

ICE SPORTS VICTORIA STRATEGIC PLAN 2012



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1 EXECUTIVE SUMMARY

Ice Sports Victoria is the peak body for ice based sport and recreation. Its membership includes Ice Hockey Victoria (IHV), Victorian Ice Racing Association (VIRA), Ice Skating Victoria (ISV) (figure skating), Victorian Curling Association (VCA) and Broomball Victoria (BV).

Ice Sports Victoria will work with its members, ice recreation venues, governments, educational institutions and community to provide strategic advice and educational support.



2 MISSION STATEMENT

As the Peak Body, Ice Sports Victoria represents, promotes and supports all forms of ice sports in Victoria to encourage participation, improve access to and availability of ice time including new ice surfaces, and looks to identify and secure funding to support approved initiatives and provide a governance structure for its SSAs.



3 STRATEGIC PLAN

3.1 10 Year Vision – 2022

By 2022 Ice Sports Victoria will:

- Be valued by its members
- Enjoy high visibility within the general community and the sporting arena
- Have the highest ice sports participation rate in Australia
- Have a flourishing junior membership
- Have a reputation for running professional introductory events
- Be a leader in education and training
- Be respected and authoritative
- Have strong, effective management with financial autonomy
- Have international standard facilities available for all disciplines
- Have strong, viable and welcoming clubs that provide diverse participation opportunities

3.2 3 Year Strategic Goals

By 2015 Ice Sports Victoria will:

- Increase and broaden membership
- Raise Ice Sports Victoria and ice sports profile
- Focus, develop and support junior participation and pathways
- Have strong financial management working towards financial autonomy
- Gain government and community support for a third facility.



4 KEY FOCUS AREAS 2012 – 2015

Key Focus 1 Governance

Board operations, compliance, strategy, policy, risk, finance, performance reporting, decision making and direction of Ice Sports Victoria

Key Focus 2 Operations

Finance, agreements, IT and record/knowledge management

Key Focus 3 Partnerships and Profile

Comprises Ice Sports Victoria brand, communication, promotion and strategic alliance of Ice Sports Victoria with key stakeholders

Key Focus 4 Sports Development

Support growth in participation, high performance, coaching and officiating, membership and club capacity

Key Focus 5 Facility Development

Planning and scoping project, marketing proposal to potential corporate partners, sourcing support from local and state government

4.1 Key Focus 1 Governance

Objective 1

To be a well governed, effectively managed and sustainable State Sporting Organisation

Strategies

1.1 Set and achieve strategic plan

Measure—Develop, implement and achieve 100% of strategies

1.2 Operate an effective board with a minimum of 9 members contributing a range of skills and experience

Measure - Satisfactorily complete a biannual board planning and evaluation process.

1.3 Develop and adopt an inclusion policy reflecting a commitment to encouraging welcoming and inclusive environments.

Measure – Board and staff complete inclusion training including cultural awareness, disability awareness and gender equity training.

1.4 Ensure all compliance, audit, risk management, contract, insurance, OH&S and legislative requirements are met.

Measure – No adverse claims are lodged

4.2 Key Focus 2 Operations

Objective 2

To provide quality, value adding, efficient and effective support services to the organisation

Strategies

2.1 Identify and implement effective delivery of support services

Measure – Review of current membership services conducted. Research into potential new membership services completed.

2.2 Establish effective and efficient IT systems

Measure – Website fully developed, membership data collection accurate and up to date.

2.3 Provide office facilities and equipment to accommodate current and future operational needs.

Measure – Staff fully equipped to deliver operational plan.

4.3 Key Focus 3 Partnerships and Profile

Objective 3

To strengthen and protect the Ice Sports brand and image and increase awareness of services provided under the Ice Sports banner.

Strategies

3.1 Build Ice SportsVictoria brand and product awareness amongst key stakeholders including ice sports members, MPs, National Sporting Organisations (NSOs), Olympic Winter Institute (OWI), State Sporting Associations(SSAs), clubs, Local Government Agencies (LGAs), State Government Departments, Australian Sports Commission (ASC), Non-Government Organisations(NGOs), general community etc.

Measure – Information sent regularly to stakeholders, including individual case studies, media releases, invitations to attend events etc.

3.2 Actively seek to engage in new partnerships to increase the services provided to existing members of Ice Sports Victoria and new potential members.

Measure - Number of partnerships increase. Number of services to Ice Sports members increase.Membership base increases.

3.3 Seek support from Universities and other RTOs to assist Ice SportsVictoria to develop and achieve strategies.

Measure – 100% of strategies are achieved

3.4 Promote schools packs through local PE network meetings, ACHPER mail outs& website. Ice Sports website, Ed Dept. website etc. Conduct Teacher PD at ACHPER conference to promote Ice Sports Information pack.

Measure - Number of schools enquiring about program, number of new schools signing up for development programs.

4.4 Key Focus 4 Sports Development

Objective 4

To increase opportunities for people to participate in ice sports.

Strategies

4.1 Collaborate with key stakeholders to create an ice sports information pack for Secondary school PE/Sport teachers, including supporting documentation to link with AusVELS.

Measure – Number of schools enquiring about program, number of new schools signing up for development program. Relationship is established with ACHPER.

4.2 Develop a pilot ‘inter-schools’ program targeting schools participating in the Active After-School Communities program and/or already engaged in snow sports ‘inter-schools’ as a value add.

Measure – Pilot is completed successfully. Relationship with Snow Sports Vic and School Sport Vic established. Memorandum of Understanding (MOU) developed and signed.

4.3 Conduct 2 Ice Sports Victoria low cost Family Fun Days to encourage engagement in Ice Sports from local communities – Oakleigh.

Measure – Family Fun Days are well attended. Revisitation to venues is tracked and data collected.

4.4 Collaborate with key stakeholders in local community and venue operators to develop an entry level exposure program for young people from refugee and newly arrived communities at both venues.

Measure – CALD ice sports programs are successfully completed, revisitation data is collected. Relationship with local NGOs established. MOU developed and signed.

4.5 Collaborate with Special Olympics Victoria and venue operators to encourage young people with special needs to participate in Ice Sports.

Measure – 2 ‘Special Olympics’ ‘Come and Try’ events facilitated. MOU developed and signed with Special Olympics Victoria. Revisitation data collected.

4.6 Deliver minimum of 4 AASC programs per year at Oakleigh. Consult with ASC to identify potential Primary Schools to complete AASC program at Docklands.

Measure – Revisitation data collected.

Objective 5

To provide ongoing support to coaches and officials

Strategies

5.1 Compile a data base of coaches and officials to identify gaps in service delivery. Identify and promote professional development opportunities for coaches and officials.

5.2 Establish links with national coaches to provide training and mentoring opportunities for Victorian coaches and officials.

5.3 Facilitate and assist with the delivery of coaching and/or officiating courses as identified.

Measure – Data base created. Number of coaches and officials increases each year. Quality of coaches and officials improves each year.

5.4 Update existing Ice Sports Volunteer award scheme to include an annual Ice Sports Victoria breakfast to recognise consistent effort and encourage retention of volunteers within the 5 disciplines. Promote the achievements of coaches and officials on website, newsletters, media etc.

Measure – Surveyed coaches and officials report feeling valued and supported by Ice Sports Victoria.

Objective 6

To provide support to clubs and associations to increase club capacity.

Strategies

6.1 Provide assistance to clubs to complete the ASC ‘Club Health Check’ Disseminate information to clubs about the “Play by the Rules” resources, including the Club Tool kit.

Measure – 25% of clubs/associations have completed ‘Club Health Check’ per year. Associations display ‘Play by the Rules’ information and links on individual websites.

6.2 Provide clubs/associations with access to information/training in inclusive practices.

Measure – 25% of clubs/associations per year adopt and promote inclusive policies and strategies.

6.3 Encourage clubs/associations to collect member and workforce data that includes information regarding gender, those identifying as having a disability, those identifying as being of Aboriginal or Torres Strait Island descent, from non English speaking background (NESB).

Measure – Data is collected to inform future strategies and raise awareness within the organisation and community.

6.4 Collaborate with other organisations, including LGAs, NGOs etc in order to subsidise membership fees, uniform equipment costs for marginalised communities to encourage inclusiveness.

Measure – Clubs are provided with information regarding organisations and grants that support subsidies for membership fees, uniforms etc.

4.5 Key Focus 5 Facility Development

Objective 7

To become the leading organisation in supporting, the building of future international standard facilities.

Strategies

7.1 Commission a study to determine the current and future facility needs of ice sports in Victoria.

Measure – Study completed and results published to members and community. Study findings are presented at Ice Sports Victoria annual awards breakfast 2013.

7.2 Invite key stakeholders to become involved in an ‘ice sports future facility’ committee to provide advocacy, advise governments and seek corporate support. Seek partnerships with other organisations that would also benefit from the facility.

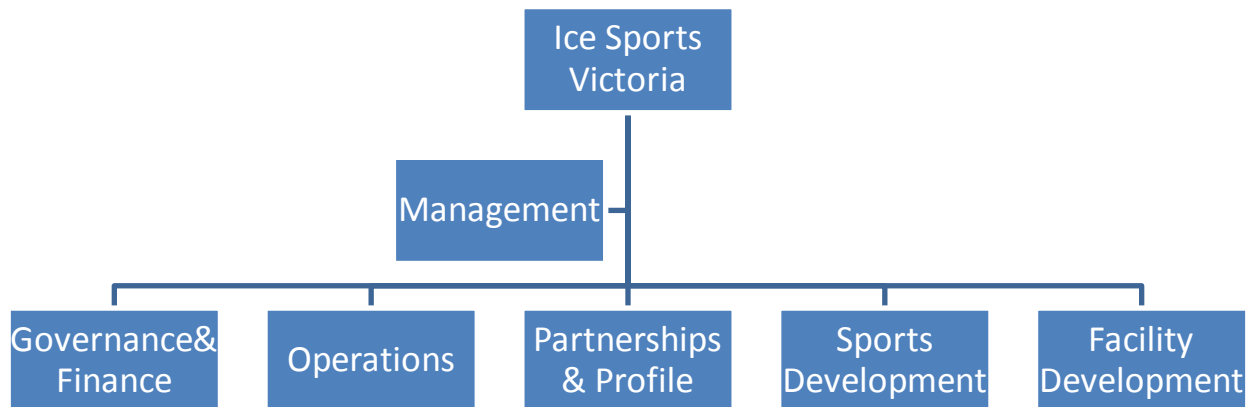
Measure – Stakeholders approached and committee formed.

5 OPERATIONAL STRUCTURE

5.1 Ice Sports Victoria – Current Structure

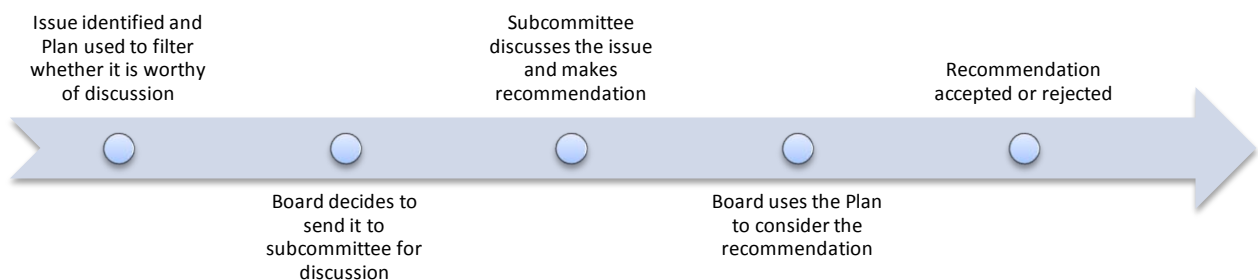


5.2 Ice Sports Victoria – Revised Structure including Subcommittees



5.3 Decision Making

The decision making is undertaken following a flow chart similar to the one set out below:



The role of paid staff is to:

Identify issues and put them into a paper for discussion by the Board. Be involved in discussion at Board level and minute the decision.

Notify the relevant subcommittee and let them know that an issue has been identified for them to discuss. This would then be added to the agenda of their next subcommittee meeting.

Take the recommendation of the subcommittee and add it to the Board Papers for the next Board Meeting. Minute the Board's decision, notify the subcommittee of the Board's ultimate decision and implement the decision.

Board members are entitled to be involved in any discussion and attend more than one subcommittee's meeting.

