

The background of the page is a vibrant, abstract composition of blue and pink ink splashes. The splashes are fluid and organic, with the blue on the left and pink on the right, creating a sense of movement and energy. The colors are bright and saturated, set against a white background.

Strategic Plan 2023-2026

Acknowledgement of Country



In the spirit of reconciliation, Ice Skating Queensland acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Message from Council



This Strategic Plan sets out a journey to progress and elevate our sport with the aim to increase awareness of ice skating, grow participation, develop more competitive athletes and lead a sustainable business. To achieve this, we have set new Values that will guide our decision making, ensuring that we do the right things, the right way. We wish to thank everyone that gave the time and thought into our planning process and invite you to embrace this opportunity to make ice skating in Queensland bigger and better.

Peter Marcovich (President)

Allie Flack

Liz Alexandre

Beverley Donaghey (Secretary)

Cheryl McKewen

Susan Lynch

Duncan Unwin (Treasurer)

Lisa Massingham

Introduction



Ice Skating Queensland's new strategy has been designed with contributions from over 250 ISQ Members, coaches, volunteers, and staff who were united in seeking change. As we operate in an increasingly competitive market, underpinned by government and commercial stakeholders who will be almost exclusively focused on summer sports in the lead up to Brisbane 2032, we must work collaboratively and deliberately to ensure we can attract and retain participants with increasingly high expectations for safety and entertainment. We are at a critical junction in our journey and this plan sets out to secure the future of our sport through change.

Our Values: We will be...



SAFE

With diligence, we will prioritise the physical, mental and emotional safety of our community.



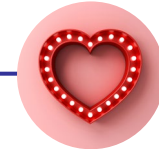
FUN

With creativity, we will provide positive, meaningful experiences for all.



HONEST

With integrity, we will operate with a high degree of transparency and trustworthiness.



KIND

With empathy, we will welcome people of all abilities, from all walks of life.



BOLD

With courage, we will face our challenges in the pursuit of excellence.



Setting a new Vision

A world-class sport inspiring people of all abilities to experience joy and success in ice skating.

We will achieve our Vision with initiatives that...

Promote

Bring our values to life, increasing awareness and appreciation for the sport and what we stand for.

Grow

Welcome a larger and more diverse audience, connecting them with safe, high-quality programming.

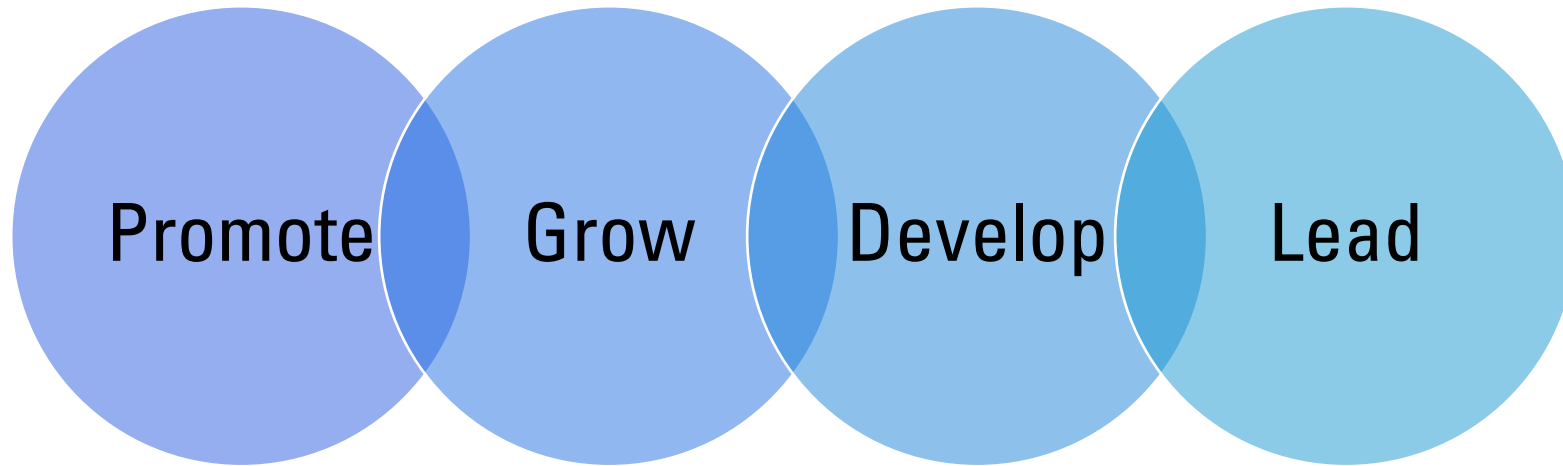
Develop

Support aspiring athletes with a cohesive pathway delivered by world-class coaches & officials.

Lead

Build capacity and capabilities to deliver sustainability and prosperity for the sport and the organisation.

We will measure our progress against goals...



- Increase online engagement
- 10,000 more school kids introduced to ice skating

- 200,000 visits p.a.
- Increase skate school enrolments and retention
- Increase ISQ Membership

- More skaters/ teams achieving WC/JWC/ISA qualifying scores
- Increase retention of ISQ Members

- Governance & HR meets best practice
- Revenue sources diversified
- Useful life of assets extended



Strategic Initiatives

How we'll achieve our Vision

PROMOTE: Bring our values to life, increasing awareness and appreciation for the sport and what we stand for.



KEY INITIATIVES	First	Next	Stretch
1. Engage with our increasingly diverse audiences	<ul style="list-style-type: none"> • Build Brand Guidelines • Promote seasonal events and casual attendance • Develop social media strategy 	<ul style="list-style-type: none"> • Develop marketing strategies that drive awareness, participation, and retention of targeted audience segments 	<ul style="list-style-type: none"> • Capitalise increased exposure via 2026 Winter Olympics • Explore opportunity to join similar experience tourism outlets in combo offer
2. Build valued programming for primary & secondary schools	<ul style="list-style-type: none"> • Review and refine schools offer, based on feedback from one-off and regular schools • Directly promote Ice Skating as PE/excursion activity to primary & secondary schools 	<ul style="list-style-type: none"> • Modify Aussie Skate School to meet P.E. curriculum requirements and trial PE offering with target schools 	<ul style="list-style-type: none"> • Explore opportunity to add FS to enter QGSSSA competition • Introduce Qld Schools FS Championships (open to any secondary school student)
3. Build mutually-beneficial relationships with Govt & NFP partners	<ul style="list-style-type: none"> • Bid for JGP'24 to engage with potential sponsors & tourism/govt agencies • Design community giving program (ie. Gift cards with tracking) • Fully engage with QSport 	<ul style="list-style-type: none"> • Trial campaign with Charitable/NFP partner • Develop stakeholder engagement plan 	<ul style="list-style-type: none"> • Deliver 2-3 campaigns with Charitable/NFP partner
4. Celebrate our stars, our volunteers and our successes	<ul style="list-style-type: none"> • Curate content that highlights standout results at State & National Championships • Promote QLD stars on international stage 	<ul style="list-style-type: none"> • Create campaign to celebrate National Volunteers' Week 	<ul style="list-style-type: none"> • Engage wider women's sport market

GROW: Welcome a larger and more diverse audience, connecting them with safe, high-quality programming.



KEY INITIATIVES	First	Next	Stretch
1. Develop journeys that connect and retain our customers	<ul style="list-style-type: none"> Improve the digital experience for our customers with introduction of online booking system Continue to optimise the on-site customer experience delivered by staff 	<ul style="list-style-type: none"> Create mutually-beneficial relationships with other ice sports Annually seek customer feedback to improve journey and overall experience 	<ul style="list-style-type: none"> Exhibition sets within public skate sessions as promo for Skate School
2. Deliver safe, high-quality programs	<ul style="list-style-type: none"> Define skater capacities for existing sessional offers Refine delivery of Skate School, improving retention & skater progression towards ISQ Membership Implement and promote concussion policy 	<ul style="list-style-type: none"> Explore refining public skate sessions for targeted audiences (e.g. Adults/Families only, 80s Music night) Introduce annual customer feedback surveying to inform program improvements 	<ul style="list-style-type: none"> Expand Skate School capacity to meet increased demand
3. Improve inclusion and accessibility	<ul style="list-style-type: none"> Re-introduce group classes to reduce cost barrier to Skater progression 	<ul style="list-style-type: none"> Provide training for coaches & staff on supporting customers with ASD, Communication Disabilities 	<ul style="list-style-type: none"> Develop outreach program to promote sport, provide introductory experience throughout Qld
4. Build valued benefits for ISQ Membership	<ul style="list-style-type: none"> Communicate existing benefits of ISQ Membership Update ISQ website, adding resources for skaters & parents/supporters 	<ul style="list-style-type: none"> Design and implement resources for Affiliate Members 	<ul style="list-style-type: none"> Expand benefits to include discounts/VIK from major suppliers / sponsors

DEVELOP: Support aspiring athletes with a cohesive pathway delivered by world-class coaches & officials.



KEY INITIATIVES	First	Next	Stretch
1. Deliver accessible, cohesive athlete pathways	<ul style="list-style-type: none"> Adopt/adapt LTAD model, supported by periodised training plans and Gold Medal profiles Improve the on-ice training environment for all aspiring skaters/ teams 	<ul style="list-style-type: none"> Design and deliver complimentary off-ice training opportunities Review Qld FS C'ships to ensure impacting Develop goals 	<ul style="list-style-type: none"> Design competition schedule to support LTAD and annual periodisation
2. Design holistic programs for talent-ID athletes	<ul style="list-style-type: none"> Review role of the Star Academy to ensure impacting Develop goals Review Financial Assistance policy to ensure impacting Develop goals 	<ul style="list-style-type: none"> Improve the on-ice training environment for aspiring Novice to Senior Skaters Develop Talent-ID program to fast-track athletes on Gold Medal profile trajectory 	<ul style="list-style-type: none"> Seek hosting relationship with sister Skate organisation in North America to house talented senior athletes
3. Partner with QPSA to develop Coaches	<ul style="list-style-type: none"> Annual training for First-Aid, Concussion & Child Welfare/Protection Promote and provide introductory coaching opportunities 	<ul style="list-style-type: none"> Design CPD annual program and deliver with content-experts 	<ul style="list-style-type: none"> Extend Affiliate Membership to QPSA
4. Take responsibility for the recruitment and development of Officials	<ul style="list-style-type: none"> Establish Charter for Officials Committee Formalise annual training, inviting coaches, on ISU technical guidelines to ensure consistency 	<ul style="list-style-type: none"> Develop a Qld formal training pathway for officials based on current ISA plan Design and implement introductory program to support targeted recruitment of parents & skaters 	<ul style="list-style-type: none"> Introduce accelerated program for potential ISU-accreditation

LEAD: Build capacity and capabilities to deliver sustainability and prosperity for the sport and the organisation.



KEY INITIATIVES	First	Next	Stretch
1. Implement best in class governance	<ul style="list-style-type: none"> Deliver governance and team building session for Council Establish Governance and Finance Committees Update Rules to gradually adopt best practice, initially introducing term limits 	<ul style="list-style-type: none"> Adopt Conflict of Interest Policy Develop multi-year succession plan for Council Invest in leadership/governance education for Council & Associate Clubs 	<ul style="list-style-type: none"> Update Rules to adopt gender balance and skills/competencies required for Council effectiveness Establish Nominations Committee and conduct formal recruitment process for Directors
2. Create a positive workplace culture	<ul style="list-style-type: none"> Implement formal performance review structure Improve internal communications with collaborative workspaces and internal comms plan 	<ul style="list-style-type: none"> Review employment models for all delivery needs Update Employee Handbook & Policies Conduct annual employee satisfaction survey, addressing areas of major concern/demand 	<ul style="list-style-type: none"> Design & implement annual professional development Review and update employee benefits to reflect Values and improve employee satisfaction
3. Implement policies that exceed obligations	<ul style="list-style-type: none"> Update Member Protection Policy Establish OHS Committee Update Risk Policy and implement Risk Management System Address shortcomings identified in ASC's Governance self-assessment 	<ul style="list-style-type: none"> Create & implement Gender Equity & Diversity Policy Optimise Risk Management System Develop and implement Financial Management Policy 	<ul style="list-style-type: none"> Review and update all Policies on bi-annual cycle working towards or achieving top marks in ASC's Sport Governance Standards
4. Expand and develop new revenue streams	<ul style="list-style-type: none"> Explore capital investment to improve return on existing facilities Deliver annual operational surplus with contributions towards Sinking Fund 	<ul style="list-style-type: none"> Explore options to expand access/provision of ice time, including outside of greater Brisbane Introduce fundraising strategy to raise funds for causes with broad-appeal 	<ul style="list-style-type: none"> Develop sponsorship assets to take to commercial market
5. Reduce our footprint	<ul style="list-style-type: none"> Introduce recycling waste process Explore ways to reduce, reuse, recycle water 	<ul style="list-style-type: none"> Explore ways to reduce electricity usage 	<ul style="list-style-type: none"> Review supply chain and explore ways to reduce footprint in partnership with major suppliers



Approved by Council, 26 April 2023