



teamHOTHAM

Strategic Plan

2018 - 2023

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Who We Are and What We Care About

We care about skiing, our athletes, members and our mountain

We are passionate about our sport and love to train

Skiing and being outside is where we thrive

We want to help all our athletes grow and develop through their love for their sport

Building an environment that encourages positive relationships between our members and the mountain is really important.

We are a club that encourages all our members to be actively involved in the club.

We value participation.

We are a club guided by a committee of volunteers who are dedicated and respected by the members.

The committee values the members' opinions.

Our club constantly thrives to improve, we act on constructive feedback.



Summary Actions and Agreements

Action Area - Element	Who	When
Athlete Outcomes		
<ul style="list-style-type: none"> Work with SSA to provide clear information on overseas training camps and opportunities (accreditation) Direct pathway Ski School (Mighty Mites) to teamHOTHAM programs Discuss with MHSC (events) more ways of using the SkierX amenity particularly during training Introduce an athlete 'buddy program' for new members Introduce 'club captains' Continue to support 'elite athlete' (Olympian) engagement with members during season Develop structured program and activities to introduce International (FIS) athletes to the club and our junior athletes 	PD PD Committee	Season 2018/19 Pilot 2018
Clubhouse		
<ul style="list-style-type: none"> Repair and replace lockers Repair and maintain entry and security system Replace monitor Check functioning and if necessary replace heater (upstairs) Improvements to Gym/Tuning area (layout & equipment) Improvements to office area; coach storage 		Summer 2018 Summer 2018 Summer 2018 Summer 2018 Summer 2019 Summer 2020
Financial Stability		
<ul style="list-style-type: none"> Nominate project to benefit from Tax deductible position; extend projects nominated with ASF Investigate dedicated race piste/arena/training at Hotham (investment and sponsor project) Investigate 'all winter sports club' on Mt Hotham; setup sub-committee (including creating a sinking fund) Succession plan for Sponsor Relationship – Contact person Succession plan for Treasury role – Contact person Develop 5year plan for investment of sponsor contributions (non-operational) Work with all stakeholders to extend EATF and Ambassador program and ensure long term sustainability 	Committee All members All members All Members Committee	2018.19 Ongoing 2019 Completed 2019
Marketing – Public Profile		
<ul style="list-style-type: none"> Maintain and update website Develop introduction to club (YouTube online) Committee member pictures on the wall Update and improve club member/parents manual annually 	PD Committee Committee Committee	Ongoing Late 2017 Update yearly

Action Area - Element	Who	When
<ul style="list-style-type: none"> Introduce honor role (board) highlighting 'Life Members' Introduce Elite Athlete photo and profile at entry to club teamHOTHAM key messages – fitness, skill development, play all sports and gate training 		
Organisation Governance (inc. policies)		
<ul style="list-style-type: none"> Review and refine refund policy Establish common server (ie: OneDrive) archive and store all documents real time Centralise email functionality and administration Review constitution particularly membership categories (Single and Family clarify definitions and costs) MHSC receive regular minutes of meeting and invitation to attend (direct to BT) Procedures for sponsor management Service agreement (piste access & coaches) with MHSC renewal in 2019, as 5year rolling agreement Stability of VISA system for International coaches Review impact of Workplace Award reforms on Instructor costs Update Governance standards to include a 'Committee Member induction' with an introduction to all teamHOTHAM policies (including declaration, Working With Children Check) and Strategic Plan 	Committee Office . Committee Office . Committee	Opening 2018
Stakeholder Engagement		
<ul style="list-style-type: none"> Release Strategic Plan for information and comment to members at AGM Ensure Town Hall meeting at the start of each season (usually during week 1 of school holiday program) 		
teamHOTHAM culture		
<ul style="list-style-type: none"> Continued support to and development key fundraiser (auction) Pre-season function and AGM Social events (BBQ) for athletes and families at Hotham hosted race events 		

External Trends

Key Trends	Opportunities and Implications
<p>Economy is where it is - tougher times</p>	<ul style="list-style-type: none"> • teamHOTHAM will maintain program affordability to the extent that it can • teamHOTHAM will maintain program accessibility to the extent that it can •
<p>Alpine ski racing in Australia has a low profile and impression it is only for elite and unaffordable. How influence this and elevate profile during the winter Olympics and other events.</p>	<ul style="list-style-type: none"> • Update athletes and parents on achievements of Alpine ski racers via social media • teamHOTHAM continue to contribute to the Elite Athlete fund and support athletes and members who are on International competition pathway
<p>Trend towards holistic athlete development, engage in all sports.</p>	<ul style="list-style-type: none"> • teamHOTHAM is well down the path of meeting this requirement • continue to involve dry-land in all winter (on-snow) programs • link with other Victorian mountains to promote and offer year round dry-land and fitness program •
<p>Athlete preference for 'freestyle' programs</p>	<ul style="list-style-type: none"> • teamHOTHAM promote 'free-style' as part of skill development , not all about gates training and racing
<p>Relationships between Mountains and Race Clubs</p>	<ul style="list-style-type: none"> • Limited continuity between coaches and framework for collaboration • Look for opportunities to work together
<p>SSA – athlete pathway changing</p>	<ul style="list-style-type: none"> • Support the evolution of the SSA pathway and collaborative activity between clubs to develop realistic and affordable pathway for winter sports athletes, particularly Alpine. • Adapt programs to better interface with the Interschool calendar of events

Key Directional Messages

The committee, staff and members agree to the following directional messages

Mission

To create tomorrow's champions today - great athletes and even greater people who are ready for life.

Vision

We conquer fears and develop capable skiers in all conditions.

Cores Values - what TEAMHOTHAM stands for,

- Respect
- Passion
- Community
- Can-do
- Professionalism

Strategy

We are a genuine, down to earth sporting club, with a passion for skiing. Our club has talented International and local coaches who develop and deliver athlete programs. We are leaders amongst Australian snow-sports clubs.

teamHOTHAM core business

teamHOTHAM recognises we have a focused target market; we have taken a long-term perspective.

teamHOTHAM program focus is Alpine skiing including SkierX.

All our programs have an element of free-style skiing including skiing off-piste, bumps and big mountain. We encourage all athletes to participate in a dryland program off-season and offer strength and conditioning as part of the winter on-snow programs.

teamHOTHAM does not currently* offer specialist programs for

- Snowboarding
- Skiers with disabilities who want to race
- Cross country
- Overseas camps
- An academy (including schooling)

** teamHOTHAM recognises that sustainability of a winter sports club in Australia, is a delicate balance, we look toward collaborating with other sporting clubs on Mount Hotham to ensure we provide all winter sport athletes with the best possible opportunity of success. This may involve future changes and reintroduction of other disciplines to the teamHOTHAM community.*

teamHOTHAM would be open to partnering with other disciplines if the partnership supported the continued focus on the teamHOTHAM core business.



Living teamHOTHAM Core Values

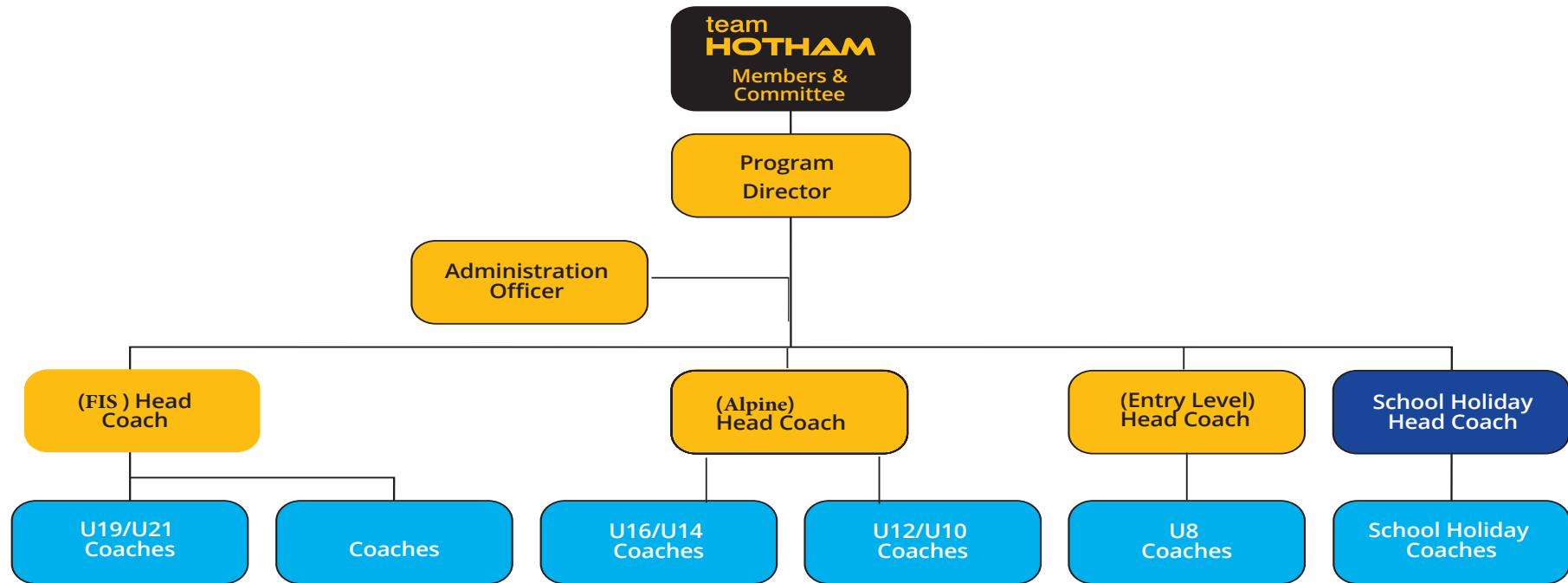
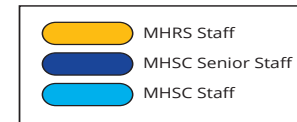
ATHLETES	COACHES
<p>Respect</p> <ul style="list-style-type: none"> • Respect for self, others, equipment, facilities and the environment • We share the hill with everyone • Support your team mates - look out for them • Be aware of how you behave - set an example for all athletes <p>Community</p> <ul style="list-style-type: none"> • Well presented in teamHOTHAM uniform • Be part of the team • Contribute to the sport and club <p>Passion</p> <ul style="list-style-type: none"> • Have fun • Set and achieve your goals • Believe in yourself <p>Professionalism</p> <ul style="list-style-type: none"> • On time, with gear for training and races • Follow the process • Don't waste a run - 100% focus • Lead a healthy life style- eat well and stay fit <p>Can-Do</p> <ul style="list-style-type: none"> • Don't give up - keep focused on your goals and do your best • Face your fears - just have a go 	<p>Respect</p> <ul style="list-style-type: none"> • You are part of a team and a club with volunteers and a committee, work together <p>Community</p> <ul style="list-style-type: none"> • Know the athletes and members of our club • Be approachable and stay engaged • Listen to the parents and athletes in your group • Be an ambassador when visiting other resorts and in the Mt Hotham community <p>Passion</p> <ul style="list-style-type: none"> • Celebrate each athlete's achievements • Create a fun environment <p>Professionalism</p> <ul style="list-style-type: none"> • Know your age group and what this means for your coaching • Treat all athletes fairly and without favouritism • Role model the teamHOTHAM culture at all levels • Support athletes to look after their gear – be a role model don't just coach or tell • Support the development of your peers - act as a sounding board and mentor
PARENTS	COMMITTEE
<p>Respect</p> <ul style="list-style-type: none"> • Support the coaches and club processes • Understand what a realistic expectation is in respect of your child, the coach, the program and the club • Engage - don't interfere - engagement will evolve over the development of your child i.e. involvement will look different at different ages <p>Community</p> <ul style="list-style-type: none"> • Be actively involved in making this your club • Join in and attend functions when you are able <p>Passion</p> <ul style="list-style-type: none"> • Engage with other parents and go for a ski 	<p>Respect</p> <ul style="list-style-type: none"> • You are part of a team and a club with volunteers and a committee, work together <p>Community</p> <ul style="list-style-type: none"> • Engage with parents and members encourage them to be aware of the management of the club • Seek to engage new members invite them to social events • Guide the balance between engagement and interference - provide opportunities for engaging • Represent the story / history of teamHOTHAM • Encourage sponsorship and financial support of the club <p>Professionalism</p> <ul style="list-style-type: none"> • Drive active ownership of the partner agreement and values • Maintain focus on succession planning and IP <p>Passion</p> <ul style="list-style-type: none"> • Engage with visitors to the mountain, ski and introduce teamHOTHAM <p>Can-Do</p> <ul style="list-style-type: none"> • Constantly learn and adapt to changing demands to deliver world class programs

A Picture of Success in 2023

Elements	2023 Outcomes
Athlete Outcomes	<ul style="list-style-type: none"> • Defined athlete pathway - teamHOTHAM to leverage whatever may be available from SSA • Athlete pathways from Skis school and Ovens Valley school programs • Solid Grommet program to drive the pipeline supported by an active early talent ID program • A clear 12 month athlete program of engagement (on/off snow) • 1 x Olympian each Winter Olympics • Focused development of FIS 50:50 program, 20% of coaches from this pathway
Clubhouse	<ul style="list-style-type: none"> • Fit for purpose
Financial Stability	<ul style="list-style-type: none"> • Rolling (3year) contract with key sponsors and suppliers • Positive image in the local community
Marketing - Public profile	<ul style="list-style-type: none"> • Globally recognised and attracting the best athletes and coaches • No. 1 club in Australia
Organisation Governance	<ul style="list-style-type: none"> • Clearly defined policies and procedures • Permanent administrator (fulltime winter/ part-time summer) running all club administration • Active and rolling succession in place for committee volunteers, senior staff
Stakeholder Engagement	<ul style="list-style-type: none"> • Positive engagement with key stakeholders – Mountain, Government, Ski Industry, Peak bodies, Clubs • Rolling 5 year contract with MHSC
teamHOTHAM Culture	<ul style="list-style-type: none"> • Owned, embedded and consistently reflected by all members and staff

teamHOTHAM Organisation Structure

team
HOTHAM
Organisational Chart



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While care has been taken to ensure that information contained in the teamHOTHAM Organisational Chart is true and correct at the time of publication, changes in circumstances after the time of publication may impact on the accuracy of this information. Each season teamHOTHAM negotiates the number of coaches that the club can directly employ.

Appendix 1: SWOT

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Culture • Continuity of the Committee and Executive • Continuity, capability and cooperation of the coaches • Strong program and brand reputation • Strong, loyal member base, committed to club and volunteering • Relationship with the Mountain • Financial Stability • Club house facilities • Coaching stable & Australian • Mature club • Open to international athletes • U8 program • Separation between coaching and committee (operations/governance) • Strength interschools participation • Great ski mountain • Separation of duty and roles between coaches and committee 	<ul style="list-style-type: none"> • Members and athlete retention particularly at FIS level • Consistent access to hill space (possible refocus Drift for training and drills) • Continuity and security of system (policies and procedures) • Short season in Australia • Variability coaching styles • Competition International programs and academies • Interschools – training disruption • Weather • Dedicated race piste, training space • Lack of SX programs (formal) • Variable parent participation in club operation and volunteer roles
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Maintain and strengthen brand focus 'teamHOTHAM' • Engaging / improving PR with the local DP and Hotham community • Having skill based (helmet sticker) note achievements • Encourage development, relationships to support linkage with education/schools • Skier X and marketing of free-style components • Linkages to valley schools and community • Increased influence within SSA • Increase MHSC contract to 5 year • Change to 'SSA pathway', to training not racing focus • Align to other clubs, disciplines (snowboard & freestyle) • Dryland, align with Buller • 'Whole Mountain' winter sports club 	<ul style="list-style-type: none"> • Multiple 'clubs' on Hotham targeting similar age groups • Mount Hotham Ski School running parallel programs (could be used more proactively as pathway to teamHOTHAM) • teamHOTHAM needs to be sustainable, beyond any one individual • Private providers • Confusion programs (FreeSki) and pathways