



All of Sport Strategic Plan

2018 - 2022



Table of Contents

Message from the President	3
Introduction.....	4
Mission of the Organisation	5
Vision of the Organisation.....	5
Organisational Leadership Statement	5
Organisational Values	6
Key Strategic Pillars	7
Review Process for the Strategic Plan	12
Supporting Program and Plans.....	12
Sponsor and Principal Partners.....	12

Message from the President

Australian Ice Racing is proud to be affiliated with the international Skating Union and to be working partners of the Olympic Winter Institute and the Australian Sports Commission.

Our speed skating community in Australia is a small but friendly community that has a history of success against countries with much larger participation rates. We have proven that with a solid commitment, our top skaters are able to compete admirably against other quality countries and achieve positive results.

It is the goal of Australian Ice Racing, with direction from this current Strategic Plan, to improve participation rates at the grass roots level, support athlete development and to grow our international results to a level that will encourage continued support from our strategic partnerships.

Australian Ice Racing will focus on establishing itself as a leader for speed skating in the Asia-Pacific and Oceania regions and will take a leadership and mentoring position to assist in development of our sport, not only in Australia but within the entire region.

A heavy emphasis will be placed on grassroots recruitment and development, with a strong focus on junior athlete progression through to high performance competitive standards. Board executive development will continue to be key to ensuring continued progression towards success with a view to maintaining and creating strategic partnerships through a variety of different organisations and associations.

As our athletes begin to focus on success towards the 2022 Olympic Winter Games, Australian Ice Racing will establish itself as an organisation focussed on continued and sustainable success over the long term. To do this will require a whole of sport focus and the willingness of our volunteer workforces to have a vested interest in our results.

Australian Ice Racing (AIR) is committed to the continuous development and improvement of all skaters within its Athlete Pathway. AIR will launch the Australian Ice Racing Short Track Excellence Program (STEP) in 2019. It will be the model to guide the athlete along the excellence pathway to represent Australia on the world stage of short track speed skating.

Financially, Australian Ice Racing is continually looking for new funding sources, and the Board will continue to focus on the financial sustainability of the sport leading into and beyond the term of this strategic plan.

I encourage all members of our sport to take a stake in our future and encourage growth within your own regions and I look forward to seeing the success of our athletes and the return to the glory days of international success.



Frank Anderson
President
Australian Ice Racing Inc.

Introduction

Australian Ice Racing Inc. is presently establishing a strong and sustainable governance structure to continue to build the capability and capacity of the organisation with its State Associations and member clubs.

The present administrators throughout the sport are very knowledgeable both at a technical level as well as their professional capacity. The organisation has a strong and viable financial base to further build the sport.

The strength of the organisation lies with its membership operating at all levels of the sport with similar values of, maintaining and growing positive, safe and inclusive environments in which volunteers and athletes participate within. This strategic plan covers elite, developing, recreational and club level athletes. It outlines steps that can be taken to establish awareness and promotion within the wider community and stakeholders.

As with all sports, Australian Ice Racing is continually challenging itself in various ways to improve its leadership of Ice Racing within Australia. Strategies are presently being developed to address some of these challenges.

They include:

- Growing the sport at all levels, including recreational and elite levels
- Provide increasing opportunities for volunteers to work with National/State/Club level organisations to become officials, coaches, and skill based volunteers
- States working together to run national events (camps and competitions)
- Aim to increase membership and participants
- Promote a culture of collaboration, empathy and community inclusion
- Cohesive and collaborative relationship between state member organisations and AIR (present)
- Integrated states development
- Integrated plan that raises our local and international profile and results
- Ongoing and improved relationship with our key stakeholders

With the present Board, Australian Ice Racing is well equipped to address these challenges, which have been identified as part of this strategic plan. The Board is committed to further developing Ice Racing both domestically and internationally.

Mission of the Organisation

To provide and enhance equal opportunities for participation of Ice Racing activities at all levels in Australia.

Vision of the Organisation

Aspire to become the leading ice sport organisation by providing quality support and opportunities to members of all ages and abilities.

Organisational Leadership Statement

Australian Ice Racing will:

- Provide clear direction and effective communication through strong leadership, governance and advocacy to actively engage with State Associations and clubs to promote increased participation and High-Performance outcomes.
- Develop a culture of success within the sport community.
- Aspire to become the major *ice sport* within Australia.

Organisational Values

Australian Ice Racing reflects its organisational values in the following ways:

Inclusiveness	Integrity	Excellence	Respect	Innovate	Teamwork	Accountability
<p>Show respect for all cultures and all abilities participating in Ice Racing within Australia.</p> <p>Develop and implement programs to cater for the needs of individuals who wish to participate in the sport of Ice Racing.</p> <p>Aim to ensure our participants are a reflection of the community from which they come.</p>	<p>Our conduct reflects the highest levels of respect and professionalism.</p> <p>Our sport will be honest and genuine in all its interactions with partners and clients and all levels.</p> <p>AIR commits to designing and implementing appropriate systems and processes to maintain a high level of integrity within the sport of Ice Racing.</p> <p>Provide constructive criticism to ourselves before criticising others.</p>	<p>Strive for excellence in all areas of the organisation.</p> <p>Support all administrators to grow their skills and expertise as an investment in the future of Ice Racing.</p> <p>Produce skaters capable of achieving success at prestigious international competitions.</p> <p>Support skaters to push their limits and challenge themselves to gain success.</p>	<p>Display behaviours that reflect a commitment to respecting:</p> <ul style="list-style-type: none"> - Others - The Ice Racing experience - Our culture and values - Our work effort 	<p>Investigate, source and implement current best practise models for administrators, coaches, officials and skaters.</p> <p>Become a world leading centre of excellence for training activities for both officials and skaters.</p>	<p>Establish and maintain strong governance principles.</p> <p>Engender a team-oriented culture.</p> <p>Grow a network of active clubs supported by willing volunteers.</p> <p>Grow a positive sport culture at all levels of the sport.</p>	<p>Provide and grow clear and transparent communication strategies with members and the media.</p> <p>Collaborate effectively with all major stakeholders and funding organisations.</p>

Key Strategic Pillars

Governance and Organisational Sustainability

Brand Recognition and Promotion

People, Culture and Sport Experience

Partnership Relations

Governance and Organisational Sustainability

Outcome:

- Ensure that Australian Ice Racing operates with integrity by implementing strong Governance practices that protect the welfare of all participants actively participating in ice racing.
- Enhance our strong sustainable base to further develop our future growth.

Initiative	Strategic initiative	Success Indicators
1.1	Deliver effective fiscal management by ensuring robust budgetary processes and procedures.	<ul style="list-style-type: none"> • Completion of a Risk Management Audit. • Completion of an external financial audit. • Identify and pursue new and alternative sources of revenue. • Maintain financial viability.
1.2	Ensure best practice governance standards for organisational sustainability	<ul style="list-style-type: none"> • Complied with all statutory obligations. • Implementation of a succession plan. • Review and update job descriptions for all AIR Board Members. • Review organisational structure including State associations and analyse the effectiveness of the structure • Maintain and evaluate the currency of a policy and procedures register. • Conduct ongoing yearly reviews of all policies and procedures pertaining to the core business of AIR. • Review the Constitution and update as required.
1.3	Implement effective continuous improvement through regular Strategic and Operational Planning reviews	<ul style="list-style-type: none"> • Conduct an annual review of the AIR Strategic Plan. • Conduct a half yearly review of the AIR operational plan.

Brand Recognition and Promotion

Outcomes:

- Increase the profile of Ice Racing within Australia.
- Attract financial partners to support Australian Ice Racing.

Initiative	Strategic Initiative	Success Indicators
2.1	Increase awareness of our Brand.	<ul style="list-style-type: none"> • Continue to expand upon the live streaming of competition. Increase viewing by 5%. • Actively market skater's success stories. • Develop a social media plan to increase the exposure of the sport at all levels and promote: <ul style="list-style-type: none"> - AIR. - Athletes. - Programs and events.
2.2	Develop a marketing strategy	<ul style="list-style-type: none"> • Appoint a specialist marketing officer. • Develop and implement a marketing plan. • Target a minimum of two new sponsors annually. • Increase sponsorship income by 5%.
2.3	Grow media coverage.	<ul style="list-style-type: none"> • Establish a robust media plan. • Create strategic relationships with a variety of media services. • Increased presence in media reports by an additional 5%. • Prepare a promotional video clip. • Generate content for social media platforms. • Influence TV media to televise a highlights package of major events and/or promotional content.

People, Culture and Sport Experience

Outcome:

Build an inclusive and positive culture that is accountable, acknowledges performances at all levels and delivers a product that meets expectations.

Initiative	Strategic initiative	Success Indicators
3.1	Recruit, educate and retain workforce.	<ul style="list-style-type: none"> • Create a skills matrix and volunteer register. • Increase workforce by 10%. • Develop a volunteer recognition program. • Develop and implement educational resources to enhance skill levels of volunteers.
3.2	Increase the number of competent coaches and officials.	<ul style="list-style-type: none"> • Subsidise coaching and official's education programs. • Provide coaching and officiating development opportunities.
3.3	Develop a robust coaching pathway.	<ul style="list-style-type: none"> • Create and implement an effective coaching pathway from Level 1.
3.4	Increase membership and community engagement.	<ul style="list-style-type: none"> • Appoint Development Coordinators in each State to grow grassroots participation and volunteer involvement by 3% per year. • Ensure positive community sport experiences.
3.5	Enhance Athlete pathways and AIR behavioural expectations and values.	<ul style="list-style-type: none"> • Review and implement AIR's Sports Development Program. • Implement an <i>Athlete Behaviour and Integrity Induction Program</i> incorporating: <ul style="list-style-type: none"> - Organisational values - Rights and responsibilities - Athlete contracts - Code of Conduct - Athlete expectations and behaviours
3.6	Revitalise the High-Performance Program.	<ul style="list-style-type: none"> • Re-establish the High-Performance program in Australia. • Establish the National Coach and team in Australia. • Attain high level international results.

Partnership Relations

Outcome:

Facilitate strong partnerships to achieve our strategic outcomes.

Initiative	Strategic initiative	Success Indicators
4.1	Ensure collaboration with the Olympic Winter Institute of Australia.	<ul style="list-style-type: none"> Implement and administrate a high-performance program in partnership with the OWIA. Develop and implement an MOU between the OWIA and AIR that supports growth of the sport from pre-elite to the high-performance level.
4.2	Further grow alliances with the International Skating Union and other international federations.	<ul style="list-style-type: none"> Engage the ISU Development Commission to achieve further development and funding opportunities for AIR. Increase high performance opportunities with other international federations to further develop AIR's training, racing and workforce development.
4.3	Create and support sustainable stakeholder partnerships.	<ul style="list-style-type: none"> Implement opportunities to engage industry leaders for sustainable sponsorship support. Ensure compliance with government reporting standards for all of sport. Ensure compliance and education requirements for ASADA protocols.
4.4	Engage Schools, Media and Community organisations.	<ul style="list-style-type: none"> Develop a network of advocates within schools and community groups to promote ice racing. Grow a broad base of media contacts to promote significant events and opportunities within the sport.
4.5	Engage rink management to create further opportunities for speed skating.	<ul style="list-style-type: none"> Enhance cohesive relationships with ice rink facility management, to further promote opportunities to grow and develop the sport.

Review Process for the Strategic Plan

Australian Ice Racing is committed to the continuous improvement of its governance model by reviewing this plan every six months, in consultation with State Associations and key partners. During this time this strategic plan will be modified and changed to maintain its currency.

Supporting Program and Plans

Australian Ice Racing recognises the following program and plans which underpin the success of this strategic plan.

- AIR Sports Development Program
- AIR Coaching Development Program
- AIR Officials Development Program
- AIR International Competition Subsidy Program

Sponsor and Principal Partners

Australian Ice Racing would like to thank the following partners and sponsors for their support.

Principal Sponsor



Australian Government
Australian Sports Commission

Principal Partners

