



# STRATEGIC PLAN 2020-2023

**OUR MISSION:** to lead, promote, grow and champion Cheerleading in Australia

**OUR VISION:** to advance the sport of Cheerleading through focusing on healthy and inclusive competition, supporting the growth and development of our participants and exercising best practice governance and administration.

## Our operational context:

In 2008 Gymnastics Australia (GA) established Australian Cheerleading Union (ACU) as a wholly owned subsidiary of that National Sporting Organisation under the brand 'AUS Cheer'. However, as a consequence of *"Cheerleading [becoming] one of Australia's fastest growing sports, which in turn has developed new requirements and attention to keep up with the growing demand"*\* GA divested itself of its leadership and management role as a result of its inability to meet this demand.

Following the separation of the cheerleading discipline from Gymnastics Australia's National Sporting Organisation administrative umbrella in 2018, in May 2019 the International Cheer Union established the Australian Cheer Union (ACU) through creation of an Interim Board and appointment of Interim State Members to drive establishment of a National Federation.

Subsequent to that arrangement, the Interim Board and State Members initiated a range of corporate and policy development processes as well as working groups to lead development of a governance framework within and across the Australian Cheerleading community. Key outputs of this process as at 25 March 2020 include:

- acquisition of ASIC registration (Australian Cheer Union Ltd) and an ATO tax file number;
- ratification of a national constitution;
- conduct of an Annual General Meeting on 19 December 2019 and formal election of four (4) Directors to replace the Interim Board;
- establishment of an organisational bank account and attendant operating protocols for authorised officers;
- ratification of a national 2020-2023 Strategic Plan and subordinate 2020 Operational Plan;
- ratification of Membership Protection, Anti-doping, Financial Management and Reporting, Code of Conduct and Conflict of Interest policies;
- establishment of working group(s) to advance development of organisational governance, membership structure, communication and marketing, a calendar of sanctioned events, Team Australia selection processes and special abilities programs; and,
- products and processes to support the establishment of Interim State Boards.

It is the ACU Board's desire that the 2020-2023 Strategic Plan provides a clear description of our developmental agenda and enabling strategies to help grow and shape the future of our sport into the future and across all Cheerleading disciplines.

\* *Gymnastics Australia, ACU Handover Notes, 2018, p3*

## KEY STRATEGIC IMPERATIVES

- Achieve recognition as a National Sporting Organisation
- Develop and activate State Boards and all required operational policies
- Confirm and market membership benefits and activate membership recruitment
- Recruit a Chief Executive Officer to lead and manage day to day ACU administrative operations
- Establish partnerships with commercial entities to secure sponsorship to supplement membership revenue, support financial sustainability and growth of an active, safe and inclusive Cheerleading community

## OUR VALUES:

**Inclusion:** We celebrate difference by supporting inclusive participation

**Integrity:** We strive to be ethical, trustworthy, transparent and respectful

**Excellence:** We seek to inspire a culture of excellence in everything that we do

**Collaboration:** We encourage harmonious participation through consultation and teamwork

**Pride:** We celebrate our accomplishments with respect, dignity and professionalism

## OUR GOALS AND ENABLING STRATEGIES:

### Build awareness of Cheerleading with the general population

- Liaise and coordinate with Sport Australia and the Australian Olympic Committee to achieve recognition as a National Sporting Organisation.
- Facilitate the development of a calendar of regional and state events culminating in qualification for a National Championship Event.
- Develop a strong brand and media profile by establishing media and social platform partnerships to increase awareness of our sport in the general population.
- Establish key financial sponsors to help fund our enabling strategies and supplement our membership revenue stream.
- Develop and roll out grassroots programs to build awareness of our sport and grow participation.

### Create the infrastructure and support system to grow membership

- Create a mechanism to collect and manage demographic membership information nationwide
- Develop and implement a national certification program for coaches
- Develop and implement a national education program for judges
- Create resources such as guides and networking opportunities to assist the development and expansion of cheerleading programs within Australia
- Create a scholarship program for high performance national athletes
- Create an ACU website to promote and market cheerleading and provide access to information and resources for our sport.
- Create links with Local and State Governments to create pathways for funding; supporting teams at local, national and international levels; and advocacy on issues that affect the operation and development of our sport.

### Define and support all disciplines of cheerleading

- Align cheerleading rules and scoring with regional, state, national and international organisations.
- Define cheerleading disciplines for internal and external use
- Create a consistent Australian Cheer Union brand for all cheerleading disciplines within Australia.
- Create a marketing strategy for promoting cheerleading in Australia
- Create a marketing strategy to promote Australian cheerleading to the international community and encourage international participation in Australian cheerleading events.

### Ensure participation in all international and high performance athletic events

- Establish and publish fair and transparent processes for the selection of Team Australia representatives who participate at major events (in all categories).
- Work with State Members and Event Providers to establish a high performance program for identification and development of athletes and coaches from all disciplines of cheerleading.
- Establish a long term athlete, coach and judge developmental model to support recognition of cheerleading as a sport for life.
- Propose and support bids for International cheerleading competitions in Australia.

