

STRATEGIC PLAN



SKATE
AUSTRALIA

2023 - 2028

A community that rolls together

STRATEGIC PLAN

A community that rolls together 2023 - 2028



Aspiration

To inspire Australians through all forms of skating.

Purpose

To provide leadership, foster community, support performance and get people rolling as a way of life.

BY 2028, WE WILL

- ✓ Create a strong brand as the go to organisation for skating.
- ✓ Support the skate lifestyle meeting skaters needs.
- ✓ Build a financially strong skate system with commercial partners.
- ✓ Promote the vibrant and connected community of skate.
- ✓ Promote skate as an accessible physical activity.
- ✓ Be a trusted deliverer of community outcomes by all government partners.
- ✓ Be known for the Australian Skateboarding Teams 'Win Well' podium performances on the International stage.
- ✓ Support our elite athletes across all skate disciplines to be the best that they can be at Domestic, Continental and World Championships.

WE WILL ACHIEVE THIS BY BEING

Inclusive

- ✓ Creating a sense of belonging
- ✓ Being welcoming
- ✓ Empowering people through skating
- ✓ Encouraging diversity at all levels
- ✓ Making Skate a place for all

Respectful

- ✓ Communicating with integrity
- ✓ Striving for fairness in our decision
- ✓ Conducting ourselves openly and transparently

Engaging

- ✓ Inspiring people through skate
- ✓ Encourage lifelong connections
- ✓ Promote the fun and joy of skate
- ✓ Celebrate achievements

Innovative

- ✓ Harness our community through collaboration
- ✓ Work with others to share and educate
- ✓ Embrace change and take opportunities

WE WILL ACHIEVE THIS BY BUILDING

Leadership

- ✓ Ensure the sport has the best people, systems and processes in place to advance its aims and create opportunities for our community.

Rolling

- ✓ Working collaboratively, design and deliver products and services to all skaters that enhances their experience and provides a lifelong connection to skating.

Performance & Pathways

- ✓ Build and create awareness of the pathway offered for those who seek progression. This pathway will offer opportunities for all – from grassroots to representing Australia on the biggest stages.

Capacity

- ✓ Support the growth of Skate Australia through; collaboration with our skate partners, meaningful government investment, development of the brand as a recognised and trusted voice in industry, and sustainable commercial sponsorships with the aim of becoming an effective organisation.



The Board of Skate Australia is proud to share Skate Australia's Strategic Plan 2023 – 2028.

A wide range of stakeholders have contributed to the development of this plan and include the Skate Australia Board, State Associations, discipline representatives, government partners and grassroots volunteers. Together we have formed a clear ambition to inspire Australians through all forms of skating.

The plan strives to create and promote strong brands, support skater needs and lifestyles, build financial sustainability and deliver community outcomes. We will achieve this by embracing inclusivity, respectfulness, engagement and innovation.

Skating through all its forms has immense potential for growth and development in Australia. From grassroots participation through to elite performances on the world stage, we aim to build a more sustainable, vibrant and united sport for future generations of skaters. We look forward to working with the skate community and our stakeholders across Australia to bring this strategic plan to life.

**DR PHIL HAMDORF
CHAIR, SKATE AUSTRALIA**

Skateparks and Skate-Friendly Facilities

TODAY

1500+

Over the next 5 years, Skate Australia aims to grow membership in our traditional sports by 20%, increase the number of affiliated clubs by 100%, and provide meaningful opportunities for participants across the sports of skateboarding, scootering and inline freestyle.

Members

BY 2028 = 5810



Artistic



Speed



Rink Hockey



Inline Hockey



Roller Derby

Clubs across the country

BY 2028 = 200

Athletes representing Australia

2023 - 2028

300+

Participants

BY 2028 = 15,000



Skateboarding



Inline Freestyle



Scootering

Volunteers

BY 2028 = 500



1 X OLYMPIC GOLD MEDAL

Men's Park Skateboard – Japan (2021)



1 X WORLD CHAMPIONSHIP SILVER MEDAL

Women's Street Skateboard – UAE (2023)



1 X WORLD CHAMPIONSHIP BRONZE MEDAL

Men's Downhill Skateboard – Argentina (2022)

STRATEGIC PRIORITIES

LEADERSHIP



**PERFORMANCE
& PATHWAYS**



ROLLING



CAPACITY

1 LEADERSHIP

To ensure the sport has the best people, systems and processes in place to advance its aims and create opportunities for our community.

STRATEGY

ESTABLISHING 2023

GROWTH 2024

MATURITY 2026

RENEWAL 2028

1.1

Identify shared interests across the skate system, acknowledging the past and define our values while building relationships.

▶ Conduct community level forums and annual workshops to collect required data on how the skate system is delivered currently.

▶ Build on the learnings from the inaugural engagements and create annual forums which directly address challenges and issues of skate delivery in the community.

▶ Ongoing establishment of an annual Skate Delivery conference where communities can learn and share experiences, strategies and successes.

▶ Create an annual Awards event to recognise significant achievements by athletes, valuable contributions of volunteers and reward our community clubs and organisations.

1.2

Seek out and design pathways towards best practice governance models that are sustainable for the sport to enable the delivery of programs that meet the needs of the consumer.

▶ The Board, in collaboration with member organisations, will conduct an analysis of best practice sport systems.

▶ Once the preferred model is identified, collaborate with our member organisations to create a continuous improvement system in the sport at the governance level.

▶ Monitor and evaluate the system to ensure all aspects are 'fit for purpose' and meeting the expectations set.

▶ Identify the next four years of improvement work to continue to create a sustainable skate governance system at the national and state levels.

1.3

Collaborate with credibility across the skate system and with other industries.

▶ Become an active member of the Australian Sports Industry as well as conducting skate specific forums, workshops and collaborations to identify new ways of delivering our sport.

▶ Create MOUs with skate industry partners such as retail and other providers with the aim of increasing benefits to the Skate Community collaboration.

▶ Ensure our partners are providing significant input and engagement to our Skate Conference program.

▶ Skate Australia and its member organisations to become a leader in the sports industry. This includes building and maintaining connections to the skating retail industry.

1.4

Skate Australia is an inclusive organisation providing clear representation to all of the skate community in a manner that reflects our diversity.

▶ Create and execute a Skate wide communications plan that recognises the diverse audiences needs.

▶ Skate Australia to develop a Reconciliation Action Plan and become recognised by inclusion groups such as Pride in Sport.

▶ Have a strong capability to create clear communications, involve all skaters in the conversation and promote the inclusiveness of skate as a community and sport to other Australians.

▶ Create an annual inclusion program to promote and enable all to find an inclusive place in our sport.

2 PERFORMANCE AND PATHWAYS

To build and create awareness of the pathway offered for those who seek progression. This pathway will offer opportunities for all – from grassroots to representing Australia on the biggest stages.

STRATEGY

ESTABLISHING 2023

GROWTH 2024

MATURITY 2026

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2.1

Provide participants of all disciplines with clear and defined pathway offerings that guide and support them through the Skate System.

▶ Using the Participation Framework, develop and publish a pathway plan that will help parents and athletes understand the possible advancement through to National representation in all disciplines.

▶ Implement the pathway plan by creating relevant and accessible competitions that connect grassroots talent to nationally recognised competition.

▶ These pathways are developing and delivering podium potential athletes at the international level. For skateboarding, the Australian Team should have members competing at national pathway events periodically.

▶ All of Skate Australia sanctioned national events to be recognised for their excellence in providing competitive environments and podium level athletes.

2.2

The pathway offered contains products such as Junior Skate and Pre Elite Academies providing attractive investment for commercial partners and government support at all levels.

▶ Create a High Performance pathway plan that identifies ways Skate can deliver programs and support for talented skaters.

▶ Pathway support programs must include a focus on women and girls. This support will aim to increase the opportunities and successes of the women and girls who skate in Australia.

▶ A Podium Potential Academy system in partnership with the NIN and AIS that provides talented athletes with local and targeted support.

▶ A full list of internationally ranked athletes able to fill our full quota of an expected increase in Olympic qualifications.

STRATEGY

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2.3

To complement the athletes participation pathway, a clear and progressive Coaching and Officiating pathway to be designed.

▶ Built from the Participation Framework and pathways plan, create a complimentary Coach and Officials pathway informing development of learning and support programs nationally.

▶ Increase the number of qualified coaches and officials operating at an international level. Increase the number of women in the coaching and officiating system overall.

▶ High Performance coaching to have equal representation of women and men. Officiating to have representation at international events on a regular basis in all disciplines.

▶ Benchmark our Coach and Officials pathway against leading nations and other leading performance sports.

2.4

Design a full suite of e-learning coach and official education and accreditation courses which is commercially sustainable and integrates with other online learning platform such as the Australian Sport Learning Centre and Skate digital platforms.

▶ In partnership with the Australian Sports Commission scope the development of a Skate E-Learning Portal.

Partner with Skate System partners to create world leading content.

▶ Launch the e-learning platform nationally.

▶ Assess the e-learning platform and its content to ensure it meets all of the needs of Skate Australia and the pathway Coaches and Officials.

▶ Benchmark our Coach and Officials e-learning platform and content against leading nations and other leading performance sports.

2.5

Australian Skateboarding is internationally renowned for our Win Well podium performances. Showcasing our capability to deliver partnerships with the AIS/NIN and Corporate Sector to creatively optimise skaters at the Olympics.

▶ In partnership with the AIS, QAS and other NIN partners, finalise the Australian Skateboarding Team strategy for 2028 and 2032.

▶ Have a skateboard pathways program that connects elite community athletes to the HPD pathways program.

Begin to share and develop resources for the sub-elite pathway to educate and support coaches and athletes to create 'Win Well' performance environments aligned to the HPD program.

▶ Aligned to the Podium Potential Academy program have a supported cohort of athletes placing positive pressure on the system towards LA.

Launch a Action Sports Centre which supports and develops podium potential athletes in a unique and holistic environment.

▶ With multiple NIN supported programs the Australian Skateboarding High Performance program will have a full cohort of podium ready and podium potential athletes building towards Brisbane 2032.

3 ROLLING

Working collaboratively, design and deliver products and services to all skaters that enhances their experience and provides a lifelong connection to skating.

STRATEGY

ESTABLISHING 2023

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RENEWAL 2028

3.1

Understand 'our consumer' - the skater and their community of support, what channels of communication they prefer, where they get their information and continue to communicate where they play.



Build a Participation Framework to inform the skaters journey through the sport. This Framework should utilise tools such as FTEM and other athlete development resources.



Through user research match sections of the Participation Framework with current and proposed delivery models that meet the users needs.



Launch a user centred set of communications, marketing and program delivery available to the Skate Australia partners.



Ensure the programs in place are fit for purpose and evolving with the increasing digital capability of the sport.

3.2

Be recognised as a safe and inclusive sport and lifestyle activity for participants and guardians.



Create partnerships with Sport Integrity Australia and the Australian Sports Commission to collaborate on building an extensive safe and inclusive skate resource.



Build e-learning capability to educate and qualify the Skate Delivery Network creating a safe and inclusive workforce.



Ensure all Skate Australia endorsed programs, events, competitions and activities are delivered within the Safe and Inclusive Framework.



Recognition by industry of Skate Australia's Safe and Inclusive Program nationally.

3.3

Provide evidence based resources for all of its members to inform how the system is delivered.



Undertake a gap analysis of all resources currently delivered.



Work with industry partners such as Volunteer Australia, Australian Sports Commission and others to create the required resources.



All resources developed to be available online and through the Skate Australia Learning Platform.



Continued analysis and renewal of all resources.

3.4

Design and launch a commercially sustainable National School Delivery Program model.



Based on a user experience design process and in partnership with community delivery partners, design and pilot a Junior Introduction Program suitable for delivery within Sporting Schools.



Expand delivery of the Junior Introduction Schools program through incentivising the and small business delivery network across all disciplines including traditional skate and skateboarding.



Partner with a major commercial brand who shares the values of Skate to invest and support the growth and expansion of the Junior Introduction Program.



Ensure the Junior Introduction Program is delivered in all States and Territories reaching out to regional and remote communities.

STRATEGY

ESTABLISHING 2023

GROWTH 2024

MATURITY 2025

RENEWAL 2026

3.5 Through partnerships and commercial agreements, implement a Skateboard National Competition Series and complimentary community events program connected from grassroots to high performance for all disciplines.

▶ Create MOUs and delivery contracts with current event owners connected to mutual commercial outcomes.

▶ Have in place a recognised Skateboard National Competition Series as part of the performance pathway supported by commercial sponsors investing in the pathway and supporting coaching and judging education.

▶ The Skateboard National Series operating in collaboration with delivery partners in every State and Territory. This must be in partnership with various state government tourism and major events corporations.

▶ Ensure the Skateboard National Series connects with satellite competition providing credible links for regional and rural skaters.

3.6 Create recognisable brands for each of our products and ensure they are marketed effectively including measurable outcomes and benefits for the skate system.

▶ Undertake an audit of Skate Australia's current brands and identify gaps then create a brand architecture to inform future development.

▶ Have in place recognisable brands for each discipline within the overall Skate Australia architecture and include overarching brands such as Summer of Skate used by our system partners to attract participation.

▶ Build and execute an annual marketing plan to target and amplify the Skate Brands with the aim of building general population recognition of Skate Sports.

▶ Skate Australia brands ranking in the top 5 sports brands in Australia.

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3.7 Through partnerships and commercial agreements create new online platforms encompassing a grassroots membership and/or subscription model.

▶ In alignment with 4.4 undertake a needs analysis to understand what platforms are required internally followed by a user-side analysis.

▶ Ensure the service provider(s) and other partners provide a digital environment that strives to deliver on our member organisations needs and creates an easy to engage membership system for the users.

▶ Monitor and evaluate the platforms to ensure all aspects are 'fit for purpose' and meeting the expectations set.

▶ Reevaluate the digital services built and create a Digital Services Investment Plan for the following four years.

4 CAPACITY

Support the growth of Skate Australia through; collaboration with our skate partners, meaningful government investment, development of the brand as a recognised and trusted voice in industry, and sustainable commercial sponsorships with the aim of becoming an effective organisation.

STRATEGY

ESTABLISHING 2023

GROWTH 2024

MATURITY 2026

RENEWAL 2028

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| <p>4.1 Through the identification of best practice in the sports industry, rebuild Skate Australia as a sustainable National Body for the entire sport aligned with its member organisations.</p> | <p>▶ In partnership with the Australian Sports Commission and our system partners, identify best practice business models for sport and create a change management plan.</p> | <p>▶ Once the preferred model is identified, collaborate with our system partners to begin the transition using the change management plan.</p> | <p>▶ Monitor and evaluate the model to ensure all aspects are 'fit for purpose' and meeting the expectations set.</p> | <p>▶ Identify the next four years of improvement work to continue to create a sustainable national body for skate.</p> |
| <p>4.2 Identify and build effective Shared Services across the skate system to generate better outcomes and increase the skate economy.</p> | <p>▶ Undertake a needs analysis of the current and required services offered with the aim of identifying how these services can be delivered in an efficient and sustainable way.</p> | <p>▶ Begin to integrate at least two services where the gains are evaluated to be greatest for the sport.</p> | <p>▶ Continue to build out services that are seen to be sustainable and provide further benefit.</p> | <p>▶ Undertake a new needs analysis of the services offered with the aim of identifying how these services can be delivered in an efficient and sustainable way.</p> |
| <p>4.3 Be the trusted voice of skating and the "go-to" place for information on the sport, our community and achievements by all.</p> | <p>▶ Create a communications plan that tells the story of skate and attracts people to our community.</p> | <p>▶ In line with the expansion and focus on Skates communication platforms, increase the engagement of the skate community.</p> | <p>▶ Through the evaluation of Skates digital and traditional media platforms, measure the success of each communications strategy and ensure the audience is highly engaged.</p> | <p>▶ Introduce sophisticated owned media capability to produce and broadcast community created and internally created content.</p> |

STRATEGY**ESTABLISHING 2023****GROWTH 2024****MATURITY 2026****RENEWAL 2028**

4.4 Design and build a digital platform to become the #1 multi-channel skate destination online for all things skate with year on year growth in reach and engagement.

▶ Scope requirements in collaboration with our member organisations to build the digital platform which delivers users an engaging and valued experience.

▶ Contract provider(s) to build systems which best meets the needs and is in line with the scope agreed to by our member organisations.

▶ Continue to ensure the digital platform interacts with all other digital services Skate Australia invests in and

▶ Reevaluate the digital services built and create a Digital Services Investment Plan for the following four years.

4.5 Established and tailored value proposition which attracts commercial and government investment.

▶ Undertake an asset audit of all possible commercial assets owned or created by Skate Australia.

Engage with Federal and State Governments to understand their requirements to partner with Skate Australia.

▶ Create a commercial partnerships prospectus that balances the needs of providers, partners and government with Skates key assets.

Have in place funding from the ASC to support Skate Australia participation growth objectives.

▶ Have in place a program of commercial investment across the Skate Australia asset base along with supported funding by Federal and State governments in areas such as events, volunteer support, participation growth and high performance.

▶ Funding for at least one major international event to be held in Australia from both commercial and government agencies.

4.6 Diversify our revenues to enable sufficient funding of all our business plan priorities.

▶ Identify the partners, value propositions and services which will create revenue streams through activities such as membership, sponsorship, philanthropy and events.

▶ Based on a redeveloped business model create new revenue streams internally through membership, subscriptions, participation and events as well as externally through commercial investment, event ticketing and broadcast.

▶ Continue to grow these revenues ensuring they are based on sustainable frameworks.

▶ Reinvest revenues into diversifying Skate Australia's activities to become more relevant to more people.

GET IN TOUCH

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