

# AUSTRALIAN SALOON CAR FEDERATION

## STRATEGIC PLAN 2004

### 1. BACKGROUND

The ASCF, formed in 1968 with the aim to standardise the rules for all speedway sedan divisions throughout Australia, is now the largest Speedway association in Australia with over 6000 members.

There are currently five national categories sanctioned by the ASCF, namely Junior Sedans, Modified Production Sedans, Production Sedans, Street Stocks and Super Sedans.

A Saloon Car World website has been developed to provide all ASCF-affiliated racing divisions with comprehensive coverage throughout the world utilising the latest internet technology and expertise.

#### ***Recommendation 1:***

**It is recommended that the Vision and Mission Statements be changed to read:**

### 2. VISION

The ASCF is the leading governing organisation in speedway sedan racing; fostering, promoting and uniting the sport throughout Australia.

### 3. MISSION

The ASCF provides unified management of:

- Accreditation
- Racing rules
- Safety standards
- Specifications and
- Training

for speedway sedan racing in Australia.

Read together the ASCF Vision and Mission Statements provide a clear overview of the purpose and functions of the organisation.

### 4. ASCF NAME CHANGE

During initial discussion the question was raised whether the Australian Saloon Car Federation was still the most appropriate name for the organisation. In particular, the point was made that the name contains no reference to speedway racing to distinguish it from hard track racing organisations. A number of alternative names were suggested including the Australian Speedway Sedan Federation. At the conclusion of the workshop, however, participants recommended Speedway Sedans Australia as the new name for the ASCF.

#### ***Recommendation 2:***

**It is recommended that a motion be presented to the next ASCF Annual General Meeting seeking to change the name to “Speedway Sedans Australia”.**

### 5. ASCF STAKEHOLDER BENEFITS

Participants agreed that affiliation with ASCF is voluntary and therefore if the ASCF is to be the “the leading governing organisation in speedway sedan racing; fostering, promoting and uniting the sport

## AUSTRALIAN SALOON CAR FEDERATION Strategic Plan 2004

throughout Australia” it must provide genuine value for all stakeholders in the sport of speedway sedan racing so that they choose to be affiliated and support the aims and initiatives of the ASCF. Participants were asked to identify the major stakeholders in speedway racing and to determine the value or benefits which ASCF must provide them if they are to recognise and support ASCF as the governing body of the sport in Australia.

The key stakeholders for the ASCF were identified as follows:

- Drivers
- Car Owners
- Track Owners/Operators
- Spectators
- Officials
- Sponsors
- Clubs
- NASR
- Suppliers
- Government
- Other Stakeholders

The key benefits that stakeholders seek from ASCF were identified as follows:

- Standard specifications for all sedan classes
- Standard racing rules
- Professionally managed speedway sedan racing throughout Australia
- Training and accreditation of officials
- Training for crews and drivers
- Improved communication between ASCF and all its stakeholders.

### ***Recommendation 3:***

**Given that ASCF’s primary objective in this planning period is to consolidate its position as the leading, governing organisation in speedway sedan racing in Australia, the new ASCF Strategic Plan should focus primarily on delivering these six benefits to stakeholders. A focus on these benefits will yield ASCF maximum progress towards its primary objective in return for the resources invested.**

## **6. CRITICAL STRATEGIC ISSUES ANALYSIS**

Prior to the workshop all ASCF members were invited to complete a questionnaire to identify the major issues, which the ASCF needs to address in the immediate future. The reason for distributing a questionnaire prior to the workshop was to ensure that all members had an opportunity to contribute their ideas to the workshop. The questionnaire also gave workshop participants time to think carefully about key issues rather than ‘putting them on the spot’ at the meeting and expecting them to generate ideas without advance notice. Many of the issues identified were the same as those identified in the stakeholder benefits analysis.

Participants were asked to review these issues as well as the results of the stakeholder analysis and develop a single agreed list of issues to be addressed in the ASCF Strategic Plan.

This discussion produced a list of 10 issues, which were placed on a CSI (Critical Strategic Issues) matrix in order to prioritise them in terms of their likely impact on the organisation and the urgency with which they need to be addressed.

# AUSTRALIAN SALOON CAR FEDERATION

## Strategic Plan 2004

The results of the CSI analysis placed the 10 issues in the following order:

1. Unifying speedway sedan racing divisions and other governing bodies in Australia under the management of ASCF.
2. Achieving uniformity of specifications and consistency in their application.
3. Achieving control of all speedway sedan divisions in Australia.
4. Promoting and maintaining driver involvement in speedway sedan racing (including junior development).
5. Developing comprehensive risk management policies to minimise ASCF's exposure to risk and reduce insurance related costs.
6. Work with NASR to further develop the promotion of speedway racing.
7. Promoting speedway racing as a sport and ASCF as its leading governing organisation.
8. Developing a common set of racing rules for all speedway racing and achieving consistency in their application.
9. Providing fully accredited officials for all speedway divisions and achieving consistency in the application of racing rules.
10. Developing one licence for all racing divisions and a standard licence fee.

### 7. ASCF KEY RESULT AREAS

Participants were then asked to review this list of issues as well as the stakeholder benefits developed above and prepare KRAs (Key Result Areas) for ASCF. KRAs identify broad outcomes which the organisation wishes to achieve during a given planning period. KRAs are then broken into more specific objectives, strategies and actions which form the content of the strategic plan. The key issues listed above were developed into the following set of KRAs and objectives.

- 1. ASCF will unify speedway sedan racing divisions and other governing bodies in Australia under the management of ASCF.**
  - a) The restructured ASCF will convene a workshop with non aligned sedan groups to facilitate their association with ASCF 10/04.
  - b) ASCF will integrate the top ten non aligned sedan groups into its structure by 3/05.
- 2. ASCF will achieve uniformity of specifications and consistency in their application.**
  - a) Identify all non ASCF speedway sedan racing groups by 7/04.
  - b) Contact all non ASCF in groups regarding unification of specifications by 9/04.
  - c) Unification of specifications will be achieved by 3/07.
  - d) All ASCF scrutineers will be accredited by 7/05.
- 3. ASCF will achieve control of all speedway sedan divisions in Australia.**
  - a) ASCF will conduct an organisation review and implement a new structure by 9/04.
  - b) ASCF will liaise with State bodies and non aligned sedan groups and promoters to develop a strategy/planned to integrate all competitor bodies into the ASCF structure by 3/05.
  - c) ASCF will achieve integration of all relevant non aligned groups by 3/07.
- 4. ASCF will promote and maintain driver involvement in speedway sedan racing (including junior development).**
  - a) ASCF will develop and implement a national promotion and education program involving schools and Education Departments to develop driver and crew technical and personal skills by 3/05.
  - b) ASCF will negotiate with suppliers for the provision of junior cars to enable junior drivers and crew to participate in race meetings by 9/05.
  - c) ASCF will develop a guide for new adult and junior drivers to advise them of the various racing options available to them by 3/05.

**AUSTRALIAN SALOON CAR FEDERATION**  
**Strategic Plan 2004**

- 5. ASCF will develop comprehensive risk management policies to minimise its exposure to risk and reduce insurance related costs.**
  - a) ASCF will develop a Risk Management Manual (incorporating up to date risk management policies and procedures covering all Health, Safety and Environment requirements) in conjunction with NASR by 9/04.
  - b) ASCF will implement safety training for crews, drivers and officials by 9/04.
  - c) ASCF will develop a comprehensive risk assessment of speedway sedan racing to enable a whole of sport insurance scheme to be put in place.
  
- 6. ASCF will work with NASR to further develop the promotion of speedway racing.**
  - a) ASCF will develop a speedway sedan racing Marketing and Promotion Plan with NASR by 3/05.
  - b) ASCF will work with NASR to rationalise classes and minimise the number of non aligned racing groups by 2/07.
  - c) ASCF and NASR will develop promotional packs for drivers and crews to assist them secure sponsorships by 9/04.
  - d) ASCF will develop a promotional pack for clubs to assist them market and promote speedway sedan racing by 9/04.
  - e) ASCF will develop a media campaign to promote speedway sedan racing by 9/04.
  
- 7. ASCF will promote itself as the leading controlling body of speedway racing and will also promote the racing divisions.**
  - a) The news page on the ASCF web site will be used to actively promote the ASCF- immediate.
  - b) Drivers meeting at national race meetings will be used to promote the ASCF- ongoing.
  
- 8. ASCF will develop a common set of racing rules for all speedway racing and achieve consistency in their application.**
  - a) ASCF will develop a common set of ASCF speedway sedan racing rules for the whole of Australia by 9/04.
  - b) ASCF will convene meetings with other national classes to develop a common racing rulebook by 3/05.
  - c) National racing rules will be developed by 3/06.
  - d) An ASCF national racing rules training and ongoing assessment program will be in place by 9/05.
  
- 9. ASCF will provide fully accredited officials for all speedway divisions and achieve consistency in the application of racing rules.**
  - a) ASCF will initiate a dialogue with other competitor groups to implement a common set of accreditation standards by 9/04.
  - b) ASCF will appoint a qualified accreditation officer by 7/04.
  - c) The ASCF Accreditation Officer will develop accreditation standards which clearly define accreditation requirements and implement an accreditation training program by 9/04.
  - d) The first accreditation workshop to accredit State officials will be held by 9/05.
  - e) The development and full implementation of accreditation standards will be completed by 7/07.
  
- 10. ASCF will develop one licence for all racing divisions and a standard licence fee.**
  - a) ASCF will approach all national 4 wheel bodies to assess interest in a single NASR licence and a standard fee by 9/04.
  - b) A proposal with costings will be presented to NASR by 3/05.
  - c) ASCF will negotiate a fee with NASR which will be reimbursed to each licensing body participating in the scheme by 6/05.
  - d) The new licence system will be in place by 7/05.

**AUSTRALIAN SALOON CAR FEDERATION**  
**Strategic Plan 2004**

**8. SETTING STRATEGIC PRIORITIES**

The 6 key issues identified in the stakeholder analysis (standard specifications, standard racing rules, professional management of speedway sedan racing, training and accreditation of officials, training of drivers, and improved communication between ASCF and stakeholders) are addressed in KRAs 1, 2, 5, 8, and 9. Notwithstanding the results of the CSI analysis these KRAs should be a priority during the new planning period.

***Recommendation 4:***

**It is recommended that the ASCF focus on the achievement of KRAs 1, 2, 5, 8, and 9 to achieve maximum progress towards its primary objective to be the leading governing body of speedway sedan racing in Australia. It is also recommended that KRA 3 be a priority since the achievement of this KRA is essentially a precondition for the achievement of the others listed.**

**9. NEXT STEPS**

1. Once the ASCF Board has approved the ASCF Strategic Plan the selected KRAs and Objectives should be developed further to include action plans and placed in a Gantt chart to facilitate management of their achievement.
2. Project teams should be established to take responsibility for the achievement of each KRA and a project team leader should be appointed. As much as possible the ASCF Executive should avoid taking responsibility for actual task completion, rather they should focus on managing the process to ensure that all project teams remain on track.
3. It is most important that the completed ASCF Strategic Plan is available to all stakeholders and that regular progress updates are provided so that the stakeholders can see that ASCF has a clear direction and is making positive progress.