Barwon Sports Academy

Strategic Plan

2012-2017
FOREWORD

In 6 years of operation, the Barwon Sports Academy can boast a proud history of developing high level athletes;

- 4 World champions (3 World record holders)
- 2 Paralympians
- 5 VIS scholarship holders (BSA graduates)
- 70 competing at National championships
- 14 athletes representing Australia
- 187 athletes representing Victoria

The challenge for the BSA is to clearly map out the pathway for young talented athletes in the Barwon region, creating the best opportunities for them to reach their potential. This document reflects and summarises discussions with the board and staff, incorporating program managers and coaches, to articulate where our energies will be focused (Strategic priorities).

2012 sees us better equipped to make our mark on the talented athletes we are charged with supporting. State and local government support, major commercial sponsors TAC, G.Force Employment Solutions, Wheelers financial services, Optus Geelong and Subway, ensure that our programs are sustainable for the foreseeable future.

The City of Greater Geelong, by providing office space at Sports house and an outstanding training venue at Leisurelink, ensures that the BSA is at the forefront in our industry. The supply of a gym membership to each BSA athlete as well as Geelong based VIS athletes, highlights CoGG’s commitment to the local sporting community.

Future success will require collaboration between key players in Victorian sport. The VIS and the other 5 regional academies (VRAS) are paramount. It is dependent upon our partnerships with state and local sporting associations so that strong athlete identification and development remains at the highest level. It relies upon the sourcing of service providers and coaches who are dedicated to the development of strong competitors and community leaders of the future.

The BSA will show strong leadership and commitment within the sporting system. We aim to provide a network of services and supports for the wider sporting community as well as ensure our core business is achieved.

Our new Strategic Plan demonstrates our commitment to this.
1. **PURPOSE**

The BSA strategic plan is to give guidance to BSA board, staff, current and potential participants with respect to key direction and priorities over the next three years. It is designed to provide a framework for execution of the BSA Mission and achievement and the BSA Vision.

2. **VISION**

The BSA will be widely acknowledged as being a sustainable and innovative model for adding value to the efforts of a diversity of regional sports in enabling a growing number of talented athletes to achieve elite levels of performance and become community leaders of the future.

3. **MISSION**

The BSA exists to identify, support and further develop the sports related skills, personal abilities and health and wellbeing of talented athletes in the Barwon region through:

- Formation, and operation, of partnerships with state and local sporting bodies and local service providers.
- Provision of relevant advice, services and programs for athletes and their coaches; and the
- Monitoring of related outcomes

4. **VALUES**

Our academy values are the strong beliefs and consistent behaviours of people in our organisation. They describe the way in which board members, staff and athletes of the academy behave, interact & work together and determine the culture of the academy. Our values are held in high regard and protect by every member on the on-field and off-field

- EXCELLENCE
- CREATIVITY
- COLLABORATIVE
- RESPECT
- PASSION
- STRATEGIC
- ENJOYMENT
  (Fun & friendship in sport)
5. **STRATEGIC CONTENT**

An overview of the operating environment in which BSA conducts business.

5.1 **BSA History**

The Barwon Sports Academy is a key initiative of the G21 Sport and Recreation Pillar working in partnership with member agencies.

The Geelong Region Alliance (G21) was created to facilitate Strategic planning across the municipalities of the City of Greater Geelong, Borough of Queenscliff, Golden Plains Shire, Surf coast Shire and Colac Otway Shire.

The G21 region includes diverse communities: from farming to coastal resorts; from towns to major urban centres. Involvement in sport can require significant travel across and within the region, and to the major urban centres and Melbourne.

Sporting organisations are similarly diverse, generally run by volunteers, providing services into small communities and major centres. Although administrative and competition links may exist within individual sports across the region, there is limited interaction across different sports.

The G21 Alliance (Colac Otway Shire, Golden Plains Shire, Borough of Queenscliffe, Surf Coast Shire and City of Greater Geelong) through the Sport and Recreation pillar, has recognised the significant benefits to be gained in the region with an organisation that could provide support for athletes, coaches and administrators across all sports. The BSA provides pathways for aspiring athletes to reach higher goals at State and National levels. It also further develops existing structures and strengthens cooperation between sports administrators through sharing information, ideas and experiences.

Since the inception of the Barwon Sports Academy in 2007, it has become a source of cooperation and a conduit between services for sport and athletes. Beginning sporting partnerships in 2008 with 4 sports, in 2011 there are 8 partnerships along with individual scholarships for athletes in non partner sports who area at state level representation. 4 BSA athletes have earned scholarships to the Victorian Institute of Sport. Athlete numbers have grown from 41 (2007) to 118 (2012) and this is expected to continue to increase.

5.2 **Sports in the G21 Region**

Sports that have been identified and partnered with in 2012 include; athletics cycling, golf, netball, tennis, swimming and soccer + Individual scholarship holders from various sports. Key considerations within these partnerships is support from state sporting associations, the local sporting association and the opportunity for talented athletes in these sports to progress from state to national level.

Sports that have the potential to be the next sporting partners include; hockey, lawn bowls, basketball, surf-lifesaving and triathlons.
5.3 **Partnerships**

The BSA will take direction from the VIS as to the sports we target in regards to sporting partnerships. Consideration will be given to Tier 1 and VIS partner sports as a priority, taking into account the support provided by the State Sporting body and the local association. Participation numbers in the local region are also a major consideration.

### 5.3.1 VIS Tier 1

<table>
<thead>
<tr>
<th>Aerial Skiing</th>
<th>Athletics</th>
<th>Cycling</th>
<th>Diving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf</td>
<td>Gymnastics</td>
<td>Hockey</td>
<td>Netball</td>
</tr>
<tr>
<td>Netball</td>
<td>Sailing</td>
<td>Swimming</td>
<td>Triathlon</td>
</tr>
<tr>
<td>Waterpolo</td>
<td></td>
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</tbody>
</table>

### 5.3.2 Individual Scholarship Holders

Other nominated sports: Note: “The VIS may only have one scholarship athlete from a listed sport”

<table>
<thead>
<tr>
<th>Badminton</th>
<th>Canoe – Slalom</th>
<th>Cricket – Women</th>
<th>Elite athletes with disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equestrian</td>
<td>Fencing</td>
<td>Football – Women</td>
<td>Judo</td>
</tr>
<tr>
<td>Lawn bowls</td>
<td>Life saving</td>
<td>Modern pentathlon</td>
<td>Motorsport</td>
</tr>
<tr>
<td>Mountain bike</td>
<td>Rowing</td>
<td>Shooting – Clay Target</td>
<td>Shooting – Pistol</td>
</tr>
<tr>
<td>Shooting – Rifle</td>
<td>Skiing – Cross country</td>
<td>Skiing – Snow boarding</td>
<td>Softball</td>
</tr>
<tr>
<td>Surfing</td>
<td>Synchronised swimming</td>
<td>Table tennis</td>
<td>Taekwondo</td>
</tr>
</tbody>
</table>

### 5.4 Challenges

- Facilities
- Commercial involvement v pure sporting support
- Regional area
- Time constraints on athletes
- Engaging with some of the sports
- How do we identify
- Funding /Sponsorships
- Coaching coordination
- Travel
- Staffing
5.5 *Focus of the BSA*

<table>
<thead>
<tr>
<th>Engaging</th>
<th>Participation</th>
<th>Development - ➔</th>
<th>Elite</th>
</tr>
</thead>
</table>

*Defined by Sports*

“The BSA focus is on the highly talented athletes within the sporting pathway, supporting them along their journey towards elite ranks with education and skill development”.

5.6 *Organisational Structure*

The organisation structure of the Barwon Sports Academy is shown on the following page. The BSA will be an incorporated association.

Board members will be appointed with skills in Finance, Law, Marketing, Human Resources, Sports Medicine and Sports Science.

The board will be responsible for:

- Governance issues
- Liaison with governments, VIS
- Strategic planning
- Development and monitoring of the business plan
- Providing support and direction to the Chief Executive Officer

The Chief Executive Officer will report to the board outlining activities undertaken in line with the responsibilities as set up in his/her job description.

The Chief Executive Officer will:

- Liaise with the sports committees
- Liaise with athletes
- Develop and promote BSA to government, business and the wider community

Sports Committees will be set up for each sport admitted and be convened by the Chief Executive Officer. Responsibilities for sports committees include:

- Managing the approved budget
- Admission of athletes in line with approved criteria
5.7 **Major Relationships**

- State Government (Sport and Recreation Victoria)
- VIS +VRAS
- State Sporting bodies of partner sports
- COGG + Leisurelink
- TAC, G_FORCE recruitment, Bendigo Bank, Wheelers Investment and Subway
- Bis Sport

5.8 **BSA Facts and Figures**

The Barwon Sports Academy first inducted athletes into the program in 2008. Below is a list of statistical information highlighting the achievements of individual sports and the full membership.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of sporting partners</th>
<th>Number of athletes</th>
<th>State reps</th>
<th>National reps</th>
<th>International reps</th>
<th>VIS scholarships</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>4 + ISH</td>
<td>41</td>
<td>27</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>2009</td>
<td>6 + ISH</td>
<td>71</td>
<td>55</td>
<td>25</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>2010</td>
<td>8 + ISH</td>
<td>92</td>
<td>47</td>
<td>16</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>2011</td>
<td>8 + ISH</td>
<td>106</td>
<td>55</td>
<td>26</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>2012</td>
<td>7 + ISH</td>
<td>108</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>184</strong></td>
<td><strong>70</strong></td>
<td><strong>15</strong></td>
<td><strong>4</strong></td>
<td></td>
</tr>
</tbody>
</table>

6. **KEY CHALLENGES**

- Growing awareness
- Funding and resourcing
- Engagement of sporting bodies/athletes – across the G21 region
- Continuous improvement in athlete services
7. STRATEGIC FRAMEWORK

Mission - Execution  
+  
Vision – Achievement  
+  
Strategic Context - Recognise  
+  
Key Challenges - Mitigate  

“The BSA has established Strategic priorities from our Strategic needs. These priorities have enabled us to develop a set of key strategies that will assist in achieving successful outcomes. These are measured by our key performance indicators”.

7.1 Strategic Priorities

**SP 1 - AWARENESS & ENGAGEMENT**  
*Increasing the levels of awareness with the G21 Regional sporting community*

<table>
<thead>
<tr>
<th><strong>OBJECTIVE</strong></th>
<th><strong>KPI’s</strong></th>
</tr>
</thead>
</table>
| **7.2.1** Sporting Community Awareness - *Growing the understanding and appreciation of the activities of the BSA within the regional sporting community.* | • Achieve three mentions in local media (print, radio) per month with view of doubling each year.  
• Distribution of newsletter to key contacts up to 1200 per 6 months. (post & electronic)  
• Promotional video presented to 4 schools per 4 months.  
• 50 hits per week on BSA website & 200 likes on Facebook page.  
• Regular media exposures through Bis Sport breakfast and On the Rise concept.  
• Partnerships with partner sports local association within MOU’s. |
| **7.2.2** Market analysis - *Developing a greater understanding of the needs and priorities of the regional sporting community with respect to talented athletes* | • Achieve an analysis of State and regional sport study of participation numbers for each partner sport.  
• Include state and national representatives from our region.  
• Achieve 3 new partner sports prospectives each year. This to be done with local association, SRV & SSO’s. |
| **7.2.3** Community engagement and Involvement - *Engaging with the broader community through existing sporting and recreation events and programs* | • Achieve 4 school based presentations per 3 months within the G21 region.  
• Achieve 200 in attendance at Bis Sport breakfast.  
• Achieve 120 athletes providing community service twice each through 12 month period.  
• Have representation at 2 or more representative or major events for partner sports per year. |
## SP 2 - PERSONAL & ATHLETIC DEVELOPMENT

*Developing the holistic capability of athletes participating in the BSA*

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>KPI’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3.1</td>
<td><strong>Life Skills - Developing the life skills of BSA athletes and growing their ability to manage their future development through the delivery of relevant education programs and brokering access to relevant advice and mentoring</strong></td>
</tr>
<tr>
<td></td>
<td>• 19 athlete development sessions per year – available to all athletes.</td>
</tr>
<tr>
<td></td>
<td>• 3-5 additional athlete development sessions available to 2nd, 3rd year &amp; elite athletes</td>
</tr>
<tr>
<td></td>
<td>• 6 additional coaching/high performance opportunities provided per sporting partnership</td>
</tr>
<tr>
<td></td>
<td>• Results of athlete survey to show 95% athlete satisfaction of services provided</td>
</tr>
<tr>
<td></td>
<td>• Results of athlete survey to show 95% athlete satisfaction regarding relevancy of 3 tier Athlete development offerings</td>
</tr>
</tbody>
</table>

| 7.3.2     | **Athlete Skills - Developing the physical and psychological ability of BSA athletes with respect to their ability to become elite performers through the delivery of relevant programs and brokering access to relevant advice and mentoring** |
|           | • Athletes to have access to at least 4 strength and conditioning sessions in elite training facilities. 95% approval in Athlete survey |
|           | • Provision of Sports Psychologists within Athlete development program & in Sports program. 95% approval in Athlete survey |

| 7.3.3     | **Personal Health and Wellbeing - Providing support for the wellbeing of BSA athletes and develop their ability to maintain a healthy participation in the chosen sport through facilitating access to relevant health providers and brokering access to relevant advice** |
|           | • 100% of athletes to have Muscular skeletal screening. (Expert physiotherapists to complete and be contact for individual sports) |
|           | • 100% of athletes complete medical screen & Par Q. |
|           | • Athletes to have access to expert medical providers on priority listing & discounted rates. 95% approval in Athlete survey |
|           | • Strength and conditioning to be tailored to specific needs of individual sports. 95% approval in Athlete survey |

## SP 3 – SPORTING PARTNERSHIPS

*Extending the participation of a wide range of sports in the BSA*

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>KPI’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.4.1</td>
<td><strong>Attaining the Participation with Additional Sports - Developing appropriate models for the participation of regional Tier 1 Sports in the BSA</strong></td>
</tr>
<tr>
<td></td>
<td>• MOU established for each partner sport. Support from local associations and state body.</td>
</tr>
<tr>
<td></td>
<td>• Each sport to have a working Advisory panel that meets at least 3 times per year.</td>
</tr>
<tr>
<td></td>
<td>• Each sport to provide schedule of training and major events, practical program that showed coaching over and above club level</td>
</tr>
</tbody>
</table>

| 7.4.2     | **Extending the Participation of** |
|           | • Development program linked to sporting partners to be established and included in MOU’s. |
|           | • Achieve one major elite sports question & answer from an athlete |
### Current BSA Sports - Identifying opportunities to extend the participation of existing BSA sports

Within each sport.

### 7.4.3 Sporting Associations - Developing effective partnerships with relevant local, regional and State based sporting associations

- Advisory panel to include local and state representative.
- In-kind support to be provided by each sport. 100% of sporting partners.
- Funding support and pathway to be documented within the MOU with BSA.
- State body to provide at least one opportunity for BSA coaches to increase skills & understandings.

### 7.4.4 Membership Development - Developing membership opportunities for individual athletes from non tier 1 sports within the region

- Establish working relationship with state body of non-partner sports in region who have state & national representatives.
- Practical coaching opportunities established through state body for 100% ISH athlete in BSA.

### 7.4.5 Coach Development - Providing appropriate support for Coaches involved in BSA aligned sports with respect to their ability to develop talented athletes

- Achieve coach development opportunities for BSA coaches in each partner sport program.
- Talented coaches retained.
- BSA coaches progress to state & national level.

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### SP 4 – DEVELOPING THE CAPABILITY OF THE BSA

*Increasing the capability of the BSA with respect to fully executing its Mission and achieving its Vision and Strategic Goal. Constant improvement always.*

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>KPI's</th>
</tr>
</thead>
</table>
| 7.5.1 Sponsorship - Growing the level of financial and other relevant support from the regional community for the operation of the BSA | - Maintain COGG funding contribution.  
- Maintain TAC, G.Force, Wheelers Finances & Subway funding contribution.  
- Establish funding support from all G21 councils on a yearly basis.  
- Achieve naming rights sponsor for 75% of partner sport program |
| 7.5.2 Provider Alliances - Growing the range of alliances with providers who can deliver services relevant to the operations of the BSA | - Achieve formal agreements with Adcell and Arthur Reed for in-kind partnerships.  
- Achieve yearly agreement with Geelong Advertiser for continued partnership. |
| 7.5.3 Sporting institutes - Growing the relationship with and level of | - Achieve key links in each partner sport with key people within VIS and AIS programs.  
- Increase number of athletes in Tier 1 programs. |
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Goals and Actions</th>
</tr>
</thead>
</table>
| **7.5.4** | **Brand Development - Growing the quality and reputation of the BSA brand through the application of targeted values and continuous improvement** | • Maintain BSA values and trademark behaviours and expected operating practice. 95% athlete satisfaction in Athlete survey.  
• Achieve retention of all Sporting partnerships. 95% program satisfaction in Program manager survey.  
• Professional services, facilities and administration to be recognised for high standards. 95% of Program manager and Athlete surveys. |
| **7.5.5** | **Influence - Growing the capability the BSA to influence for increased support for its operations from all levels of government and major sporting bodies** | • Reviews of each partnership to be conducted with all key stakeholders each year.  
• Establish Strategic plan, business plan, Annual Report, Mou’s with each sponsor and sporting partner.  
• Establish sponsorship package for sports to utilise with naming right sponsorship proposals.  
• Value proposition established to use with local and state governments. |
| **7.5.6** | **Facilities - Accessing facilities that will effectively support the operations and visibility of the BSA** | • Achieve & maintain agreements with Christian College and Leisurelink for Strength & Conditioning sessions.  
• Maintain in-kind agreement with COGG and Geelong Cats for office space and function rooms. |
| **7.5.7** | **Staff - Recruiting, developing and retaining knowledgeable and committed staff to undertake BSA operations** | • Appraisals for staff to be conducted twice during the year. These to be linked to role and BSA KPI’s.  
• Personal development program to provide opportunity for skill development of staff. |
| **7.5.8** | **Research - Identifying and incorporating the practices and approaches of organisations that are recognised leaders in the development of talented athletes** | • Data base system established for all athlete information, athlete achievements etc.  
• Website used as central point of information for all athletes, coaches and program managers. |
| **7.5.9** | **Sustainable Operations - Improving the sustainability of BSA operations through the development of suitable business models** | • Business plan established reflecting the goals of the strategic plan. |
| **7.5.10** | **Governance - Ensuring the appropriate governance of the BSA and its resources and the transparency of its operations and performance** | • Board roles clearly identified and utilised by BSA staff for operations.  
• Processes for staff reviews, program partnerships, sponsorship and policies established.  
• Policies established for Social media, etc. |