



**SPORT CLIMBING
VICTORIA**

**Strategic Plan
2018**

Introduction

Sport Climbing Victoria (SCV) is the peak organisation for the sport of climbing in Victoria. Founded in 2014, 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. This strategic plan was then reviewed and updated for 2018.

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**.”

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| 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**”

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|------------------|---|
| 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; School sport development officer to facilitate curriculum based school programming.</p> |

Summary of Value Proposition Canvas continued



| Beneficiary Group | Pains | Gains | Potential Products & Services Needed |
|---|--|--|--|
| School aged beginner climbers | Standardised induction into the sport and access to facilities | Exposure to additional sport pathways; Social connections through new sport experiences; Developing sport skills for healthy living; | School sport program delivered at climbing facilities in a standardised manner across Victoria; Participation in regional and statewide school sport event days; Pathways to learn about and enter youth squad at climbing facilities and become exposed to further climbing development pathways. |
| Physical education teachers and school administrators | Curriculum support; Busy & time poor schedule limits ability for planning | Expose students to additional and novel sporting experiences; Support with curriculum | Development of curriculum approved climbing program in Victoria; Access to a climbing sport development officer to facilitate school sport programming. |

Mission Model Canvas



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|---|---|--|---|--|
| <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> | | |

Mission Model Canvas for School Sport



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|--|--|--|---|---|
| <p>Key Partners </p> <p>School and School Sport Victoria</p> <p>Climbing facility owners and managers;</p> <p>State & Local Government;</p> <p>Broader climbing industry</p> <p>Private sponsors</p> | <p>Key Activities </p> <p>Program facilitation; Train the trainer workshops; Marketing; Legal & insurance industry liaising.</p> | <p>Value Propositions </p> <p>1 Exposure to a novel sport and access to quality instruction to introduce sport and learn about progression pathways</p> <p>2 Creating a recognised climbing curriculum which is easy to deploy with appropriate support and facilitation</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>Beneficiaries </p> <p>1 School aged beginner climbers</p> <p>2 Physical Education teachers and school administrators</p> |
| <p>Mission Budget/Cost </p> <p>Human resources: administrative & technical; Digital infrastructure;</p> | <p>Mission Achievement/Impact Factors </p> <p>Sport Development Officer supported by climbing facilities Programming participation; Increased revenue for climbing facilities from school groups</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 |
|---|--|--|--|
| Complete template developments for: speed scoring, event planning | None other than potential costs | Ongoing | Number of template documents |
| Purchase equipment for events: two-way radios, volunteer identification, first aid restock, etc | Identification of need and funds | Ongoing | 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 for 2018 competition season and ongoing relationship | Sponsors secured for 2018 events 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: *Building our Membership Base*

Objective: To strengthen our offering and support to SCV members to incentivise membership beyond competition participation

Timeline: 1-3 years

| Key Task: | Dependencies & Roadblocks | Timeline | Key Performance Indicator |
|---|---|--------------------------------------|---------------------------------|
| Increasing benefits for members: store and gym discounts, Victorian Climbers Resource, Members Directory. | Vendor participation; Time to approach; Understanding of any existing relationships | 2-6 months | Number of participating vendors |
| Membership engagement through use of members only communication channel: Teams App | Launch and advertise to members | Aim to launch at 2018 Lead Titles | Number of members on Teams App |
| Better use of current communication channels in particular website and email newsletters. | Time commitment | Update within 1 month; ongoing | New content per month |
| Membership drive to advertise new and existing benefits | Relationship with others with good potential member reach eg. Vertical Life | 2-4 months | Number of new members |



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Work Plan: *Leveraging opportunities to build SCV*

Objective: To develop organisational capacity and experience with grant programs towards becoming a successful applicant

Timeline: 1-3 years

| Key Task: | Dependencies & Roadblocks | Timeline | Key Performance Indicator |
|---|--|--------------|---|
| Build database of all commercial and noncommercial climbing venues in Victoria | Time commitment to manually create database | 3 - 6 months | Completed database |
| Build understanding of participation numbers in Victoria | Access to information and support; Time commitment | 3 - 6 months | Justifiable participation number for Victoria |
| Create basic generic granting collateral and templates common to all grant applications | High time commitment | 12 months | Shared document folder with granting collateral |
| Identify non-government granting agencies | Appropriate grant program must exist to move project concept forward | Ongoing | Spreadsheet with number of grant programs |
| Submit first grant application | Identification of appropriate grant and time commitment to apply | 6 months | Funds received through grant applications |



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Work Plan: *Climbing in School Sport Victoria*

Objective: Deliver climbing in school sport Victoria programming

Timeline: 2-3 years

| Key Task: | Dependencies & Roadblocks | Timeline | Key Performance Indicator |
|---|---|----------------------|--|
| Understand requirements employing a sport development officer | Time, commitment and completed JD, brief and draft of project | Within 3 month | Processes in place to employ |
| Create overview of climbing curriculum development | Understand curriculum requirements; Time commitment | Within 6 months | Completed draft document and understanding of process to inform proposal |
| Create and present proposal for climbing gyms to fund sport development officer | Time commitment; Completion of above two tasks to inform proposal | Within 8 months | Completed Proposal approved and sent |
| Raise finances to hire sport development officer and recruit for role | Time, commitment and travel, | Within 12 months | Adequate funds to hire sport development officer |
| Create detailed plan to launch program including: curriculum development and marketing plan to schools. | Sport development officer is hired. | Plan to be developed | Launch of program |



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