



BARWON
sports academy

Strategic Plan

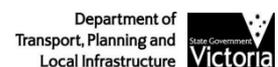
2015-2017

(10-08-2015 Post J Stevens meeting. Comms changes back and Objectives, Strategies and Indicators refined).

www.barwonsportsacademy.org.au

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FOREWORD

In 8 years of operation, the Barwon Sports Academy can boast a proud history of developing high level athletes;

- 634 athletes supported as members
- 4 World champions (3 World record holders)
- 2 Paralympians
- 1 Commonwealth Games representative
- 8 athletes graduating to VIS or NSWIS scholarships
- 2 athletes graduating to AIS scholarships
- 335 athletes representing Victoria
- 65 athletes representing Australia

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).

2015 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, GMHBA, Corio Bay Health group, Geelong Connected Communities and Subway Geelong, 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 Leisure-link, 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.



Mick Kramer
President



Cameron Loftus
Chief Executive Officer

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 Queenscliff, 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 2015 there are currently 9 partnerships along with individual scholarships for athletes in non partner sports who area at state level representation. 8 BSA athletes have earned scholarships to the Victorian Institute of Sport with one also going to New South Wales Institute of Sport. Athlete numbers have grown from 41 (2007) to 87 (2015) and this is expected to increase slightly to around 100.

5.2 Sports in the G21 Region

Sports that have been identified and partnered with in 2015 include; athletics, beach volleyball, canoe polo, golf, netball, tennis, sailing, swimming and basketball + 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; baseball, soccer, hockey, lawn bowls, cricket, 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- (July 2015 figures show 330 athletes. This is reviewed each 6 months)

Aerial Skiing	Athletics	Cycling	Diving
Golf	Gymnastics	Hockey	Netball
Rowing	Sailing	Swimming	Triathlon
Water-polo			

5.3.2 Individual Scholarship Holders (1 July - 30 June - Figures are for 2016)

Archery	Badminton	Boxing	Cycling (BMX)
Cycling	Canoe	Fencing	Football (Women's)
Gymnastics	Judo	Lawn Bowls	Shooting
Skiing	Snowboard	Speed Skating	Squash
Table tennis	Taekwondo	Volleyball	Water skiing
Weightlifting			

5.3.3 Individual Scholarship Holders - Para Athletes (1 July - 30 June - Figures are for 2016)

Canoe	Cycling (+ handcycling)	Equestrian	Golf
Shooting	Skiing	Table tennis	Triathlon
Water skiing	Wheelchair Basketball	Wheelchair Rugby	Wheelchair tennis

5.3.4 Future Talent Scholarship (To December 2015)

Biathlon	Cycling (BMX)	Judo	Skiing
Speed skating	Squash	Surfing	Taekondo

5.4 Focus of the BSA



5.5 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, Strategic planning, Strategic planning 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

5.6 Major Relationships

- State Government (Sport and Recreation Victoria)

- VIS +VRAS
- State Sporting bodies of partner sports
- COGG + Leisure-link
- TAC, GMHBA, Corio Bay Health Group, Geelong Connected Communities and Subway Geelong
- Geelong Cats
- Bis Sport
- Deakin University
- Leisure Networks

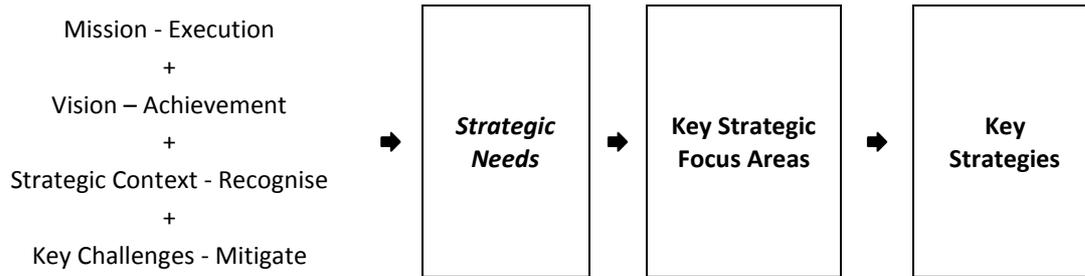
5.7 BSA Facts and Figures

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.

OVERALL ACHIEVEMENTS						
Year	Number of sporting partners	Number of athletes	State reps	National reps	International reps	VIS scholarships
2008	4 + ISH	41	27	3	3	2
2009	6 + ISH	71	55	6	0	0
2010	8 + ISH	92	47	5	4	1
2011	8 + ISH	106	55	20	4	1
2012	7 + ISH	115	62	11	7	1 1 NSWIS
2013	7 + ISH	110	46	7	4	1 2 AIS
2014	7 + ISH	91	43	13	8	1
2015	8 + ISH	87				
TOTAL		713				10

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

7.1 Strategic Priorities

SP 1 - COMMUNICATION -(AWARENESS & INFLUENCE)		
Increasing the levels of awareness with the G21 Regional sporting community		
OBJECTIVE	STRATEGIES	KPI's
Grow the understanding and awareness of the activities of the BSA within the G21. Specifically our key audiences and stakeholders	Engage the targeted audiences in the activities relating to the BSA Strengthen relationships with key stakeholders Establish clear and consistent communication and messaging	Communication plan established 3 times a year reporting to board on communications activities
Position BSA as a leader in sport/athlete development for talented aspiring athletes striving to reach their full potential (hero statement)	Athlete and sporting partners satisfaction levels Newspaper exposure on athlete achievements Communications of sporting partners Acknowledgement of services within BSA materials	
Maximise exposure of BSA services within BSA key events	Induction evening Bis Sport breakfast Awards evening Fundraising event	
<p><u>Comment:</u> Two key elements of our Communications. Events and Communications. BSA channels (collateral that we operate and then there's engagement and influence that we are trying to grow. Events: Key BSA events and then others that we may choose to be involved in that assist us to grown awareness and engagement.</p>		

SP 2 - PERSONAL & ATHLETIC DEVELOPMENT

Developing the holistic capability of athlete participating in the BSA

OBJECTIVE	STRATEGIES	KPI's
<p>7.3.1 <i>Life Skills - To improve the life skills of BSA athletes and grow their ability to manage their future development.</i></p>	<ul style="list-style-type: none"> • Brokering access and delivery of relevant specific athlete education sessions per year • 3-5 additional athlete development sessions • Educate and support parents in how to best assist their talented athlete • Provide athlete wellbeing support through mentors 	<ul style="list-style-type: none"> • Majority of athlete's report positive learning's on life skills. • Results of athlete survey to show 95% athlete satisfaction of education program. • Results of athlete survey to show 95% athlete satisfaction regarding relevancy of 3 tier Athlete development offerings.
<p>7.3.2 <i>Athlete Skills - Develop the physical and psychological ability of BSA athletes with respect to their ability to become elite performers</i></p>	<ul style="list-style-type: none"> • Provide access to coaching opportunities over and above club level. • Strength and conditioning program to be provided 4 x sessions per week with expert trainers. • Provide access to sports psychologists, physiotherapists and dieticians. • Educate and support coaches in how best to assist their talented athletes 	<ul style="list-style-type: none"> • Results of athlete survey to show 95% athlete satisfaction of strength and conditioning program • Results of athlete survey to show 95% athlete satisfaction of medical network, • Results of athletes survey to show 95% program manager and coach satisfaction with support from BSA
<p>7.3.3 <i>Personal Health and Wellbeing - Develop athletes ability to maintain a healthy participation in the chosen sport</i></p>	<p>Establish an expert BSA medical network for our athletes use (Medical network)</p> <p>Muscular skeletal screening included in athlete entitlements</p> <ul style="list-style-type: none"> • The availability of a team of sports psychologists available to athletes • Create individual programs from qualified persons in response to muscular skeletal screening. • Create individualised sport specific fitness programs provided to small groups (sports). • Educate and support parents to assist their child's wellbeing. 	<ul style="list-style-type: none"> • 100% of athletes to have Muscular skeletal screening. • 100% of athletes complete Par Q. • 100% athletes complete ASADA online drug survey • 95% approval for strength and conditioning program within Athlete survey.

SP 3 – SPORTING PARTNERSHIPS

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

OBJECTIVE	STRATEGIES	KPI's
<p>7.4.1 Grow and retain the number of appropriate partnerships with state and national sporting organisations</p>	<ul style="list-style-type: none"> • Identify potential partnerships with relevant regional, state and national sport associations • Market analysis - <i>Developing a greater understanding of the needs and priorities of the regional sporting community with respect to talented athlete</i> • Sporting institutes - <i>Growing the relationship with and level of support from relevant sporting institutes including the VIS and AIS</i> • Work with non partner sports to developing membership opportunities for individual athletes from non tier 1 sports within the region • Services relationships and expectations of partnership with local and state organisation • Establish MOU including financial model that allows for appropriate partnerships 	<ul style="list-style-type: none"> • 95% satisfaction level of sporting partnership with existing sporting partners. • Partnerships established with sports with a high participation rate in our region. • Renewals of partnership MOUs including support from local and state organisations • Sporting partners identify regional academies in their pathways • Links to websites and face book pages made • Coach personal development opportunities for regional coaches offered by sports
<p><u>3 keys</u> 1. Identify - New and existing 2. Develop- New and appropriate 3. Operate - Opportunities of existing</p>		

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.

OBJECTIVE	STRATEGIES	KPI's
<ol style="list-style-type: none"> 1. Financial sustainability of BSA (Gov, VIS, sponsorship, council, in-kind, fundraising, membership) 2. Governance - Financial management, Constitution, Monitor and report on performance (everything that is not financial), compliance (legal & policy). 3. Providers - people and facilities resources 		
<p>7.5.1 Improve the financial sustainability of the BSA</p>	<p><u>Sponsorship</u> - Growing the level of financial sponsorship and in-kind benefits for the BSA</p> <p><u>Government</u> - Grow the level of financial support from local council and state government</p> <p><u>Sporting associations</u> - Grow the amount of financial contributions from sporting organisation for their sports programs</p> <p><u>Athlete membership</u> - Maintain strong athlete membership</p> <p><u>Events</u> - Establish new revenue through specific fundraising events</p>	<ul style="list-style-type: none"> • Revenue generated through commercial sponsorship. • Revenue generated through government bodies • Revenue generated for sports programs by local and state organisations • In kind support generated for BSA operations and services • Revenue generated through fundraising events and activities
<p>7.5.2 Grow the range of people and facilities required to deliver quality programs for athletes</p>	<p><u>Provider Alliances</u> - Growing the range of quality alliances with quality providers who can deliver services relevant to the operations of the BSA</p> <p><u>Facilities</u> - Accessing facilities that will effectively support the operations and visibility of the BSA</p>	<ul style="list-style-type: none"> • 95% satisfaction level within athlete survey regarding services available. • 95% satisfaction level within athlete/coach survey regarding facilities available
<p>7.5.3 Ensure the appropriate governance of the BSA and its resources and the transparency of its operations and performance</p>	<p>Ensure that governing board has the skills sets and commitment required</p> <p>BSA constitution is updated and the organisation operated according to our rules</p> <p>Strategic plan, business plan, communications plan and work plan are reviewed, updated and that they reflect the trademark values and behaviours desired by the BSA</p> <p>Yearly budget is established and reported on at up to 6 board meetings</p> <p>BSA Policy is reviewed and updated on an ongoing basis</p> <p>Staff recruiting, developing and retention is professionally managed so that each person has roles, goals and reviews</p>	<ul style="list-style-type: none"> • Maintain BSA values and trademark behaviours and expected operating practice. 95% athlete satisfaction in Athlete survey. • Achieve retainment 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.