

# ICE SPORTS VICTORIA STRATEGIC PLAN 2020-2026

*Working together to increase participation in ice sports*



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# 1. INTRODUCTION

Ice Sports Victoria is the peak body for ice based sport and recreation in Victoria including Ice Hockey Victoria, Victorian Ice Racing Association, Ice Skating Victoria (Figure Skating) and the Victorian Curling Association.

Ice Sports Victoria is committed to supporting its members with high levels of service, guidance, Government representation, coordination, open communication and transparency.

*It should be noted that the outbreak of COVID19 has negatively impacted many of the activities and objectives listed in this plan. The Ice Sports Victoria Board will review and adjust the plan as and when the restrictions and limitations imposed by the Victoria Government have been lifted.*

## 2. PURPOSE and MISSION

Ice Sports Victoria's purpose is to support members of the Victorian Community experience the thrill of ice sports through:

- promoting and supporting opportunities for participation in all forms of ice sports in Victoria
- being the primary point of contact and the conduit to the Victorian Government (Dept of Sport & Recreation) to coordinate and administer Government funding opportunities; and
- assisting its members to develop and grow.

### 3. VALUES and VISION

#### *Our values*

- Collaborative
- Inclusive
- Professional
- Innovative

#### *Our vision*

Ice Sports Victoria will be recognised as the *champion of ice sports* in Victoria with well governed and inclusive members who provide exciting competitive and recreational opportunities for all Victorians to participate in ice sports and related recreational activities.

## 4. STRATEGIC PLAN

### 4.1. 7 Year Vision

By December 2026 Ice Sports Victoria will:

- Be highly valued by its members
- Be highly visible within the general community and the sporting industry in Victoria
- Attract the highest rate of national and international events in Australia
- Provide support to our member organisations to ensure all events are conducted professionally and successfully
- Be the leader in education and training for those involved in ice sports
- Be respected and authoritative
- Have strong, effective management with financial sustainability
- Provide guidance to others who have the capabilities to build and operate international standard facilities
- Have members with strong, viable and welcoming clubs that provide diverse participation opportunities

### 4.2. 3 Year Vision

By December 2023 Ice Sports Victoria will:

- Have increased participation in ice sports by 15% (subject to pandemic restrictions and impacts)
- Be a clear voice to government and the community on all matters relating to ice sports in Victoria
- Have developed clear development pathways for all participants in ice sports (not just athletes)
- Be financially secure
- Have members which are well governed and compliant with all relevant legislation and other requirements
- Have gained government and community support for an additional ice sports facility in Victoria

## 5. STRATEGIC PILLARS 2020 – 2026

### 5.1 Participation

*The goal – more people on the ice more often.*

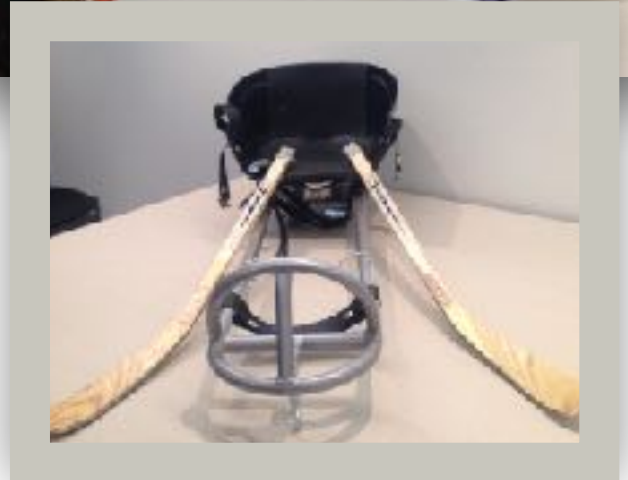
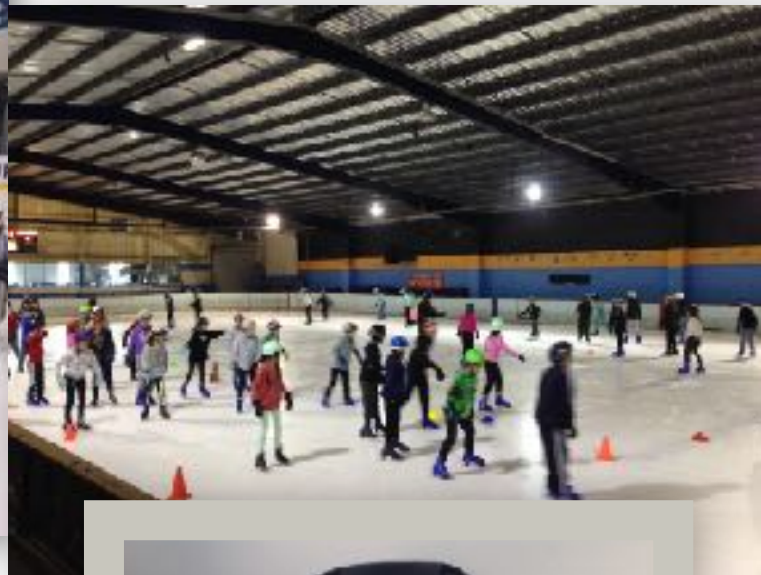
Strategies	Measure
Conduct low cost Ice Sports Victoria and its Member Organisation Family Fun Days to encourage engagement in ice sports from local communities.	<ul style="list-style-type: none"> <li>- 2 per year</li> <li>- 40-60 attendees</li> <li>- Data collected</li> </ul>
Develop formal relationships with Special Olympics Victoria, Scope, Blind Sports Victoria and other disability groups	Letter of Agreement or Industry Partnerships
Conduct Come and Try events for athletes with a disability at O'Brien Icehouse	<ul style="list-style-type: none"> <li>- 3 per year</li> <li>- Data collected and venue revisitation is tracked</li> </ul>
Develop a school strategy in conjunction with the venues and other professionals to expose students and teachers to a whole range of ice sports.	- In place
Build the Ice Sports Victoria brand through a planned PR campaign and delivered regularly via website, social media, press releases and events	30% increase in website and social media statistics

#### 5.5.1. Strategies

Schools

Access All Abilities

Club Development



## 5.2 Governance/organisational capability

*The goal – to be well governed and sustainable and to have members who are the same*



Strategies	Measure
Have a skills based Ice Sports Victoria Board with adequate representation for members	Biennial – September. 40%+ Female Directors
Full review of Ice Sports Victoria’s constitution to make sure it complies with relevant legislation, meets best practice governance principles and meets the needs of members	Annually – March Government Health Check covers this activity
Biennial review of the approved 2020-2026 Strategic Plan for Ice Sports Victoria with full endorsement from its members	Annually - March
Review the Ice Sports Victoria Board Charter	Annually - February
Ensure all appropriate Ice Sports Victoria policies are in place including an inclusion policy	Annually - June
Ensure Ice Sports Victoria is in compliance with all relevant legislation and regulations	Annually - August
Develop template clauses for inclusion in all Member Organisations Constitutions	Annually - May
All Member Organisations to do complete Play by the Rules online training and have the minimum Play by the Rules policies in place.	- 2020 25% - 2022 50% - 2024 100%

## Club Development

Develop a club development strategy in conjunction with venues and other professionals to expose students and teachers to the whole range of ice sports

- ✓ Club Audit
- ✓ Club Inclusive Guidelines
- ✓ Inclusive Coaching Practices
- ✓ Resources & Toolkit
- ✓ Child Protection Policy and other relevant policies
- ✓ Play by the Rules Resources

Achievements: Comprehensive Governance Health Check conducted in conjunction with VicSport. Policies and procedures updated and made accessible to Members.



### 5.3 Workforce development

*The goal – support the development of existing coaches, officials and volunteers and develop new coaches, officials and volunteers*

Strategies	Measure
Compile and Review a database of existing coaches and officials and their level of qualifications from each Member Organisation	The Salesforce CRM is an active project that is being managed by ISV. Periodic updates are provided to the Board and Government. Circumstances beyond the control of Ice Sports Victoria, such as, the COVID19 pandemic and disrupted communication frameworks with the consultant engaged with the project in 2019) have negatively impacted upon the Project's progress These circumstances have been addressed, and the project is making progress. Planned implementation is late 2021.
Conduct a skills audit of members both administrative (committees/boards) and technical (coaches and officials) participants for each Member Organisation	Annually – September
Work with ice sports venues to build the capacity of their staff to deliver quality ice sports experiences for all participants	- Facility staff training 2 times per year (February and October)
Liaise with national bodies of each Member Organisation to obtain recognition of Ice Sports Victoria as the peak body in Victoria, allowing opportunities for federal funding and to promote training opportunities and assist in delivery where possible	As required
Develop recognition opportunities for clubs, coaches, officials and volunteers	Annually - September
Investigate potential suppliers of one CRM for all Member Organisations to be shared with members	Selected Salesforce with free NFP license for 10 users.
Establish relationship with tertiary institutions offering sports management courses (e.g. La-Trobe, Deakin, Victoria University) in order to source interns	Letter of Agreement or Industry Partnerships. Despite an initial promising start this has proven more difficult than anticipated due to staff turnover at Universities and colleges.

## 5.4 Government relations

*The goal – to be a clear conduit to government on all things relating to ice sports*

Strategies	Measure
Include relevant government contact in PR campaign distribution where appropriate to ensure ‘top of mind’ status	Number of PR releases to Government with adequate notice to provide sufficient notice for Government participation or interaction.
Establish one point of contact within Ice Sports Victoria and its members for government relations	President nominated as the single point of contact. President can delegate to the most suitable representative/s.

## 5.5 Sustainability

*The goal – to be financially sustainable and lead the promotion and support for a new ice sports facility in Victoria. Through our strong relationship with Government, Ice Sports Victoria will be well positioned to secure sufficient funding to achieve our primary objectives over the planning period.*

Strategies	Measure
Ice Sports Victoria will take a lead role in lobbying Government for another international level facility in Victoria. Ice Sports Victoria will also assist in the preparation of Tender documents to ensure the requirements for all sports have been taken into consideration. Ice Sports Victoria will also work with the successful consortium throughout the building and implementation phases.	<ul style="list-style-type: none"> <li>- Success rate of grant applications</li> <li>- Frequency of invitations from Government to participate in grant rounds</li> <li>- It should be noted that a new facility (IceHQ at Reservoir) became operational in 2018.</li> </ul>
Investigate shared services model/ Customer Relationship Management (CRM) data capture	- Conduct an audit of current service providers across Registrations, Events, Insurance etc. with Member Organisations (part of CRM Project)
Investigate the viability of a whole of sport sponsorship benefits package	- December 2022