



# SKI RACING AUSTRALIA STRATEGIC PLAN



## VALUES

### Transparent

We work with an honest mindset and provide open communication to members and the community.

### Integrity

We endeavour to follow through and deliver on our promises. Our decisions are made with the best interests of the sport in mind and we always show respect and concern for our fellow competitors.

### Unity

We thrive on working together and teamwork. We are working towards a set of common goals with our members interests at heart. We are a family orientated sport built on lifelong friendships.

### Excellence

We operate with high quality standards and outcomes in mind – and we provide strong leadership for the sport and our members and clubs.

## PURPOSE

### Ski Racing Australia exists to:

- Administer and grow the sport
- Support and communicate with our members
- Provide rules, practices and frameworks to ensure our clubs can provide safe, sanctioned and efficient events
- Develop relationships, collaborate and partner with relevant government, stakeholders and regulatory bodies
- Coordinate and ratify the event schedule to ensure equity across the states
- Organise insurance and communicate the process to our membership
- Acknowledge and support our volunteers

### Ski Racing Australia ultimately exists for the benefit of:

- Our people - Members, competitors, officials and volunteers
- Our organisations - States and clubs

## EXPECTATIONS

### The benefits that our people are expecting:

- Value for their membership
- Well planned, safe and entertaining events
- Consistent rules, interpretation and implementation
- Leadership to grow the profile of our sport
- Communication and transparency

### The benefits that our organisations are expecting:

- Advice and support for best practice event management
- Risk management and event frameworks
- Support and develop racing and timing systems
- Clear and streamlined event sanctioning
- Legal policy and procedural guidance
- Public Liability and Officer's Insurance
- General operational and development support



## TARGETS



Grow membership by between 7.5% and 10% per year (starting from 1,250 in 2018)

Increase revenue by 10% p.a.

Establish and maintain 3-4 major commercial partners



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2018 – 2021

STRATEGIC PRIORITIES

KEY INITIATIVES



## Membership

**How will we grow our membership and deliver improved value?**

- Investigate new options for membership technology and systems
- Review, enhance and communicate the SRA membership value proposition and categories
- Co-develop an official SRA development program in conjunction with our clubs
- Implement a rolling 12-month members communications calendar



## Collaboration

**How do we create alignment between the sport, state affiliates, clubs and our members?**

- Commence a structured consultation and communication program with clubs, representatives and members
- Explore options for improved governance structures and operating procedures
- Conduct a review of the current business and financial model
- Complete a review of the roles, responsibilities and resources within the sport
- Explore opportunities to improve our financial relationship with the AWWF
- Develop relationships with Government organisations including regional development and tourism bodies



## Commercial

**How can we leverage our world class events to develop new and diverse revenue streams?**

- Explore digital broadcast streaming opportunities for key events
- Develop a comprehensive commercial asset register for the sport
- Create a list of potential organisations to target – products, discounts, rebates and value adds, preferred suppliers, fuel, oil, coffee etc.
- Conduct an audit of all existing events and waterways to optimise the future events calendar
- Explore the feasibility of implementing a standardised national events portal



## Safety

**How do we establish best practice standards and procedures for events and equipment?**

- Partner with industry experts to develop standard operating procedures, training and accreditation
- Develop a training and accreditation process for Race Directors
- Provide a safety protocol for race and event competitor briefings explaining the targeted safety checks and new updates at all events
- Implement a national standard for race penalties
- Explore options to establish a Ski Racing safety research and development fund