

SCHOOL SPORT AUSTRALIA



STRATEGIC PLAN

2010 - 2013

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VISION

- To provide Australian students with opportunities to participate in quality school sporting activities that inspire students to fulfill a lifetime engagement in sport

PURPOSE

- To provide leadership to Australian school communities in the provision of quality school sport and opportunities.

CHALLENGES

- Continuing to provide appropriate quality participation opportunities and pathways in sport for all students (playing and officiating)
- Increasing the profile of School Sport Australia, particularly in schools and in the wider sporting community
- Maintain current and access additional funding sources to ensure effective and efficient operations and expand programs
- Developing productive partnerships with other sports providers, peak education bodies, parents and volunteers
- Ensuring that risk management strategies are in place for all School Sport Australia programs
- Providing a management structure that provides open communication channels, meets the needs and maximizes the participation of all member bodies
- Promoting the value of physical activity and school sport (*Sport Education*) in the school curriculum
- Being proactive with regard to the national education agenda
- School recruitment / succession planning strategy
- Targeting National Principals' Associations, State & Federal Governments and Parents' Associations to promote school sport at all levels
- Including SWD in all programs

STRATEGIC FRAMEWORK

Participation

Role & Profile

Funding & Sponsorship

Safety and Risk Management

Governance

Promotion, Advocacy, Marketing & Partnerships

STRATEGIC DIRECTIONS

KEY RESULT AREAS: [OBJECTIVES]

PARTICIPATION

OBJECTIVE 1: To provide opportunities for meaningful and inclusive participation for all students as a core component of School Sport Australia programs.

ROLE & PROFILE

OBJECTIVE 1: To promote School Sport Australia and have it recognised as the premier provider of school sport and school sport pathways.

OBJECTIVE 2: To highlight the values and benefits of school sport to the wider community.

OBJECTIVE 3: To recognise sport as important to the development of the learner.

OBJECTIVE 4: To promote profile and advocate for school sport through positive and effective partnerships with all stakeholders.

FUNDING & SPONSORSHIP

OBJECTIVE 1: To ensure sufficient funds are available to maintain effective and efficient operations.

OBJECTIVE 2: To access additional funding sources to expand and enhance School Sport Australia programs.

OBJECTIVE 3: To develop systems for collecting, qualifying and quantifying data from programs to report towards justification within educational systems and funding submissions.

SAFETY & RISK MANAGEMENT

OBJECTIVE 1: To ensure that the Student Accommodation Framework acknowledges individual state policies and guidelines.

OBJECTIVE 2: To develop risk management strategies for School Sport Australia.

OBJECTIVE 3: To ensure that all School Sport Australia events are conducted in a safe environment.

GOVERNANCE

OBJECTIVE 1: Member bodies to implement School Sport Australia Policies and Guidelines.

OBJECTIVE 2: Provision of a management structure that meets the needs and facilitates the participation of all member bodies.

PROMOTION, ADVOCACY, MARKETING & PARTNERSHIPS

OBJECTIVE 1: To ensure open and transparent communication with all partners and stakeholders.

OBJECTIVE 2: Develop and implement Promotion and Marketing strategies for future direction and action.

OBJECTIVE 3: Develop and implement Partnership Agreements with key stakeholders.

OBJECTIVE 4: Establish profile and strategic Partnerships (e.g. AESOC, ASPA, APPA, ASC, ACHPER)

OBJECTIVE 5: Promote School Sport Australia at every given opportunity.

OBJECTIVE 6: Establish advocacy campaigns to promote school sport.

STRATEGIC DIRECTIONS

KEY RESULT AREAS: [IMPLEMENTATION STRATEGIES]

PARTICIPATION

Implementation Strategies	Actions	Performance Measures	Review Process & Result
Encourage increased participation in School Sport Australia events by all members in both genders.	<p>1.1.1 Collection of data to identify participation levels of students, parents and officials in School Sport Australia events [gender, students with a disability, socio economic, indigenous and alternate pathways].</p> <p>1.1.2 Evaluation done electronically and generically for all events.</p>	1.1. Increase participation levels by 5% by 2012.	
Provide a range of pathways for students and teachers at School Sport Australia events (playing, officiating, event management and sports medicine}	<p>1.2.1 Plan developed to increase pathways for students and teachers by the end of 2010.</p> <p>1.2.2 A three year accreditation and review process for all School Sport Australia events to be developed.</p>		
Establish ongoing evaluation of School Sport Australia programs including excursions, student travel and equity of costs to ensure that all events are run in a cost effective manner.	1.3.1 Collect data for the last 3 years about event levies, student travel and excursion costs.	<p>1.3.1.1 Review of the determination of levies including the host state levy, educational excursion and travel costs.</p> <p>1.3.1.2 Recommendation to School Sport Australia.</p>	

ROLE & PROFILE

Implementation Strategies	Actions	Performance Measures	Review Process & Result
<p>To establish and maintain positive effective relationships with all stakeholders working to provide a quality sporting environment for all school students</p>	<p>2.1.1 Participate on a frequent basis and forums with:</p> <ul style="list-style-type: none"> ➤ Educational authorities (MYCEETA, AESOC etc) ➤ National and State Principal Associations ➤ National and State Parents & Friends Associations. <p>2.1.2 Develop, maintain and enhance relationships with NSO's and SSO's through engagement.</p> <p>2.1.3 Promote Partnership Agreements/MoU's with NSO's and SSO's and other Government Agencies (e.g. Health Departments)</p>	<p>2.1.1.1 Biannual meetings, presentations and reporting to all stakeholders as listed.</p>	
<p>To develop and utilize a proactive marketing and media network.</p>	<p>2.2.1 Promote the role of School Sport to wider community.</p> <p>2.2.2 Develop marketing and media packages promoting School Sport Australia programs and philosophies.</p> <p>2.2.3 Develop a media broadcast network for the promotion of "Good News" stories and articles.</p> <p>2.2.4 Encourage the development of website links between School Sport Australia, NSO/SSO and media outlets.</p> <p>2.2.5 Establish media monitoring process.</p>	<p>2.2.1.1 Establish a minimum of three (3) Partnership Agreement meetings with new NSO's.</p> <p>2.2.1.2 Develop three new Partnership Agreements with NSO's.</p> <p>2.2.2.1 Number of articles, news stories and media coverage of programs</p> <p>2.2.3.1 Number of links established between School Sport Australia websites and NSO/SSO websites</p> <p>2.2.4.1 Number of website hits</p>	

FUNDING & SPONSORSHIP

Implementation Strategies	Actions	Performance Measures	Review Process & Result
<p>Pursue and develop sponsorship and funding options to enhance School Sport Australia programs.</p>	<p>3.1.1 Monitor extent to which sponsorship opportunities are pursued and secured. Sponsors are adequately serviced and funds are disbursed appropriately.</p> <p>3.1.2 Monitor costs of participation in School Sport Australia events (student levies)</p> <p>3.1.3 Monitor expenditure across the board to avoid future budget deficits.</p> <p>3.1.4 Lobby NSO's to include School Sport Australia events in their funding options.</p>	<p>3.1.1.1 Level of sponsorship obtained and retained.</p> <p>3.1.1.2 100% of Sponsorships are serviced in line with their agreements.</p>	<ul style="list-style-type: none"> Executive Officer and National Secretaries, School Sport Australia and Sport Specific Sponsors provide feedback.
<p>Develop a School Sport Australia Financial Management Plan to ensure financial viability.</p>		<p>3.1.1.1 Timely delivery of School Sport Australia budget documents at each School Sport Australia General Meeting and AGM. (100%).</p> <p>3.1.1.2 Adherence to the timelines for the preparation of the Championship Budgets and acquittals as per School Sport Australia policies (2010 80% Sports achieved this).</p>	<ul style="list-style-type: none"> Executive Officer checks follows up and Reports.

SAFETY& RISK MANAGEMENT

Implementation Strategies	Actions	Performance Measures	Review Process & Result
<p>1 Continue to monitor and review the Student Accommodation Framework.</p> <p>2 School Sport Australia policies & procedures reflect the requirements of the Member Bodies State Child Protection policies.</p> <p>3 Implement practices to ensure <u>all</u> students compete in a safe environment in line with current risk management processes of Member Bodies.</p>	<p>4.1.1 Monitor extent to which member bodies are satisfied with accommodation processes.</p> <p>4.3.1 Monitor the adherence to ALL State Member Bodies Child Protection polices (Annual report).</p>	<p>4.1.1.1 Process (survey) of level of satisfaction.</p> <p>4.1.1.2 100% adherence.</p>	<p>4.1.1.1.1. Executive Officer / Member Body to review.</p> <p>4.1.1.1.2. Member Body to Executive Officer.</p>

GOVERNANCE

Implementation Strategies	Actions	Performance Measures	Review Process & Result
Regular review of School Sport Australia Constitution, Policies and Guidelines.	5.1.1 Monitor level of client satisfaction with governance strategies.		5.1.1.11. Evaluation form. 5.1.1.12. Formal Survey.
Regular review of School Sport Australia management structures, including Executive Committee composition/term, decision making procedures.	5.2.1 Monitor succession planning.	5.2.1.1 Timeliness and responsiveness of policy and services.	
Annual review of School Sport Australia compliance with the Strategic Plan.			
To develop clear and effective communication channels.	5.4.1 Monitor level of client satisfaction with website. 5.4.2 Audit of communication process. 5.4.3 Support and promotion of National Secretaries.		
To ensure effective Conference outcomes including appropriate professional development for members.	5.5.1 Conference delegates will record their level of satisfaction with: a- conference format b- professional learning sessions, through conference feedback survey Delegates surveyed as to the type of professional learning required. In consultation with the Executive Committee and the next Host State professional learning activities are to be developed.	5.5.1.1 100% of conference feedback surveys are completed and returned. 5.5.1.2 80% of delegates indicate that conference objectives have been achieved. 5.5.1.3 Monitor Conference outcomes including appropriate Professional Development.	5.5.1.1. Conference feedback sheets.
Continued support of member bodies and various School Sport Australia Committee structures.	5.6.1 Provision of policy documents. 5.6.2 Fiscal support. 5.6.3 Human support.	5.6.1.1 Strategic Plans 5.6.1.2 Accounting practices.	5.6.1.1. Executive Officer takes control of distribution of documents to member bodies.

PROMOTION, ADVOCACY, MARKETING & PARTNERSHIPS

Implementation Strategies	Actions	Performance Measures	Review Process & Result
<p><u>PROMOTION</u></p> <p>Develop common branding throughout School Sport Australia</p>	<p>6.1.1 Continue merchandising at events with minimum colours and expectations.</p> <p>6.1.2 Create a School Sport Australia mascot with states and territories acting as ambassadors.</p> <p>6.1.3 Badge ourselves at School Sport Australia events.</p>		
<p>Promote School Sport Australia</p>	<p>6.2.1 Through regular school visits, educational forums and presentations promote School Sport Australia.</p>	<p>6.2.1.1 Establish baseline data.</p>	
<p><u>PARTNERSHIPS</u></p> <p>Establish partnerships</p>	<p>6.3.1. Utilise the expertise of parents and the community in School Sport Australia programs.</p> <p>6.3.2. Establish MoU's that maintain School Sport Australia philosophies with all NSOs and SSOs.</p> <p>6.3.3. Increase the recognition of volunteers.</p>	<p>6.3.2.1 Specific guidelines to review and update MoU's.</p> <p>6.3.2.2 National Secretaries to continue to have conversations with NSO's and report on progress of them.</p>	
<p>Develop a wider communication base</p>	<p>6.4.1 Through the web and blogs.</p> <p>6.4.2 Develop and distribute School Sport Australia magazine</p>		

Implementation Strategies	Actions	Performance Measures	Review Process & Result
<p>ADVOCACY</p> <p>Maintain advocacy to AESOC</p>	<p>6.5.1 Ensure funding levels are commensurate with program implementation.</p> <p>6.5.2 Implement the Presidents' group action plan listed below.</p> <p>6.5.3 Distribute School Sport Australia Annual Reports.</p>		<p>6.5.3.1.1 Completed annually across all sports.</p>
<p>Identify School Sport Australia patron</p>	<p>6.6.1 Appoint a School Sport Australia patron.</p>	<p>6.6.1.1 State EO's to ask who are you, what do you represent, how can you support, will you attend?</p>	
<p>Identify a list of School Sport Australia champions</p>	<p>6.7.1 Develop a list of School Sport Australia champions for regular promotional activities and statements</p>		
<p>Establish School Sport Australia advocates in state/territory parent Organisations</p>	<p>6.8.1 Find champions amongst parent groups</p>	<p>6.8.1.1 Testimonials on websites.</p>	
<p>Establishment of State Presidents' Committee as a proactive advocate with regard to the national education agenda and develop strategies to promote the importance of sport in the school curriculum.</p>	<p>6.9.1 Developep links with the framers of the National Curriculum to ensure the role of school sport is maintained within the curriculum</p>	<p>6.9.1.1 Research at least 3 case studies that support links between sport in the curriculum and school performance.</p> <p>6.9.1.2 School Sport Australia establish a State Presidents' Committee Sub-Committee that has had at least 2 meetings in 2010 with curriculum leaders in their states/territories in order to influence ACCRA [National Curriculum Representatives]</p>	<p>6.9.1.1.1 State Presidents' Committee Sub-Committee to develop information update sheet for Presidents.</p> <p>6.9.1.2.1 State Presidents' Committee to affirm and self manage process.</p>

Implementation Strategies	Actions	Performance Measures	Review Process & Result
	<p>6.9.2 Work to establishing sport as a learning organizer within the curriculum.</p> <p>6.9.3 Collect data that explores student participation in sport and the links to student engagement, performance and attendance (e.g. Sunshine Coast School's Surfing, football academy, longer day)</p> <p>6.9.4 Collect data that explores disadvantaged students participation in sport and the links to students school attendance, engagement in programs, performance in learning (e.g. Sunshine Coast School's surfing)</p>	<p>6.9.2.1 100% of State Presidents' Committee members have had at least one meeting in 2010 with the curriculum leader in their State to influence them.</p> <p>6.9.2.2 In 2010 100% of State Presidents' Committee members have provided at least one presentation or written article for their State/Territory Principals' Association forums/publications promoting the school sport agenda within the curriculum.</p> <p>6.9.3.1 Data in at least one topic area of disadvantage showing the links between sport and student achievement has been accessed and provided to School Sport Australia member bodies under the heading of Sporting Chance Data.</p> <p>6.9.4.1 Data in at least one topic area of disadvantage showing the links between sport and student achievement as being accessed and provided to School Sport Australia member bodies under the heading of Sporting Chance Data.</p>	