



STRATEGIC PLAN 2017 TO 2020

Our Vision

More people participating in speedway more often.

Our Mission

- 1 To create an environment in which Speedway Australia and its licence holders, clubs and other stakeholders can flourish in developing and expanding the sport of speedway in Australia.
- 2 To encourage, facilitate and support participation in accessible, sustainable and safer speedway.
- 3 To ensure fair, consistent and professional standards

Our Values

In delivering the strategies of the plan, Speedway Australia will conduct its activities in accordance with the following values – leadership, respect, integrity, inclusion, fairness, excellence, accountability, transparency, commitment

Our Role

As a regulator of the sport of speedway in Australia, Speedway Australia:

- 1 Administers rules and regulations needed to support competition and safety at events
- 2 Licenses venues, participants and officials for events and competition
- 3 Provides training and promotes principles that ensure safety, fairness and social responsibility in the conduct of the sport of speedway in Australia

As a developer of the sport of speedway in Australia, Speedway Australia will:

- 1 Deliver leadership, innovation, customer focused and responsive services that lead to increased participation, interest and high performance
- 2 Implement proactive sport, club, community and member development programs for our licence holders that help them experience the sport of speedway
- 3 Focus on increasing equity and diversity within the sport and organisation through the delivery of proactive inclusion and integration programs
- 4 Nurture an organisational culture and ethos that promotes volunteerism and Speedway Australia as an organisation of choice
- 5 Proactively engage and encourage speedway enthusiasts using appropriate affiliation packages, programs and initiatives

As an advocate for the sport of speedway in Australia, Speedway Australia will:

- 1 Provide an operating environment that engages with and responds to the needs of our licence holders, customers, stakeholders and communities
- 2 Foster and develop strategic partnerships locally, nationally and internationally that contribute to an integrated approach to achieving the objectives of Speedway Australia and our partners
- 3 Advocate on behalf of licence holders and stakeholders to the Government in relation to policies and programs that can benefit the sport, economy, community and environment

Developed by an executive team under the direction of the Speedway Australia Board of Directors

OBJECTIVE

To create a road map for Speedway Australia's success and growth

CHALLENGES

- 1 Defining vision, mission and role of Speedway Australia in a changing environment
- 2 Establishing priorities – regulatory, development, advocacy, commercial
- 3 Creating sustainable growth in a mature and competitive market
- 4 Must be reflective of stakeholders and our position in the industry

WHAT SPEEDWAY AUSTRALIA DOES/HAVE DONE WELL

A strong Speedway Australia should identify what it does well. This will enable it to recognise its areas of strength and skills which may be able to be utilised to develop the areas that require improvement or that it does not do well currently.

Although these areas identify the current achievements of Speedway Australia, it is important that they are continued to be improved and refined to remain key strengths of the company in future years.

- Simplified the officials' licencing system and ensured its implementation across the board
- Financial stability
- Increased communications with licence holders and venues
- Continued to provide the opportunity for grants to clubs and venues
- Improved relationships with licence holders and venues
- Created and facilitated the annual Awards Night
- Resurrected the Speedway Australia Hall of Fame
- Continued to develop the Speedway Australia Rising Star Program
- Improved venue inspection processes
- Founded and implemented new initiatives
- Innovative
- Continue to improve staff and knowledge base
- Maintain modern office facilities



WHAT SPEEDWAY AUSTRALIA DOES NOT DO WELL

Identifying the areas of the company where there are deficiencies and weaknesses helps shape the plan and its construction. These areas are the areas identified that will form the basis of the initiatives that will be implemented over the life of this plan and that if fulfilled will be transformed into strengths, things that Speedway Australia will be doing well in the future. Whilst they may all not be achieved in the life of this plan, acknowledging our areas for improvement gives a guide and roadmap to the things that require our attention.

- Seek outside funding at all levels
- Marketing
- Lobby Government
- Networking
- Customer service
- Open ourselves for comment
- Represent ourselves enough out in public
- Utilise technology for better education
- Community integration/ School education
- Leverage our resources
- Schedule reviews of policy
- Improve environmental policies to create a more sustainable environmental footprint
- Succession planning
- Facilitate all competitor groups
- Facilitate all venues

“When it is obvious that the goals cannot be reached, don't adjust the goals, adjust the action steps.” – Confucius

STRATEGIC PILLAR 1

GROW PARTICIPATION AND LICENCE HOLDERS

- 1 Appoint a Speedway Australia Ambassador and face of junior licence holders
- 2 Increase 'Come and Try' events particularly entry level events for juniors and women
- 3 More reward and recognition of Speedway Australia licence holders
- 4 Improved communication via website and social media
- 5 Increase the number of affiliates with national peak bodies
- 6 Provide a technology driven online data licencing system
- 7 Utilise the technology driven online data licencing system to maintain an accurate current record of licence holders who may be suspended, fined or awaiting tribunal outcomes
- 8 Implement technology driven licence entry capabilities at all tracks
- 9 Identify, negotiate and offer the best possible Personal Accident Insurance scheme available for all speedway participants including Directors and Officers Insurance

STRATEGIC PILLAR 2

HELP CLUBS, TRACKS AND VENUES BUILD CAPACITY

- 1 Implement a Speedway Australia Club Development Fund – designed to support new junior and grassroots events (Come and Try Days)
- 2 Develop and communicate a Club Resource Guide – best practice for club administration and management
- 3 Grow the promotion of Speedway Australia Track Grant program
- 4 Review Speedway Australia Track Operators' Manual
- 5 Establish minimum track standards
- 6 Maintain a practical track inspection program for all Speedway Australia venues
- 7 Identify, negotiate and offer the best possible Public Liability Insurance scheme available for Speedway Australia tracks

STRATEGIC PILLAR 3

IMPROVE QUALITY AND EFFICIENCY OF PROCESSES

- 1 Implement a model designed to drive growth by making it easier, quicker to be involved in the sport of speedway
- 2 Develop a 'closed loop' system – one entry point, Speedway Australia ID and password to access all services – online training platform, Speedway Australia event entry system, licence applications and renewals
- 3 All data sourced from and stored in central database
- 4 Create increased opportunities for commercial growth – web traffic, consumer insights, cross promotions, event specific merchandise
- 5 Continue to review the structure of NASR Pty Ltd and NASR Inc
- 6 Establish a review program for all Speedway Australia Policies and Procedures

STRATEGIC PILLAR 4

IMPROVE PROGRAMS AND SUPPORT FOR OFFICIALS AND VOLUNTEERS

- 1 Develop a program for face to face training
- 2 Establish elite training teams in each State and Territory
- 3 Acknowledge the contribution of volunteers – State Official of the Year Awards – access to merchandise benefits
- 4 Implement 'Young Officials' engagement program for officials aged 16 to 21
- 5 Improve communication through event organisers, social media and e-newsletters

STRATEGIC PILLAR 5

SECURE CONTINUED AND EXPANDED FUNDING STREAMS

- 1 Grow core revenue – licences
- 2 Grow 'non-core' revenue – sponsorships and corporate, consumer products (merchandise), training and consultancy, funding to support elite programs

STRATEGIC PILLAR 6

DEVELOP HIGH PERFORMANCE PROGRAMS FOR ELITE TALENT

- 1 Grow the Speedway Australia Rising Star program
- 2 Build a database and profiles of talented competitors
- 3 Create events to provide opportunities to develop elite talent

STRATEGIC PILLAR 7

STRENGTHEN SPEEDWAY AUSTRALIA CULTURE AND CAPABILITIES

- 1 Improve recognition of staff contribution
- 2 Build a stronger team culture
- 3 Deliver training and development in areas of need
- 4 Maximise capability and performance of the senior management team
- 5 Clarify roles and responsibilities with Speedway Australia governing bodies
- 6 Develop a recruitment and training plan to address key capability gaps in the short to medium term

STRATEGIC PILLAR 8

STRENGTHEN SPEEDWAY AUSTRALIA BRAND AND CONNECTION WITH SPEEDWAY EVENTS

- 1 Work to maintain and expand Speedway Australia events
- 2 Develop a clear and sustainable speedway category framework
- 3 Maintain and protect the reputation of Speedway Australia as an efficient, progressive and supportive regulatory body

- 4 Establish clear branding and presence at Speedway Australia events and tracks
- 5 Maintain Hall of Fame program
- 6 Create a National Awards program
- 7 Instigate a formal function to combine Hall of Fame Induction and National Awards Presentation

STRATEGIC PILLAR 9

IMPROVE WHS, FAIRNESS AND INTEGRITY

- 1 Improve monitoring of safety issues including monitoring WHS legislation
- 2 Establish WHS tools to assist clubs and organisers
- 3 Establish a partnership with the National Integrity Sports Unit to assist with management of integrity issues
- 4 Work with event organisers to collate incident data
- 5 Expand officials' training modules to include information on integrity issues
- 6 Increase number of tests performed for prohibited substances
- 7 Implement a Safety Testing and Education program for Illicit Drugs in Sport
- 8 Expand workplace health and safety training to ensure compliance with WHS legislation

WHERE WILL SPEEDWAY AUSTRALIA BE AND WHAT WILL IT LOOK LIKE IN 2020

Our goals and our ambitions are what are going to drive this plan, it is important we recognise where we want to be to enable us to fulfil our plans. The list below is what Speedway Australia will be in 2020; it identifies what our plan will produce if it is successfully implemented.

Speedway Australia in 2020 will be / have:

- Financial stability
- Excellent communication through new technologies and an increased social media presence
- Bring speedway in line with other motorsports
- Increase in participation from females and children
- Effectively utilise media to promote the company and sport
- Leveraging off of our champions
- Increased official motivation
- Increased licence holders
- Responded to changing trends
- Sourced alternate streams of income
- Awareness of international trends
- Continued to sustain venues facilities
- Introduce new venues
- Embraced new styles of racing and participation
- Maintain an improved image of the sport
- We will be innovative in our thinking and planning



- An effective governance mix and skill set
- An improved staff mix (skills, training, knowledge and number)
- Better inclusion for non-metro clubs and venues
- Increased sponsorship by mainstream companies external to the sport
- Created and maintained an alliance with the motorsport industry
- Fostered a strong working relationship with State and National Bodies
- Ensuring our clubs and venues are better resourced/ educated

REVIEW SCHEDULE

To ensure that the Strategic Plan is being utilised to its full potential, the following review points will be implemented and adhered to:

Board – A review and update of the plan to be conducted annually at a Board of Directors meeting for the life of the plan.

Management and Office - Reviewed bi-monthly and reported to the Directors at each of the Board review points for the life of the plan.

This review will adjust the strategies of the plan as well as document the progress of the existing strategies.

The success of this plan relies on the input of all stakeholders. Directors, Office Staff, Clubs, Committees, Officials, Licence Holders, Venue Management and Parents all have a responsibility to affect the changes that will fulfil this plan.

The plan is not a solid document but an organic roadmap that will change and alter as other internal and external factors (from within the plan and external to the plan) evolve.

The review schedule will enable the plan to be amended and revised to meet the inevitable changes that will result from operating in a shifting environment.