



**Australian  
Taekwondo**

# High Performance Strategic Plan

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relentless | ingenious | daring | exceptional  
**Preface**

Australian Taekwondo's High Performance Plan illustrates the key objectives and strategies required to deliver on the sports strategic vision of being a world respected taekwondo nation that strives for podium performances. In developing this plan Australian Taekwondo, in partnership with the Australian Institute of Sport (AIS) Combat Centre, has referenced recent performance outcomes and engaged a range of key stakeholders to gain views on the potential future direction of the high performance program.

While this plan is through until the 2020 Olympic Games, there are other key event milestones within and beyond this period that will influence the objectives and strategies of the Australian Taekwondo High Performance program each year. This will enable a balanced program that looks to deliver performance outcomes at more immediate key events, while also setting the sport up to enable sustainable performance outcomes into the future.

## Integration With The AIS Combat Centre

The AIS Combat Centre commenced in 2013 as a body to provide strategic support to combat sport high performance programs with the aim of achieving sustainable international podium performances. Particular attention in the 2016 Olympic cycle focused on supporting athlete pathways, development and performance support/education in combat sports.

More recently Australian Taekwondo, in partnership with Boxing Australia and Judo Australia, has supported the shift of the AIS Combat Centre to play a much closer role in providing operational leadership to the high performance programs of Olympic combat sports. This means that the staff at the AIS Combat Centre will partner directly with Australian Taekwondo in both the establishment of plans such as this, as well as work directly with Australian Taekwondo's key personnel – most notably the Chief Executive Officer and the National Coaching Director, in quality controlling the operational delivery of this plan. We are excited to be working more closely with, and leveraging the high performance management expertise of the AIS Combat Centre through this approach.



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# Performance History At Recent Benchmark Events

Australian Taekwondo has had limited medal success at world class international competitions in recent years. This is somewhat reflected in the below performances of our athletes at key events, with Carmen Marton's World Championships gold medal in 2013 the clear standout. While short of a medal outcome, two top-8 performances at each of the last two Olympic Games, in spite of some of the broader challenges within the sport over that period, are indicators of the sport's potential to mix it with the world's best.

Notable Benchmark Events	Best Performances
2012 Olympic Games	Top 8 – Carmen Marton; Safwan Khalil
2013 World Championships	Gold medal – Carmen Marton
2014 Grand Prix	Bronze Medal (China and Kazakhstan) – Safwan Khalil
2015 World Championships	Top 16 – Caroline Marton; Safwan Khalil; Hayder Shkara
2016 Olympic Games	Top 8 – Safwan Khalil; Hayder Shkara
2017 World Championships	Top 16 – Safwan Khalil
2017 Grand Prix Final	Top 8 – Safwan Khalil

## Performance Targets

The below targets for upcoming benchmark events have been established as stretched, yet achievable targets for taekwondo in Australia. The minimum targets provide a minimum expectation should the stretch targets not be attained, thereby providing a range by which AT can review the adequacy of its strategic priorities. The 2019 World Championships, while a key event, may be means to expose key athletes in preparation for 2020 Olympic qualification events, and subsequently with a view to realising a medal outcome at the 2020 Olympic Games.

Competition	Stretch Targets	Minimum Targets
2019 World Championships	1 medal	1-2 x Top 8
2019 Grand Prix (collective, including Final)	1-2 medals	3-4 x Top 8
2020 Olympic Games	1 medal	1-2 x Top 8
2021 World Championships		

# High-Performance Strategic Plan 2018-2020

Strategic Vision

To be a world respected taekwondo nation, striving for podium performances

Strategic Drivers

## Athletes

Increase the number of world class and potential world class athletes in Australia that are role models for the sport

## Coaching and Leadership

Coaching and leadership that engenders a performance focussed culture

## Daily Performance Environment

Daily Performance Environments that enable the development of world class athletes

## Competition Success

Optimal competition exposure that builds for peak performances

Key Objectives

**1.1:** Quality individual case management of categorised athletes

**1.2:** Identify targeted medal opportunities, and prioritise resources to pursue those opportunities

**1.3:** Create a National Athlete Pathway to identify, retain and develop athletes across the high performance pathway

**1.4:** Integrate Athlete Wellbeing & Engagement into all athlete performance plans

**2.1:** Identification, quality case management and development of targeted national coaches

**2.2:** Collaborate with the AIS Combat Centre and other key stakeholders to create improved AT High Performance program planning and delivery

**2.3:** Clear, transparent and well communicated High Performance policies and procedures

**2.4:** Create a performance culture within and across the AT High Performance program

**3.1:** Enhance the quality of Daily Training Environments in Australia for categorised athletes

**3.2:** Expose Australian athletes to a variety of international training partners and environments

**3.3:** Integrated performance support services for categorised athletes

**3.4:** Explore world-wide trends to inform future, and evolve current daily training environments

**4.1:** Peak performance outcomes achieved at benchmark events

**4.2:** Provide exposure to a variety of international competition for all categorised athletes based on their developmental needs

**4.3:** Review mechanisms are in place for all key domestic and international competitions

**4.4:** Clear and transparent selection policies that align to AT's High Performance strategy

These strategic drivers and objectives are underpinned by an annual operational plan with associated strategies, KPIs and budget  
Reviewed and renewed bi-annually based on new information and long-term considerations



# High Performance Operational Plan 2019

## Athletes

### Objective 1.1:

Quality individual case management of Categorised Athletes

**Strategy 1.1.1:** Review, refine and apply AT's Athlete Categorisation criteria to categorise Australia's world class and potential world class athletes

**Strategy 1.1.2:** Quality controlled individual performance planning (IPP) for all categorised athletes, reviewed twice annually

**Strategy 1.1.3:** Introduce and apply a medical intervention strategy that expedites injury diagnosis and treatment

#### Measures of Success:

- ❖ Athlete categorisation conducted twice annually
- ❖ IPPs in place for all Categorised Athletes
- ❖ Medical strategy initiated within categorisation process from January 2019

### Objective 1.2:

Identify targeted medal opportunities, and prioritise resources to pursue those

**Strategy 1.2.1:** Invest time in exploring the international scene to identify areas of opportunity for Australian athletes and coaches

**Strategy 1.2.2:** Willingness to make bold decisions around athlete prioritisation and selection

**Strategy 1.2.3:** AT Budget is prioritised to support targeted opportunities and highly categorised athletes

#### Measures of Success:

- ❖ Percentage spend prioritised on higher Categorised Athletes
- ❖ Selection policies that enable a balance of objective/subjective consideration

### Objective 1.3:

Create a National Athlete Pathway to identify, retain and develop athletes

**Strategy 1.3.1:** Review, refine and apply AT's Athlete Categorisation criteria to categorise Australia's world class and potential world class athletes

**Strategy 1.3.2:** Finalise a Pathways framework to guide the developmental progression of athletes throughout the high performance pathway

**Strategy 1.3.3:** Utilise the National Pool of Coaches as a means to enhance the identification (early detection) of talented taekwondo athletes

#### Measures of Success:

- ❖ Subjective view of the right athletes being categorised
- ❖ Athlete pathways framework in place, communicated to membership

### Objective 1.4

Integrate Athlete Wellbeing & Engagement (AW&E) into athlete performance plans

**Strategy 1.4.1:** AT and AIS Combat Centre to promote sport-life balance opportunities of work or study for all athletes, to enable the holistic development of athletes as people

**Strategy 1.4.2:** Engage the Victorian Institute of Sport to deliver and quality control AW&E for all High Performance Hub athletes in Melbourne

**Strategy 1.4.3:** Individual Performance Plans (IPPs) each have specific approach to considering AW&E

#### Measures of Success:

- ❖ AW&E referenced and prioritised in all IPP meetings and discussions
- ❖ Investment into, and quality of support provided by VIS to HP Hub athletes



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# High Performance Operational Plan 2019

## Coaching and Leadership

### Objective 2.1:

Identification, quality case management and development of targeted national coaches

**Strategy 2.1.1:** Establish a group of support and development coaches as primary coaches for the National Coaching Director to work with and support, including a targeted initiative to identify and develop female High Performance coaches

**Strategy 2.1.2:** Ensure national coaching pool coaches are provided targeted development opportunities, including utilisation at National Camps and on teams for international competitions.

**Strategy 2.1.3:** Expose national coaches to the right level of competition coaching opportunities and/or professional development

#### Measures of Success:

- ❖ National coaching pool in place by January 2019
- ❖ IPPs in place for all national pool coaches, including staged development and identified international competition plans

### Objective 2.2:

Engage key stakeholders to improve AT High Performance program planning and delivery

**Strategy 2.2.1:** AT and AIS Combat Centre jointly develop and lead the delivery of High Performance strategy and operational plans

**Strategy 2.2.2:** Establish an AT High Performance Committee, with AIS Combat Centre and AT technical personnel representation, to provide support and guidance to the National Coaching Director

**Strategy 2.2.3:** Develop a communication strategy that ensures other key stakeholders (e.g. clubs, VIS, AOC, AIS, other SIS/SAS, universities) remain engaged with the AT High Performance program

#### Measures of Success:

- ❖ 2019 HP operational plan finalised by December 2018
- ❖ AT HPC in place by January 2019
- ❖ Stakeholder communication strategy developed and adhered to

### Objective 2.3:

Clear, transparent and well communicated High Performance policies and procedures

**Strategy 2.3.1:** Ensure World Championships Selection Policy and Olympic Nomination Criteria are robust and well communicated

**Strategy 2.3.2:** Review and amend High Performance planning documentation (cycle and annual), with associated budgets

**Strategy 2.3.3:** Monitor, review and communicate changes to existing policy documentation including, but not limited to investment, selection, categorisation

#### Measures of Success:

- ❖ 2020 Olympic Nomination Criteria finalised and communicated by December 2018
- ❖ Annual review of HP plans conducted, 2020 Operational Plan finalised by December 2019

### Objective 2.4

Create a performance culture within and across the AT High Performance program

**Strategy 2.4.1:** Establish values and behaviours for the AT High Performance Hub that drive performance and engender personal integrity, ensuring all key staff adhere to and lead implementation

**Strategy 2.4.2:** Ensure all National representatives and Categorised Athletes sign an Athlete Agreement that references personal behaviours and values required as part of the AT High Performance program

**Strategy 2.4.3:** Develop a specific strategy to promote these values and behaviours more broadly within the the Australian taekwondo community

#### Measures of Success:

- ❖ Athlete Agreement and Code of Conduct signed and adhered to by all national team members
- ❖ National team values and behaviours confirmed, communicated and adopted



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# High Performance Operational Plan 2019

## Daily Performance Environment

### Objective 3.1:

Enhance the quality of Daily Performance Environments for Categorised Athletes

**Strategy 3.1.1:** Establish a High Performance Hub in Melbourne to support a core group of priority athletes and enable increased aggregation of Australia's best athletes, with technical direction for the Hub to be provided by the National Coaching Director

**Strategy 3.1.2:** Establish a National Pool of Coaches for the National Coaching Director to engage with and provide targeted development and education to

**Strategy 3.1.3:** National camp activity for categorised athletes and benchmark event campaign team members

### Measures of Success:

- ❖ Quality/adequacy of the HP Hub, including performances of HP Hub athletes
- ❖ IPPs in place for all categorised athletes, reviewed quarterly
- ❖ Minimum of three national camps annually

### Objective 3.2:

Expose Australian athletes to a variety of international training partners, environments

**Strategy 3.2.1:** Invite international training partners to Australia for key training blocks with Australia's top athletes

**Strategy 3.2.2:** Targeted blocks of international training camps and competitions to be a key initiative in the periodised programming of categorised athletes

### Measures of Success:

- ❖ Number of international teams to Australia for training camps/opportunities
- ❖ Number of training camps at key international hubs across the world

### Objective 3.3:

Integrated performance support services for Categorised Athletes

**Strategy 3.3.1:** Partner with the VIS in delivery and quality control of performance support services for athletes in the High Performance Hub in Melbourne

**Strategy 3.3.2:** As identified within their IPPs, ensure adequate performance support is in place within home environments for other categorised athletes

**Strategy 3.3.3:** Introduce and apply a medical intervention strategy that expedites injury diagnosis and treatment

**Strategy 3.3.4:** In alignment with AT's SSSM Framework, develop a National Combat Sport Network of quality assured service providers

### Measures of Success:

- ❖ Quality and adequacy of service provided by VIS
- ❖ National combat sport SSSM network established
- ❖ Medical intervention strategy finalised

### Objective 3.4:

Explore world-wide trends to inform future, and evolve current daily training environments

**Strategy 3.4.1:** Setup an environment for coaches to document and share intelligence gained internationally on systems and techniques, and integrate these learnings within the high performance strategy discussions

**Strategy 3.4.2:** Invite world-renowned referees to national camps and competitions

**Strategy 3.4.3:** Leverage existing stakeholder relationships (NIN, international coaches/teams etc) to explore trends across international sport

### Measures of Success:

- ❖ Video portal established to store and review fights captured, learnings shared across coaching network
- ❖ Referees involved in all simulated competitions within training camps



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# High Performance Operational Plan 2019

## Competition Success

### Objective 4.1:

Peak performance outcomes achieved at benchmark events

**Strategy 4.1.1:** Ensure that daily performance environments, and periodised training programs support athletes to peak for benchmark events

**Strategy 4.1.2:** Well-planned performance support solutions delivered throughout benchmark event campaign preparations, including 'at event'

**Strategy 4.1.3:** Benchmark event selection policies enable athletes to be selected that are ready to perform at benchmark event level competitions

#### Measures of Success:

- ❖ IPPs include periodised training plans focussed on delivering peak performances
- ❖ SSSM support in DPE and at event well planned and delivered
- ❖ Results at benchmark event – individually and across the whole team

### Objective 4.2:

Variety of international competitions for all Categorised Athletes, based on development needs

**Strategy 4.2.1:** Expose athletes to the right number and standard of international competitions, articulated within their IPPs

**Strategy 4.2.2:** Delivery of international standard events in Australia, such as an Australian Open

#### Measures of Success:

- ❖ Specific competitions targeted within IPP discussions based on developmental readiness
- ❖ Australian Open conducted in 2019

### Objective 4.3:

Review mechanisms in place for all key domestic and international competitions

**Strategy 4.3.1:** Conduct post-international camp and competition debriefs with key personnel to capture learnings and ensure future competition plans remain relevant

**Strategy 4.3.2:** Major program review conducted following benchmark events, with input from key stakeholders and system partners to consider areas for improvement

#### Measures of Success:

- ❖ Informal debriefs undertaken at athlete and program level following every international event
- ❖ Review conducted post 2019 World Championships, findings implemented as a means to improve the HP program

### Objective 3.4

Clear and transparent selection policies at align to AT's High Performance Strategy

**Strategy 4.5.1:** Monitor and review existing competition selection policies to ensure they align to AT's High Performance strategy and planned outcomes, with a particular focus on the 2019 World Championships and 2020 Olympic Games

**Strategy 4.5.2:** Provide clear and early communication around any confirmed, or changes to, policy documentation

**Strategy 4.5.3:** Ensure the makeup of selection panels have the appropriate insights and expertise to make informed decisions.

#### Measures of Success:

- ❖ Only world class athletes are selected for world championship level events
- ❖ Early and transparent communication provided on policy changes
- ❖ Selection panels are made up of informed and active members



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