

LA 2028+

COMBAT PERFORMANCE STRATEGY



OUR VISION

We are a world class Combat Sport nation

OUR MISSION

As a program we consistently deliver medals at Pinnacle Events and inspire our diverse and inclusive communities on and off the mat

OUR BEHAVIOURS

- Accountable** We do what we say and spend time on what matters most
- Courageous** We act bravely and are committed to exploring what hasn't been done before
- Adaptable** We adapt to new circumstances and change when required
- Innovative** We actively seek out new ideas and ways to achieve the best results
- Collaborative** We work together, with respect and honesty, to achieve our mutual goals

STRATEGIC PILLARS & MEASURES

Pillar	Description	Measured through
Leadership	Dynamic and performance-focused; committed to winning well	Annual check-in system ratings of our aligned commitment to the 2032+ Win Well strategy
Competition	Optimal exposure; peaking at benchmark events	Benchmark and Pinnacle Event (OLY, PLY, CWGs) performance and qualification outcomes
Environment	Holistic athlete preparation & program delivery; optimising performance	Enhanced biennial Daily Performance Environment survey ratings
Athletes	World-class on and off the mat; striving to be world's best	Improvement and consistency of performances against World Class (Top 10 & Top 20 ranked) athletes
Coaches	World-class on and off the mat; continually seeking performance gains	Enhanced results in annual performance surveying of technical leadership across programs
Pipeline	Elite pathways, programs and systems; identifying and developing high potential people	Increase in annual 'next cycle' categorised athlete numbers

OUR PARTNERS



LEADERSHIP

Dynamic and performance-focused; committed to winning well

Strategic Objectives

Priority Deliverables

Engender an organisational win-well culture that drives agile, athlete-centric and performance-focused programs

CombatAUS Vision, Values & Behaviours is re-committed with key stakeholders, communicated and visible in combat-sport DPE and organisational processes (E.g. Athlete Agreements, Individual Performance Plans (IPP) etc.)

Conduct and engage in organisational review processes such as biennial organisational culture review, AIS and NIN program annual check-ins and post-Benchmark and Pinnacle Event debriefs; seeking improved ratings against our win-well standards and targets

Athlete Agreements, Staff Performance Plans and IPPs confirmed with an increased emphasis on targeted, performance conversations; highlighting and committing to our performance-focused culture and performance strategy

Celebrate and acknowledge cross-organisational, athlete and staff successes through performance reviews, system recognition and a commitment to delivering an annual combat-sport awards event

Maintain a courageous and invested workforce that is supported and encouraged to learn, thrive, and contribute positively to the system/community during and beyond their time in sport

CombatAUS and Member Sport performance-facing staffing confirmed for LA2028 cycle, with workforce plans that empower staff and that align to our performance strategy and win-well culture

Seek opportunities for staff to engage in relevant and targeted professional development opportunities including targeted international camps and competitions, and share critical learnings and experiences across CombatAUS and Member Sport stakeholders

Deliver well-considered induction and transition processes for partner organisation staff; ensuring ongoing performance strategy alignment and a consistency in approach to supporting athlete and program needs

Staff feel valued, acknowledged, and rewarded; confirmed through annual organisational survey satisfaction scores and annual performance review processes

Foster effective partnerships between CombatAUS and Member Sports; optimising performance through aligned combat sport programs

Operational plans and associated budgets confirmed annually; delivering efficient, aligned and targeted resource allocation to individual sport programs and categorised athletes, with enhanced consideration to whole-of-cycle budget parameters and priorities

Collaborative, effective and aligned digital communications and National teams presentation with a focus on co-branding and co-managing public relations opportunities and challenges; aligned to our Stakeholder Engagement Plan

Foster effective partnerships with key industry partners; increasing resourcing and support for combat sport performance programs and campaigns

Paralympic program plans, in response to the Para barriers to entry and progression project, finalised for Taekwondo and Judo; developed and administered through targeted partnerships between Paralympics Australia, relevant NIN, CombatAUS and relevant Member Sports

Increased AIS/NIN investment, VIK, and commercial/diversified revenue to improve program and athlete financial wellbeing across the performance pathway; enabled through growth in performance profile of able and para-Combat athletes and the further fostering of key relationships

Confirm LA2028+ cycle NIN partnerships with a particular emphasis on VIS and AIS sport programs and broader individual athlete NIN scholarships; delivering world-class, quality-controlled servicing to categorised combat sport athletes



COMPETITION

Optimal exposure; peaking at benchmark events



Strategic Objectives	Priority Deliverables
<p>Programs (Daily Performance Environments, 'other' competition exposure, resources) are planned and invested in to maximise performance outcomes at Benchmark/Pinnacle Events and other globally significant events</p>	<p>Annual camp and competition plans in place that maximise preparation for annual Benchmark Events and that provide development to best prepare athletes to perform at Pinnacle Events</p>
	<p>Enhance key international relationships that enable access to priority international DPE for critical periods, and that deliver an increase in countries coming for training camps in Australia in preparation for critical campaigns</p>
	<p>Continued improvement in performance outcomes delivered at Benchmark Events; meeting or exceeding agreed medal targets across combat for Pinnacle Events in the 2028 LA cycle</p>
	<p>IPPs for all categorised athletes in place, reviewed quarterly and after every major competition phase; providing enhanced transition support through the athlete journey, supporting athletes to win-well.</p> <p>Utilise learnings from the Paris debrief process to administer a 'Games Ready' project that ensures maximal readiness and clarity to the team around factors such as games environment, people management, utilisation and expectations of staff, post-Games exit process etc.</p>
<p>Establish and administer a Data Management strategy that enables world-leading insights to inform competition plans</p>	<p>Work with key system partners to develop a data management and analysis strategy to improve our collective capacity and capability to capture, store and analyse performance data; enabling enhanced performance conversations and plans at an individual sport and athlete level</p>
	<p>Establish a mechanism to capture and store video footage from Taekwondo and Wrestling competitions (Judobase sufficient for Judo); utilised for competition review process between athletes, coaches, and staff</p>
<p>Transparent qualification and selection policies align to the performance vision</p>	<p>Develop sport specific Pinnacle Event Qualification System (QS) strategies that:</p> <ul style="list-style-type: none"> • Target strategic IF advocacy to influence individual sport-based QS, recognising individual sport nuances • Subsequently informs sport and individual athlete program decisions to maximise qualification (and minimise risk to qualification), and • Maximise athlete seeding for Pinnacle Events
	<p>Develop selection policies for all Senior BME 12 months prior to the Event, and for all pre-elite BME a minimum of 6 months prior to the Event; communicated to ensure understanding of policy by relevant sport community</p>
	<p>Ensure continuity in delivering and communicating selection timeframe and process documentation that improves athlete welfare and support in challenging transition periods</p>
<p>Arrive at key international competitions with professional and appropriate support staff that ensure athletes are mentally, logistically and physically ready to perform when it matters</p>	<p>Utilise NIN relationships to increase scale of physiotherapy, medical and managerial support for key campaigns delivered at competitions, at preparation camps and ongoing in training environments of categorised athletes</p>
	<p>Investment is prioritised to support delivery of appropriate staffing at international competitions across the performance pathway, recognising that 'appropriate' requires scalability</p>
	<p>Deliver annual induction meetings between categorised athletes and staff; creating understanding of support staff roles and responsibilities as it relates to individual and team plans</p>

ENVIRONMENT

Holistic athlete preparation & program delivery; optimising performance

Strategic Objectives

Priority Deliverables

Optimised Daily Performance Environments (DPE) for National programs and categorised athletes; delivering sport-specific and/or individual athlete tailored programs that maximise performance outcomes at Pinnacle Events and other globally significant events

Full-time National Performance Centre (NPC) in Melbourne remains 'a' primary program deliverable for Taekwondo and Judo supplemented by the AIS Combat Centre, delivering:

- World class full-time programs at the NPC that develop world class athletes
- Enhanced international activity coming to Australia for camps at the NPC and AIS, and
- An increase in exposure for prospective and underpinning athlete and coaching talent in Taekwondo and Judo, through regular training access and/or camps-based activity at the NPC and AIS

Camps-based model for Wrestling, delivering:

- An increase in the level and quality of domestic training activity that better aligns with the WITTW requirements; aligned to a 2032 performance focus for both athlete and coach development, and
- Extended international camp exposure at appropriate developmental levels; through improved international partnerships, providing an international Performance Centre wrestling hub

Finalise and administer NIN service agreements that deliver increased service provision (especially medical and physio) for NPC programs and for other categorised combat-sport athletes across the country where available

Setup and administer a National program accommodation project; supporting improved accessibility and suitability of accommodation options for full-time and camps-based program athletes

National Performance Centre (NPC) facilities, equipment and technology are world standard; providing the environment for elite success

The NPC in Melbourne remains our primary full-time training facility for Taekwondo and Judo

The AIS Combat Centre remains central to combat-sport camp activity with an emphasis on facilities and equipment that best support an increase in international and domestic camps for Judo, Taekwondo and Wrestling

Undertake an equipment audit across combat-sport programs and NIN partners to establish a combat-sport equipment strategy that ensures access and availability of world leading technology and contemporary equipment (e.g. Taekwondo scoring system)

Integrated and individualised performance support solutions for categorised Athletes

Categorised combat-sport athletes have established, scaled performance support solutions in their DPE, confirmed in their IPPs; informed by annual NIN medicals, including baseline concussion testing

Program service teams are established with NIN partners, including the establishment of National Service Leads in S&C, Physiotherapy, Nutrition and Medicine, meeting monthly



ATHLETES

World-class on and off the mat; striving to be world's best

Strategic Objectives

Priority Deliverables

Identify, attract, confirm, develop and retain world-class athletic talent

Utilise sport-based WITTW modelling and Athlete and Environmental Profiling to inform talent confirmation and categorisation/selection processes at an individual sport level; communicated annually

Review and administer accurate and contemporary Athlete Categorisation Frameworks, with emphasis on establishing Para-Judo and Para-Taekwondo Frameworks; informed by the WITTW models and system-wide National Categorisation Framework

Establish talent identification/transfer/retention strategies that embrace inclusion and leverage the diverse population within Australian combat sports; attracting, developing, retaining world class talent. Including:

- Establishing and administering a Para-Judo and Para-Taekwondo National Recruitment and Talent Confirmation/Classification Campaign that aligns to the Para-Judo and Para-Taekwondo WITTW and that are informed by the "Para barriers to entry and progression" project learnings
- Focussing on pre-elite Judo talent retention; creating enhanced performance sustainability through retention of both podium potential talent and depth/quality in training partners

Establish a 2032 Home Quota representation strategy as part of sport pathways strategies; recognising for home nations:

- Judo has full quota representation in 14 divisions at the Olympics and 16 divisions at the Paralympics
- Taekwondo is moving to full quota representation across 8 divisions at the Olympics, and has representation in 5 of 10 divisions at the Paralympics

Case manage Athletes, their programs and investment strategies that underpin the achievement of agreed Individual Performance Plans

IPPs confirmed for all categorised athletes, reviewed quarterly utilising enhanced performance data, athlete, coach, and Service Team insights, with 80% of priority initiatives successfully implemented

Administer Athlete Agreements that provide clarity on athlete expectations and associated benefits in support of their Life Load

Administer program and individual athlete competition plans, including a competition goal setting and review process that captures real-time insights from athletes and coaches; utilising enhanced performance data delivered through data management and performance analysis strategies

Support and encourage Athletes to learn and thrive in and out of sport; engendering good role models that contribute positively to the community during and beyond their athletic career

Establish Life Plans with athletes to better understand, consider and educate athletes around pressures and opportunities; supporting their life in, through and beyond sport

CombatAUS Athlete Advisory Committee confirmed annually; utilised to provide direct athlete feedback to organisational matters affecting them and to lead on matters such as establishing a community engagement strategy that increases the contribution of athletes, coaches, and staff back to the community

Build on the significant growth in industry-led and broader community programs and campaign engagement - currently involving Black Dog Mental Fitness Program, Share a Yarn, Lifeline, WhatAbility, Good Village, etc; to positively contribute to and be an active role model for the diverse cultures and communities that combat sport athletes and staff represent, in and out of sport

CombatAUS and Member Sport websites and social media platforms increase the profile of highly categorised athletes and HP programs with, and their inspiration of respective sport communities

Deliver well-considered induction and transition processes that align expectations and procedures; supporting wellbeing through and beyond their high-performance athletic career

COACHES

World-class on and off the mat; continually seeking performance gains

Strategic Objectives

Priority Deliverables

Recruit and/or retain world class Coaches; driving Athletes' technical, tactical and physical standards to being world's best

Confirmation of 2028 LA-cycle Head Coach positions for Judo, Taekwondo and Wrestling; ensuring a continuation of world leading technical oversight of combat High Performance programs

Confirmation of High Performance combat sport support coaching structure across all combat sport programs in advance of 2025 program commencement; exploring NIN coach integration and development opportunities, Para-program coaching as well as targeted Athlete-to-Coach transition options to supplement technical expertise provided through world leading Head Coaches

Optimised daily performance and competition environments achieved through the full engagement of Coaches with categorised Athletes

Maximise scale and utilisation of coaching capacity and capability permanently and consistently engaged with combat sport programs and athletes, with increased engagement of next generation athletes with respective combat sport programs and technical leadership

Increase management and service team support both domestically and for international camps and competitions; enabling coaches to prioritise time focusing on coaching

Establish and administer a High Performance Combat Coach Development program; building capacity and capability of current and prospective performance-facing coaches

Work with the AIS and industry partners to finalise High Performance Coach Development Plans; designing and delivering bespoke, impactful coach learning and development initiatives through a balance of aggregated combat sport and targeted sport-specific concepts

CombatAUS employed coaches provide integrated support to the Performance Pathways coaches and associated programs of their respective sports, enabling prospective coach identification, development and transition opportunities; increasing combat-sport coaching capability

Establish annual National Coaching Pools at relevant age group and performance levels; providing consistency in technical advice and leadership to current and prospective High Performance combat athletes and establishing priority cohort for targeted High Performance coach development support

Administer cross-sport coach 'peer' integration and connection opportunities (combat, NIN, national, international) for coaches at different levels; enhanced engagement in system-led coach mentor and development programs

Establish Coach Profiles that inform future decisions around coach appointments and targeted coach development opportunities (e.g. AIS HP Coach Summit Program, AIS Elevate Coach program, HP Combat Coach Development Plan programs)



Elite pathways, programs and systems; identifying and developing high potential people



Strategic Objectives	Priority Deliverables
<p>Judo Performance Pathways specifics – extension to integrated projects emphasised in strategic pillars above</p>	<p>Camps-based model for National Squad athletes (Cadet, Junior & U23) delivering:</p> <ul style="list-style-type: none"> • An increase in the level and quality of domestic training activity that aligns with the Judo Podium Profile; aligned to a 2032 performance focus for both athlete and coach development • International competition & camp exposure at appropriate developmental levels, and • Continued integration with HP program for underpinning athletes and coaches; maximising utilisation of the NPC and AIS <p>Confirmation of Judo Australia National Pathway coaching structure; exploring NPC coach integration opportunities, Para-Judo coaching roles and targeted Athlete-to-Coach transition options</p>
<p>Taekwondo Performance Pathways Specifics – extension to integrated projects emphasised in strategic pillars above</p>	<p>Camps-based model for targeted National Squad athletes (Junior & Senior) delivering:</p> <ul style="list-style-type: none"> • An increase in the quantity and quality of domestic training activity through increased integration of HP program for underpinning athletes and coaches and expanded utilisation of the NPC and AIS-based National Program camps; aligned to the Taekwondo Podium Profile with a 2032 performance focus for both athlete and coach development, and • International competition & camp exposure at appropriate developmental levels; via improved international partnerships <p>Confirmation of Australian Taekwondo National Pathway coaching structure; exploring National Pathway Coach roles, NPC coach integration opportunities, Para-Taekwondo coaching roles, and targeted Athlete-to-Coach transition options</p>
<p>Wrestling Performance Pathways Specifics – extension to integrated projects emphasised in strategic pillars above</p>	<p>Camps-based model for National Squad athletes (Freestyle and Women’s - U15, Cadets & Juniors) delivering:</p> <ul style="list-style-type: none"> • Proposed long-term international camp exposures for targeted athletes (Cadets & Juniors) and coaches at appropriate developmental levels; built through improved international partnerships in Asia or Europe, and • An increase in the level and quality of domestic training activity that aligns with the Wrestling Podium Profile; aligned to a 2032 performance focus for both athlete and coach development <p>Work with system partners to establish a Talent Transfer and TID initiative based on the Wrestling Podium Profile, taking a long-term investment horizon approach, targeting Rugby League, Brazilian Jui-Jitsu, and Mixed Martial Arts</p>
<p>Confirm contemporary Athlete Development Frameworks (ADF) that underpin sport specific WITTW models</p>	<p>Create or update contemporary sport-specific ADF informed by sport specific Podium Profile and system-wide National Categorisation Frameworks; assisting evidence-informed decision making on athlete progression and resource prioritisation within the system</p> <p>Operationalise ADF to track the depth, development, and progression of Podium Pathway cohorts towards podium performance; utilising learnings to provide development within broader sport-specific communities – athletes, coaches, parents, carers, staff</p>
<p>Performance support servicing and associated expertise are working with individual sport pathways programs</p>	<p>Performance support and education services implemented across pathway programs; utilising the AIS Mental Performance in Competition and Athlete Wellbeing Education (‘Start Strong’), and with a prioritisation on S&C, medicine, and nutrition</p> <p>Explore partnership opportunities with targeted providers for performance support needs of pathways athletes, with a focus on:</p> <ul style="list-style-type: none"> • Tertiary providers and specialist secondary sports schools in metropolitan areas, and • Academies of Sport in regional areas