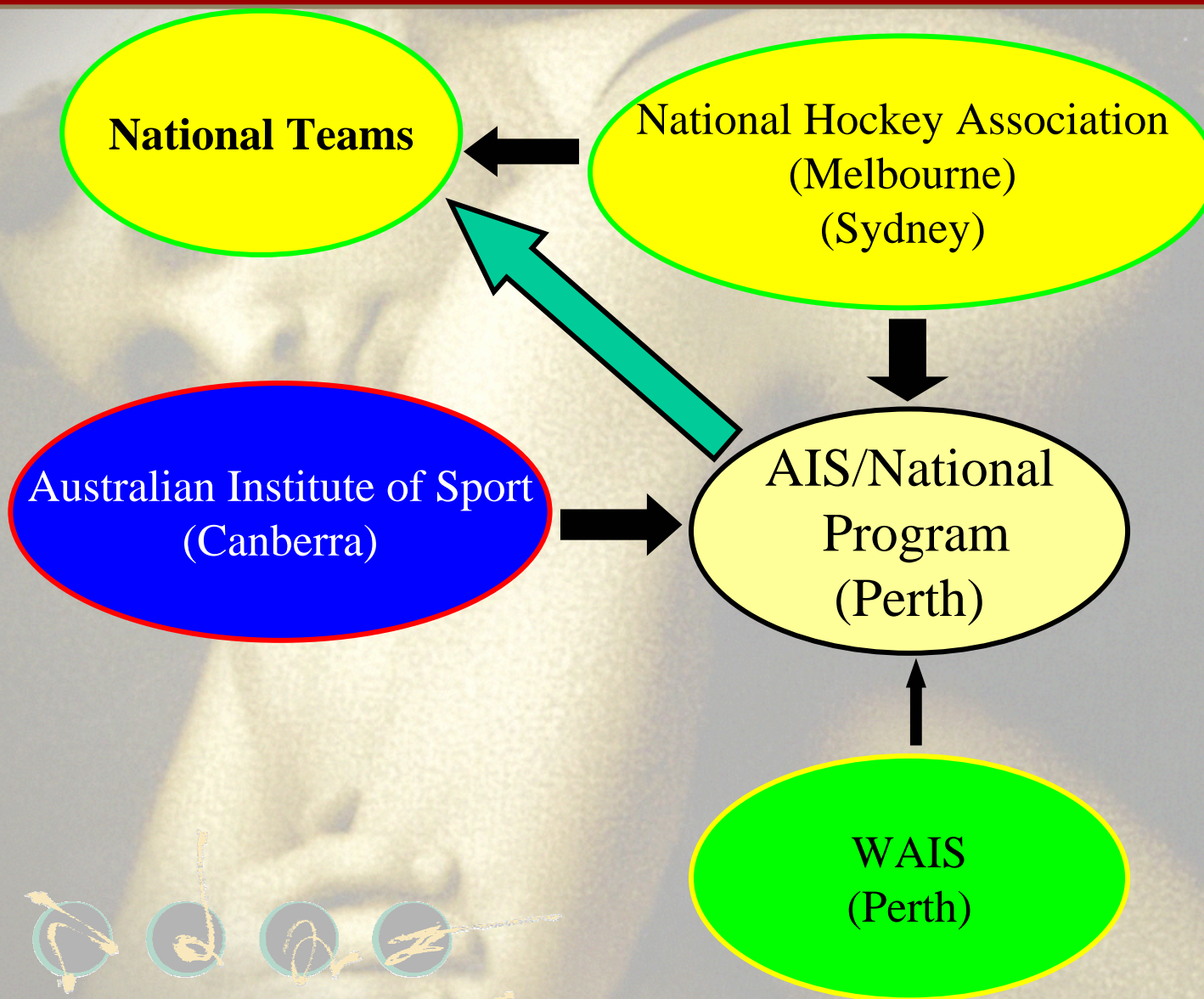
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# Partnerships – at a distance





# Hockey Partners



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# *Hockey Partnership 1984 - Serendipity*

- 1984: WAIS and AIS Hockey Unit formed
  - Relationship created for Sport Science servicing
  - No formal arrangements
  - Interfaced only as required - WAIS reactive
- 1985: Coach wanted structure for and accountability of players
  - SS routine assessment supported this objective
    - periodised- training programs
    - Initial SS research projects (University based) detracted from relationship



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# *Hockey Partnership - National Team*

- 1987: WAIS – AIS – National Team
  - AIS program and National Team focus
  - Relationship extended - Sport Science, Medicine and Strength and Conditioning
    - no formal arrangement
- 1988: Women Olympic Gold

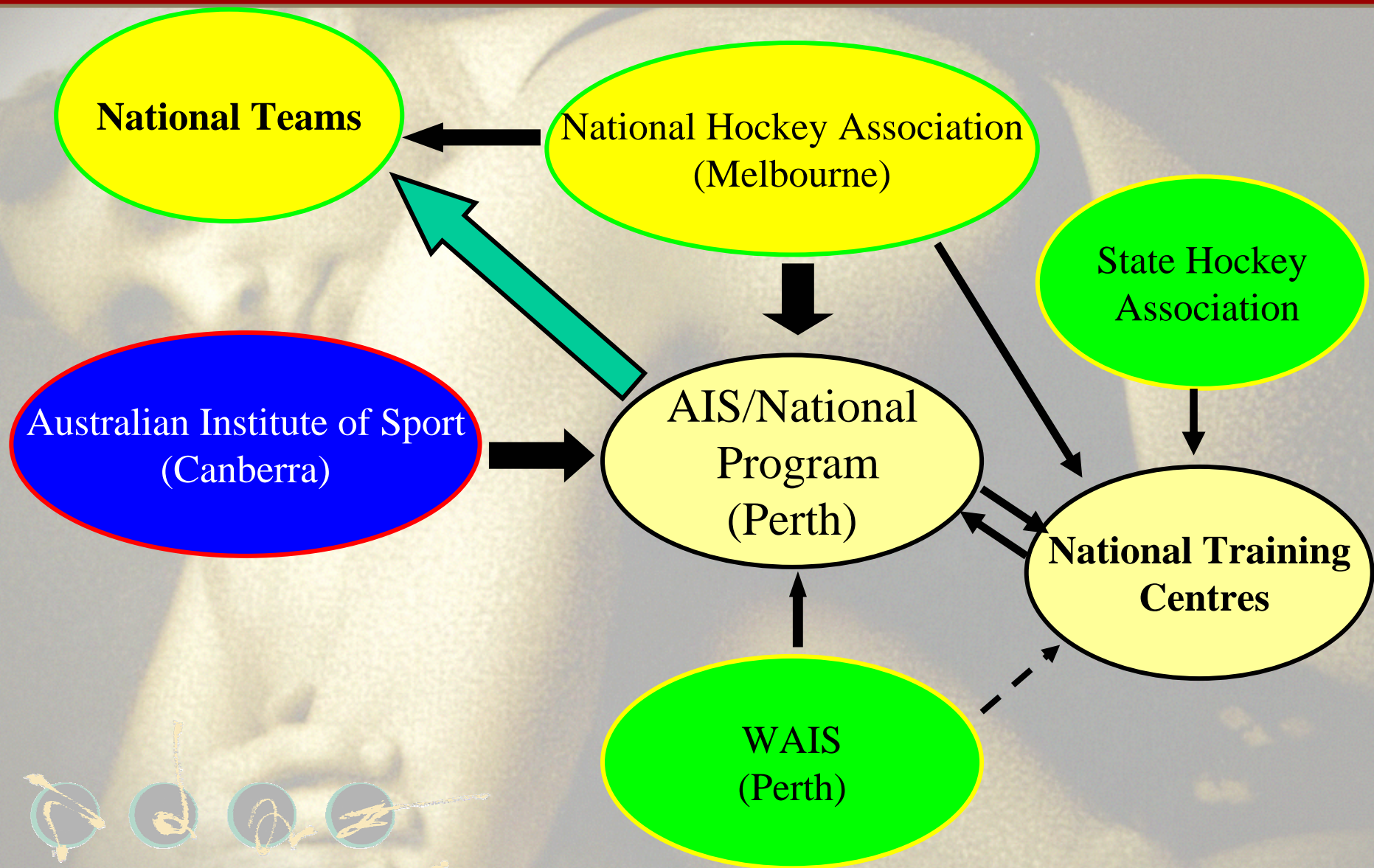


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# Hockey Partners – National Training Centres



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# Partnerships – throughout the nation





# *National Elite Sports Network*

- National Elite Sports Council – strategic leadership and coordination role
  - Eight State Institutes of Sport (non residential).
  - The Australian Institute of Sport
    - Canberra hub with six residential program centres.
    - Some sports serviced via decentralised programs (camps based).
  - Australian Olympic Committee, Commonwealth Games Association and Paralympic Committee are observers



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# ***Hockey Partnership*** *National Training Centres*

- 1990 National Training Centres created in states
  - Full-time coaching staff
  - Training centre coaches and support staff not necessarily aligned/supportive of national staff
- Need for accountability of actions and outcomes
  - Driven by financial arrangements
  - Diversity of professional opinions



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# *Hockey Partnership* 1988-92 Results

- Competition Results focus
  - 1988 Olympics - Gold
  - 1990 World Cup - Silver
  - 1991 Champions Trophy - Gold
  - 1992 Olympics - 5th
- Coaches lose jobs



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# *Hockey Partnership* *The Leaderful Team*

- 1992 - New Head Coach
  - Richard Charlesworth
    - State Cricketer
    - Doctor of Medicine
    - Federal Politician
    - 228 Games for Australia selected for 4 Olympics
    - Rated as one of the World's best ever players
- Produced one of Australia's most successful sporting teams ever
  - 96 and 00 Olympic Gold medallists
  - 94 and 98 World Champions
  - 31 tournament wins from 32 tournaments
  - 252 games for 198 wins (78%)



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# **Hockey Partnership** *Influence of the coach*

- Coach - untouchable
  - accountable only for team performance
- Accountability of partners still required
- Communication with National Training Centres and partners still required
  - Management responsibility increased to support coach style
    - ensure documentation of roles and responsibilities
    - review actions and outcomes
    - provide feedback to partners



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# *Hockey Partnership* staff selection

- Selection of staff – coach driven
  - Forced partnership change
- Sport Science focus on creation of new knowledge and assistance in application
  - No dissemination of knowledge
- Increased accountability and justification of advice to coach and players



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# ***Successful Partnerships – what have we learnt?***

- Irrelevant who seeks who
- Common Attributes



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## ***Common Attributes - Shared Goals***

- Partners need to have at least one shared goal
  - Partners may have goals that are specific to them however these must be secondary to shared goal/s.



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# ***Common Attributes - Partner Roles***

- Each partner must have clearly defined roles
  - Roles should not overlap
  - If roles do overlap then agreement must be made on who will have ultimate authority



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## ***Common Attributes - Communication***

- Formal documentation of partnership purpose and partner roles and responsibilities
- Regular communication
  - formal and informal
- Documentation to support agreements
- Reporting against key tasks and outcomes



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# ***Common Attributes - Accountability***

- Partners need to be accountable for
  - agreed resource provision
  - agreed actions
  - outcomes



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# ***Common Attributes - Staffing***

- Partnerships are executed by people
- Program Culture
  - The Coach is the leader
    - Service providers must be supportive of program philosophies and culture.
    - Service providers should enhance program philosophies and culture through their involvement.



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# *Successful Partnerships -Attributes*

- Common Attributes
  - Shared Goals
  - Defined roles and responsibilities
  - Communication
  - Accountability
  - Staffing



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# ***Sailing a new Partnership for 2003-?***

- History of underage success nationally and internationally
- Competitive advantage
  - Natural environment
    - River
    - Ocean
    - Wind
- Local club structure strong (financially and participation)
- Quality coaches – but not professional
- Athlete pathway not clearly defined or supported
- Sport Sciences limited involvement
- Enthusiastic partners





# ***Sailing Program - Common Attributes***

- Shared Goal
  - Increase Western Australian participation at World Championships and Olympic Games
- Partner Roles
  - SSO: underpinning program, provision of sport specific facilities and funding
  - NSO: coaching support and funding
  - WAIS: program management, specialist service provision and funding



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# ***Sailing Program - Common Attributes***

- **Communication**
  - Formal agreement signed by all partners
  - Twice yearly review by a Joint management committee
- **Accountability**
  - Documented in formal agreement
  - Actions and outcomes constantly assessed by program management
    - twice yearly formal review by a Joint management committee



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# ***Sailing Program - Common Attributes***

- Staffing
  - Selection of Coach before selection of support staff



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