



BLIND SPORTS AUSTRALIA

A.B.N. 68 008 621 252

A Foundation Member of the Australian Paralympic Committee

Strategic Plan 2017-2020



Australian Government

Australian Sports Commission

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Background

Blind Sports Australia is the national governing body for blind and vision impaired sport in Australia, and it is the international representative to the international Blind Sports Federation (IBSA). Blind Sports Australia oversees the local and state levels of blind and vision impaired sport through its members.

Together, these organisations seek to work in the best interests of blind and vision impaired participants to keep blind sports strong and healthy at all levels, both on and off the arena of sport.

Blind Sports Australia has three main roles:

- To promote blind sports to all members of the community as a worthwhile activity to increase social inclusion and for a sustainable healthy lifestyle
- To increase the participation in blind sports by all the blind community regardless of age or severity of vision impairment
- To advocate on behalf of its members at local, national and international level

Our membership responsibilities fall into two discrete groups. The first are our State and Territory members. The second are our National Sporting bodies for specific sporting disciplines.

These are outlined in the table below:

State & Territory Members (Voting Members)	National Blind Sporting Bodies. (Voting Members)
Blind Sports Victoria	Australian Blind Bowlers Association
Blind Sporting Association of New South Wales	Blind Cricket Australia
The Sporting Wheelies and Disabled Association of Queensland.	Blind Golf Australia
West Australian Blind Sports Federation	Goalball Australia
Association of South Australian Blind Sporting Clubs	Blind and Vision Impaired Ten Pin Bowling

Vision

Our vision is for Blind Sport Australia to be a leader in blind sport locally, nationally and internationally, and we seek to be accepted as a leader in the disabled sport community. We want to grow interest and participation in blind sports and to be the driving force in promoting increased opportunities for people who are blind and vision impaired to access sport and recreation in Australia and internationally.

Mission

With the continued support from the Australian Sports Commission in the form of managerial expertise, financial assistance, and introduction to various networks; Blind Sports Australia will work with our members and key stakeholders to ensure that programs are delivered which are of the highest standard and meet the needs of our individual participants. As a result of our commitment to excellence and teamwork, and through the provision of the highest quality services, BSA aims to become the lead agency for people who are blind or vision impaired in relation to sports and recreation.

Values

Our Values articulate the guiding principles that drive and motivate us, help us achieve our corporate goals and shape our future direction. They define the way we work and are the first point of reference for our recruitment and performance management processes. Our Values form the cornerstone of our organisational culture and are to be upheld throughout our organisation. They are an extension of the BSA Values and Code of Conduct.

Ethics – We will always promote the highest behavioural and ethical standards.

Commitment to Excellence – We will constantly strive to improve our performance through a commitment to excellence across all our areas of operations.

Fairness, Equity and Integrity – We will incorporate fairness, integrity and equity in our operations and decision making.

Communication – We focus on effective internal and external exchange in an effort to communicate effectively with our stakeholders.

Organisational Management and Accountability – Good business depends on knowing what is required and being able to take action to achieve it. We are committed to operating smart and conducting our business in a knowledgeable way ensuring our practices are collaborative, transparent, flexible, supportive and accountable.

Teamwork – We will focus on teamwork in order to plan and deliver integrated and high quality services to all facets of our operations.

Strategic Partnerships – We will actively seek, develop and enhance partnerships with government, sporting institutions, commercial groups and the public to achieve our goals.

Sporting and Community Legacy – The organisation will provide a legacy to the sporting community and general public to increase the reputation of BSA as a leading organisation for people with vision impairment.

Innovation – through innovation and engagement with people we will create the future. We are committed to developing an organisation responsive to industry, corporate and community trends through innovation.

The Plan

The development and maintenance of Blind Sport Australia's (BSA) Strategic Plan needs to continue to engage members and stakeholders of blind and vision-impaired sport in Australia.

It is imperative that we continue to engage our existing members through consultation, co-operation and service. We need to continue to grow blind and vision impaired sport being visible in the community and through recruiting and involving the blind and vision impaired community. We need to engage support from experienced athletes and participants to inspire and involve new members of the community to participate in Blind Sport.

We continue to work closely with the Australian Sports Commission (ASC) as we require their expertise and support in relation to sports management, financial assistance, and general assistance through their thought leadership, knowledge, and networks.

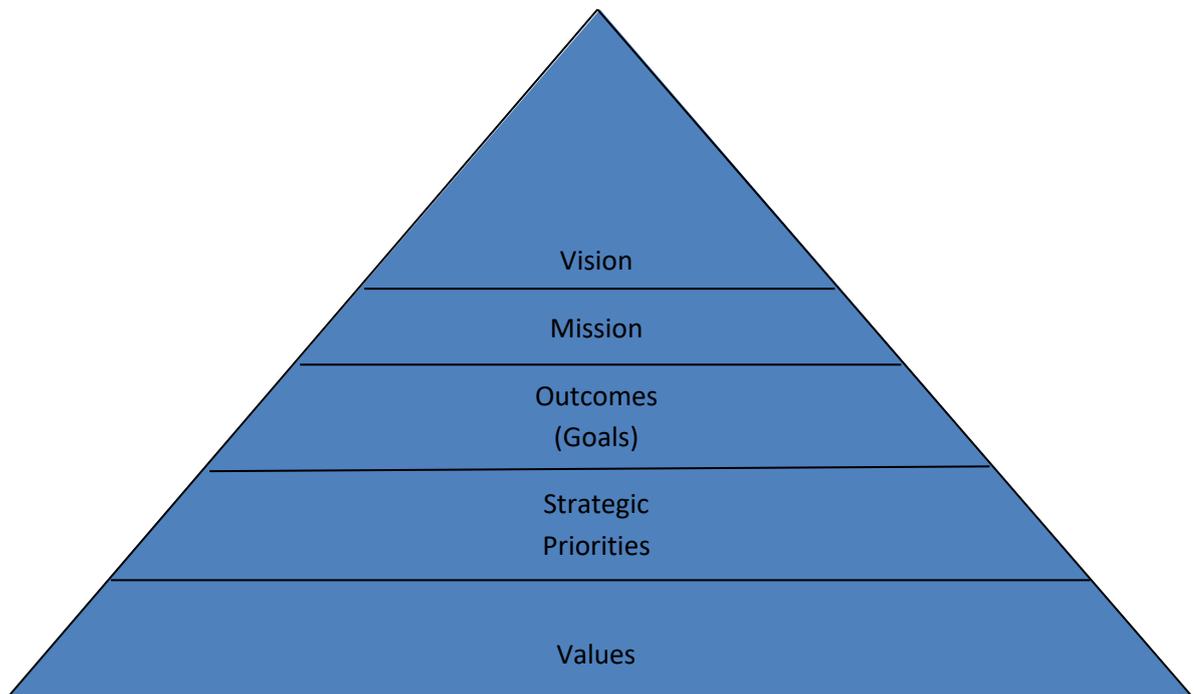
Our Strategic Plan in the ongoing reference point for BSA, as it aligns our activity from Vision through Mission to annual programs.

BSA incorporated a number of key considerations in this plan. In short this Plan:

- is strategic in its focus;
- outlines the vision for the future;
- assists in the facilitation of coordinated activity at all levels with particular attention given to critical drivers of success;
- contains objectives that are meaningful and measurable; and
- incorporates member involvement through valuable discussion and contribution.

The plan identifies the priorities that will assist Blind Sports Australia to deliver its objectives. Within the overall framework there is a focus on individual initiatives and key actions associated with each strategic area. On an annual basis, the Board of BSA will closely monitor the organisation's progress against the stated initiatives to ensure achievement of the overall objectives, in conjunction with our operational plan.

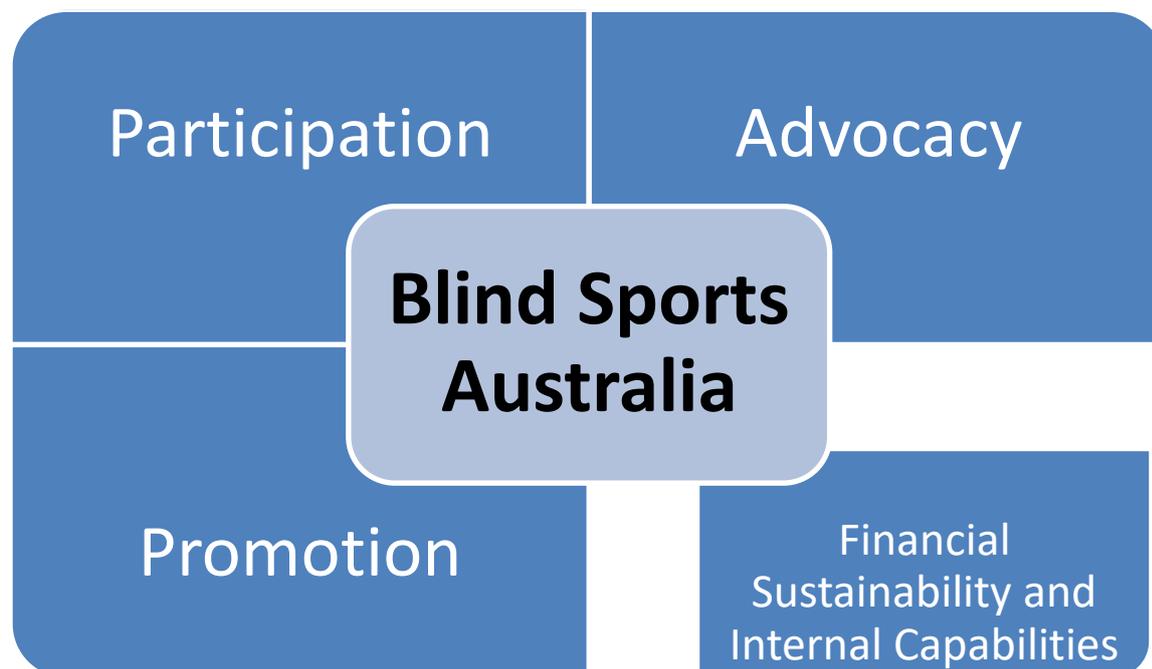
The structure of the Plan can be expressed diagrammatically as follows:



This framework assists Blind Sport Australia to:

- be accountable to its members;
- measurable outcomes;
- report progress;
- provide the Directors with a tool for management oversight;
- allocate the appropriate level of resources to programs and activities based on the priority of outcomes;
- align annual operating plans and budgets with objectives and goals ensuring that the strategic plan is executed;
- foster the alignment of state/member planning and the establishment of outcomes and activities that contribute to the long-term outcomes.

Strategic Map



Strategic Priority – Participation

Rationale: Growing the participation and interest in blind and vision impaired sport through the following strategic priorities will help to:

- increase participation;
- advance the level of co-operation with member associations and develop greater relationships with mainstream National Sporting Organisations and vision related social services organisations; and
- provide greater opportunities for blind and vision impaired sport.

Objective	Action	Measure of success
Increase overall participation rates	Educate the blind community of blind sporting opportunities available to them	Greater numbers participating in smaller, lesser known blind sports
	Educate the health services and social services sector of the benefits of participating in sport for blind people.	Referrals being received by Blind Sports Australia and its members from the health and social services sector
	Assist members to develop their own funding sources	Partner, co-brand and assist members with fundraising
Assist blind sporting organisation with administrative, governance and logistical support	Leverage off Blind Sports Australia's network to provide administrative and governance support	Requests received and assistance given to members
	Develop replicable processes and programmes to assist	Replicable processes and programmes created and

	members with logistical support for events and programmes	support given
Improve communication at all levels to ensure optimal outcomes for all members	Have yearly teleconferences with each member organisation	Teleconference conducted with each member half-yearly
	Grow the distribution and reach of a quarterly newsletter and ensure that is still informative and details developments and achievements within blind sports	Newsletter distributed each quarter
	Meet with the executive team of each member organisation in person yearly – either formally or informally	A Board member and CEO meet with the executive team from each member organisation yearly
Develop relationships with mainstream National Sporting Organisations	Meet with various mainstream NSOs	Board members and CEO have had meetings with a number of NSOs
	Attend networking functions where representatives of NSOs are	Board members and CEO have attended a number of networking functions

Strategic Priority – Promotion

Rationale: Having a real presence through self promotion will assist with the other strategic priorities. If people are unaware of Blind Sports Australia and do not understand why it is relevant to them then we will find it extremely difficult to increase, or maintain, participation levels, it will not be able to advocate with authority or from a position of strength on behalf of its members or blind sports in general, and it will find it more difficult to secure and maintain financial sustainability and stability.

Objective	Action	Measure of success
Promote Blind Sports Australia to vision impaired people	Develop a website with sections devoted to promoting member events and resources, governance documents and resources, sports news, BSA news and promotions, a calendar and contact information	The website is redeveloped and updated on a regular basis
	Develop and maintain Facebook and Twitter accounts with regular feeds and updates.	<ul style="list-style-type: none"> Facebook and Twitter accounts updated regularly. Social media strategy developed and implemented
Promote blind sports as a beneficial activity to social support organisations	Develop a proactive and meaningful relationship with Vision Australia, the Royal	Regular contact, meetings and information sharing between Blind Support Australia and

	Society for the Blind, Royal West Australian Institute for the Blind, Blind Citizens Australia, Visibility, Senses, Retina Australia, Guide Dogs Australia etc.	social support organisation
	Develop an education pamphlet for social workers on blind sports in Australia	Pamphlets produced and distributed to social workers
	Provide speakers and presentations to service organisations e.g. Rotary, Probus, Beta Sigma Phi, Lions to educate older Australians	A pool of 'advocates' is established and a program of presentations developed to talk to service organisations
Promote blind sports to able-bodied sporting organisations	Provide speakers and presentations to NSOs	A pool of 'advocates' is established and a program of presentations developed to talk to mainstream sporting organisations.
Promote blind sports in commercial media	Develop a media and branding strategy and execute it	Media and branding strategy established and endorsed by the Board
		Regular media releases, blogs, articles etc. in the public domain

Strategic Priority - Advocacy

Rationale: a national organisation with a broad and deep membership base has the ability to advocate and influence on behalf of all members.

To be regarded as authority on blind sports in Australia	Maintain existing and develop new relationship with APC, ASC, ACGA and politicians	Blind Sports Australia has regular contact with a number of people at the ASC, APC, ACGA and politicians
	Make comment in the media on issues affecting blind sports	Comments made in newspapers and interviews conducted on radio where appropriate
Represent members at international forums	Represent Australia and the Oceania region at IBSA conferences	The Blind Sports Australia chair attends IBSA conferences and participates fully as a working Board member at the IBSA
	Participate in discussions with international organisations e.g. IPC	Blind Sports Australia actively seeks out and participates in discussions with international organisations
Promote member concerns at a national and international level	Write submissions on issues that affect members and blind sports generally	Submissions are written where relevant and appropriate.

	Socialise member issues within and outside the blind community	Participation in networking events.
		Use of social media to socialise member issues

Strategic Priority – Financial Sustainability

Rationale: Having a stable and sustainable balance sheet enables the organising to continue operating, deliver existing and new services for Blind Sports Australia’s members, attract and retain qualified and committed staff and Board members, and develop and attract diversified funding sources and partnerships.

Objective	Action	Measure of success
Financial Management	Prepare annual budgets and monitoring the budget and forecasts against actual on a monthly basis	Annual budget is prepared and approved by the Board by June each year, and that the monthly Board papers include accurate and timely financial reports and information
	Ensure financial reports, compliance reporting, and tax and regulatory reporting obligations are met	All reporting obligations are met on time and without exception
	Ensure cashflow is monitored and proactively managed	Develop a cashflow policy and model and monitor and report on cashflow at each Board meeting
Fundraising	Develop a national fundraising campaign for each financial year	A national fundraising campaign is in place prior to the end of the current campaign
	Develop a number of smaller fundraising activities	The organisation has in place at least six smaller fundraising programmes each year
	Develop a project and targeted fundraising programme from grants and corporate sponsorship	Identification and application for several grants per financial year
		Develop project based corporate funding or sponsorship

		Work with able-bodied sports to share in corporate sponsorship
	Attract and retain the services of dedicated fundraising staff, advisors or volunteers	Either a volunteer or paid fundraising resource is engaged by June 2017
	Develop a database for marketing purposes	A database is developed with at least 20,000 names and contact details
Strategic partnerships	Work with our members, other NSOs, the ASC and the APC to develop strategic partnerships	Evidence of strategic partnerships – joint funding initiatives, sharing of resources, collective targeting of partnerships, co-branding arrangements

Strategic Priority – Internal Capability

Rationale: Having qualified, experienced staff and Board members, and comprehensive governance, policies, and procedures protects Blind Sports Australia and its members, creates a culture of good governance that enhances Blind Sports Australia’s reputation in line with our vision to be recognised as a leader in the disabled sports community.

Objective	Action	Measure of success
Governance	Ensure that the structure of the organisation meets the current and future needs of its members	<ul style="list-style-type: none"> Annually review the operational structure of the organisation Regularly review the Constitution ensuring it meets member needs, is functional, and complies with the Corporation Act and ACNC Act.
	Ensure that the Board has the number, skills and competencies to govern effectively	A full complement Board has been recruited and is operating per the Constitution
		A full complement of committee members has been recruited and is operating per their terms of Reference
		A Board review is conducted

		annually and findings actioned
		A Skills matrix is conducted annually and plans developed to address skill gaps
		A Nomination committee is established to conduct Board reviews and develop and implement succession plans
	Ensure governance standards required under the Corporations Act, the Australian Charities and Not-for-profit Commission Act, and by the Australian Sports Commission mandatory governance standards are always met	No breaches of governance standards
Policies and procedures	Ensure that a full suite of operational policies have been developed and adopted	Policies have been updated, developed, approved and consistent
	Operational procedures are designed, developed, tested and implemented	That all operational procedures have been designed, developed, tested and implemented by June 2018
Risk Management	Develop a risk management framework	A risk management framework has been developed by December 2017
	Insure the organisation has appropriate and adequate insurance cover for itself and its members if required	Insurance coverage for both Blind Sports Australia its members if so required by the members.
	Regular review of policies and adequately trained personnel to administer and monitor policies	An Audit and Risk committee is established, meets regularly, and has a programme to regularly review the policies of the organisation
Staff and Volunteers	Retain the services of an experienced, capable administrator of the organisation	Recruitment /retaining of the services of a person that <ul style="list-style-type: none"> • Promotes and advocate blind sports at a national and international level • Implements and executes the Strategic

		<p>Plan of Blind Sports Australia</p> <ul style="list-style-type: none"> • Develops and ensures adherence to Board endorsed policies • Ensures good financial management and administration of Blind Sports Australia • Ensure compliance with all legislative reporting requirements • Develops resources, both physical and financial
	<p>Develop a pool of volunteers and contacts that can assist with the operation of the organisation</p>	<p>A database of volunteers and contacts has been developed</p>