

A photograph of two female hockey players in action on a field. The player in the foreground is wearing a white jersey with the number 18 and black shorts, holding a yellow and black hockey stick. The player behind her is wearing a blue jersey with the number 7 and black shorts. They are both wearing white socks and black shoes. The background is a blurred green field.

VICSPORT

**STRATEGIC PLAN
2021-2025**



OUR VISION FOR VICTORIAN SPORT

A thriving Victorian sports industry, which is well resourced, well governed, innovative and inclusive.

THE END GAME

A strong industry will support participation outcomes in sport and active recreation for all.

This benefits the physical and mental health of individuals, connects communities, and positively impacts the economy. A thriving Victorian sports industry, which is well resourced, well governed, innovative and inclusive.

THE PART WE PLAY

We support our members to be the best they can be.

We connect, inform, support and enable sporting organisations to provide opportunities for sport to play a role in the lives of all Victorians.



THE FOCUS OF THIS STRATEGY

- ▶ We are adopting a **leadership and growth** strategy to respond to the challenges and opportunities the sporting system is facing as a result of an ever-changing environment.
- ▶ We will work to **future proof the industry** through the delivery of initiatives that strengthen governance, build capacity and attract investment.
- ▶ We will **tailor our services** listening to the different needs of our members.
- ▶ We will **maximise our value** to members, funding partners and fee for service clients.
- ▶ We will use evidence to inform industry insights and **advocate for change and investment**.
- ▶ We will **support innovation** that promotes physical activity, social and mental health.
- ▶ We will **champion inclusion, safety, fun and fair sport, for all**.

WHAT WE WILL DO

ADVOCATE AND INFLUENCE

- ▶ Increase the voice of Vicsport and our members.
- ▶ Promote the value of sport.
- ▶ Use evidence to inform government and industry investment.
- ▶ Be a critical friend of government.

PROVIDE MEMBER SUPPORT AND CAPACITY BUILDING

- ▶ Maintain a representative membership base.
- ▶ Strengthen the capability and capacity of our members.
- ▶ Create connections across the industry.

INVEST IN OUR GROWTH AND DEVELOPMENT

- ▶ Invest in our people and systems.
- ▶ Develop new services and capability.
- ▶ Diversify income streams.

OUR ENABLERS



PARTNERSHIPS



DATA + RESEARCH



REVENUE



ENGAGEMENT

OBJECTIVES	ACTIONS	MEASURES
ADVOCACY AND INFLUENCE		
1. Establish a defined and transparent approach to advocacy activities.	Establish an advocacy framework. Provide members with a log of advocacy activities.	Board endorsed advocacy framework. Successful implementation of the advocacy framework. Member satisfaction.
2. Build an evidence base to inform government and industry investment.	Collate data from existing sources building repository of relevant industry information. Develop insights to inform actions addressing current and emerging issues in Victoria. Identify data gaps and advocate for research investment.	Data and insights are published and used by decision makers. Increase in research and data availability.
3. Increase the voice of Vicsport and its members.	Develop a marketing and communications strategy. Develop and deliver advocacy training and resources for members, focusing on small and medium organisations. Develop relationships with journalists and media outlets. Create partnerships with other influential agencies and institutions.	Increase in media presence. Increase in stakeholder engagement with marketing and communication activities. Increase in member confidence to advocate into government.
4. Maintain status as a critical friend of the Victorian Government to influence policy and funding decisions that impact our members.	Conduct regular meetings with departmental officials. Conduct regular meetings with Ministers. Develop a matrix to assess government funding decisions against industry needs.	Number of submissions/input into government decisions. Number of government decisions with Vicsport input. Government funding decisions are aligned to industry needs.
MEMBER SUPPORT AND CAPACITY BUILDING		
1. Maintain a membership base that is representative of the Victorian sport industry.	Develop value proposition for each membership category. Target Victorian based NSOs and under-represented categories. Engage members with relevant communication and member value.	All sporting organisations recognised by Sport and Recreation Victoria are Vicsport members. Increase in number of organisations in targeted categories. Increased member satisfaction ratings. Retention of members.
2. Strengthen capacity and capability of members.	Conduct member health check biannually and focus support and services in priority areas. Provide capacity building and professional learning services including governance training, strategic projects, policy and best practice support, workforce development and product development. Explore opportunities to establish accreditation for our professional learning programs.	Members satisfied with capacity building and professional learning services. Increase in member capacity and capability.
3. Increase reach and expand services.	Deliver a blend of online and face-to-face professional learning activities. Develop a professional/shared services offering.	Increase in number of organisations and number of individuals accessing services. Uptake and member satisfaction of new service offerings.
4. Connect members across the sports industry.	Provide members with accessible networking opportunities, maximising online platforms and tools. Provide regular industry updates to members.	Increase in number of organisations and number of individuals accessing networking opportunities. Member satisfaction with networking opportunities and industry updates.
OUR GROWTH AND DEVELOPMENT		
1. Support our people, enabling them to be the best they can be.	Provide safe, inclusive and flexible working arrangements. Maintain up-to-date human resource policies. Invest in staff training and career development opportunities.	Staff satisfaction. Member satisfaction with Vicsport advice and services.
2. Develop insights capability.	Identify and allocate resources to source data, build evidence and form industry insights. Develop insights workplan.	Data and insights are published and used by decision makers. Increase in data availability and research.
3. Strengthen our business model through commercialisation.	Leverage our intellectual property to develop a suite of affordable user-pay products and services. Build on our portfolio of partners, sponsors and suppliers.	Increase in revenue from non- government sources.
4. Maintain fit for purpose business systems and tools to support operations.	Prioritise system upgrades for critical business functions as part of annual operational planning.	Staff satisfaction with business systems and tools.
5. Model best practice governance.	Implement governance practices in line with the national Sports Governance Principles and the Vicsport Good Governance Framework and Toolkit.	Compliance with legislative and regulatory requirements. Sound Financial Position. Risk register maintained.

VICSPORT






Level 3, 375 Albert Road
South Melbourne VIC 3205

P 03 9698 8100

F 03 9696 7931

admin@vicsport.com.au

www.vicsport.com.au

-  /vicsport
-  @vicsportAU
-  /vicsport
-  /vicsportAU