



SPORT CLIMBING AUSTRALIA

On the way to the Top

2018-2021



Sport Climbing Australia's Vision

*To be a professional, well known, innovative,
and inclusive organisation that supports climbing
'from bottom to top'*

Our Mission is:

*To grow, develop and promote the sport of climbing
to enhance the experience for all*

Our Core Values

Sport Climbing Australia (SCA) is the peak body for Sport Climbing in Australia and is responsible for the stewardship of the sport. In collaboration with our Member States and a range of key stakeholders, Sport Climbing Australia aspires to be:

EXCELLENT by developing our people and quality services

INCLUSIVE by being accessible, equitable, accepting and valuing diversity

STRATEGIC by keeping informed, prioritising our efforts and managing our risks

ETHICAL by insisting on fairness, transparency, respect and compliance

HEALTHY by promoting wellbeing and safety and instilling positive culture

SUSTAINABLE by enhancing the capability of our people, prudent financial management and securing diverse income sources.

Introduction

'On the Way to the Top' 2018-2021 was developed by SCA after consultation with its Member States. A pre-planning survey was conducted to gather feedback from Member States and SCA Directors. Over a weekend, Board Directors, with the support of an independent facilitator, considered the strategic priorities for SCA for the next 3 years.

Plan Implementation

To implement the plan, Directors have committed to:

- Prioritise *strategy* as an agenda item for every Board Meeting
- Include reference to strategy in all Director and Sub Committee Reports
- Include strategic alignment as a criterion for decision-making and resource allocation
- Make each other accountable for the actions defined in the plan
- Present the strategy to each Member State Board
- Keep Member States informed of the progress against strategic objectives
- Seek support for Member States to undertake their own planning
- Invest surplus funds to enable continued growth and sustainability
- Review the plan on an annual basis, one month after the Annual General Meeting.

GOING WELL

- Obtaining grants for development of coaches and route setters
- Development of the structure of SCA, Members States, Sub Committees, Coaching Structure
- Policy and rule development
- Event organisation
- AOC / ASC relationships and recognition
- Developing the sport with limited resources
- Improvement in international results and better depth of climber ability
- Managing and adapting to rapid growth
- Professional governance
- Sound stewardship – legal, financial, Board skill mix
- Commercial partnerships
- Sponsor engagement

OPPORTUNITIES

- 2020 Olympics
- Hosting a World Event
- Accreditation / Training – Coach, Official, Route Setter, climbing facility standards
- Sponsorship Growth / Commercial Partners
- National Training Centre, Training Facility
- Grow junior and entry participation memberships
- ASC funding support
- Media visibility

THE STARTING POINT

TO WORK ON

- Timely, transparent communication and collaboration with Member States and members
- Providing states with resources and support
- Promotion and profiling of the sport, SCA's role, benefits of membership
- Filling the gaps in the workforce (volunteers and paid employees)
- Empowering sub committees to contribute to Board strategy
- Recognising volunteer efforts
- Interaction with climbing facilities
- Board, staff and key volunteer role succession planning
- Defining the roles and functions of SCA, Member States and Partners

THE RISKS

- Representation at the 2020 Olympics is not confirmed
- Narrow income sources and over reliance on grants
- Sponsors / Commercial partners leaving or reducing their level of support
- Accidents and sport being perceived as a dangerous pursuit
- Board Member, staff and key role succession plan
- Sustainability

Improving Internal & External Communications	Diversifying Income Sources	Achieving a National Training Centre & Events Facility	Capitalising on Olympic Inclusion	Continuous Governance Improvement	Ensuring Sustainability
<ul style="list-style-type: none"> • Board Appointment Marketing & Promotion • Comms / Marketing Plan • Employ Marketing, Events & Governance • Engage States & stakeholders via scheduled phone calls, annual teleconference, AGM workshop • Conduct State Board Forum. • Develop templates • Review system capabilities – state access to data. 	<ul style="list-style-type: none"> • Develop Fan Members (PSE) • Drive new memberships, social, facility through member product and benefits • Scope Insurance bulk buying as member • Develop accreditation services – coaching, officiation, setting, facility checks and standards • Coaches Membership & benefits developed • Oceania Event for qualifying event • New formats for major events – profit focus 	<ul style="list-style-type: none"> • Develop a scope document which outlines the project • Liaise with ASC re: funding business case development • Support PSE endeavour and track progress • Fund Business case development 	<ul style="list-style-type: none"> • Marketing & Comms strategy – pre and post Olympics • Run Oceania Championships as a qualifying event • Support coaching structure to support athletes • Seek funding to support athletes • Gather footage for promotion • Media training for athletes & coaches for Youth & 2020 Olympics • Brief states on approaching institutes 	<ul style="list-style-type: none"> • Establish an Audit and risk Committee • Risk Management Plan developed • Succession plan developed for all levels of the organisation • Sub Committee review, Terms of Reference updated • Governance training for state boards • Ensure SCA meets ASC Governance and Integrity standards • Treasurer appointment • CEO appointment 	<ul style="list-style-type: none"> • Training courses fee for service model developed • Operational Manual developed for events • Review current employment conditions / build a workforce • Use SCA surplus funds to employ people to drive the strategy

Focus Area	Year 1 Completion March 2019	Year 2 Completion March 2020	Year 3 Completion March 2021
Improving Internal & External Communications	<ul style="list-style-type: none"> • Board Appointment Marketing & Promotion • Employ Marketing, Events & Governance • Engage States & stakeholders via scheduled phone calls, annual teleconference • Appoint Social Media Coordinator 	<ul style="list-style-type: none"> • Communication / Marketing Plan developed • President AGM workshop • Develop templates 	<ul style="list-style-type: none"> • Conduct State Board Forum. • Review system capabilities – state access to data.
Diversifying Income Sources	<ul style="list-style-type: none"> • Seek new ways to increase and broaden membership • Scope Insurance bulk buying as member facility 	<ul style="list-style-type: none"> • Develop Fan Members (PSE) • Drive new memberships, social, facility through member product and benefits • Oceania Event for qualifying event • New formats for major events – profit focus 	<ul style="list-style-type: none"> • Develop accreditation services – coaching, officiation, setting, facility checks and standards • Coaches Membership & benefits developed
Achieving a National Training Centre & Events Facility	<ul style="list-style-type: none"> • Develop a scope document which outlines the project 	<ul style="list-style-type: none"> • Support PSE endeavour and track progress 	<ul style="list-style-type: none"> • Liaise with ASC re: funding business case development • Fund Business case development

Focus Area	Year 1 Completion March 2019	Year 2 Completion March 2020	Year 3 Completion March 2021
Capitalising on Olympic Inclusion	<ul style="list-style-type: none"> • Support coaching structure to support athletes (ongoing) • Media training for Youth Olympics participants and coaches • Seek funding for athletes 	<ul style="list-style-type: none"> • Marketing & Comms strategy – pre and post Olympics • Oceania Event for qualifying event • Gather footage for promotion 	
Continuous Governance Improvement	<ul style="list-style-type: none"> • Establish an Audit and risk Committee • Risk Management Plan developed • Sub Committee review, Terms of Reference updated • Ensure SCA meets ASC Governance and Integrity standards (ongoing) • Treasurer appointment 	<ul style="list-style-type: none"> • Succession plan developed for all levels of the organisation • Governance training for state boards 	<ul style="list-style-type: none"> • CEO appointment
Ensuring Sustainability	<ul style="list-style-type: none"> • Review current employment conditions / build a workforce • Use SCA surplus funds to employ people to drive the strategy (ongoing) 	<ul style="list-style-type: none"> • Operational Manual developed for events 	<ul style="list-style-type: none"> • Training courses fee for service model developed