



STRATEGIC AND BUSINESS PLAN 2015 – 2019

(Revised 25 November 2017 – draft changes added 5 December 2017)

MISSION STATEMENT

To enhance experiences for talented sports people and provide opportunities for the wider sporting community

VISION

To be a leader in regional sports development

GUIDING PRINCIPLES

WRAS is committed to:

- **Quality:** ‘We deliver the best possible services’
- **Integrity:** ‘We exercise the highest ethical standards in all our activities and interactions’
- **Care:** ‘We care about our athletes, staff and stakeholders’
- **Responsiveness:** ‘We consider and respond to individual needs supporting a continuous improvement approach’
- **Innovation:** ‘We respond with solutions that may not have been considered’
- **Respect and Responsibility:** ‘We expect the principles of mutual obligation and respect to apply in all our relationships’

KEY PERFORMANCE AREAS

KPA 1	SERVICE	Provide athlete and sport development that changes people's lives
KPA 2	CLIENTS	Ensure WRAS is a vital part of the sporting community in western NSW
KPA 3	INNOVATION/INDUSTRY	Embrace new and improved ways of doing business
KPA 4	GOVERNANCE/MANAGEMENT	Ensure best practice in governance and management

KPA 1: Provide Athlete and Sport Development that changes people's lives

KPA 1 - GOAL 1						
Conduct quality sport development programs						
Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Provide individual and squad programs that enable talented sports people to progress to the next level of representation	Design and implement relevant 'development' activities through the delivery of rookie camps, selection trials and squad programs and include strength and conditioning (S&C), education and competition opportunities.	1	A minimum of 5 STEP's are running each scholarship year	Executive Officer WRAS staff Squad staff S&C Director and Interns	Annually	Staff Resources & Admin Available funding OOS
		2	A minimum of 4 ITEP's are offered each scholarship year (in addition to 8 ITEP scholarships offered for disadvantaged athletes)			
		3	S&C programs functioning effectively, regularly reported by S&C interns and WRAS EO			
		4	95% of athletes respond to EOY evaluation requests			
		5	80% of athletes report improved sports performance during program year			
		6	90% of athletes progress from beginning S&C program point to a higher level			
	Liaise with CSU SESSH to conduct an effective S&C program that increases athlete performance	3	S&C programs functioning effectively, regularly reported by S&C interns and WRAS EO			
Undertake annual review of program performance, based on investment	4	95% of athletes respond to EOY evaluation requests				
	5	80% of athletes report improved sports performance during program year				
	6	90% of athletes progress from beginning S&C program point to a higher level				
	Develop, implement and maintain partnerships with SSO's	7	TID pathways/programs offered in negotiation with SSO			Moderate
Ensure athlete pathways that align with national and state programs	Liaise with NSO's and SSO's regarding pathways and positioning WRAS programs accordingly	8	MOU reflects WRAS positioning on relevant pathways			Minimal

KPA1 - GOAL 2

Increase services and products that will improve outcomes for graduate athletes

Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Improve the holistic development of athletes	Identify possible sports science topics	1	Topics identified	EO, CSU SESSH, RASi	Annually	Minimal
	Identify professionals who could assist WRAS athletes	2	Professionals identified and recruited	EO, CSU SESSH, RASi	Annually	Medium
	Introduce programs to provide additional sports development services	3	Programs commence after Orientation	EO, OM, RASi	Annually	Medium

KPA1 - GOAL 3

Establish and maintain relationships with sport stakeholders regarding current and future sporting programs

Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Engage with national, state and regional sporting organisations to ensure the provision of relevant sporting programs	Consult with and access services and support from the NSW Office of Sport, CSU, AIS, NSWIS, NSO's, SSO's, RSO's, CSO's and RASi on pathways, objectives and content	1	For each sports program at least 1 consultation with an appropriate stakeholder per year	Executive Officer WRAS staff Squad staff Board	Annually and ongoing	OOS report
		2	Stakeholders provide services and support to WRAS in accordance with a relevant MOU where in place			OOS report
Engage with local community sporting organisations to address barriers to participation in WRAS activities	Maintain a Board portfolio position to oversee sport programs	3	WRAS Board portfolio assigned and active			Minimal + volunteer required

KPA1 - GOAL 4

Identify and implement opportunities for improved accessibility for disadvantaged stakeholders

Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Provide increased access and equity to disadvantaged and under-represented groups	Identify disadvantaged and under-represented groups. Identify barriers that restrict accessibility to WRAS programs in our region Implement programs designed to increase inclusivity for disadvantaged or under-represented groups involved with WRAS	1	Scholarship or development opportunities for minority or disadvantaged groups created and ratified by the board	Executive Officer WRAS Staff	Ongoing	Admin, funding and time to pursue

KPA 2: Ensure WRAS is a vital part of the sporting community in Western NSW

KPA 2 - GOAL 1						
Work collaboratively with stakeholders to create better outcomes						
Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Maintain strong working relationships with stakeholders including: CSU, sports councils, local government, sponsors and community groups, community sporting organisations, ClubsNSW, Friends of the Academy and service clubs Leverage additional support for WRAS programs	Identify key stakeholders and create appropriate opportunities for consultation Conduct meetings and forums to promote WRAS and its services	1	Engagement with key stakeholders as required	Board Executive Officer WRAS Staff Squad Staff Athletes Life Members WRAS ambassadors	Annually and ongoing	Substantial
		2	Report to Board (each meeting) re stakeholder contact and outcomes		Reported quarterly	Minimal
		3	Report to Board (each meeting) re stakeholder contact and outcomes			Substantial
		4	100% LGAs provide support to WRAS			Substantial
		5	Seek additional sponsorship and grants from external sources (ie. Friends, ClubsNSW Clubs, local business)			Substantial

KPA 2 - GOAL 2						
Broaden our community profile						
Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Be recognised as an exceptional corporate citizen Utilise modern technologies to gain a stronger profile	Use strategies detailed in the WRAS Marketing and Communications Plan Promote WRAS to community, stakeholders and other members of the sporting community	1	TBA (marketing plan incomplete)	Board Board Delegate Executive Officer WRAS staff	Annually	Substantial
	Maintain a Board portfolio position for marketing and media	2	Marketing and media Board portfolio is active and reporting			Minimal
	Benchmark with like organisations to ensure community profile is well represented in community compared to 'like' organisations	3	Report to board re findings and act on recommendations			Medium
Improve community profile through increased media opportunities	Create and distribute media promotional material for example: <ul style="list-style-type: none"> • Media release • Radio talkback opportunities • TV coverage/reporting on events • Electronic newsletter (WRAS Snippets) • Webpage • Facebook • Other community opportunities (ie Council visits) 	4 5 6 7 8 9 10	EO reports that the following have been achieved <ul style="list-style-type: none"> • 10 media hits per year • 50 radio interviews • 5 TV reports • Weekly • Functional and relevant • Active, utilised, reported • Report on activities (# by LGA) 			Medium

KPA 3: Embrace new and improved ways of doing business

KPA3 - GOAL 1 Update equipment, infrastructure and technologies						
Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Invest in updating equipment, infrastructure and technologies	Prepare recommendation for Board approval including a proposed timeline and budget	1	Approved recommendations are enacted within two months and reported to Board	Executive Officer	Ongoing	

KPA3 - GOAL 2 Increase WRAS income						
Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Increase total sponsorship income by marketing WRAS	Identify WRAS potential sponsors	1	Products and potential sponsors identified	Board / Executive Officer	Ongoing	Minimal
	Personal approaches made to potential sponsor Agreements negotiated	2	A minimum of \$10000 requested from likely sponsors	Board / WRAS supporters	Ongoing	Medium
	Implement agreements with sponsor to raise a minimum of \$3000	3	Agreements in place for a minimum of \$3000 sponsorship	Executive Officer	Ongoing	Minimal

KPA 4: Ensure best practice in Governance and Management

KPA4 - GOAL 1						
Establish and maintain best practise models of corporate governance						
Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Ensure that WRAS has a Strategic/ Business Plan that aligns with the terms of government funding	Review and update the strategic/business plan	1	Strategic/business plan reviewed	Board	Annually and ongoing	Medium
	EO reports against Performance Indicators	2	EO report on performance compiled for each Board meeting	Executive Officer		Medium
	Review all governance documents	3	Constitution (March odd years) Policies, procedures, guidelines, Risk Management (March even years)	Board and EO	Every two years	Medium
Ensure Board activities are conducted according to the principles of best practice	Conduct Board and Director evaluation and skills audit	4	Board evaluation and skills audit undertaken and data compiled.	Chair	Annually - post AGM	Medium
	Ensure Board Portfolios are allocated and active and matched appropriately	5	Board portfolio allocated within one month of AGM Portfolio reports presented to each Board meeting	Chair/EO	Annually	Minimal
	Ensure that Board members have opportunity for skill development	6	Report to Office of Sport	Chair/EO	Annually	Minimal
	Maintain awareness of Board succession planning	7	Agenda Item pre-AGM	Chair/Board	Ongoing - reported March	Minimal
Ensure relationships with industry associates are in the best interest of WRAS	Monitor and review relationships and mitigate possible risks	8	Risks and actions undertaken reported to Board from delegates and EO	Board/EO	Ongoing	Minimal

KPA4 - GOAL 2

Maintain best practise models of business management

Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Ensure best practice models of business management are incorporated into all systems	Implement comprehensive and effective office systems that ensure quality and continuous improvement	1	Operations manual is current and in use	Executive Officer WRAS Staff	Annually and ongoing	Substantial
	Ensure WRAS systems meet all legal, financial and risk management requirements	2	Significant risks and actions undertaken are reported to next Board meeting			Minimal - Substantial
Ensure integrity and accountability into our day to day operations through all aspects of WRAS	Review and act on feedback regarding planning, accounts, staff, KPI's maintaining transparency, and program management	3	All reviews are undertaken, and KPI's are met within one month of due date, or appropriate Board approval for extension or modification of KPI, sought prior to due date	Executive Officer Office staff	Ongoing with Board meeting reporting	Substantial

KPA4 - GOAL 3

Identify and engage a strong team of WRAS volunteers

Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Utilise practices that identify, engage, develop and retain volunteers to create a strong WRAS team	Identify WRAS team needs, including potential and volunteer requirements and engage new team members as required	1	Up to 40 volunteers engaged	Executive Officer SAC Board rep	Annual and ongoing	Substantial
	Identify and promote opportunities for volunteer professional development	2	2 development opportunities for volunteers provided each year			MPIO SSOs
Encourage WRAS volunteers to become effective team members and leaders within their specialist field in the community	Create an environment that encourages open communication to remain aware of the needs of volunteers	3	Appropriately skilled personnel are engaged in all volunteer positions required for effective business and program operations			
	Effectively manage succession planning for volunteers	4	Training and development opportunities are delivered and reported and appropriate action taken when intervention does not resolve identified issues			
	Undertake appropriate actions to mitigate any risk to the reputation of WRAS due to the actions of any ineffective volunteers					

KPA4 - GOAL 4 Effectively manage WRAS staff						
Strategies	Actions	Performance Indicators		Responsible	Timeframe	Resources Required
Ensure that WRAS office staff demonstrate the characteristics of an effective team including - open communication, good organisation, confidence, respect, fairness, integrity, positive influence, role specific expertise and honesty	Provide feedback and development opportunities that encourage and assist WRAS office staff to implement and embrace the WRAS ideals	1	Performance reviews conducted with all WRAS office staff and any concerns raised are acted upon. Board receives feedback	Executive/Board Executive Officer	Ongoing, and as required	Medium
	Undertake appropriate actions to mitigate any risk to the reputation of WRAS due to the actions of an ineffective team member	2	Training and development opportunities are delivered and reported and appropriate action taken when intervention does not resolve identified issues			Variable