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WestCycle the peak body of cycling in Western Australia has prepared this High Performance Plan to help shape the successful future of high performance cycling across all disciplines. This specific plan is focusing on the state talent development area (13-19 years of age.) All disciplines are aligned to the Winning Edge aims, which are: Top 5 nation at the Olympic and Paralympics. Number 1 nation at the Commonwealth Games. 20+ World championships winners annually. WestCycle is central to Western Australia’s high performance system within cycling and is responsible for delivering/assisting with high performance cycling. Our role is to create environments that support coaches, athletes and teams to perform at their best in state, national and international competition.

In addition, the high performance environment must nurture and identify Western Australia’s next generation of athletes, providing the right support at the right time to ensure Western Australian athletes continue to achieve international sporting success. A successful high performance environment at the state level will help shape our national sporting success. It will also help create a culture of “living excellence” for athletes, coaches, clubs, officials and all stakeholders involved. Within this document will be the vision and strategies required for WestCycle and all our member associations to grow a sustainable state athlete development environment. Strong consultation with the Western Australian Institute of Sport (WAIS) and the development of stronger centralised shared resources pathways will result in not only greater success at a high performance level but also an increase in participation numbers from grass roots upwards. The plan includes an analysis of the current cycling environment across all disciplines followed by a future focus that will showcase key strategic outcomes as well as a description of resource allocation, operational objectives and key personnel required to create a sustainable high performance cycling environment.
METHODOLOGY

The Brian Miller review into high performance cycling released in April 2013 has been extensively used throughout this document as well as the Department of Sport and Recreation facilitated reviews across all disciplines completed in 2015. Key areas of concern as well as opportunities have been identified from both the report and further research. This information has then been used to create key strategic outcomes that will help deliver a high performance environment across all cycling disciplines.

Additionally, the following procedures/stakeholders have been engaged to provide direction and informative opinions as to how the high performance environment should be shaped in WA. WestCycle would like to thank all stakeholders for their engagement and support of the High Performance Plan.
Within this section, the current values and culture of cycling in WA will be examined. From this, new benchmark targets and goals will be identified to measure the success of our planned state development environment for all cycling disciplines.
INTRODUCTION

Western Australian Cycling’s High Performance Plan 2016-2020 will provide structure, investment, and accountability across all cycling disciplines in Western Australia. It will identify where investment is needed within cycling in order to provide a clear focus on obtaining successful outcomes at benchmark events. While this plan focus is 2016-2020 some of the structure will have a long-term focus beyond 2020. We believe these targets will serve to provide a clear focus and a strategically consistent approach to operational decisions and investment. This plan covers the sport’s high performance vision, the current environment, the future focus and the resources necessary for us to deliver on our overarching goals and benchmark targets. It is our vision that cycling at a state level in Western Australian will significantly improve. This improvement will be measured via the benchmark targets and KPI’s associated with the relevant state development environment.

WestCycle TARGET:
Increase the number of West Australian Cyclists winning medals at National Championships.

# 1 ranked state across all disciplines by 2020.
Minimum 2 athletes transitioned to WAIS annually.
STRATEGIC ALIGNMENT
An important aim of this plan is to ensure there is strategic alignment across all cycling disciplines as well as relevant National Sporting Associations (NSO). This alignment will provide clarity amongst our community and ensure there is a shared strategic direction, vision and focus across all our external stakeholders - this will create optimisation of available resources.

CULTURE AND VALUES
A key focus throughout the period of this plan will be on the promotion of sound values and a positive culture. This High Performance Plan will adopt a new approach to the culture of high performance cycling in Western Australia. Based on sound values which are consistent with today’s environment and the principles of best practice, which reflect the behavioural and cultural standards to which we aspire.¹

WESTCYCLE’S HIGH PERFORMANCE VALUES
- Commitment
- Holistic athlete development
- Resource maximisation
- Collaboration
- Communication
- Integrity across our high performance programme.

DEVELOPMENT OF A CHAMPION MINDSET
Some people have a misconception about how champions think and act. They might be influenced by an extrovert who’s a champion. Yet the real champion doesn’t go around beating their chest. The champion’s response is “It is about how I perform, winning is a by-product of performance on the day”.

OUR VISION
To create a Western Australian high performance environment with strategic alignment, strong culture and values which in turn will create a champions mindset to increase the number of National Champions.
BENCHMARK TARGETS

These benchmark targets below will be used as key measuring tools to assess the success of the high performance environment of each discipline. These targets are subject to change and will be reviewed on a half yearly basis.

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* BMX HP environment begins at 13 years of age.
02 CURRENT ENVIRONMENTS

- SITUATION ANALYSIS
- PERFORMANCE BARRIERS
- ATHLETE PATHWAYS

Within this section of the plan, the current environment of each discipline will be analysed. This will result in the identification of performance barriers and the creation of updated and documented athlete development pathways.
INTRODUCTION

Track cycling dates from the mid-to-late nineteenth century and is one of the oldest forms of cycle sport. With the exception of the 1912 games, track cycling has featured at every edition of the modern Olympics. Track cycling events fit into two broad categories: sprint and endurance, with each typically requiring different skill sets and physical attributes. Sprint events are raced individually or against one or more competitors and focus on explosive power and high-speed skills over a small number of laps. Endurance events are held over longer distances and test the endurance abilities of individual or groups of riders. Track cycling offers the highest elite-level medal count of the cycling disciplines, with 10 Olympic events and 19 events in the World Championships. Its cross-training gains are also widely recognised, with training and racing on the track consistently shown to build fitness, improve bike skills and technique and develop tactical knowledge. Multiple elite road cyclists, including Greenmount-born former national road and time trial champion Luke Durbridge and Kalamunda-born world team pursuit champion Melissa Hoskins, have had prestigious track careers before moving to the road.

Western Australia has a rich history of success at the Olympic level within the track environment. Henk Vogel was the first track based representative at the 1954 Olympics. Since the 1984 Olympics held in Los Angeles Australia has won a total of 30 medals across all track events with 8 of them gold and 2 of these gold results coming from Western Australian riders.

In 2016 our current class of Western Australia Institute of Sport (WAIS) scholarship holders within the track program are highly decorated. There are 3 athletes who have been put on or are transitioning onto CA HPU scholarships (fully funded positions for those athletes who are tacking towards an Olympic medal) to be supported in Adelaide for international competition and preparation. We have 3 athletes who participated in Junior World Championships in 2015 with Alex Rendell achieving a world title. Additional athletes who participated in Junior World Championships in 2015 include (Jade Haines 6x, Darcy Pirotta 1x, Craig Wiggins 1x), or who achieved their first national and international podium (Kye Bonser U17 National Podium and U19 Oceania 3x 2nd place). The rest of the group have all set personal best times or power in their development towards sporting improvement.

At a club level there are 2 major clubs that are focused on track racing - Midland Cycling Club and Track Cycling WA. Both clubs operate out of the velodrome located in Midvale. The Midvale Speed Dome and WA local clubs have contributed 25% of Australia’s gold medals on the track since the 1980 Los Angeles Olympic games.
# CURRENT ATHLETE PATHWAY

## Elite (Senior International)
- **E1**
  - Senior National Representation
  - Podium Success
- **E2**
  - Podium Success
  - Sustained Success at E2
- **E3**
  - A Podium finisher at an elite international event
  - UCI World Cups and/or other UCI events
  - National and Oceania Champs, Junior World Champs, and/or UCI events
- **E4**
  - Olympic Games, UCI Elite World Championships, and Monumental Road Events

## Pre-Elite (Potential to be Elite)
- **F1**
  - Basic Movement Foundations
  - Learning the fundamentals of riding a bike
- **F2**
  - Foundation Movement
  - Attending off-road and development competition
  - Informal settings (e.g. family)
- **F3**
  - Sport-Specific Movement
  - Attending coaching and competition
  - Cubes
- **T1**
  - Foundation Movement Additions
  - Learning the fundamentals of riding a bike
  - Informal settings (e.g. family)
- **T2**
  - Demonstrating Potential
  - Training within a state-based development program
  - Potential embedded within state-based development program
- **T3**
  - Talent Verification
  - Potential verified
  - Demonstrating HP Potential
  - Developing
  - Potential verified
  - Potential verified
- **T4**
  - Talent Introduction
  - Potential verified
  - Demonstrating HP Potential
  - Developing
  - Potential verified
  - Potential verified

## Non-Elite (Foundation Movement)
- **F1**
  - Basic Movement Foundations
  - Learning the fundamentals of riding a bike
  - Informal settings (e.g. family)
- **F2**
  - Foundation Movement
  - Attending off-road and development competition
  - Informal settings (e.g. family)
- **F3**
  - Sport-Specific Movement
  - Attending coaching and competition
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  - Potential verified
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  - Potential verified
  - Demonstrating HP Potential
  - Developing
  - Potential verified
  - Potential verified
- **T4**
  - Talent Introduction
  - Potential verified
  - Demonstrating HP Potential
  - Developing
  - Potential verified
  - Potential verified

## FTEM Phases
- **Primary Development Environment**
- **Competition Target**
- **Athlete Category**
SITUATION ANALYSIS

**STRENGTHS**
- The success of WA athletes at an elite level.
- The level of volunteerism across the clubs - people willing to give their time to the sport.
- WAIS involvement with elite riders as well as assisting in the state (Club-T-2 space).
- Very strong junior clubs that support and nurture young cyclists.
- A small environment that creates a personal feel for all athletes striving towards mastery status.
- Shared services between WestCycle and CycleSport Western Australia.

**WEAKNESSES**
- The lack of marketing of the sport - When are sessions on, where can I access this information as a rider?
- Further opportunities needed for coaches to become professional.
- Number of competitions and level of competitions is not adequate for a performance environment.
- Lack of pathways and evidence or a young rider to stay in the sport and keep their dream alive.
- The distance and cost of travelling to national level events.
- Only 1 current velodrome in WA.

**OPPORTUNITIES**
- Coaching environment can be up skilled and professionalised.
- There is a lot of upside as there has been relative success without a defined environment – this will only improve once we improve T1-T3.
- Creation of a bike education and inter school competition which will have spinoffs as a talent identification.
- Transfer of disciplines BMX/Road/MTB.
- Shared High Performance resource servicing all disciplines.

**THREATS**
- Pressure put on volunteers is significant due the large amount needed for competitions. If volunteerism decreases this will have a negative effect on events.
- Single velodrome in WA.
- Loss of athletes to other sports due to the lack of a defined state based training environment.
- Junior numbers at several cycling clubs are decreasing if this continues into the future clubs face a huge challenge.
- General lack of direction for track cycling at a national level.4 45
PERFORMANCE BARRIERS

GEOGRAPHIC LOCATION
The geographic isolation of WA and the vast distances to competition both nationally and internationally creates a barrier for track athletes based in WA. This can result in Western Australian athletes not being exposed to enough high performance level competition. This creates a greater requirement on the local racing scene at state level to provide adequate competition.

LACK OF A QUALITY TRACK FACILITY
The Midvale SpeedDome is half way through its build life and is clearly not supporting Western Australia’s push towards producing Olympic track champions. Regardless of its geographical location, the Perth SpeedDome is not an adequate high performance training environment for our talented athletes, and as per UCI regulations is not currently fit to host a world championship level event. In comparison to other states and taking into account the number of track riders in WA, we are in need of a new velodrome as facilities play an integral role in the development of high performance athletes. During writing of this strategic plan an upgrade to the Midvale SpeedDome was announced.

QUALITY OF HOME COACHES
With our ties to WAIS we are lucky to have a small number of high quality track coaches in WA. This small number is an area of concern. HP coaches play a key role in the development of athletes. Currently, within the track pathway there is no state coach or anyone who has accountability for the transition of athletes into WAIS scholarships. There is no identified pathway for coaches or athletes to progress from club level to state coach level.

UNDERSTANDING OF HIGH PERFORMANCE REQUIREMENTS AND ENVIRONMENTS
Within track cycling in general there is a low understanding amongst the cycling community of what constitutes a high performance environment and the requirements and commitment it takes to be successful or deliver outcomes. This includes the daily training environment, training load, technical elements, body maintenance, dietary requirements, coaching philosophies and tactics, engagement and integration of support services and the overall accountability and responsibility for performance and preparation.

REGIONAL ATHLETES
We have a history of regional athletes performing successfully at the national level. Time spent on the track is an integral part of the development for both road and track athletes. From a track perspective, regional athletes are not adequately serviced and these athletes face an enormous task to stay level with the metropolitan-based athletes. Change is needed in this area in the form of a training facility or the availability of suitable grants for regional athletes.

COMPETITIONS
There is no current state series of events for track cyclists. There are designated track racing days at the club level but these lack promotion to the wider community. There is a lack of transparency as to who can race in these days and what level they are at. Due to Western Australia’s isolation, track cyclists often lack variety within the competitions as well and always seem to be racing against the same riders. There is also a lack of information on events, when they are running and general promotion of events.

RETENTION/TRANSFER OF ATHLETES
Track and BMX disciplines are both sprint-based events. Currently there are no initiatives or programmes in place to encourage athletes from these disciplines to experience the other. There is significant evidence in the form of past and current Olympic champions that shows the benefits of a transferable environment. The lack of a current state-based training environment as well as inadequate coaching and officials’ pathways has resulted in a lack of retention of track cyclists within club-based environments.
ROAD
CURRENT ENVIRONMENT

INTRODUCTION

Dating from at least the mid nineteenth century, road racing is the oldest form of cycle sport. The first recognised road race world championship was held in 1893 and the discipline has featured in every edition of the modern Olympic Games.

Road racing takes place on a variety of courses with different course lengths, styles and terrains (e.g. flat, rolling, hilly etc.), therefore offering a range of experiences and providing opportunities for riders with different skill sets and physical attributes. In Western Australia, road races are usually graded by gender, performance level e.g. from high-level A Grade through to beginner’s/juniors F Grade) or age (e.g. open or masters, under 17, Under 15 etc.) and this provides opportunities and fair competition for different types of riders. Grades typically compete over the same course, although there can be variation in course configurations and race durations and lengths.

There are three broad types of road races in Western Australia:
- Road race
- Criterium – short course racing
- Time trial

Western Australia has had significant success on the world stage within the road racing discipline. In the last 20 years WA has produced a vast number of road racing champions. From Barry Waddell in the 1960’s who won a record 5 straight Herald Sun tours from 1964 to 1968 as well as winning the Australian National Road Title in 1964 and 1968 through to Henk Vogels Jnr. who retired in 2008 after winning the Australian National Road Title in 1999 as well as finishing third in the 21st stage of the 1997 Tour de France.
## CURRENT ATHLETE PATHWAY

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<td></td>
<td>Emerging (AWE)</td>
</tr>
</tbody>
</table>

## ITEM Phases

- **Foundation**: Basic Movement Foundations
- **Extension**: Learning the fundamentals of riding a bike
- **Refinement**: Learning riding techniques and developing skill
- **Podium**: Demonstrating HR potential within a WAIS and talent development environment and/o competition
- **Potential**: Potential verified and embedded within a state based development program
- **Emerging**: Potential verified and embedded within a state based development program
- **Primary Development Environment**: Informal settings (e.g. family)
- **Target**: Local events and beyond | National Junior Track Series
- **Potential Podium**: Potential verified and embedded within a state based development program
- **Podium**: A Podium finisher at an elite international event
- **Podium Success**: Exceeding UCI World Cup, National and/or World Championship and/or UCI Points
- **Podium (AWE)**: Exceeding UCI World Cup, National and/or World Championship and/or UCI Points

## Athlete Category

- **Pre-Elite (Potential to be Elite)**
- **Elite (Senior International)**
- **Non-Elite (Foundation Movement)**
## Situation Analysis

### Strengths
- The success of WA athletes at an elite level.
- The level of volunteerism across the clubs - people willing to give their time to the sport.
- Professional road racing national series teams exist in WA giving young riders an elite environment.
- 2-3 very strong junior clubs that support and nurture young cyclists.
- Shared services between WestCycle and CycleSport Western Australia.

### Weaknesses
- Lack of marketing the sport - when are sessions on? Where can I access this information as a rider?
- Lack of a facility in terms of designated racing tracks or criterium.
- The level and variety of competitions is not adequate for a performance environment.
- There is no current pathway for a young rider to stay in the sport and keep their dream alive.

### Opportunities
- Coaching environment can be up skilled and the spin off affect this will have on athletes.
- There is a lot of upside as there has been relative success without a defined environment – this will only improve once we improve T1-T3.
- Creation of a high school league, which will have spinoffs as a ID initiative.
- New facilities and the positive effect this will have on the sport.
- Shared High Performance resource servicing all disciplines.

### Threats
- The pressure put on volunteers is significant due the large amount needed for competitions. This could fall away.
- Loss of athletes to other sports due to the lack of a defined state based training environment.
- Junior numbers at several cycling clubs are continually decreasing, this has been an ongoing problem and needs to be addressed immediately.
- The growth of teams taking away from the club environment.
- Races becoming more about team success rather than individual performance.\(^4\&^5\)
PERFORMANCE BARRIERS

GEOGRAPHIC LOCATION
Similar to track athletes, the majority of national road competition can be found on the eastern seaboard. As WA has no set road racing tracks the geographical location becomes more of an issue due lack of available infrastructure that can be used for a daily high performance training environment.

LACK OF A QUALITY ROAD RACING FACILITY
As criterium format of racing increases in popularity, there is a significant need for Western Australia to develop a cohesive, planned network of accessible, sustainable and appropriate short course tracks (1 to 5 km). This network should include existing, revitalised and new facilities, with all course tracks evaluated for their suitability for upgrading and use. Longer distance road races also require greater strategic direction as these play an integral role in the development of cyclists across all disciplines. Training areas that are safe and traffic free are required for developmental riders as well as access to roads for racing that are supported and protected by local government.

QUALITY OF HOME COACHES
The road racing coaching environment is made up of both club-based coaches and private businesses. Currently in WA we require an increase in grassroots level coaches at the club level which will in turn increase the number of riders progressing through to the high performance end. There is currently no state coach overseeing all WA coaches with support and professional development.

UNDERSTANDING OF HIGH PERFORMANCE REQUIREMENTS AND ENVIRONMENTS
With the emergence of professional racing teams in WA the understanding and implementation of a high performance environment appears to be improving. Further effort is required in fostering the relationships between professional teams and clubs. This needs a high performance mentality that the athlete’s development is the number one priority within all decision-making processes. There is currently no state-based training environment or pathways that indicate how an athlete moves through each stage of development.

RETENTION/TRANSFER OF ATHLETES
At a grassroots club level more must be done to create an environment that nurtures young athletes and provides them with knowledge and skills in order to progress along the development pathway. There is also no programme in place that encourages road riders to experience track and mountain bike disciplines- there has been significant evidence that these disciplines are interchangeable.

REGIONAL ATHLETES
Bryce Lanagahn, Connor Lambert and Craig Wiggins are all regional road athletes who are or have competed at a national level. This is evidence that regional athletes have the capacity to win national championships however they require further support. Regional road athletes require a complete daily training environment, which is currently not being delivered at a satisfactory level. They also require constant exposure to metro/interstate based competition and relevant funding opportunities to help offset the cost of additional travel to and from events.

COMPETITIONS
There are currently 28 road races on offer for junior riders in WA. These range from open road races through to criterium based events. Most events have a basic grading system however with such a small number of entrants some events are often combined or cancelled which leaves a gap in the level of competition provided. The grading systems, promotion of events and long term event strategy must be looked at in order to increase participation rates.
MO UNTAIN BIKE
CURRENT ENVIRONMENT

INTRODUCTION
Mountain biking (MTB) is one of the world’s fastest growing sports and Western Australia is following the trend.
19% of Western Australians own a mountain bike and this figure is on the rise. Mountain bike racing became an Olympic discipline in 1996 and a cross-country type mountain biking race has been held ever since its debut at the summer Olympic games in Atlanta. Tour de France champion Cadel Evans was Australia’s first MTB representative at the 1996 summer games finishing a very competitive 9th place. From a local perspective, Western Australian born Sam Hill is a professional downhill mountain bike rider. He is a three time downhill world champion having won the world titles in 2006, 2007 and 2010.6

The local MTB environment consists of member-based clubs that are involved in the development of MTB across all ages and disciplines. Currently in WA there are 13 member-based clubs which are affiliated with WAMBA located throughout WA.
## CURRENT ATHLETE PATHWAY

<table>
<thead>
<tr>
<th>Category</th>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Elite</strong> (Foundation Movement)</td>
<td>F1</td>
<td>Basic Movement Foundations</td>
</tr>
<tr>
<td></td>
<td>F2</td>
<td>Foundation and Refinement of Movement Foundations</td>
</tr>
<tr>
<td></td>
<td>F3</td>
<td>Sport-Specific Commitment and/or Competition</td>
</tr>
<tr>
<td><strong>Pre-Elite</strong> (Potential to be Elite)</td>
<td>T1</td>
<td>Demonstrating Potential and Talent Verification</td>
</tr>
<tr>
<td></td>
<td>T2</td>
<td>Potential embedded within a talent development program</td>
</tr>
<tr>
<td></td>
<td>T3</td>
<td>Talent Verification</td>
</tr>
<tr>
<td></td>
<td>T4</td>
<td>Practicing and Achieving Breakthrough and Raced</td>
</tr>
<tr>
<td><strong>Elite</strong> (Senior International)</td>
<td>E1</td>
<td>Senior National Representation</td>
</tr>
<tr>
<td></td>
<td>E2</td>
<td>Podium Success</td>
</tr>
<tr>
<td></td>
<td>E3</td>
<td>A Podium finisher at an elite international event</td>
</tr>
</tbody>
</table>

### MTB Phases
- **FTEM Phases**
- **An athlete**
- **Primary Development Environment**
- **Competition Target**
- **Athlete Category**
SITUATION ANALYSIS

**STRENGTHS**
- The rapid increase in MTB participation across all age levels.
- Appealing sport to the young generation as it is fast and action based.
- Investment into new trails at a state based level has increased and plans are in place to increase trails throughout WA.
- The creation of the Mountain Bike strategy and the current investment into MTB.
- Shared services between WestCycle and Western Australia Mountain Bike Association (WAMBA).

**WEAKNESSES**
- A lack of direction and cohesion between MTBA and other states within the talent/HP environment.
- No state team or centralized training environment for those riders looking to move along the athlete pathway.
- No current transparent and structured high performance environment.

**OPPORTUNITIES**
- There is no performance environment and no direction nationally this allows WA to become the first completed environment.
- Strategies and plans have been created to grow the sport significantly in the next 5 years.
- Shared High Performance resource servicing all disciplines.

**THREATS**
- Losing athletes and coaches to other states due to the lack of HP environment.
- Coaching development pathways need to be implemented to assist HP pathways.
- Lack of funding sources to maintain a development environment.\(^4\&\,5\)
PERFORMANCE BARRIERS

GEOGRAPHIC LOCATION

Majority of MTB competition is based on the eastern seaboard with a maximum of only one national series event in WA each year. This lack of a major competition is a significant issue for aspiring MTB riders. There is a state series style calendar for both downhill and cross country disciplines.

LACK OF A QUALITY TRAILS

There is currently no infrastructure and/or trails that would be capable of hosting a UCI event in Western Australia. Currently in Western Australia, there are 26 MTB trails with many of them not adequately maintained or underdeveloped to service the high performance athlete.

QUALITY OF HOME COACHES

Currently in WA there is no coach education pathway as all accreditations are provided from a national level. There is no state coach and or talent development network of coaches. This lack of a cohesive coach education environment will continue to have a negative effect on the high performance state-based environment unless it is changed. There are currently 38 registered MTBA coaches residing in WA with only 2 of them being level 2 accredited which would be considered as a high performance coach.

UNDERSTANDING OF HIGH PERFORMANCE REQUIREMENTS AND ENVIRONMENTS

From a state governing body perspective there is no current high performance environment within Western Australia. There are several professional coaching companies who are filling this gap at the moment to the best of their abilities with limited resources.

RETENTION/TRANSFER OF ATHLETES

Retention of athletes who are progressing towards being part of a high performance environment is a major concern for MTB in Western Australia. These athletes are forced to relocate to the eastern states due to the lack of a daily high performance environment in Western Australia. There are also no direct programmes to link in with BMX and or Track cycling to create a transfer of athlete programme.

REGIONAL ATHLETES

MTB is well represented in regional WA from a club perspective with 11 of the 14 clubs based in regional WA. Similar to metropolitan-based athletes, riders from these clubs lack exposure to a daily high performance environment in both a training and competition aspect. There is also a lack of communication and understanding of regional junior riders and their current performances, abilities and talent.

COMPETITIONS

Similar to the other disciplines, MTB access to competition in regional WA from a high performance perspective is not adequate. There is a state series of events however these events do not link to any form of performance pathway, criteria or selection process. The events themselves also do not indicate whether they are for a beginner, intermediate or advanced rider.
BMX
CURRENT ENVIRONMENT

INTRODUCTION
BMX was derived from Motocross Racing. BMX bicycle races are sprint races on purpose-built single lap race tracks. The track is usually between 300 – 400m and consists of a ramp-style starting gate for up to eight racers, and is made of various jumps and rollers and a finish line.
BMX racing became a medal sport at the 2008 Summer Olympics in Beijing under the UCI sanctioning body. Lauren Reynolds from Bunbury Western Australia is currently the highest profile BMX athlete to have come through our system. Reynolds finished 2nd at the 2011 Australian Championships in Cairns, Australia. She finished 11th at the 2011 BMX World Championships in Copenhagen, Denmark.
Reynolds was selected to represent Australia in the individual BMX competition at the 2012 Summer Olympics. She was one of five Australian BMX riders selected to represent the country at the 2012 Games where she finished a creditable 15th. BMX Sports Western Australia is the peak organisation for the sport of BMX racing in Western Australia, and currently has 20 affiliated clubs across the state. They currently manage a high performance state-based environment catering for athletes 14-19 years of age.
Lauren Reynolds also represented Australia at the 2016 Olympics.
## CURRENT ATHLETE PATHWAY

### Elite (Senior International)
- **E1**: Sustained Development at E2
- **E2**: Continued Podium Success
- **E3**: Podium Success
- **E4**: A Podium Finisher at an Elite International Event

### Pre-Elite (Potential to be Elite)
- **T1**: Potential Podium Finisher
- **T2**: Training within BMX Development Program
- **T3**: Potential Podium Finisher
- **T4**: Potential Podium Finisher

### Non-Elite (Foundation Movement)
- **F1**: Basic Movement Foundations
- **F2**: Extension and Refinement of Movement Foundations
- **F3**: Sport-Specific Movement and Competition

### Phases and Description

<table>
<thead>
<tr>
<th>FTEM Phases</th>
<th>An athlete is</th>
<th>Phases and Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic</strong> Movement Foundations</td>
<td>Learning the fundamentals of riding a bike</td>
<td>Participating in organised skill initiatives (e.g., Sprocket Rocket Program, club coaching) and attending coaching and competition programs in local and national events.</td>
</tr>
<tr>
<td><strong>Extension and Refinement</strong> of Movement Foundations</td>
<td>Learning the fundamentals of riding a bike</td>
<td>Participating in organised skill initiatives (e.g., Sprocket Rocket Program, club coaching) and attending coaching and competition programs in local and national events.</td>
</tr>
<tr>
<td><strong>Sport-Specific</strong> Movement and Competition</td>
<td>Demonstrating HP Potential within a State-based Development Program</td>
<td>Effective development of pre-elite athletes, including those who have achieved elite standard results.</td>
</tr>
<tr>
<td><strong>Podium</strong> Success</td>
<td>Effective development of pre-elite athletes, including those who have achieved elite standard results.</td>
<td>Effective development of pre-elite athletes, including those who have achieved elite standard results.</td>
</tr>
<tr>
<td><strong>Scholarship</strong> holder</td>
<td>Invitation to HP camps</td>
<td>Effective identification of HP talent via State and National level competition and/or talent ID testing.</td>
</tr>
<tr>
<td><strong>Podium</strong> rewards</td>
<td>AWE Podium</td>
<td>Effective identification of HP talent via State and National level competition and/or talent ID testing.</td>
</tr>
</tbody>
</table>

**Note:** The table above outlines the current athlete pathway for BMX development, detailing the different phases and milestones for athletes moving through the system from basic movement foundations to elite international competition.
### SITUATION ANALYSIS

#### STRENGTHS
- The large number of competitions across all age groups.
- A State development environment and culture already exists.
- The current use of external providers such as Strength and Conditioning coaches and biomechanical experts within local universities.

#### WEAKNESSES
- Accountability measures for those in the state development environment need to be developed as to what is actually being delivered.
- It is relatively unknown at a club level as to what happens within the state environment.
- Coach accountability and “buy in” to the state programme requires work as there appears to be a lack of cohesion.
- Clubs require education on what talent development is and what their coaches should be looking for.

#### OPPORTUNITIES
- Professionalise and further developing the current state environment will result in WA becoming a power house in the sport.
- Creating a shared resource with other disciplines which will result in less budgetary constraints.
- The setup of a talent ID system will allow BMX to integrate the state development environment with local clubs and coaches.
- Engagement in a shared services model with WestCycle.
- Shared High Performance resource servicing all disciplines.

#### THREATS
- Clubs and coaches supporting the environment in the long term.
- The ability to financially support the HP programme under the current self funded model.
- Coach development and retention and the development of coaches within the high performance environment is currently very low. 4 & 5
PERFORMANCE BARRIERS

GEOGRAPHIC LOCATION
Similar to all disciplines, the majority of BMX coaching/competition/development takes place on the eastern seaboard. BMXWA have created a high performance culture and do offer an environment that attempts to minimise the geographical isolation of WA. There is significant investment made in accompanying riders to events over east.

LACK OF A QUALITY FACILITY
From a local club perspective, BMX athletes are well serviced throughout WA. There is still however a lack of a central training facility with an 8 metre ramp which is necessary to truly practise in an environment similar to that at national events.⁷

UNDERSTANDING OF HIGH PERFORMANCE REQUIREMENTS AND ENVIRONMENTS
There is a current high performance environment in place that gives the athletes support in areas both on and off the track. This environment requires further support and direction in regards to both the delivery of the service but also in the promotion and transparency to the local clubs. Selection criteria of both coaches and athletes needs to be addressed in order to create complete buy-in from all local clubs.

RETENTION/TRANSITION OF ATHLETES
Currently there are no transfer of athlete programmes involving BMX and other disciplines such as track or MTB riding. Without a purpose-built training facility, many high performance athletes are forced to train on the eastern seaboard due to the lack of an 8 metre ramp in WA.⁷

REGIONAL ATHLETES
BMX is well represented in regional WA with Bunbury being the major hub in terms of a facility in WA. Athletes in the South West region need to engage with the regional talent development programme and this needs to occur in all other regional areas as well. BMX is hugely popular in regional WA and this growth must be administered and the talent must be managed as these athletes are often over looked due to the lack of resources.

COMPETITIONS
There is a range of competitions for BMX athletes across each age group bracket. There are initiatives in places to allow for competition to begin at a very young age and there is the use of competitions in the selection of state teams. Super Series is a State Racing Round. There are between 8 - 10 events per year, with several occurring in the country. These events can attract up 450+ riders competing in the one-day event. Riders who compete at all of these events, including the required country rounds, will qualify for an overall ranking for the entire series.
SUMMARY

It is clear that all disciplines have both a lack of resources and understanding of what is required to operate a successful high performance environment. In order to address this, all disciplines must fall under a coordinated and aligned high performance model. Current problems that have been identified:

- No overarching approach to high performance cycling with each discipline operating in isolation of each other.
- Inconsistent decision making processes.
- Lack of communication flow between clubs, coaches and state bodies.
- There is no cross discipline environment to act as a talent identification tool.
- Minimal coach education opportunities exist.
- There is minimal transparency and a lack of understanding around state team/state squad selection across the disciplines.
- Each discipline needs to acquire its own state coach and relevant training environment with a High Performance Manager in charge of all operational aspects.
This part of the plan will focus on the 7 key strategies that will govern and provide direction for our state development environment. Investment models and engagement of relevant stakeholders will also be discussed.
FUTURE FOCUS

The future of high performance cycling across all disciplines requires key strategic direction in order to create a sustainable environment that not only maximises the resources available but also creates an accountable and transparent environment for riders who are located both in metropolitan and regional WA.

The below 7 strategies will help deliver the vision and benefit the cycling community from grass roots participation through to the development of future Olympic and world championship gold medallists. Key priorities, time frames and objectives have been developed in order to successfully deliver each of these strategic outcomes.

OUR VISION

Create a Western Australian high performance environment with strategic alignment, strong culture and values with a champions mindset to increase the number of national champions.

STRATEGIES

1. Effective monitoring procedures of athletes/coaches and clubs.
2. Development of a complete athlete development pathway/state based training environment.
4. Creation of extended competition pathways to include schools
5. Creation of FTEM pathways for all disciplines
6. Coach development pathway and mentoring coach programme to be created.
7. Stronger ties to be formed with WAIS, CA, BMXA, and MTBA and creation of a HPAG group.
STRATEGIES

1. Effective monitoring procedures of athletes/coaches and clubs.
The sport needs to look at a monitoring and communication tool to be used with athletes and coaches. All state-based athletes and relevant coaches must have access to this programme as well as relevant State Sporting Associations (SSA), WAIS and National Sporting Organisation staff.

2. Development of a complete athlete development pathway/ state based training environment.
A complete athlete development environment is required to be created that will include athletes, coaches, officials, competition, clubs and parents involved in the cycling development journey. The athlete development environment will showcase roles and responsibilities for everyone involved in delivering the sport of cycling across all disciplines and at all levels. It looks to develop the individual by covering all areas that focus on both cycling specific and personal attributes.

The cycling-specific components are:
- Tactical
- Physical
- Technical
- Psychological

These are then combined with the below attributes:
- Social
- Parental
- Educative
- Competitive
- Commitment

The four stages of the Athlete Development environment

- Learn to ride (3–6 years)
- Progress (7–13 years)
- Develop (14–17 years)
- Performance (17+ years)

The environment must be developed to guide an athlete and their support team in understanding the key skills to that are required at the major milestones in a cyclist's development. This information will holistically assist the environment by
- Make cycling enjoyable for the participant
- Create a pathway of development of cyclists across all disciplines
- Allow for cyclists to transfer between disciplines
- Recruit and retain athletes within programs
- Create an understanding of an athletes “developmental “age and where they sit within the athlete pathway.

Stronger ties must be developed with the Regional Talent Development Network (DSR) programmes. This network is set up to support regional athletes working with State Sporting Associations. We must identify regional talented athletes then link them with their nearest RTD programme to give the athlete the support they require.

4. Creation of extended competition pathways to include schools
There needs to be a broader competition pathway for athletes across all disciplines and stages of the FTEM model. A high school cycling programme can add to the competition pathway as well as act as a talent search tool. It can also help with a cross discipline model of athletes competing across all disciplines.

5. Creation of FTEM pathways for all disciplines
The Foundations, Talent, Elite & Mastery (FTEM) model is a user-friendly framework of athlete development that is representative of the “whole of
sport” pathway continuum and integrates common and unique phases of development for participants at the active lifestyle, sport and high performance sport phases. It provides a practical method to assist sporting stakeholders to construct a more functional athlete and sport development system.

The FTEM model is essentially integrative and representative of the greater Australian sports system in that it not only focuses on the high performance pathway but also is inclusive and formally recognises the importance and contribution of ‘Active Lifestyle’ activities and ‘Recreational Sport’. The model acknowledges the critical importance of the acquisition and refinement of fundamental movement skills to lifelong sports participation and high performance athlete development.

As demonstrated, the FTEM framework consists of 4 macro stages of the skill and performance development of sporting participants, which are further differentiated into 10 micro phases. These are Foundations (F1, F2 and F3); Talent (T1, T2, T3 and T4); Elite (E1 and E2); and Mastery (M). While athlete-centric, the framework has been designed to encapsulate the holistic and integrated nature of development through the specific differentiation of the development transition, performance, process, acknowledgement and recognition of complementary factors supporting athlete development such as coaching, resource and organisational support.

The FTEM framework offers a practical planning and review tool for cycling and each individual discipline should adopt the framework to be aligned with the Australia Sports Commission (ASC) as well as other sports to allow a cross over of talent if possible. Note: Ideally, the cycling-specific FTEM model should be developed by the National Sporting Organisation (NSO) and then rolled out for implementation in the States. In the absence of this, then WA needs to consider the FTEM framework when creating development programs.

6. Coach development pathway and mentoring coach programme to be created.
Coach development pathways need to become clearer as well as opportunities for coaches to upskill across disciplines. A coach mentor programme must be set up within the state development environment to allow succession plans for future state coaches as well as upskilling the general coaching environment.

7. Stronger ties to be formed with WAIS, CA, BMXA, and MTBA and creation of a HPAG group.
This strategy looks at building and strengthening our relationship with WAIS and the key disciplines and departments that can provide or add expertise to the organisation. Greater ties with NSO bodies will allow for more continuity across programs as well as best practice at the state level with guidance from NSO’s. The formation of a High Performance Advisory Group will help shape and guide the environment.
STATE DEVELOPMENT ENVIRONMENT

MISSION STATEMENT
The State Development Environment (SDE) involves the systematic and progressive identification, selection and development of athletes in the 13 to Under 19 age groups, with the aim of preparing riders to represent WA at the Australian Championships.

OUTCOMES
- Identify athletes at State Championships, State Team Trials and through club competition/training, with identified athletes displaying characteristics and abilities of a potential elite athlete
- Transitioning ‘potential’ into ‘talent’ by developing, reinforcing and monitoring positive training habits
- Increased contact with expert coaches
- Further educate athletes about sports science and sports medicine concepts
- Prepare athletes for national championships, in their home environments
- Improved support for local coaches
- Improved preparation and development of lower-age cyclists
- Provide regional support for identified coaches and athletes.
STATE DEVELOPMENT ENVIRONMENT

**TRACK STATE DEVELOPMENT ENVIRONMENT**

- **Non-Elite** (Foundation Movement)
  - Local road racing teams
  - WAIS
  - Professional coaching/clubs
  - State Development Environment - Supplementary environment
  - Talent ID sessions/camps
  - Clubs and coaches

- **Pre-Elite** (Potential to be Elite)
  - Local road racing teams
  - WAIS
  - Professional coaching/clubs
  - State Development Environment - Supplementary environment
  - Talent ID sessions/camps
  - Clubs and coaches

- **Elite** (Senior International)
  - Local road racing teams
  - WAIS
  - Professional coaching/clubs
  - State Development Environment - Supplementary environment
  - Talent ID sessions/camps
  - Clubs and coaches

**ROAD STATE DEVELOPMENT ENVIRONMENT**

- **Non-Elite** (Foundation Movement)
  - Local road racing teams
  - WAIS
  - Professional coaching/clubs
  - State Development Environment - Supplementary environment
  - Talent ID sessions/camps
  - Clubs and coaches

- **Pre-Elite** (Potential to be Elite)
  - Local road racing teams
  - WAIS
  - Professional coaching/clubs
  - State Development Environment - Supplementary environment
  - Talent ID sessions/camps
  - Clubs and coaches

- **Elite** (Senior International)
  - Local road racing teams
  - WAIS
  - Professional coaching/clubs
  - State Development Environment - Supplementary environment
  - Talent ID sessions/camps
  - Clubs and coaches
MTB BIKE STATE DEVELOPMENT ENVIRONMENT

- Elite (Senior International)
- Pre-Elite (Potential to be Elite)
- Non-Elite (Foundation Movement)

MTBA HP Environment
Professional coaching/clubs
State Development Environment - Supplementary environment
Talent ID sessions/camps
Clubs and coaches

BMX STATE DEVELOPMENT ENVIRONMENT

- Elite (Senior International)
- Pre-Elite (Potential to be Elite)
- Non-Elite (Foundation Movement)

BMXA HP Environment
Professional coaching/clubs
State Development Environment - Supplementary environment
Talent ID sessions/camps
Clubs and coaches
HIGH PERFORMANCE STRUCTURE

HIGH PERFORMANCE ADVISORY GROUP

WAIS

WESTCYCLE HIGH PERFORMANCE MANAGER

NSO’S

STATE COACH MTB

STATE COACH TRACK

STATE COACH ROAD

STATE COACH BMX

MTB State Development Environment
- Athlete daily training environment support
- Coach support

Track State Development Environment
- Athlete daily training environment support
- Coach support

Road and Track State Development Environment
- Athlete daily training environment support
- Coach support

BMX State Development Environment
- Athlete daily training environment support
- Coach support

SHARED RESOURCES
- Strength and Conditioning
- Nutritional education
- Sports science and testing
- Parent education
- Developing Champions Program (DSR/WAIS)

- Sports Psychology and Media Skills
- State team management and logistics
- Athlete monitoring software
- Camps and workshops
- Office Administration
**PRIORITIES, TIME FRAMES AND OBJECTIVES**

**Strategy:** Effective monitoring processes of athletes and coaches.

**Objective:** To create an accountable high performance environment for all stakeholders involved.

<table>
<thead>
<tr>
<th>OPERATIONAL PLAN</th>
<th>PRIORITY</th>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation of databases and systems to monitor athlete results.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Tracking system to monitor coaches, qualifications, experiences as part of a coach succession plan.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Research and purchase of an athlete monitoring software.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Set up a Talent development coach status based on criteria to be developed by working group. Coaches would be offered extra upskilling opportunities linking in with WAIS coaches and programmes.</td>
<td>H</td>
<td>2017</td>
<td>HPM, HPAG</td>
</tr>
<tr>
<td>Identify key stakeholders to have access to the software as part of individuals’ athlete development plans.</td>
<td>M</td>
<td>2017</td>
<td>HPM, State coach</td>
</tr>
<tr>
<td>Work with WAIS to use the data collected for future WAIS selection and as a motioning tool of potential athletes.</td>
<td>M</td>
<td>Ongoing</td>
<td>HPM, State coach, WAIS</td>
</tr>
</tbody>
</table>
Strategy: Development of a complete athlete development FTEM/state based training environment.

Objective: To create high performance training environments for all athletes and coaches involved within each discipline which will include shared resources amongst all programmes.

<table>
<thead>
<tr>
<th>OPERATIONAL PLAN</th>
<th>PRIORITY</th>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>All High Performance programmes to fall under one central coordination point.</td>
<td>H</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>State coaches to be employed via service agreements.</td>
<td>H</td>
<td>2016</td>
<td>HPM, HPAG</td>
</tr>
<tr>
<td>Sport specific matrix to be developed covering all aspects of athlete development in each learning phase.</td>
<td>M</td>
<td>2017</td>
<td>HPM, WAIS, CA</td>
</tr>
<tr>
<td>Development and appointment of a High Performance Manager (HPM) based on the objectives and priorities of this plan. Implementation of this High Performance plan.</td>
<td>H</td>
<td>2016</td>
<td>HPAG</td>
</tr>
<tr>
<td>Create a state development program for all disciplines. This program will be squad/camp based for each discipline – Mountain Bike, Road and Track and BMX, supporting training for national championships plus sharing common resources and athlete education.･ Support to High Performance athlete pathways ･ Coaching sessions and camps ･ Individual athlete development ･ Athlete education sessions for all disciplines ･ Updated state team selection policies ･ Coach education sessions</td>
<td>H</td>
<td>2016</td>
<td>HPM, WAIS</td>
</tr>
<tr>
<td>Enter into a partnership with a University to ensure that talented athletes gain access to regular testing and sports science opportunities</td>
<td>H</td>
<td>2016</td>
<td>HPM</td>
</tr>
</tbody>
</table>
### Strategy: Development of stronger ties with Regional Talent Development Network centre programmes.

**Objective:** To better service regional athletes within the high performance pathway.

<table>
<thead>
<tr>
<th>OPERATIONAL PLAN</th>
<th>PRIORITY</th>
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<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating stronger links with Regional Talent Development Programmes.</td>
<td>H</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Actively engaging regional athletes with the DSR/WAIS Developing Champions programme.</td>
<td>M</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Providing information on all possible grants available for regional athletes.</td>
<td>M</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Provide talented athletes living in regional areas with support to attend coaching, testing and racing opportunities in Perth.</td>
<td>H</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Visiting key regional areas on a 6-month basis to talk to clubs, coaches and athletes.</td>
<td>M</td>
<td>2016</td>
<td>HPM</td>
</tr>
</tbody>
</table>

### Strategy: Creation of extended competition pathways to include schools.

**Objective:** Develop an inter/intra school competition including talent ID aspects.

<table>
<thead>
<tr>
<th>OPERATIONAL PLAN</th>
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<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linking competitions to state development environments.</td>
<td>M</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Creation of a school-based competition that will also be used for talent ID.</td>
<td>L</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Cross discipline competition formats created to allow for transfer of athletes.</td>
<td>M</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Beginner/intermediate competition levels to be created in order to create a competitive edge at the grass roots level.</td>
<td>M</td>
<td>2016</td>
<td>HPM</td>
</tr>
</tbody>
</table>
**Strategy:** Develop a coach development pathway and mentoring coach programme.

**Objective:** Long term sustainable coach development environment to be created.

<table>
<thead>
<tr>
<th>OPERATIONAL PLAN</th>
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<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set up a coach network group within each discipline to meet bi-monthly to discuss the state development environment.</td>
<td>H</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Talent Development coach status to be developed, key coaches to be targeted and mentored as future state coaches.</td>
<td>M</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Education to be provided to coaches on FTEM pathways and the roles of the coach in each section</td>
<td>M</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Creation of a coach mentor programme managed by the state coach to include state coach succession planning.</td>
<td>H</td>
<td>2016</td>
<td>HPM</td>
</tr>
<tr>
<td>Develop and implement a system of official’s and coach’s identification and recruitment that attracts new volunteers. Target masters age and recently retired athletes to become coaches and officials.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Recognise the contribution and success of coaches and officials across all disciplines through an awards presentation.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
</tbody>
</table>
**Strategy: Stronger ties to be formed with WAIS, CA, BMXA and MTBA**

**Objective: Long term sustainable coach development environment to be created.**

<table>
<thead>
<tr>
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<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation of relationships with CA high performance personnel. Engagement must include regular meetings and being actively involved in CA High performance discussions.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Working with WAIS to take control of state team environment.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Liaising with MTBA/ BMXA regarding high performance strategies.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
<tr>
<td>Develop a portfolio of policies relevant to environment that align with the relevant policies of Cycling Australia (CA)/BMXA, MTBA.</td>
<td>H</td>
<td>2017</td>
<td>HPM</td>
</tr>
</tbody>
</table>
**STAKEHOLDER ENGAGEMENT**

Engagement of key stakeholders plays an integral part in the delivery of our key strategies. Our stakeholder engagement plan revolves around inclusion as well as identifying key areas of support that will be required to deliver a successful training environment.

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>ENGAGEMENT</th>
<th>BUY-IN</th>
<th>PERSONNEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletes</td>
<td>Thorough athlete performance plans, meetings, HP camps and competitions.</td>
<td>Investment in the athlete via state development environment.</td>
<td>Athletes, Coaches, HPM, State coach</td>
</tr>
<tr>
<td>Coaches</td>
<td>Thorough coach performance plans, meetings, HP camps and coach network groups.</td>
<td>Investment in their athletes and programmes as well as recognition and PD opportunities.</td>
<td>Coaches, HPM, State Coach</td>
</tr>
<tr>
<td>Clubs</td>
<td>Thorough consistent correspondence, communication tools (emails, social media) and individual club meetings.</td>
<td>Pathways for club based athletes to progress in as a supplementary environment.</td>
<td>HPM, WestCycle</td>
</tr>
<tr>
<td>Professional Cycling Teams</td>
<td>Thorough team engagement, meetings, athlete plans and competition support.</td>
<td>Athlete and team support as well as access to additional athlete services.</td>
<td>HPM, Cycling Teams</td>
</tr>
<tr>
<td>WAIS/BMXWA/CSWA WAMBA/NSO/CA</td>
<td>Thorough correspondence, consultation and support. Creation of ongoing 2-way communication.</td>
<td>Increased athlete support, quality of state environment and buy in linked to state environment.</td>
<td>HPM, State coach, WestCycle, WAIS, NSO</td>
</tr>
</tbody>
</table>
PEOPLE, RESPONSIBILITIES & STAFF

RECRUITMENT PROCESS

Integral to the success of this strategic plan will be the resources required to implement it. This section will discuss these aspects as well as elaborate on the state development environment and individuals involved.
HPAG

The HPAG will consist of representatives from track, road, BMX, mountain biking and paracycling disciplines. It will also include a representative from WestCycle, WA Institute of Sport (WAIS) and DSR plus 2 independent members.

The HPAG will provide a monitoring and advisory function in relation to the delivery of the strategic plan and the future development of high performance cycling in WA.

**ROLE OF THE HPAG**
- Set appropriate targets and KPIs for high performance cycling in WA.
- Determine the most appropriate structure that will optimise success for coaches and cyclists in WA.
- Identify opportunities for the integration of the five cycling disciplines with respect to the delivery of TID and high performance cycling programs/daily training environment.
- Identify options and assist with the procurement of resources and ensure that all available resources for high performance cycling are directed towards the priorities identified by the HPAG.
- Determine the roles and responsibilities and assist with the recruitment and professional development of HP coaches, administrators and support staff.
- Be prepared to challenge existing HP systems and processes and provide guidance, advice and support to HP staff and organisations involved in the delivery of high performance cycling programs in WA.
- Ensure that all WA high performance cycling programs are compliant with the WADA code and best practice in terms of ethical and drug free sport.
- Monitor progress against identified KPIs.
- Ensure that all key stakeholders have clear roles and responsibilities with respect to the delivery of the high performance strategic plan.
- Ensure ongoing communication between the HPAG and key stakeholders.
- Act as an advocacy group for high performance cycling in WA.

**MEMBERSHIP**
The HPAG shall initially consist of a representative from:
- Discipline of track cycling
- Discipline or road cycling
- Discipline of BMX
- Discipline of mountain biking
- Discipline of para-cycling
- WA Institute of Sport
- Dept of Sport & Recreation
- WestCycle
- 2 independent members
HIGH PERFORMANCE MANAGER

PRIMARY PURPOSE
To manage and grow the high performance environment across all cycling disciplines.

KEY DUTIES
- Implementation of the Western Australian Cycling High Performance Vision 2016-2020 and annual operational plans.
- Manage the development, implementation and evaluation of the State Development Environment (SDE).
- Provide direction to SDE stakeholders through coaching and development opportunities (training and competition) with a focus on Western Australian team representation at national championships.
- Work closely with the state coaches to coordinate the SDE program.
- Provide direction and liaise with the squad member’s personal coaches.
- Manage the allocated budget approved by WestCycle.
- Provide written reports as necessary on the SDE outcomes as required by WestCycle.
- Ensure that the program is implemented in an open and transparent manner.
- Coordination of SDE activities in relation to regional programs and securing growth in these areas.
- Maintain effective communication to ensure complementary junior development programs are not compromised.
- Maintain a clear communication link with other state junior and personal coaches to assist in the identification of junior development talent.
- Keep up-to-date regarding changes to junior cycling rules and regulations, including equipment, technical regulations, competition distances, gearing etc.
- Maintain strong working relationships with WAIS and the HPAG group.

DESIRED QUALIFICATIONS, SKILLS AND KNOWLEDGE
- Sports administration degree or similar.
- Sound knowledge and understanding of talent development/high performance systems
- Sound knowledge on national, state and local infrastructure of junior cycling.
- Demonstrated understanding of the needs and challenges in coaching development athletes.
- Demonstrated competence in written and oral presentation skills, including production of resources.
- Demonstrated skills in planning, monitoring and evaluation.
- Possesses a current working with children check.

Funded by State Sporting Association.
STATE COACH JOB DESCRIPTION

PRIMARY PURPOSE
To facilitate and improve the development pathways in Western Australia for 13-19 year old talented cyclists. This will result in greater success by Western Australia at National Championship events and increased representation in Australian Teams.

KEY DUTIES
- Coordinate the development, implementation and evaluation of the State Development Environment (SDE).
- Provide direction to SDE members through coaching and development opportunities (training and competition) with a focus on Western Australian Team representation at National Championships.
- Work closely with the High Performance manager to coordinate the SDE program.
- Provide direction and liaise with the member athletes’ personal coaches.
- Operate within the allocated budget approved by WestCycle.
- Provide written reports as necessary on the SDE outcomes as required by WestCycle.
- Ensure that the program is implemented in an open and transparent manner.
- Accompany athletes to all state/national championships.
- Ensure the program reflects a balanced focus on development of emerging talent throughout Western Australia.
- Coordination of SDE activities in relation to regional programs and securing growth in these areas.
- Maintain effective communication to ensure complementary junior development programs are not compromised.
- Maintain a clear communication link with other State junior and personal coaches to assist in the identification of junior talent.
- Keep up-to-date regarding changes to junior cycling rules and regulations, including equipment, technical regulations, competition distances, gearing etc.

DESIRED QUALIFICATIONS, SKILLS AND KNOWLEDGE
- Level 1 (Minimum), Level 2 coaching accreditation.
- Sound knowledge on national, state and local structure of junior cycling.
- Demonstrated understanding of the needs and challenges in coaching development athletes.
- Demonstrated competence in written and oral presentation skills, including production of resources.
- Demonstrated skills in planning and evaluation.
- Highly developed communication skills.
- Possesses a current working with children check.

Funded by State Sporting Association.

SUMMARY
WestCycle would once again like to thank all stakeholders involved in the creation and future delivery of our High Performance plan. Bringing all disciplines together under one vision will allow for the creation of an environment that will grow and become sustainable.

There is a clear missing link in Western Australia’s cycling environment between clubs and grass root development and the nurturing of talented athletes throughout their teenage years.

The implementation of this plan will create the environment that has been missing and will act as a tool to bring together all cycling disciplines. Sharing resources and a strong pathway can lead Western Australia cyclists to greater success on a world stage.
GLOSSARY
DSR
BMX Australia (BMXA)
BMX Sports Western Australia (BMXWA)
CycleSport Western Australia (CSWA)
Cycling Australia (CA)
Western Australia Mountain Bike Association (WAMBA)
Mountain Bike Australia (MTBA)
UCI
Western Australian Institute of Sport (WAIS)
WestCycle

Department of Sport and Recreation.
The national governing body for BMX.
The state body for competitive BMX in Western Australia.
The state body for competitive and recreational road and track in Western Australia.
The national governing body for road and track cycling.
Western Australian Mountain Bike Association. The state body for competitive and recreational mountain biking in Western Australia.
Mountain Bike Australia. The national governing body for mountain biking.
Union Cycliste Internationale/International Cycling Union. The world governing body for competitive cycling.
An elite sports institute to support high performance athletes in Western Australia.
The peak body for cycling in Western Australia.

ENDNOTES
1  WestCycle (2014). Strategic Plan 2015-2018
2  Cycling Australia High Performance Unit. (2015). Available at www.cycling.org.au
4  Miller, B. (2013) Western Australian High Performance Cycling Review
5  Department of Sport and Recreation Sport Reviews. (2015). – BMX, Road/Track and MTB Reviews