



# Talent plan

2016 – 2020

## Forward

### **“Sport doesn’t work like that”**

Richie McCaw’s game-day mantra is now famous, “Start again.”

New Zealand prides itself on being one of the world’s great sporting nations. We’re fourth on the Olympic medals table, per capita and our young people are rated the most physically active in the world. Play, you might say, is in our DNA.

“Except...” as Richie might say, “That was last week. And last week is history.” Because, already, 11% of New Zealand’s young people are obese and a further 22% are overweight. We are the third most obese nation in the world.

New Zealand’s sporting tradition is being corroded by the modern, sedentary lifestyle. Physical inactivity is now one of the world’s major non-communicable diseases: as serious as smoking.

Whether it’s from self-interest—maintaining Sport’s talent pool—or in the national interest—a healthier, happier and more productive society—as a sector, we have to turn around, look outside at a changing world and respond. That’s what the Sport New Zealand Community Sport strategy is about...and that’s what this document is about. It outlines Sport New Zealand’s plan for ensuring developing athletes realise their potential.

To create a world-leading system we must start in the community, at the grass roots. We must encourage more kids up on their feet, becoming active and experiencing the sheer lung-busting fun of participating in community sport. We know that participating and competing build their self-esteem, resilience and confidence. And we know that—once they start—they may well discover a talent, follow a pathway and end up winning on the world stage.

We’re in Sport. We know you only remain good if you’re striving to be better. And we completely get it when Richie says, “start again.”

## Introduction

As a sporting nation we believe in realising our athletes' future potential. Building a world-leading sporting system involves ensuring that all Kiwi kids have the best possible opportunity to reach their potential. For that to occur, all young people need enjoyable, quality development experiences in their early years, to build their belief and ignite their passion and enjoyment for sport in well-rounded environments.

As young people make the choice to pursue their sport to an elite level, and their future potential is identified (where talent development kicks in), the sporting system must provide the right coaching, competition and support. This Plan seeks to do just that.

This Talent Plan is:

- focused on growing the capability of the competitive sporting system to better prepare athletes for high performance through quality sporting experiences in the development phase, and will encourage more young people and adults to remain active in competitive sporting pathways, strengthening local, regional and national competitions.
- for the New Zealand sporting system, led by Sport NZ, and is a result of consultation with a wide range of people and organisations from across the country including national sporting organisations (NSOs), regional sports trusts (RSTs), secondary school sports bodies and schools, tertiary education organisations, territorial authorities (TAs) and, most importantly, athletes and coaches.

## What is Talent Development?

Talent development is developing athletes to realise their potential in sport and in life – winning in the long run.

A world class talent development system encompasses identification, confirmation, selection / de-selection, performance planning, competition and monitoring processes. These processes ensure that people and organisations are working with the 'right athletes' at the 'right time'.

This Plan will guide those working in the sports system to better enable them to put the development needs of the athlete first. It will also influence partners to provide quality developmental experiences for athletes as their pathway aligns between school sport, community sport, talent development and high performance.

The diagram below illustrates the Sport NZ athlete development pathway. It is a generic athlete development pathway, each athlete will follow their own path within competitive sport.



*Figure 1: This visual captures a revised Sport NZ Athlete Development Pathway. More information regarding this visual will be provided to the sector in 2016/17.*

## Why do we need a Talent Plan?

Research from early 2003 told us that talent identification and development in this country was ad hoc, under-resourced and based on a belief of 'hope'. Sport in New Zealand has come a long way since then. There have been talent programmes developed by sports, regions and private providers to support athletes with potential in either sport-specific or multi-sport settings, - some successful. However, while some of this development has been systematic in nature, most has been organic and is still lacking a national sense of leadership or direction. Sport NZ believes that with leadership, direction and support in talent development, there will be increased success.

A national direction on talent development will deliver:

- identification processes and developmental pathways that follow good practice
- the right development opportunities provided at the right time, with the right support
- common understanding and alignment of pathways and processes at national and regional levels.

As a nation we have a unique opportunity, due to our culture, size and connectivity, to significantly influence the understanding and implementation of developmental pathways for our future champions. However, with limited resources the New Zealand sporting system needs to maximise benefit and alignment of its resources.

Talent development bridges community sport and high performance. Athletes are still dependent on a primarily volunteer-driven community sport structure focused on participation and experiences for all. However, talented athletes now require an increased level of support and expertise to progress their continued development. At this stage athletes require an increased level of commitment, expertise and collaboration between key people, more often than not still volunteers, to support the athlete's development.

As a sporting nation, we can make a significant difference to today's athletes and the next generation. This is if everyone within the sporting system (individuals, partners and providers) understands their role in supporting talented athletes and works collaboratively. This means being driven by the compass (future vision), not the clock, by putting the long-term needs of athletes first and foremost.

Sport NZ (Community and High Performance sport) is committed to providing strong leadership and direction to influence and lead this Talent Plan.

## What the evidence tells us – Tackling myths

In the same way that all the key people in an athlete's life need to be aligned to support their development, the sporting system (government, sports organisations, regional organisations, and schools) also need to be aligned about talent development. We want to tackle some myths because addressing them will guide how we work together.

### Early specialisation sets athletes up for future success

For the vast majority of athletes and sports, earlier is not better. When athletes narrow their focus onto one sport too early, they risk burn-out, over-use injuries and lessened motivation over time. When athletes have diverse sporting experiences they develop a broader range of transferable skills and greater creativity and decision-making capabilities.

### Childhood success leads to adult success

No two people are the same. Athletes present differently at various stages – progress is non-linear. Every athlete will follow a different path in their development which takes time, with challenges and obstacles throughout. Challenges are necessary and inevitable and motivation, dedication and resilience are essential to reach the top.

### Successful athletes focus on winning

In fact, it's just the opposite. Having a clear development or performance focus is essential rather than being driven by the outcome or winning. How athletes approach every experience (positive or negative) is a learning experience and the development of habits, behaviors and the mindset to navigate those situations is what separates talented athletes from future champions.

## What we are seeking to achieve

### Vision

***“Develop athletes to realise their potential in sport and in life – winning in the long run”***

As a sporting system we recognise that while there is a very clear future performance focus, as a nation we care about our athletes developing their character as people in pursuit of senior podium performances. Their performances reflect who we are as Kiwis.

### What we believe in

This Plan is centered on five core beliefs. Every action by Sport NZ, our partners, coaches, teachers and parents need to align with these core beliefs. They are:

- **athlete’s needs come first** – all decisions made about individual athlete development are informed by an understanding of their needs as an athlete and as a person, both in the short term and in the long run.
- **working together for collective impact** – all partners (including parents) put their own interests aside, align policies and practices and collaborate to work in the best interests of the athlete.
- **effective pathways** – sports’ pathways are clear, underpinned by evidence, and identify the opportunities and the expectations of individual athletes at each stage of the pathway.
- **continuous learning** – continuous learning and a growth mind set underpin success for the athlete, for the people who support the athlete and for the organisations that enable these people.
- **quality coaching** – quality coaching is crucial to long-term athlete success, quality coaches understand the performance needs of the athlete and influence the people and the environment around the athlete.

### What does success look like?

Ultimately achieving our collective vision is dependent on every player (partner) knowing their role and responsibility in the game (system) and working together to achieve our collective goal (vision) of “Developing athletes to realise their potential in sport and in life – winning in the long run”.

Indicators of success from 2016-2020 are:

- the Talent Plan is understood and supported by the New Zealand sporting system
- the development of our partners' knowledge of talent development plus their capability and capacity
- all aligned NSOs having evidenced-based stage-appropriate athlete development pathways, demonstrating best practice and understanding
- increase capability and capacity of talent development coaching expertise at a national and regional level
- athletes better prepared for a high performance environment (that involves athletes knowing the demands of their sport, understanding the development pathways, committing to continuous learning and displaying growth behaviours).

If we are to work towards our vision based on evidence we need to:

Continue to

- work together to ensure what young people/athletes do will maximise their future potential, avoid burnout and boredom and that they are appropriately challenged
- retain the potential pool of talented athletes for as long as possible
- make sure the athletes are aware of what it will take to reach the top and the commitment involved
- ensure stage-appropriate development when designing and/or delivering programmes
- encourage deliberate play, creativity and decision-making
- support development of the whole person by taking key learning from sport and using it in other aspects of athletes' lives
- be clear on the purpose of competition (is it a learning experience or a development tool?)
- support the development of children and athletes' positive behaviours and habits early (educate coaches, parents, teachers and significant others)
- realise the importance of parents/caregivers, peers and significant others in providing quality guidance and support for developing athletes
- individualise athletes' needs as early as resources will allow.

Stop

- encouraging or allowing young people to do things that could compromise their future potential
- identifying or selecting athletes based on testing and/or competitive success alone in pre-maturation or during maturation.



## This Plan will contribute to our success by:

- providing leadership and direction for organisations and individuals working with young people participating in competitive sport, enabling them to provide a consistent approach to developing participants and athletes
- providing strong leadership to community sport, by advocating and influencing government and partner organisations in building understanding in talent development
- providing support to High Performance Sport NZ (HPSNZ) targeted sports to influence optimal athlete development experiences earlier to align effective development pathways
- recognising the importance of working with partners who demonstrate high performance readiness and can influence and impact positive change
- focusing on nationally-identified athletes entering high performance programmes in all sports, as well as key people and organisations supporting the athletes.

## Who is the plan seeking to impact?

This plan seeks to impact talented athletes. It is focused on the whole athlete development pathway and recognises there are many organisations and people that impact athletes and they need to share a common view of quality athlete development.

The development of a world-leading talent system in New Zealand can only happen through everyone working together. It requires everyone to understand their respective roles in better preparing and supporting talented athletes for the demands of high performance sport and future success.

Appendix 1 explains the roles that key people and organisations play in working together to support athletes reach their potential.

As such this plan is for multiple organisations and people.

The plan for Community and High Performance sport

- provides guidance and will inform and influence the whole athlete development pathway for all individuals and organisations that play a role in developing participants and athletes.

The plan for the athlete

- focuses on nationally-identified athletes entering high performance programmes (both HPSNZ targeted and non-targeted sports) at the appropriate level.

For the broader sporting system, the plan

- focuses on the key people and organisations supporting the athlete in the talent development stage.
- focuses on national sporting organisations (NSOs) [top down] to understand and develop their athlete development pathway, having the programmes and processes aligned to ensure optimal athlete development. HPSNZ will continue to work with high performance target sports from Pathway to Podium (P2P) up.
- focuses on regional organisations [bottom up] to support education and alignment closer to the athlete to ensure optimal athlete development.

Sports NZ acknowledges that there will be a sport-specific application of this Plan. For example, a nationally-identified athlete in one sport could be identified at a different stage to a nationally-identified athlete in another sport. The identification process and development programmes need to be tailored to meet the needs of each sport's requirements, underpinned by this Plan.

# TALENT DEVELOPMENT

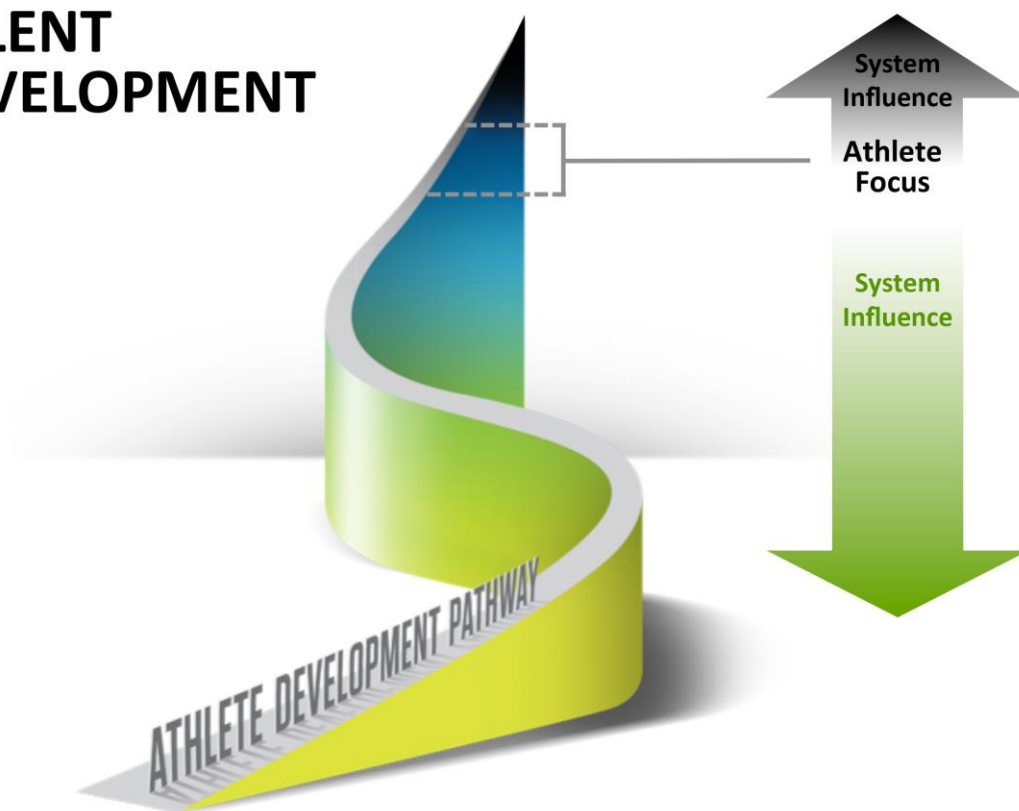


Figure 2: The focus and influence of the Talent Plan on the Athlete Development Pathway.

## How we will make this happen - Focus Areas

To achieve the success we are seeking this plan will focus on four areas that Sport NZ believes will have the greatest potential to influence good practice across the sporting system, and leverage quality opportunities for athletes.

The four focus areas will place the sporting system in a position to cater for sports at varying levels of maturity and readiness to ensure the optimal use of investment.

### Focus area one: Strong Leadership

- develop and embed the Talent Plan
- develop a national talent development structure to deliver on the Plan
- work proactively with current and new partners to embed the Plan
- drive collaboration of talent development leaders to align, learn and achieve

### Focus area two: Growing Capability

- drive a dedicated talent development structure and resources into the sporting system
- build knowledge, understanding and capability of quality athlete development
- build knowledge, understanding and support amongst the New Zealand public
- prioritise continuous learning through the talent development workforce

### Focus area three: Effective Talent Development Pathways

- Sport NZ leads, supports and advocates for quality athlete development pathways
- all National Sporting Organisations (NSOs) develop clear, evidence-based and aligned athlete development pathways
- dedicated people are identified in NSOs to lead talent development
- regional support for the understanding and application of quality sport-specific pathways

### Focus area four: Quality Talent Development Coaches

- review and support more full-time talent development coaches
- assess current coaching programmes and ensure aligned and effective investment and commitment
- resource NSOs to deploy talent development coaches

## How we do it – Words into action

We are taking a two-phased approach to supporting the implementation of this Talent Plan. From a system-building perspective, Sport NZ acknowledges that we must collectively grow understanding and capability within partners in a sequential manner and that we can't do everything at once.

Sport NZ initially will focus on Phase 1. All tactics and actions in Phase 2 are dependent on securing additional resources. While we have clearly captured what we would like to achieve and will strive to do so, financial reality will underpin the scale of Phase 2 support (i.e. national roll out or targeted pilot a programme).

For sports that can demonstrate readiness (most likely high performance targeted sports), HPSNZ currently has strong evaluation processes in place. We will work with HPSNZ to support partners who demonstrate readiness where possible in Phase 1. In Phase 2, we will be in a position to evaluate readiness which will drive support within achievable parameters confirmed at the end of Phase 1.

### Phase 1: Places an emphasis on strong leadership

- i. communication and influence as Sport NZ communicates the Talent Plan
- ii. develop intellectual property to support knowledge building
- iii. develop an accurate picture of the current talent systems, resources and capability
- iv. work with our partners to ensure an effective talent development structure (workforce) is in place.

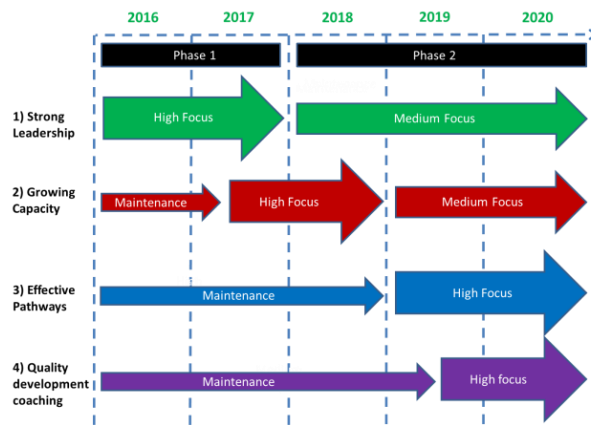
### Phase 2 (scale dependant on securing resources)

The emphasis shifts to Growing Capability, Effective Talent Development Pathways and Quality Talent Development Coaching. Once we have advanced talent development leadership and have evaluation processes in place, the emphasis will shift towards:

- i. implementing a talent development structure
- ii. supporting the workforce to deliver on the Talent Plan at a scale aligned with resources.

With an anticipated talent workforce nationally and regionally (resource dependant), we will support Effective Talent Pathways and grow Quality Development Coaches with partners.

Sport NZ will also work with partners, showing maturity by demonstrating effective athlete development pathways and programmes and ensuring athletes are getting what they need – from the right people at the right time. The diagram below captures the two phases and emphasis across the four focus areas in building an effective talent development system.



Each of the four focus areas has a game plan (Game Plans are attached in Appendix 2). Implementation of the Plan and agreement on roles between key stakeholders is essential.

## Appendix 1: Roles and responsibilities

Organisation (partner)	Core responsibilities
Parents, caregivers, family	To play a crucial role in developing athletes and people who understand the development process and see the importance of becoming better athletes every day. Supporting and guiding their children through the good and challenging times with an eye on the future, and having a strong relationship with the athlete's coach.
Coaches	To grow and support the athletes they are working with in a stage-appropriate manner, positively shaping their attitudes, behaviours and habits to be aligned with their sport and Sport NZ's good practice, and being committed to their own continuous learning.
Clubs	To recruit, develop and retain coaches and educate the athletes' families about appropriate athlete and talent development practices provided by their RSO.
Schools (boards of trustees, principals, teachers)	To support the long-term development needs of the athlete in alignment with the developmental pathway communicated by NSOs, RSOs, RSTs and Sport NZ. To support parental education on quality athlete development.
Regional sports trusts (RSTs)	To support RSOs in delivering their athlete development responsibilities within their region. To lead regional collective regional athlete development planning and best good practice. Adapt Sport NZ's generic talent and athlete development tools, resources, information and athlete development knowledge to educate and support RSO's, clubs, coaches, schools, teachers and parents, and key organisations and groups within their region.
Regional sporting organisations (RSOs)	To lead, enable and invest in their local clubs and schools to ensure they have in place suitable athlete development personnel and club athlete development plans that align with their RSO or NSO (regional to local). To adapt their NSO's generic and sport-specific athlete development tools, resources, information and athlete development knowledge to suit their regional needs while ensuring philosophical alignment.
Territorial authorities (TAs)	To support the sporting system through the provision of, and access to, facilities and partnering in targeted projects to ensure talented athletes within their local communities are appropriately supported in their daily training needs.
Funding organisations	To support the sporting system through investment aligned to best practice in athlete development.
Athlete performance support (APS)	To provide education and support in identified areas of expertise required for athletes to help prepare them for the journey ahead in close communication with their coach and support network (APS discipline areas – medical, nutritional, the athlete's life, and strength and conditioning).
Tertiary education institutions	To support the sporting system through targeted research and provision of education and training opportunities in the area of athlete and talent and development. Lead best practice in athlete development through education and the curriculum delivered to students (workforce of the future).
National sporting organisations (NSOs)	To lead, enable and invest in their RSO and clubs to ensure they have in place suitable athlete development pathways, management, personnel and plans that align with their NSO. To research, co-ordinate and provide sport-specific athlete development good practice tools, resources and information to their wider membership at all levels within their sport (national to regional).

Sport New Zealand (Sport NZ)	To lead, enable and invest in NSOs and RSTs to ensure they have in place suitable quality athlete and talent development management, personnel and national talent development plans that align with Sport NZ, HPSNZ and the Sport NZ Talent Plan. To research, coordinate and provide generic talent identification and development best practice tool kits, resources and information to the wider sporting sector at all levels.
High Performance Sport NZ (HPSNZ)	To lead, enable and invest in targeted high performance NSOs to ensure they have in place suitable athlete development pathways and athlete development plans that align with Sport NZ, HPSNZ and the Sport NZ talent approach.

## Appendix 2: Focus Area Game Plans

### 1. Strong Leadership (system)

Outcome sought: The Talent Plan is understood and supported by the New Zealand sporting system.

Tactic	Actions	Role
Develop and embed the Talent Plan	Sport NZ to communicate the Plan providing clear leadership, guidance and support to partners. Facilitate alignment, leverage and influence.	Sport NZ NSOs
	Sport NZ to lead NSO alignment of the Plan to assess NSO readiness for further support.	Sport NZ HPSNZ
	Sport NZ to lead advocacy and education of the Plan in the public arena (involve media influence).	Sport NZ
Develop a national talent development structure to deliver on the Plan	Sport NZ to commission a talent audit capturing talent workforce (coaching, admin) and existing talent systems and processes, baseline activity at regional and national levels (ID/development [rep, regional, national], specialisation, competition structures, international travel etc) from Pathway to Podium down.	Sport NZ NSOs
	Regional talent hubs – workforce review, with the aim of growing capacity in key regions to support wider talent system-building capability (to support education and application of Sport NZ tools and NSO pathways at a regional level).	Sport NZ RSTs
	Sport NZ to consult the sporting system about an effective talent development structure to deliver on the Plan.	Sport NZ partners
	Sport NZ to investigate the most appropriate sharing and development forums for the talent development workforce.	Sport NZ
	Sport NZ to develop a thorough business case to support the implementation of a talent development structure and workforce (NSO/regional).	Sport NZ



Work proactively with current and new partners to embed the Plan	Sport NZ to form or strengthen key strategic relationships to influence the understanding, implementation and support of the Talent Plan – MinEdu, TAs, tertiary, NZ Secondary Schools Sport Council (NZSSSC), media.	Sport NZ
	Sport NZ to form a relationship with MinEdu in relation to optimal athlete development and alignment to the Sport NZ Talent Plan.	Sport NZ
	Sport NZ to form relationships with tertiary institutions to ensure new graduates are gaining best practice quality athlete development education.	Sport NZ Tertiary
	Sport NZ to educate significant funders about the Plan to influence more effective investment to partners.	Sport NZ Funders
Drive collaboration of talent development leaders to align, learn and achieve	Sport NZ to investigate the feasibility of a coaching/talent convention from 2017 every 2 years.	Sport NZ
	Sport NZ to develop and disseminate best practice talent development information and resources.	Sport NZ HPSNZ NSOs
	Pathway to Podium is embedded and quality assurance is in place	Sport NZ HPSNZ NSOs RSTs
	Sport NZ to investigate alignment with the Olympic Ambassadors programme or development of their own role models to lead awareness and education around talent development.	Sport NZ
	Leverage off P2P regionally to broaden the national talent network to include education opportunities for non-targeted high performance sports: Workshop delivery for wider sporting audiences Endorsed APS provider growth Regional sporting organisation (RSO) capacity and capability investment to provide talent capability support to regional partners in supporting NSO Talent Plans and pathways.	Sport NZ HPSNZ NSOs RSTs
	Alignment of P2P and High Performance Athlete Development (HPAD) annual workshops explored as part of wider talent networking.	Sport NZ HPSNZ

## 2. Growing Capability

Outcome sought: The development of our partners' knowledge of talent development plus their capability and capacity.

Tactic	Actions	Role
Drive a dedicated talent development structure and resources into the sporting system	Sport NZ and HPSNZ (HPAD) continue to build the capability of key people already working in the talent area at regional and national levels – P2P, Performance Coach Advance (PCA) and HPAD.	Sport NZ HPSNZ
	Implementation and management of a dedicated talent development workforce nationally and regionally to deliver on the Talent Plan.	Sport NZ
	Sport NZ to invest in high performance targeted NSOs and regions who can demonstrate alignment to the Talent Plan and show maturity and readiness with a clear value proposition to support sustainable talent development.	Sport NZ HPSNZ
	Generic talent identifiers'/selectors' career development pathway and education materials developed.	Sport NZ
Build knowledge, understanding and capability of quality athlete development	Sport NZ to develop talent development intellectual property [tools, resources and information] to support sport-specific planning (effective pathway, organisational development tool, characteristics of excellence, workload management, performance planning, selection/de-selection holistic processes).	Sport NZ
	Sport NZ to invest in the development (training) of the talent workforce to understand, lead and influence talent development good practice.	Sport NZ
	Sport NZ to develop case studies and short videos of NZ athletes to support the wider education and awareness of good practice in talent development.	Sport NZ
	P2P programme investment in key APS disciplines to support regional capacity growth.	Sport NZ HPSNZ
	Sport NZ to develop a talented athlete development coaching module that is adopted by all NSOs and secondary schools within their coaching frameworks.	Sport NZ NSOs NZSSSC
Build knowledge, understanding and support amongst the New Zealand public	Sport NZ to develop and implement a talent development education and communication plan that is aligned but also targeted to key audiences (parents, coaches etc).	Sport NZ
	Sport NZ to tailor the talent information (case studies/videos) for different audiences (parents, coaches, target demographics/cultures) and develop appropriate educational (workshop) and awareness material.	Sport NZ

Prioritise continuous learning through the talent development workforce	Sport NZ to develop an online platform to have a stronger digital presence, to share the information and talent good practice to facilitate knowledge sharing.	Sport NZ
	Sport NZ to invest in key domestic talent research through forming strong relationships with tertiary institutions.	Sport NZ
	Sport NZ to form strong international relationships and stay connected with talent best practice. Ensure sharing through collaboration in the appropriate forums.	Sport NZ
	Sport NZ to review and evaluate baseline talent practice at the end of the 4-year plan.	Sport NZ

### 3. Effective talent development pathways (programmes and processes)

Outcome sought: All aligned NSOs having evidenced-based stage-appropriate athlete development pathways, demonstrating best practice and understanding.

Tactic	Actions	Role
Sport NZ leads, supports and advocates for quality athlete development pathways	Sport NZ reinforces the beliefs and expectations of quality athlete development in every part of the sporting system – community sport and high performance.	Sport NZ HPSNZ
	Sport NZ to lead and influence good practice in talented athlete development to inform investment decisions (financial and expertise) as part of core community sport investment.	Sport NZ HPSNZ
	Clear evidence of application and implementation of talented athlete development good practice amongst NSOs (competitive structures, multiple entry and exit points, holistic development, selection processes, pathway links, coaching, transition programmes, athlete profiles and curriculum).	NSOs
All NSOs develop clear, evidence-based and aligned athlete development pathways	High performance targeted NSOs develop sport-specific clear evidence-based pathways that align with the Sport NZ Talent Plan beliefs and set clear roles and responsibilities.	NSOs
	High performance targeted NSO pathways raise awareness and understanding at the national, regional and local levels of all key stakeholders (with case studies supporting this).	NSOs
	Managed Sport NZ expertise is provided to support non-high performance targeted NSO pathway development.	Sport NZ (NSOs)
	Sport NZ to develop resources to support competitive structure review and implementation.	Sport NZ
	Sport NZ evaluates increased investment into NSO's (measured by readiness) to ensure athletes receive what they need to maximise their potential to deliver future World or Olympic level medal performances (this includes coaching, APS, appropriate competition experience and access to the required daily training environment).	Sport NZ HPSNZ

Dedicated people are identified in NSOs to lead talent development	Every high performance targeted NSO has a dedicated person with clear responsibility and expertise to lead the talent development area, with the appropriate capacity.	HPSNZ NSOs
	Sport NZ, HPSNZ and NSOs build talent development expertise – both advisory and on the ground for succession planning and continuous learning.	NSOs Sport NZ HPSNZ
Regional support for understanding and application of quality sport-specific pathways	Sport NZ to evaluate the P2P programme annually to ensure continuous improvement.	Sport NZ HPSNZ
	RSTs, which are regional talent hubs, lead the collaboration of regional Talent Plans with key providers in alignment with the Sport NZ Talent Plan to support athletes.	RSTs
	Sport NZ to work closely with the NZSSSC in aligning the vision and core beliefs to positively influence athletes' needs being put first. Provide clear direction re workloads and optimal competition.	Sport NZ NSSSSC
	NSOs to provide clear direction to secondary schools in relation to their player pathway and the role of the school in supporting talented athletes.	NSOs

#### 4. Quality talent development coaches

Outcome sought: Increase capability and capacity of talent development coaching expertise at a national and regional level.

Tactic	Actions	Role
Review and support more full-time talent development coaches	Review of NSO current state of talent development coaching and identify needs.	NSOs
	NSOs to identify and develop key coaches for talent development athletes (priority).	NSOs
	NSOs ensure there are effective and clear coaching pathways, with the appropriate support for talent development coaches.	NSOs
	Recognition of talent development coaches from a national and sport-specific perspective and promotion of possible career pathways.	Sport NZ NSOs
	Develop and disseminate talent development coach-specific resources and support coach education.	Sport NZ
Assess current coaching programmes and ensure aligned and effective investment and commitment	Review of NSO current state of talent development coaching and identify needs as part of the talent development audit (including P2P and PCA).	Sport NZ
	Ensure an effective national talent development coach system and structure is part of the talent development dedicated workforce planned to be implemented from 2017/18.	Sport NZ
Resource NSOs to deploy talent development coaches	Sport NZ to seek to secure investment into the talent development coach workforce – targeted NSOs.	Sport NZ
	Sport NZ to increase investment into NSOs (measured by readiness) for more full-time development coaches, with enough time available to ensure athletes receive the coaching they need.	Sport NZ

## Appendix 3: Key definitions

### **Talent**

A dynamic, multi-dimensional aptitude. Through its very nature and the environment with which it interacts, talent is difficult to identify, let alone predict. Talent = committing to being good in the future. That involves knowing the demands of your sport, understanding the development pathways, and committing to continuous learning and displaying growth behaviours.

### **Talent identification**

Can be defined as recognising and selecting players/athletes who show the potential to excel on the world stage as a senior athlete.

### **Talent development**

Has been defined as “provision of the most appropriate environments for athletes to support their learning and performance” (Abbott & Collins, 2004). Successful talent development consists of four aspects:

- extensive knowledge of the performance demands within a particular sport (sport-specific insight and knowledge, building an athlete profile)
- an accurate assessment of the athlete’s capabilities in relation to these demands
- the performance planning, daily training environment and competition exposure to support athlete development
- the ability to track an athlete’s progress and understand if they have the potential to deliver senior podium success on projected targets.

### **Talent transfer**

When an athlete with a proven track record of performance transfers to another sport. They are able to transfer some of the skills (physical and mental), physiological attributes and training ethics they have already acquired.

### **Transition**

The move into, out of or through stages of development or high performance pathways. Key steps or junctions in an athlete’s journey that require management and support within a sporting pathway. For example, secondary school to regional environment, regional to centralised programme.

### **Talent detection**

Identification of potentially elite performers who are not currently involved in a particular sport.

### **Sporting system**

The sport (sector) system includes: NSOs, RSOs, TAs, tertiary education organisations, schools, and other organisations and individuals supporting athletes’ development.

### **Environment**

Key locations that athletes spend time in to support their development, from daily training and competitive perspectives. Includes daily training environments and facilities.

### **High performance athlete development (HPAD)**

HPAD at HPSNZ represents the stages of development between 8 to 5 years from senior podium performance at a pinnacle event.

**Performance coach advance (PCA)**

A Sport NZ coach development programme designed to improve the capability of coaches working with pre-elite athletes.

**Holistic support**

Support and development of the whole person including:

- psychological
- social/emotional
- physical
- technical/tactical sporting requirements.

For excellence as an athlete and as a person.

*NB: Sport NZ Group will continue to align and refine key language between Community and High Performance sport.*