



**Strategic Plan
2022 - 2026**

Mission

To facilitate and support the participation of deaf and hard of hearing Australians at all levels of sport

Vision

Building and Strengthening Opportunities and health for All

Values

Integrity
Excellence
Compassion
Equality
Nurturing
Inclusion

Our Personality

Courageous
Admired
Determined
Progressive



Deaf Sports Australia (DSA) was established in 1954 as the peak body for deaf sports in Australia. DSA assists Australians who are deaf or hard of hearing to participate in sport at all levels and compete in designated National and International events including Australian Deaf Games, Asia Pacific Deaf Games and Deaflympic Games through partnerships with governments, business, sporting bodies and the community.

DSA also provides a central reference point for providing, advice on accessibility in sports as well as an education and mentoring program. In addition, DSA aims to provide a mechanism for communication between all stakeholders. A key plank of developing opportunities is the enabling DSA Active Deaf Programs that includes the Active Deaf Kids and Active Deaf Sports Club initiatives. They run in conjunction with schools, education departments, and National Sporting Organisations. Sports Australia (ASC) financially supports Deaf Sports Australia.

DSA is a company limited by guarantee. Its members are National Deaf Sports committees (NDSC) and State Deaf Sports Organisations (SDSO) and State Deaf Sporting Committees (SDSC) who are responsible for the development and promotion of sports for deaf and hard of hearing people.

DSA is a non-profit organisation, is a registered Public Benevolent Institution and has tax-deductible gift recipient status.

A Board of Directors that includes elected and appointed members governs DSA. The DSA Board sets the strategic direction and oversees the implementation of policies.

The General Manager, supported by staff, manages the DSA business and implementation of the strategic direction and policies as set out by the Board. The General Manager reports to the Board via the President.

Objectives

- To be the peak body for deaf and hard of hearing participants in sports in Australia;
- To host, facilitate and manage deaf specific sporting events where appropriate;
- To foster, educate, promote and encourage deaf people's participation, diversity and inclusion, in particular, women, children and indigenous Australian's and skill development in all forms of sport in partnership with our members;
- To continually advocate, educate, inform and support the mainstream sporting structure to make it deaf friendly and capable of including deaf people within the structure;
- To foster relationships with government, other disability NSOD's, deaf and mainstream sporting bodies to support the access requirements and participation of deaf people in sport at all levels;
- To ensure DSA has a sustainable governance and management approach to support its vision and mission over time ensuring DSA grows and develops and
- To be a role model organisation for fostering leadership and mentoring in deaf sports.

This plan is visionary, challenging and all-encompassing requiring the development of ongoing partnerships with State Member Organisations and external stakeholders.

DSA Board of Directors has a commitment to ensuring that the business entity is sustainable and that programs and services that meet the needs of the deaf and hard of hearing community are delivered. In addition, the necessity to promote sports, healthy lifestyles, revenue streams and participation outcomes are paramount.



Our Strategic Pillars

- 1) To ensure effective leadership, operation and financial management of the organisation
- 2) To encourage and contribute to the promotion, diversity and inclusion and growth of sports participation in Australia
- 3) To oversee, manage and coordinate participation of Australian deaf sports people in National and International Deaf Sports events
- 4) To foster and develop ongoing, diverse and meaningful relationships with all stakeholders.
- 5) To continue to oversee growth and management of the Australian Deaf Games
- 6) To ensure DSA increases its reach via digital expansion and technological developments

The strategic pillars outlined have been developed by Deaf Sports Australia following consultation with its members and represent the shared goals for the organisation. The Strategic Plan is a **holistic** plan and as such, both Deaf Sports Australia and its various members will play an important role in working together to achieve these goals.

Driver/Pillar

1. To Ensure Effective Leadership, operation and financial Management of the organisation

- Review and update Constitution by November 2022
- Review status of current strategic plan once a year
- Complete a review of the DSA 5 Strategic Goals Report by November 2022
- Complete a yearly Board Performance Evaluation prior to August 2022
- To develop up to four new corporate alliances and Government connections that aim at broadening the DSA brand and footprint; this can and should include collaboration with NSOD's
- Develop and maintain alliances and partners in the sport/ wellbeing/health/ recreation sectors
- Complete a yearly Board needs/ skills matrix and develop a strategic Board Succession Plan by August 2022
- Conduct a yearly Board Workshop by November 2022
- Review and update the Risk Management and Assessment Plan by May 2022
- To review and update key corporate policies guided by National Integrity Framework and Sport Australia Governance principles by July 2022
- Provide at each Board Meeting Financial reports and grant applications
- To maintain an amount of accumulated of funds equivalent to one year of discretionary expenditure
- To grow our funding pool from various sources including government, charity institution grants, service fees, donations and other sources
- To increase financial resources enabling the minimum employment of 2.5 persons

- Establish a strategy into sport and social isolation and seek funds to carry out studies with the data being used to promote DSA services and programs
- To complete and adopt compliance with Sport Governance Principles and National Integrity Framework by June 2022

2. To Encourage and Contribute to the promotion and growth of sports participation in Australia

- Work with governments, sport organisations and other stakeholders to advocate, encourage and promote access, diversity and inclusion to sport participation by deaf and hard of hearing people
- Produce quarterly eNews and maintain the Active Hands subscribers at current or 5% increase levels over the next 5 years and review in 2023
- Update website on at least a monthly basis and seek funding to provide online learning portal for our members
- Secure multi – year corporate sponsorship(s) of \$80,000 pa
- To continue with the growth and promotion of the Active Deaf Kids program (ADK) in conjunction with the ASC Sporting Schools Program and nurturing a buy in from State / Territory Deaf Sport Organisations / Committees as service providers
- Develop a task plan to include indigenous deaf and hard of hearing Australians in DSA and mainstream sport participation programs and establish a first stage Reconciliation Action Plan (RAP) by November 2022
- Support the development and build the capabilities / strengths of the SDSO's
- Oversee the financial reporting of the NDSC's and update the DSA / NDSC MOU template
- Oversee the management and finances of Deaf Sports NSW, Deaf Sports Recreation Queensland, Deaf Sports Recreation Victoria; and Western Australia Deaf Recreation Association; support Deaf ACT with their sport program; and seek funding to support other State Deaf Sport Organisations, including SA;
- Effectively support, use and maintain the DSA database
- Conduct a member's workshop in November annually
- Utilise all forms of technology and trends that will support the increase in and retention of young athletes in deaf sports
- Create strategies that link with non-culturally deaf individuals and groups
- Strengthen, broaden and deliver to best practice the Active Deaf brand
- To develop a communication plan, adopt and deliver aiming to increase media exposure and brand awareness
- Conduct yearly internal surveys of Members and the deaf and hard of hearing community – create benchmarks to assist the measurement of the organisation achievements

3. To Oversee, Manage and Coordinate participation of Australian deaf sports people in National and International Deaf Sports events

- To devise a working International strategy that commits the ICSD to enter into discussions with the Commonwealth Games Federation and the International Paralympic Committee to allow deaf and hard hearing athletes compete at their events
- To support the Games Organising Committee for the 2024 Australian Deaf Games in Newcastle / Lake Macquarie, NSW which will include the inaugural Oceania Games
- To develop an alliance with Paralympic Australia and other related organisations working in the parasport space
- To have minimum 10 working Memorandum of Understandings or similar agreements with identified National Sports Organisations (NSOs) by the end of 2022
- To lobby the federal government for recognition of the Deaflympics (providing the same status as the Paralympics) as a major pathway for deaf and hard of hearing Australian athletes
- To prepare for participation in the 2025 Deaflympics and World Championships finishing in the top ten of all sports / events competed in;
- To review, update and maintain the Active Deaf High-Performance (ADHP) pathway for future Asia Pacific Deaf Games and Deaflympics. An ADHP committee to be in place overseeing these pathways and events
- To continually assess the capacity to host international events aiming to at least host one international single sport world championship at regular intervals;
- o To consider a bid and business case to host to 2027 Asian Pacific Deaf Games in Australia by November 2022
- To aim to be in the top three nations at future Asia Pacific Deaf Games

4. To Foster and Develop ongoing and meaningful relationships with all Stakeholders

- To develop a strategic and relationship mapping process for identifying, targeting and working with organisations who DSA believe will enhance their objectives
- To meet with representatives of Sports Australia at least four times a year and ensure all reports and acquittals are completed on time
- To continue collaboration work with Sport Australia and all NSOD's to find synergies that improve DSA's position as well as NSOD's collectively going forward.
- 'To meet with the Federal Sports Minister and the Federal Departments of Sport, Health and Disability at least once a year'
- To foster our participation in both *Australian Sporting Alliance for People with Disabilities* and *Inclusion Alliance (ASAPD)* and share synergies including inclusion and diversity practices that improve our position in the sport industry where possible
- To document a list of State and/or National Advisory Boards/Committees on sport and disability with an aim to seek seats on these bodies
- Work with Sport Recreation Victoria, NSW Office of Sport and Sport, Western Australia Sport and Recreation Queensland in areas concerning funding, reporting and programs

- To develop and maintain partnerships with like-minded organisations to assist provision of DSA programs including online learning options
- Continue collaboration project partnerships and opportunities with other NSOD organisations as relevant
- At the DSA AGM workshop allow Members to present case studies which outlines successes and issues
- Together with current and prospective new DSA members highlight the use of the associate membership category as a means of support in staying or entering DSA membership

5. To continue to oversee growth and management of the Australian Deaf Games

- To host and manage both the Australian Deaf Games (ADG) and Oceania Deaf Games (ODG) on a two year cycle [ADG/ODG 2024; ADG 2026; ODG 2028]
 - To create a MoU with Deaf Sport New Zealand to share co-hosting of the Oceania Deaf Games by September 2022
- To develop a management and operational plans to oversee all aspects of ADG / ODG requirements including:
 - Bid process
 - GOC establishment and planning
 - Funding - short and long term
 - Sports program review and forward planning
 - Sport pathway development
 - Profile as a unique and important sporting event
 - Documentation review and update
 - City or region confirmation
 - To aim at having at least 1000 athletes at each Games
 - To develop local / regional legacy outcomes post the Games

6. To increase the reach of DSA via digital expansion and technological developments

- Develop and improve on community connect methods, digital awareness programs and database tools
- Increase all social media (facebook, Instagram, twitter, etc) reaches by 10% pa over the next 5 years

Detailed operational and implementation plans have been completed to help in achieving these pillars. Additionally, each committee that is responsible to reporting to the Deaf Sports Australia Board of Directors has their own terms of references that outline their goals and responsibilities.

As of May 2022 the DSA Strategic Plan operates on a 5 year cycle with a yearly review by the DSA Board.