



SPORT CLIMBING VICTORIA

Strategic Plan 2017

Introduction

Sport Climbing Victoria (SCV) is the peak organisation for the sport of climbing in Victoria. Founded in 2015, the SCV acts as the sole Victorian affiliated member of Sport Climbing Australia, recognised by the Australian Sports Commission (ASC). In 2016, there were 156 SCV members including 3 facility members. The purpose of this document is articulate plan to grow the reach of SCV, increase its membership numbers as well as add more value to SCV members.

The methodology for developing the strategic plan included developing a landscape view of the SCV and its current operational context using the “Mission Model Canvas” and further exploring stakeholder groups using the “Value Proposition Canvas.” A workshop was facilitated by the chair of the SCV board of directors during a day long retreat on February 18, 2017. The result of which have been summarised into this document adopted by the SCV board of directors on March 22, 2017.

Continued growth and development of sport climbing in Victoria is dependent on translating the vision and mission of the SCV into priorities, work plans along with key performance indicators to track progress. This plan should be reviewed by each incoming board of directors, progress should be discussed and renewal of commitment to pursue the objectives of the strategic plan reaffirmed or a new strategic plan developed as required.



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Vision

“Sport Climbing Victoria plays a **central role** in **inspiring excellence** in the sport and recreation of climbing from **grassroots community participation** through to **elite performance**.”

Central Role	<ul style="list-style-type: none">• Building the capacity of the SCV to reach and impact the climbing community• Playing a leadership role in in the climbing community in sport governance and developing government and commercial partnerships• Creating a vibrant, social and fun community environment for the sport to flourish
Inspiring Excellence	<ul style="list-style-type: none">• Promoting the benefits of the holistic physical, cognitive and social benefits of climbing• Leading through example by establishing a world class sport climbing workforce including volunteers and administrators• Celebrating the inspirational stories of our participants, athletes, clubs and volunteers to the climbing community and wider sporting community
Grassroots Community Participation to Elite Performance	<ul style="list-style-type: none">• Promoting an inclusive, accessible and safe environment for climbing• Building the sport specific skills & capabilities to enable progression of the sport in Victoria• Developing high performance and development pathways for our future champions



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Mission

“Driving improvement of Victorian climbers and the climbing community through **organising events**, **developing resources** and through **advocacy**”

Events	<ul style="list-style-type: none">• Continuing to host regular climbing competitions and striving for continuing improvement• Bringing the local industry leaders together to develop relationships and improve local industry knowledge• Create events which develop and improve local sport specific skills, striving to develop a world class workforce
Resources	<ul style="list-style-type: none">• Developing the human resource capability of the Victorian climbing community through promotion and recognition of climbing career pathways• Contributing to the improvement of climbing facilities in Victoria, a vital resource for the climbing community• Creating and sharing a local knowledge base of material which promotes safe and effective development of climbing skill and athletic performance
Advocacy	<ul style="list-style-type: none">• Promoting the sport and recreation of climbing to all Victorians encouraging participation• Building a strong partnership with state and local governments to contribute to a healthier Victoria• Develop relationships with potential commercial partners to help SCV sustain efforts to grow the sport in Victoria



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Canvas Key Considerations

The mission model canvas enables SCV to develop a clearer landscape view of our activities as they relate to executing our mission.

For the purposes of this exercise we have focused on 3 beneficiary groups while recognising there are others we have not explored and elaborated. For example, parents of youth athletes do benefit from SCV activity but because they benefit indirectly through their child we have focused on the climber instead. Accessing government support means that we must also view government and the broader Victorian public as benefitting from the development of the sport however given the general nature of these benefits this is also not elaborated upon.

Recognition of the current capacity and resources of SCV in early 2017 must also filter reflections on SCV's role in the climbing community. SCV is a completely volunteer run organisation with no paid staff and a very limited budget. Therefore, activities which are prioritised as a result of planning must consider the long term sustainability of these activities and strive towards developing organisational capacity.



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Summary of Value Proposition Canvas



Beneficiary Group	Pains	Gains	Potential Products & Services Needed
<p>Climbers segmented into the following groups: first time participants, the committed beginner, experienced improver and elite athlete.</p>	<p>Finding facilities and social community; Induction and recognition of skill; Time and cost of sport; Injury & other performance inhibitors.</p>	<p>Progression through access to programming; Quality climbing experiences and events; Improved fitness and mental health; Elite athlete sponsorship.</p>	<p>Encouraging connections and social engagement; Hosting events which push the climbing community to improve beyond the event itself; Leveraging government grant programs and private sponsor relationships for increased participation and supporting athletes; Contribute to building a deeper pool quality coaches and route-setters so that these professionals are more accessible.</p>
<p>Climbing professionals building careers within the industry including: coaches, route setters, & entry level climbing instructors.</p>	<p>Entry into profession; Inconsistent standards between facilities; Communication with stakeholders;</p>	<p>Getting better tools; Recognition of sport specific skills; Development of lifestyle career;</p>	<p>Events which highlight and celebrate the skills of climbing professionals working in our industry; Communicate value of sport specific skills and experience through development of certification pathways; Development of common knowledge base to serve as foundation for sport specific skill standards.</p>
<p>Climbing facility owners and managers.</p>	<p>Knowledge of competition climbing; Dealing with insurance and policies; Training staff - specially in sport specific skills</p>	<p>Better marketing and customer acquisition; Improved gym value through community participation; Easier staff recruitment.</p>	<p>Events which highlight the unique attributes of climbing facilities and the staff that operate them; Access to a pool of potential staff to assist in meeting human resource needs; Advocacy to government to encourage awareness of climbing with educational department and any potential certification pathways and standards developments.</p>

Mission Model Canvas



<p>Key Partners </p> <p>Sport Climbing Australia and the international climbing community;</p> <p>Climbing facility owners and managers;</p> <p>State & Local Government;</p> <p>Educational bodies to recognise certifications;</p> <p>Traditional print and broadcast media;</p> <p>Broader climbing industry</p> <p>Private sponsors</p>	<p>Key Activities </p> <p>Event Organising; Marketing; Sport specific knowledge development; Course & workshop facilitation; Legal & insurance industry liaising.</p>	<p>Value Propositions </p> <p>1 Opportunities to drive improvement through knowledge, experiences and social community development;</p> <p>2 Creating a recognised career pathway that is a sustainable source of income through certifications and recognition of standards;</p> <p>3 Supporting human resource development of sport specific skills that aid in program deployment and technical improvement.</p>	<p>Buy-in & Support </p> <p>1 Celebrate community via events and social media</p> <p>2 Recognise skills of professionals through certifications</p> <p>3 Formalise professional relationship</p>	<p>Beneficiaries </p> <p>1 Climbers segmented into the following groups: first time participants, the committed beginner, experienced improver and elite athlete.</p> <p>2 Climbing professionals building long term career pathways within the industry including: coaches, route-setters, entry-level climbing instructors.</p> <p>3 Climbing facility owners and managers.</p>
<p>Mission Budget/Cost </p> <p>Human resources: administrative & technical; Digital infrastructure costs including branding; Contributions to Sport Climbing Australia; Additional costs to government.</p>		<p>Mission Achievement/Impact Factors </p> <p>Membership numbers and event participation; Revenue and outgoings; Number of events held; Statistics collected from climbing gyms regarding human resources.</p>		

Work Plan: *Making hosting events easier*

Objective: To develop tools and resources to automate as many tasks of hosting events as possible

Timeline: Within 12 months

Key Task:	Dependencies & Roadblocks	Timeline	Key Performance Indicator
Template developments for: lives scoring, infopacks and trophies/certificates.	None other than potential costs	Before 2017 boulder state titles	Number of template documents
Event Master Plan development including: host facility contracts, day of event checklists and role and responsibility assignment	Input and feedback from hosting facilities	Before 2017 boulder state titles	Event master plan created
Develop relationship with deeper pool of sponsors through creating more space at events for sponsor engagement such as sponsor stalls and showcases	Access to interested private sponsors; Discussion about what kind private sponsors SCV is seeking	Look for sponsors of entire 2018 competition season	Sponsors secured for 2018 season and total value of prize pool has increased
Engage and develop volunteer base through: holding information nights targeted at youth squad parents, create resources such as videos to train judges and increase the recognition of volunteers	Access to youth squads through facilities	Align with end of year squad activities for 2018 competition season	Number of volunteers over the course of 1 year



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Work Plan: *Leveraging opportunities to build SCV*

Objective: To develop organisational capacity and experience by gaining familiarity with government grant programs and becoming a successful applicant

Timeline: 1-3 years

Key Task:	Dependencies & Roadblocks	Timeline	Key Performance Indicator
Achieve State Sporting Organisation (SSO) recognition from the Victorian Department of Sport & Recreation	Liaising with government department	Within 3 months	SCV is recognised as SSO
Gain familiarity with granting process including: mechanics of submission, typical calendar and deep understanding of evaluation methodology	Access to information and support; Time commitments	3 - 6 months	2 - 5 SCV board members are familiar with granting process
Create basic generic granting collateral common to all grant applications	High time commitment	6 - 9 months	Shared document folder with granting collateral
Outline 3-5 concepts for potential grant projects and submit applications when an appropriate grant becomes available.	Appropriate grant program must exist to move project concept forward	1 - 3 years before review	Number of successful grant applications and revenue from grants



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Work Plan: *Leading the way in certification pathways*

Objective: To create a comprehensive accreditation scheme covering climbers and climbing professionals which recognises climbing specific skills

Timeline: 3-5 years

Key Task:	Dependencies & Roadblocks	Timeline	Key Performance Indicator
Gaining familiarity with comparable accreditation schemes in other countries	Purchasing training manual and handbooks from other countries	Within 2 months	Number of SCV board members familiar with overseas pathways
Understanding educational requirements for creating accreditation scheme which is recognised by relevant Victorian authorities	Access to information and liaising with relevant government authorities	6 - 12 months	A gantt chart plan outlining requirements for recognition of accreditation scheme
Creation of knowledge base through adaptation of overseas content and projects that create novel knowledge (eg injury surveillance)	High time commitment	12 - 24 months	Localised training and certification manuals and handbooks
Launch of accreditation scheme recognised by key stakeholders: climbing facilities, climbing professionals, government and the wider climbing community	Endorsement by all key stakeholder groups	3 - 5 years with ongoing review	Number of accredited climbers and climbing professionals



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