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Purpose

“To support Snowsport athletes and develop Champions”

TOP STRATEGIC PRIORITIES

Increase: relevance, revenue, talent pool, capacity

ONGOING OPERATIONAL PRIORITIES

Unification
National Operational Model for the delivery of the Snowsports pathway.

High Performance
Ensure Australia remains a successful nation at World Cup, World Championships, Olympic and Paralympic Games.

Sport Development and Participation
Increase participation and community engagement in competitive snowsports at all levels.

Business Development
Generate financial resources and provide effective administration and communication.

People Development
Strengthen network of coaches, volunteers, technical officials and administrators who provide support of competitive snowsports in Australia.
Introduction

Australia loves skiing and snowboarding, both in terms of the achievements of our athletes on the international stage and as a growing participation sport, particularly amongst the young.

Ski & Snowboard Australia (SSA) athletes have a long history of outstanding success. They have delivered 12 medals over the past four Olympic Winter Games and have reached the podium at every Games since Nagano 1998. SSA is one of only five National Sporting Organisations to achieve multi-medal winning outcomes at the past four Olympic Games, the others being Swimming, Athletics, Canoe/Kayak and Rowing.

In July 2015, SSA began a formal transition to manage the operations of Australia’s Para Winter programs which delivered the most successful Paralympic Winter Games by an Australian Team since 2002.

SSA, together with its delivery partners, have been innovative and remain progressive in developing systems, pathways and partnerships to achieve this sustained high-performance success.

The primary aim of the AIS investment into our sport is for Australia to achieve medal outcomes at Olympic and Paralympic Games. A “Medal Target” strategy is sound sport philosophy. It aligns with the Australian publics passion and their expectations. It demands sport to focus on sound governance and leadership and provide clear pathways “from participation to podium.” These are the real rewards of funding successful sports with strong community connections.

At a participation level, skiing and snowboarding are among the most popular recreational activities undertaken by Australian families. Each year, over one million people visit an Alpine Resort, most taking to the slopes. The industry’s economic contribution, most of which is regional, exceeds $2 billion per annum, with employment numbers around 25,000 people. SSA remains focused on maintaining and enhancing a meaningful and relevant connection with this growing community, including the promotion of regular physical activity in alignment with Sport Australia’s National Sport Plan.

This rolling strategic plan is updated annually and identifies the critical operational relationships and activities which underpin the ongoing success and functionality of SSA. It also outlines key issues that SSA view as critical to achieving its purpose of supporting Snowsport athletes and developing champions.
TOP STRATEGIC PRIORITIES

1. **Relevance** - How to increase relevance of Snowsports in Australia?
2. **Revenue Diversification** - How to increase our revenue sources?
3. **Talent Pool** - How to increase the number of competitors in Snowsports?
4. **Pathway Capacity & Capability** - How to improve the performance of our pathway?
STRATEGIC PRIORITY 1
INCREASE RELEVANCE OF SNOWSPORTS IN AUSTRALIA

STRATEGIC PRIORITIES

» Generate broader appeal and awareness of snowsports to both the industry and the public
» Connect with more people and communities to share the story of SSA and Wintersport in Australia

STRATEGIES

» Expand SSA operations in Jindabyne including development of the NSTC (National Snowsport Training Centre) in cooperation with NSW Government
» Expand and refine on existing School Programs (Interschools, Little Shredders, Little Gliders) to connect with broader community
» Further development of SSA’s communication strategy targeting content creation
» Explore partnerships to deliver major events (resort, media, sponsors)
» Increase visible presence and involvement in key on mountain and community events including activations (resorts, clubs, industry events)
» Ongoing development of Snowracer as the single centralised digital platform for all snowsports competitions. This includes event entry, live timing / scoring, and access to results.
» Establish annual SSA Community Sport Awards to be held in ACT/NSW (i.e. expand existing ACT Awards)

TARGETS

» Funding secured for development of NSTC with immediate operational transition requirements addressed (airbag, accommodation, administration, acrobatic)
» Delivery of expanded School Program offering
» Inaugural SSA Community Sport Awards to be held in November 2019
STRATEGIC PRIORITY 2
REVENUE DIVERSIFICATION: INCREASE OUR REVENUE SOURCES

STRATEGIC PRIORITIES

» Identify sources of potential revenue including commercial and philanthropic opportunities
» Actively pursue Government and peak sporting body funding opportunities via a coordinated application process.

STRATEGIES

» Establish investment strategy for the combined provisions of SSA Foundation and Northern Management Committee
» Develop targeted fundraising initiatives for specific discipline/program support to be targeted by the ASF
» Actively market SSA products and seek commercial partnerships including integration of grass roots, participation and athlete pathway opportunities ie Interschools events, Snowracer, Emerging Talent. Explore Sport Institute commercial partnerships ie OWIA, APC, NSWIS etc
» License SSA products including events and programs
» Identify opportunities to create, manage or license programs on fee for service basis
» Develop dashboard of funding opportunities across potential grant organisations

TARGETS

» $1 million minimum invested with returns allocated for discretionary funding for SSA/NMC activities
» Targeted project funding support flowing through ASF donations
STRATEGIC PRIORITY 3
TALENT POOL: INCREASE THE NUMBER OF COMPETITORS IN SNOWSPORTS

STRATEGIES
» Develop funding case for ongoing support under ASC Participation Strategy
» Develop partnerships with local communities to increase opportunities for individuals in sub-alpine areas to access quality sport programs
» Further development of Snowracer as a digital strategy to increase engagement and participation including non-traditional competition offerings
» Use Little Shredders as a mechanism to engage more participation from schools with small interschool participant numbers (less than 5 participants)
» Explore Snowracer activation/experience to raise awareness of competitive elements of the sport
» Improve the awareness and education of resort snowsport schools about pathway opportunities
» Implement a national framework for Interschools including single set of rules and standards

TARGETS
» Targeted resort snow sport school and sub-alpine sport community partnerships in Victoria and New South Wales
» National Interschool Committee to establish a single set of rules by 2020
» Maintain or increase current levels of Sport Australia participation funding
STRATEGIC PRIORITY 4
PATHWAY DELIVERY CAPACITY AND CAPABILITY

STRATEGIC PRIORITIES

» Engaging with the high performance sport network in the professional development and leadership capability of pathway coaches and administrators
» Enhancement of SSA’s capacity to deliver quality emerging talent into the high performance pathway
» Ensure clarity of purpose regarding SSA’s role in the pathway at the various levels.

STRATEGIES

» Develop capabilities of key pathway coaches (SSA Coach Academy concept, Coaching courses, AIS Leadership)
» Resource the development and in turn increase accountability of key SSA Pathway Programs to build capacity to deliver a high level of athlete programming
» Formalise and enhance Coaching and Officiating framework
» Provide consistency and security of coach employment. Become an employer of choice
» Update and communicate the National Athlete Pathway Framework (NAPF) across all sport pathways (FTEM Model)
» Review responsibilities and accountability of NDC. Explore possibility of different models depending on the level of professional resources available to the discipline.
» Secure resources and partnerships to further enhance Emerging Talent program
» Improve alignment with Regional/state organisations (ACTAS, SESA, VSDG) to enhance and direct support into meaningful/targeted pathway outcomes
» Take a leadership role in the delivery of a National Physical Preparation Framework (Physical Literacy, Physical Testing Standards, Service provider partnerships etc)
» To utilise SSA’s profile to engage inactive Australian recreational snowsports participants and encourage them to participate in 30 minutes of activity each day in alignment with the Sport Australia’s National Sport Plan
» Monitor talent in the pathway via management of the National Talent Watchlist
» Increase number of SSA Futures programs delivered on snow and off snow leading to increased capabilities in athletes and programs

TARGETS

» Professional Development and leadership opportunities maximised for key SSA pathway coaches and administrators
» Appropriately skilled individuals employed in key roles across SSA Pathway Program network
» Clear understanding of NAPF/FTEM by SSA workforce (including paid employees, coaches, officials and committee members) and broader community
Operational Priorities

The critical operational relationships or activities which underpin the ongoing success of SSA fall within the following identified areas:

**UNIFICATION**

Optimise operational model/partnerships for the most effective and efficient delivery of snowsports in Australia.

- Review and explore joint services opportunities with OWIA for the delivery of High Performance programs
- Finalise legal requirements including transfer of assets and de-registration of SSO’s with ASIC to complete Unification
- Establish Northern Management Committee (NMC) as a sub-committee of SSA supported by an accounts framework which provides transparency and accountability for northern operations including interschools.
- Lead the feasibility and development of the proposed NSTC in Jindabyne
- Establish a National suite of policies, HR processes and risk management practices to accommodate northern operations

**HIGH PERFORMANCE**

Ensure Australia remains a successful nation at World Cups, World Championships, Olympic Winter Games and Paralympic Games

- Deliver High Performance programs in partnership with Institutes at elite and development levels
- Identify talented athletes for recruitment into talent transfer and emerging talent programs
- Work to develop world class off-snow training facilities including NSTC and airbag facility (Jindabyne) and new water jump infrastructure
- Establish and maintain SSA Talent Watchlist ensuring connection and understanding of current and prospective high performance athletes
- Maintain effective partnership with Australian Resorts to develop and maintain high performance DTE and competition facilities
- Deliver High Performance programs in Para Snowsports targeting medal outcomes at BME
- Delivery and support of National Programs for Alpine, XC and underpinning programs as required (ie. P&P, SBX)
SPORT DEVELOPMENT AND PARTICIPATION

Increase participation and community engagement in competitive Snowsports at all levels

» Provide clarity of Athlete Pathways and SSA’s role in the Pathways; and integrity of Pathways across disciplines
» Provide a national framework and policies that are clear to all those involved in competitive skiing and snowboarding
» Increase number of athletes participating in pathway programs
» Maintain an anti-doping policy that complies with World Anti-Doping Authority (WADA), Australian Sports Anti-Doping Authority (ASADA), AOC, FIS and the ASC and provide tools to assist in the understanding of the policy and the obligations of athletes in regard to anti-doping
» Build capabilities of SSA Pathway Programs and Discipline Committees to deliver effective and resourced underpinning and development programs
» Promote participation in competition via Snowracer and other participation initiatives
» Improve the capabilities of the workforce delivering programs and opportunities to interschool level participants. This includes entry level coaching certification targeting snowsports instructors.
» Provide leadership and direction to Interschools competition via National Interschool Committee (NIC), together with the Northern Interschool Committee (NISC), the Victorian Interschool Committee (VISC) and delivery of the National Participation Conference.

» Deliver an educational framework around Child Safe Sport using the ASC and ACF Child Safe Sport Toolkit and develop a set of policies and procedures for our pathway (staff, volunteers, athletes, coaches, clubs, parents)
» Maintain development of Snowracer as a single centralised digital platform for all snowsports competitions. This includes Event Entry, Live Timing / scoring, and access to results.
Operational Priorities Continued

BUSINESS DEVELOPMENT

Generate financial resources and provide effective administration and communication

» Develop best practice membership management system
» Board to consistently review makeup to ensure appropriate mix of skills and gender is represented
» Continually review communication methods and frequency including e-news, website, social media and postal communications
» Achieve compliance with ASC Mandatory Sports Governance Principles
» Develop/refine sponsorship offerings and licensing opportunities
» Continue to enhance relationship with ASC including business capability and governance units
» Continue to conduct surveys of members to better understand community needs and expectations
» Maintain a National policies and procedures framework to accommodate the changing structure of the sport (ie. Unification)
» Foster a connected and digitally enabled snowsports experience that drives growth and ensures sustained success.

PEOPLE DEVELOPMENT

Strengthen network of coaches, volunteers, technical officials and administrators who provide support to competitive Snowsports in Australia

» Provide resorts/clubs with assistance and tools to enhance the performance of their clubs
» Support parents of Snowsport athletes with relevant information and resources
» Ensure high quality coach education via partnership with ASC to develop coaching courses
» Maintain annual discipline committee conference that enables disciplines and board members to exchange information
» Facilitate knowledge sharing between key stakeholders
» Include provisions for Coaches and Officials’ Education in the Coaching and Officiating Framework.