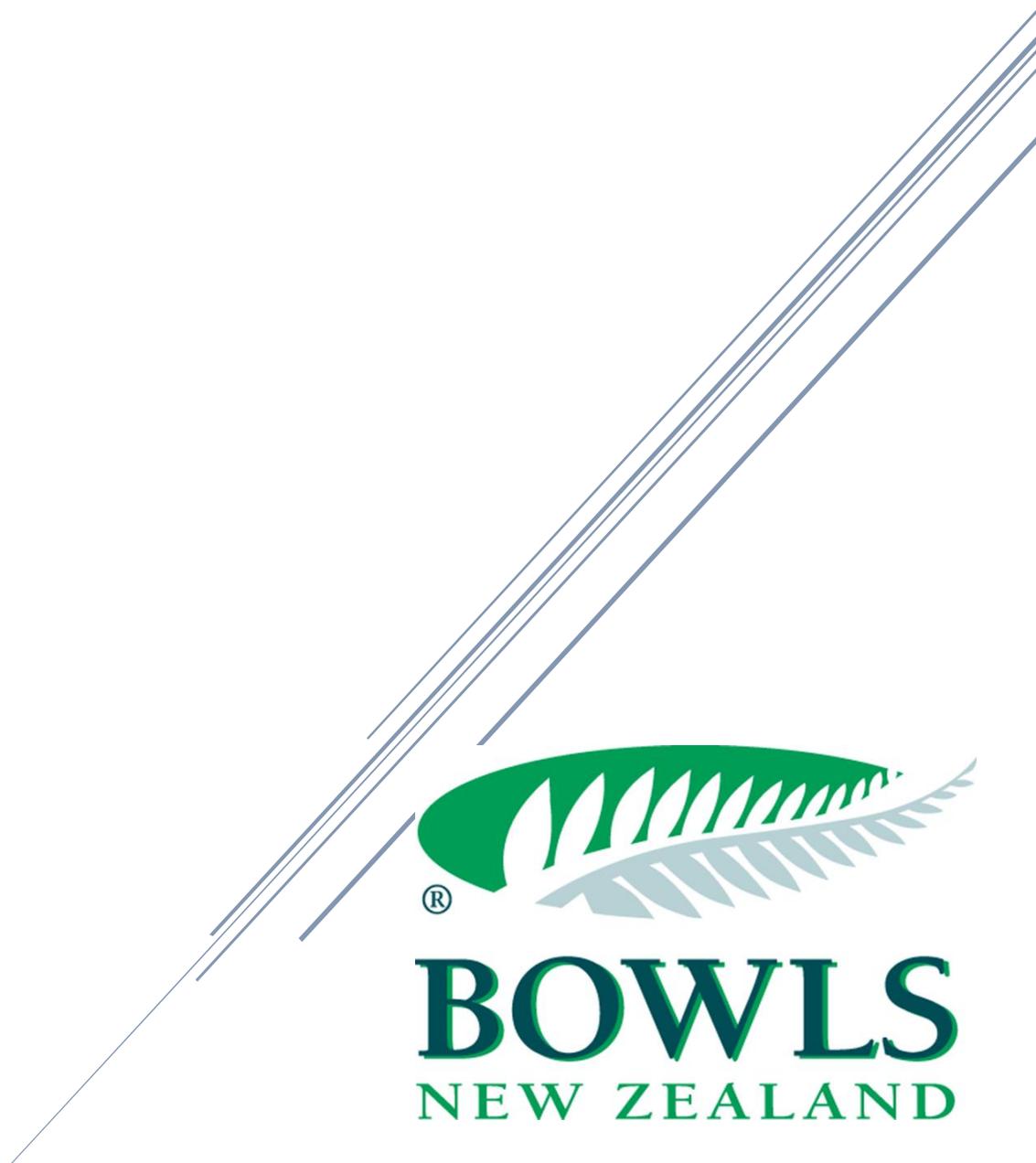


WORLD CLASS STRATEGY

2018-2022



Bowls New Zealand

WORLD CLASS STRATEGY

2018 - 2022

Our VISION: World Class ATHLETES who achieve consistently on the National and International stage.

Our MISSION: Ensure the RIGHT PEOPLE work with the RIGHT TALENT within the RIGHT ENVIRONMENT

Our APPROACH: Performance Driven – Athlete Focused – Coach Led

Our INVESTMENT:

The RIGHT TALENT

An investment in the right talent (athletes), through a robust identification/selection process, utilising effective succession planning tools and ensuring an effective IPP program.

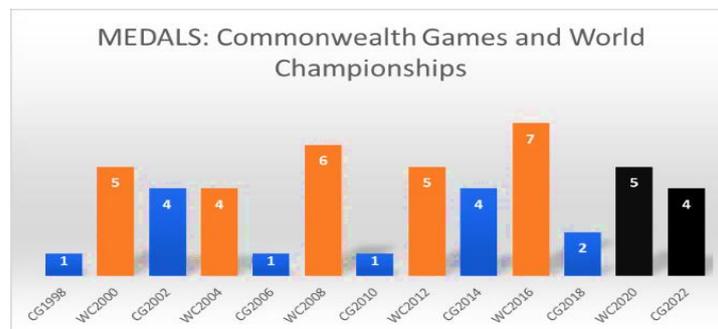
The RIGHT PEOPLE

An investment in the right people to lead and deliver our 'World Class' program.

The RIGHT ENVIRONMENT

An investment in the right culture and environment that challenges and celebrates success.

Our GOAL: Consistent Success at Pinnacle International Events



The RIGHT TALENT

Bowls New Zealand will make an investment in the right talent (athletes), through a robust identification/selection process, utilising effective succession planning tools and ensuring an effective IPP process that develops athletes within a structured program.

The Pathway

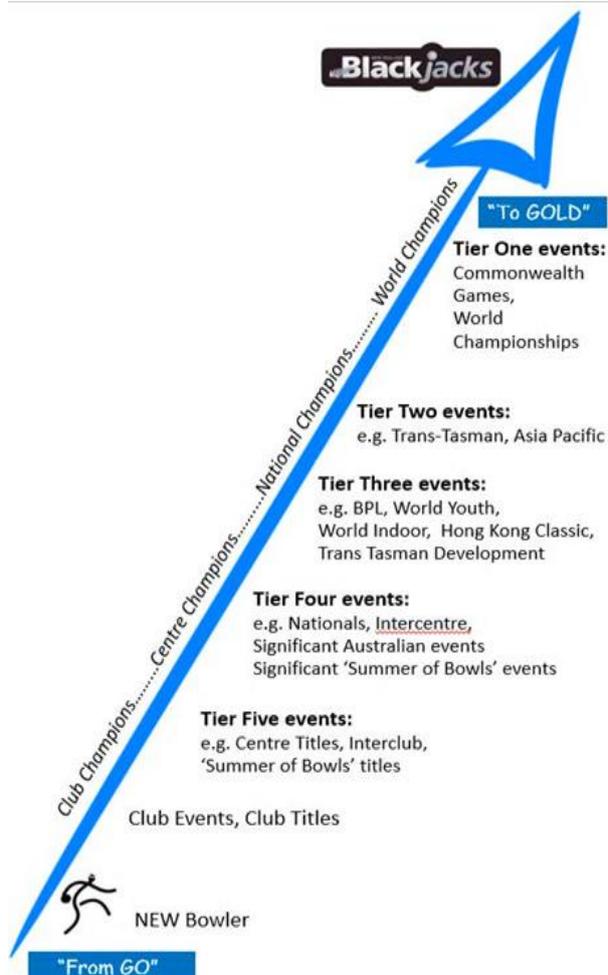
Bowls NZ will establish a clear pathway for aspiring Blackjacks, illustrating the pathway from Club Champion to Blackjacks World Champion, by establishing clear performance tiers from which athletes can be identified and evaluated.

Performance Indicators

To assist both coaches and selectors, a set of 'performance indicators' has been created that will ensure a clear, transparent and objective way to select athletes.

These "Athlete Performance Indicators" provide the Selectors and Coaches with a tool to identify and select athletes for both the Talent ID and High Performance Squads, as well as Blackjacks. It is a simple but effective talent ID matrix, outlining key attributes in identifying and confirming talent.

This selection tool will be invaluable in our communication strategy ensuring all athletes are aware of the requirements to make the squad and areas they may need to work on.



The (draft) Performance Indicators are:

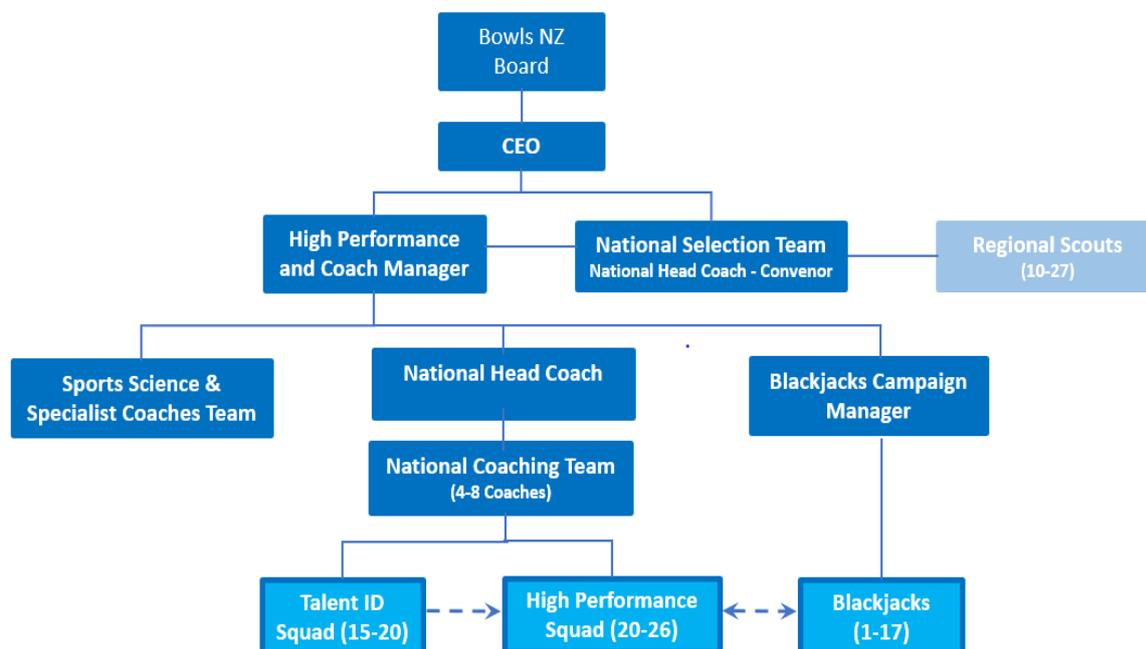
- ❖ Current Performance
- ❖ Potential
- ❖ Experience
- ❖ Coachable
- ❖ Work Ethic
- ❖ Resilience
- ❖ Motivation to be the best
- ❖ Mental Toughness
- ❖ Leadership
- ❖ Compatibility
- ❖ X-Factor

Succession Planning

Our World Class program will have a succession planning tool to manage change, predicated by athlete retirement, injury or loss of form.

The RIGHT PEOPLE

Bowls New Zealand will make an investment in the right people to lead and deliver our 'World Class' program and campaign, leading to the 2020 World Championships and 2022 Commonwealth Games.



National Coaching Team

An investment will be made in developing world class Bowls NZ coaches. With support from Sport NZ and HPSNZ, we will look to develop a Bowls NZ Performance Coach program and series of workshops that will advance our coaches from 'technical and tactical advisors' to 'World Class'. Each of the National Coaches will have personal development plans, similar to an athlete's IPP. These IPP's will guide their progress and challenge their thinking.

The Coaching Team will be led by a National Head Coach, who will support and mentor the (upwards of 8) Performance Coaches within our structure. Each of these Performance Coaches will have responsibility for managing the progress of a small number of the High Performance and Talent ID Squad. There shall be one Performance Coach dedicated to the Para athletes.

National Selectors

The National Selectors (x3) will select the High Performance and Talent ID Squads and the Blackjacks who will represent New Zealand at International events. Selection will be based on the balanced feedback of the performance coaches and senior Blackjacks, using appropriate Talent ID, Selection and Succession Planning tools (see section on 'Right Talent').

The panel will also have additional talent identification support through appropriate Talent ID templates from a team of 'Scouts' based around New Zealand (and Australia).

The National Head Coach will be the Convenor of Selectors.

High Performance Squad

Up to 26 athletes will be invited into the High Performance Squad. This shall comprise (approximately) ten male, ten female and six para athletes; with the squad being the main selection group for further Blackjacks honours.

The athletes will be selected for this squad by the National Selectors in conjunction with the Performance Coaches. All players shall own their IPP's (performance plans) and regularly communicate these with their coaches. This squad will be reviewed annually.

Talent ID Squad

Feeding the High Performance squad will be 15-20 identified athletes (talent). This group of athletes will be individually monitored by the Performance Coaches provided additional coaching support. Each of these identified athletes shall have a dedicated IPP.

Leadership

All Blackjack campaigns, at Tier One and Tier Two level, shall have a designated leadership group of no more than three athletes, one of whom shall be appointed the team captain. The Player Leadership group will be encouraged to voice concerns to the CEO, High Performance Manager and Head Coach (Convenor of Selectors).

A leadership 'development' program for all athletes and especially the leadership group will be established.

International Tournaments

When a player represents New Zealand, one (or more) of the Head Coach or Performance coaches will also be in attendance. The selection of coaches to attend tournaments will usually be based upon the players selected from the squads, and the needs of the overall selections.

A Blackjacks Campaign Manager will also attend all major tournaments. This may, depending on the circumstance, be the High Performance Manager, one of the Selectors, or an experienced independent campaign manager.

Sport Science

Supporting the World Class programme shall be a small group of sport science specialists (resource) that ensure we have the right environment supporting our coaches and talent. The minimum expectation would be a Mental Skills, Strength and Conditioning and Performance Analysis personnel.

Para Sport Athletes

A clear and positive initiative is to include Para Sport athletes fully into the Bowls NZ program, targeting the IBD World Champs and Commonwealth Games for medal success. A Performance Coach will be identified, providing specific support for the para athletes, including managing the role of Director for the visually impaired selection(s).

Bowls NZ will cast the net wide for potential Para Athletes, not already identified in our system.

The RIGHT ENVIRONMENT

Bowls New Zealand will make an investment in an environment (and culture) that challenges and celebrates success. Bowls NZ shall prioritise an investment in building capability through the following:

1. The establishment of a Bowls New Zealand High Performance Centre
2. Better use of modern Sports Science tools: Mental, Strength & Conditioning, IPP's, Technology (Coding and Video), Leadership
3. Development of a culture of Performance Coaching: Professional Development, Performance Analysis, Technical and Tactical support/expertise
4. The Athlete Pathway
5. Athlete communications.

High Performance Centre

Currently there is no 'Centre' for our High Performance athletes and coaches to train at. A variety of bowling clubs around the country currently cater for our High Performance needs; however you do get what is 'available'.

A National High Performance Centre where greens are prepared to simulate surfaces from around the World needs to be developed. This is vitally important as we prepare for 2020 World Champs (Australia), 2022 Commonwealth Games (England) and 2024 World Champs (China).

The HP Centre will also be an invaluable resource for Performance Coach development, Game Analysis, Sports Science programs and training camps.

Training Camps

Bowls New Zealand will adopt purposeful athlete and coach development training camps rather than short event preparation camps 'on greens'. One aspect of these camps will be to develop the mental side of the game for both the athletes and coaches, along with preparing 'disciplines' for key events.

Mental Skills

Each HP coach will have access to the Bowls NZ mental skills specialist. The role of this individual is varied, but ultimately aimed at ensuring the coach has the tools to ensure the athlete is mentally strong and focussed on success. Where necessary, the mental skills person will also work with selected athletes.

Strength & Conditioning

Athletes shall be responsible for their own S&C programs; however each athlete will need to have their program approved by the Bowls NZ S & C lead. In addition they will need to provide regular reporting to their HP coach.

IPP's (Individual Performance Plans)

All players shall own their performance plans (IPP's) and provide these to their respective HP coach on a regular basis. The format and style of this IPP to suit the player, appreciating it needs to cover key criteria.

Leadership

Bowls NZ will invest resource (camps) into building leaders within our HP environment; through dedicated team building and leadership training opportunities. Lack of, and understanding of, leadership on the

green and coaching at critical moments under pressure is a key area for improvement.

Performance Analysis

Bowls NZ will invest in a simplified game coding tool suitable for use by all HP coaching staff during games. Bowls NZ will also invest in video capability suitable for use by all HP coaches to utilise at training and games far more effectively than has in the last two pinnacle campaigns.

Performance Coaching

HP coaches and athletes will 'buy in' to a new culture whereby coaches are 'pro-active' in their feedback and communication with athletes. This is especially applicable 'on green' where coaches are encouraged to engage with athletes during a game, providing 'real-time' feedback; in short, effective intervention.

Professional Development of HP Coaches

Bowls NZ will invest in the professional development of the HP coaches, as directed by the coaches own IPP.

Athlete Program and Playing Opportunities

Each HP coach will produce an athlete program. This shall include 'targeted' events that Bowls NZ will support, within its limited resources. The athletes program needs to challenge the athlete in a variety of conditions and opposition. Each athlete's performance at events will be centrally 'tracked' and available to the National Selectors for review.

Communication

A communication framework will be designed to ensure communication channels and policy are adhered to. This strategy will also clearly outline who communicates with who.

OUR GOALS

Success at **Tier One** events by our Blackjacks:

- | | |
|---|-------------------|
| 1. Commonwealth Games | 4 medals (1 Gold) |
| 2. World Championships (including Para) | 5 medals (2 Gold) |

Success at **Tier Two** events by our Blackjacks:

- | | |
|-----------------------------------|------------------------|
| 1. Trans-Tasman | winning overall Shield |
| 2. Asia Pacific | 5 medals (2 Gold) |
| 3. Multi-Nations or Eight Nations | 4 medals (1 Gold) |
| 4. World Cup Singles | 1 medal |

Success at **Tier Three** events by our High Performance Squad:

- | | |
|------------------------------|-----------|
| 1. Bowls Premier League | Top Three |
| 2. World Youth Champs | 2 medals |
| 3. Commonwealth Youth Champs | 2 medals |
| 4. Hong Kong Classic | 1 medal |
| 5. World Champ of Champions | 1 medal |

Success at **Tier Four** events by our High Performance and Talent ID Squads: Tier Four Events are significant Australia and New Zealand competitions with high quality fields. These include: The New Zealand National and Intercentre competitions, The Australian Open and other significant (primarily Singles and Pairs) competitions that attract a high quality field with significant prize-money.

Success at **Tier Five** events by our High Performance Squad and Talent ID Squads: Tier Five Events are other New Zealand competitions of significance. These include Centre Championships, Bowls3Five Interclub and other 'Summer of Bowls' calendar events and regional representative fixtures.

