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CAMS at a glance

CAMS is the sole organisation appointed by the world governing body, the Federation Internationale de l'Automobile (FIA), to govern motor sport in Australia

CAMS has been the custodian of motor sport in Australia since 1953

CAMS is the recognised National Sporting Organisation (NSO) from the Commonwealth Government, via the Australian Sport Commission (ASC)

CAMS activities service all States and Territories and span all areas of motoring

CAMS embraces a wide demographic of personnel from juniors to mature aged members

CAMS sanctions approximately 1,800 events per year right across Australia

CAMS is a professional organisation that is internationally recognised as a world leader in motor sport

CAMS is an inclusive organisation, operated by and for all competitors, officials, affiliated clubs and members

CAMS manages a membership base of approximately 50,000 people including over 20,000 licensed motor sport competitors

CAMS is one of Australia's largest volunteer-based sporting organisations with approximately 14,000 accredited volunteer officials

There are over 400 CAMS affiliated clubs across Australia

The CAMS organisation turns over approximately \$10 million per year

CAMS delivers accredited training both in person and on-line to volunteers right across Australia

CAMS also provides training and development services to international organisations, promoting Australia as a leader in motoring and competency based training

CAMS is committed to a Safety 1st culture and an environmentally sustainable sport

2010-2014 *corporate plan*



MAKE ROADS SAFE
www.makeroadssafe.org



corporate plan

The challenge to reshape this organisation and deliver change to ensure it is well positioned in the future is a significant task. With the significant structural and organisational changes behind us, we must now focus on consolidation and innovation. This will require the support of our members and willingness for us to embrace change, cognisant of the changing demographics and environment we operate within.

This plan has been developed to ensure the organisation is agile enough to respond to and withstand the many pressures and changes that are inevitable in today's modern society. It embraces the concepts of volunteerism, sport and club development, safety and the clear need for the organisation to engage with and support its members and the community.

We must share the objective of focusing on increasing participation in the sport and organisation at all levels. This requires us to adopt a "can-do" approach and work together on ways of allowing people to participate in the sport in whatever way we can.

We will continually strive towards making CAMS the organisation of choice for volunteerism and staff. We will explore new ways of operating and learn from what we have done and what others are doing. In this way we will remain at the forefront of sporting organisations and be able to deliver enhanced and valuable service to our members.

During the development of this plan, the Board has become acutely aware of the need to change and has directed the CEO to implement a significant change program that will strategically position the organisation as a true and respected peak body for motoring in Australia and to do what they believed CAMS existed for – which was to bring the fun and excitement of motoring to the people. This plan will ensure we continue to evolve this great organisation and build off its proud history.



Andrew Papadopoulos
President

purpose

Our core purpose

- To be a peak body for "motoring enthusiasts"
- To focus on sport and club development
- To foster and develop partnerships with other motoring bodies and stakeholders
- To be the regulator and the FIA delegated authority

Our values we aspire to achieve

- Leadership and commitment to quality outcomes in a customer focussed environment
- Integrity and professionalism
- Open and transparent communication
- Team work, fairness and impartiality
- Safety 1st approach to our activities at all levels of the organisation
- Social responsibility and engagement of our communities
- Respect for all
- Performance accountability
- Innovation and creativity
- Representing motoring enthusiasts across Australia and acting as their "peak body" in a professional and proactive manner

Our Cultural Qualities

Visionary ~ The ability to see possibilities, think to the future and think "outside the box".

Accountability ~ A culture where people keep to their word, act on non-performance and hold others to account.

Initiating ~ A culture where people take courageous steps, have a "can-do" attitude and are curious to try new things.

Customer-Centric ~ A culture where people understand the impact of their decisions on the customer, anticipate the needs of customers and are passionate about customers.

Communication ~ A culture where people communicate effectively, articulate their opinions and ideas clearly and who listen carefully to others.

corporate objectives

1 Contributing to a Healthier Nation

To help build a healthier nation by increasing participation and physical activity, supported by a suite of complementary preventative health programs



2 Community Sport and Volunteerism

To significantly contribute to community sport by fostering a sense of social cohesion, sense of identity, community belonging and a spirit of egalitarianism and foster the viability of volunteerism and increased participation as the cornerstone to the organisation



3 Education and Training

Provide sport specific education and training which is underpinned by robust curriculum and provides portability into professional and personal life



4 Talent Identification and Development

Identify talented athletes and prepare them for participation in domestic, national and eventually international competition



5 Commercial Development

Strategic positioning of CAMS as a "peak body" with contemporary governance / organisational structures which pursue alternative revenue streams and a sustainable commercial business model



6 Creating a sustainable future

Enhance the future sustainability of the organisation and sport through a range of proactive programs



corporate priorities

- 1.1** Establish a suite of CAMS junior/youth development programs that are focussed at increasing participation and providing valuable life skills (discipline, teamwork, road-craft, mechanical theory, safety, sportsmanship, interaction skills with older/younger participants and environmental sustainability) to participants regardless of ongoing participation in the organisation/sport
- 1.2** Enhance the general safety of drivers and passengers on the road through a suite of education programs which have regard for positively harnessing driver and vehicle limitations and road craft
- 1.3** Continue to promote the principles of a Safety 1st culture and develop strategies to improve the safety environment for all those involved in motor sport
- 1.4** Develop a suite of community programs and initiatives linked where applicable to either FIA international or national programs
- 1.5** Encourage participants to maintain a healthy lifestyle through active participation, physical activity and a balanced diet

- 2.1** Develop and implement a proactive Motor Sport Equity & Diversity Strategy
- 2.2** Adoption of a proactive volunteer recruitment, retention and recognition strategy
- 2.3** Development of joint programs and initiatives with other sports and organisations to support volunteerism
- 2.4** Promote the benefits of community sport and volunteerism through a proactive/holistic motor sport/enthusiasts communications strategy
- 2.5** Implement a simplified and streamlined regulatory regime adopting the philosophy of simple rules for simple events, adequate rules for major events

- 3.1** Establish National Training Framework and curriculum
- 3.2** Achieve NOAS accreditation with the Australian Sports Commission for all CAMS training packages
- 3.3** Achieve stand alone RTO status
- 3.4** Establishment of a structured succession plan to ensure ongoing sustainability and viability of the organisation/sport
- 3.5** Integrated approach to achievement of sport specific education and training and ability to enhance this to provide portability into professional and personal life
- 3.6** Develop a Staff Professional Development Program

- 4.1** Maintain a viable Australian Motor Sport Foundation (AMSF)
- 4.2** Development programs conducted at AIS with ongoing recognition of motor sport athletes attributes being equivalent to other sports athletes
- 4.3** Established pathways to facilitate progression from grassroots to elite/professional sport
- 4.4** Proactively engage the motoring enthusiasts community

- 5.1** Promote a "joined up" approach to the administration of motor sport across Australia
- 5.2** Assist other countries through the provision of resources, services, knowledge and facilities, to access the benefits of physical activity and sport
- 5.3** Maintain a viable Australian Institute for Motor Sport Safety (AIMSS) which is conducting leading edge research across the full breadth of the sport (human and physical)
- 5.4** Implement a dynamic, efficient and contemporary business framework
- 5.5** Enhance quality customer service standards that are streamlined and are readily accessible to our members and stakeholders
- 5.6** Introduction of a contemporary IT strategy including members portal and 'clubs online' functionality that provide connectivity across the nation
- 5.7** Maintain and enhance CAMS' relationship with the FIA as its delegated ASN in Australia as a lead ASN (in partnership with other ASNs) within the region

- 6.1** Develop a Motor Sport Environmental Strategy and associated initiatives across all levels of motor sport
- 6.2** Enhance the financial position of the organisation through prudent and effective financial management programs
- 6.3** Develop a National Motor Sport Infrastructure Strategy that is focussed on multi-purpose, collocation and community assets to support the delivery of community programs/interaction as well as sporting activities

how we contribute

With well over 50,000 members Australia wide, located in metropolitan, regional and rural areas, CAMS and motor sport maintain active participation and active lifestyles for young and mature Australians in both sporting and non-sporting activities.

With its extensive and diverse membership demographic spanning from the ages of 12 to over 80 years, CAMS contributes to the acquisition of a broad range of interaction skills that transcend gender, age and physical capability.

CAMS' evolving programs and partnerships to enhance disabled, indigenous, linguistic and culturally diverse participation in the sport provide a sound backdrop to engage with, educate and increase participation of this important and too-often overlooked group of Australians.

Through its proactive women in motor sport programs, including the Women's Driver Development Program and Women in Motor Sport Program, CAMS is aiming to significantly increase female representation at all levels of the organisation/sport to counter its current profile of less than 14% of officials and even less competitors.

Through its established sporting framework and activities CAMS directly contributes towards ongoing participation for older Australians with approximately 72% officials and 55% competitor licence-holders over 40 years of age.

Promoting a Safety 1st culture with the development of the Safety 1st Strategy, and a range of proactive and contemporary safety programs across the organisation and sport are essential elements of CAMS' commitment to a safe and healthy organisation and sporting environment.

Community-based proactive sport and club development programs are being progressively rolled out across the organisation with more than 1500 of CAMS sanctioned events falling within the community/club sport profile.

CAMS' extensive national club network, with over 400 affiliated clubs provides a unique opportunity to engage directly with communities and provides a social hub to support recreational and motoring interests. This network of clubs across Australia also provides an ideal 'outreach' opportunity for government/policy implementation.

CAMS' youth education and junior education programs are aimed specifically at enhancing the life skills and experience of young Australians by providing opportunities to learn discipline, safe driver behaviour, teamwork, road craft, mechanical theory, vehicle handling, safety, environmental considerations and interaction with older/younger people. The successful pilots of CAMS School Challenge and the CAMS Ignition Program demonstrate CAMS' commitment in this regard. These programs are to be rolled out nationally and where practicable are linked to the international FIA Makes Roads Safe Campaign.

CAMS supports the spirit and ethos of volunteerism through a proactive volunteer recruitment, retention and recognition strategy, as well as a suite of supporting programs such as a structured Honours and Awards framework to honour volunteerism and an evolving Member Benefits Program to provide incentives for ongoing participation and brand leverage for CAMS and its partners.

CAMS is also committed to the development of joint programs and initiatives with other sports and organisations to support volunteerism.

With in excess of 11,000 trained and accredited officials (86% male, 14% female) - one of the highest and most demanding per event for any sport - and the inherent risks involved with the sport, CAMS' commitment to education and training its members is of paramount importance.

CAMS has established partnerships with education institutes and other training providers to deliver its training both in an online and physical environment.

CAMS' drive to progressively achieve stand-alone RTO status, FIA Gold level accreditation and Regional Training Provider status and Australian Sports Commission (NOAS) accreditation is further evidence of CAMS' pursuit for training excellence.

With an aging demographic, identified gaps and the lag time to train and properly equip potential successors for 'pivotal positions' CAMS has focussed attention on the establishment of a structured succession plan to ensure ongoing sustainability/viability of the organisation/sport.

Concurrent with the pursuit of sporting excellence within motor sport, CAMS is committed to progressively develop a skills acquisition program which may include an apprenticeship-type scheme to support achievement of education/trade while pursuing sporting success. This is aimed at providing underpinning skills and experience to assist members' transition out of the sport at an appropriate juncture in their life.

CAMS is committed to supporting the professional development of its staff to ensure that it maintains and enhances a professional workforce and becomes an employer of choice.

Maintaining, promoting and supporting the Australian Motor Sport Foundation (AMSF) and its programs are a fundamental components of the CAMS group in achieving national and international success.

Capital raising programs are in place through the AMSF, utilising the Australian Sports Foundation and organisational initiatives which provide 75% of funding (i.e. approximately \$500K) to support elite athletes in the development program.

Development programs are conducted at the Australian Institute of Sport (AIS) with ongoing recognition of motor sport athletes attributes being equivalent to other sports athletes (utilising AIS benchmarking techniques and progressive comparative data).

CAMS and the AMSF work in partnership to establish pathways to facilitate progression from grassroots to elite/professional sport via a structured development program focussed at funding and developing international, national and state level athletes per year.

CAMS is in the final stages of establishing a contemporary ICT system for the organisation/sport that includes a Members' Portal, Clubs Online and Event Management functionality to enhance customer service, reduce manual processes and resultant resource requirements, support clubs and provide much needed connectivity across the nation.

Australian membership on FIA international peak bodies including World Motor Sport Council, FIA Institute Executive and a range of FIA Commissions is of fundamental importance to the ongoing standing of Australian motor sport internationally.

CAMS promotes Australia's capability and trade opportunities by assisting developing motor sport countries and ASNs through the provision of resources, services, knowledge and facilities, to access the benefits of physical activity and sport. Examples have included the provision of race organisation and officials training in Bahrain and Singapore for their respective Formula 1 Grand Prix and other international consultancies. These opportunities also double as development opportunities for Australian officials as part of the CAMS succession planning process.

International and nationally sponsored research is being conducted through AIMSS with data and research outcomes applying internationally. This involvement has placed Australia at the forefront of safety activities and initiatives.

CAMS recognises that environmental sustainability is of paramount importance to the organisation and sport. The implementation of an Alternative Energies Committee (AEC), appointment of a CAMS environmental consultant, and progressive development of an environmental strategy and associated programs are a clear demonstration of CAMS commitment in this regard.

Through the development and implementation of the Integrated Motoring Management System (IMMS) CAMS has enabled the efficient management of motor sport and related motoring enthusiast activities in a coordinated, transparent and flexible approach to all areas of core business.

Developing a joint national infrastructure strategy (with Motorcycling Australia) focussed at enhancing the accessibility to and development of multi-purpose, co locatable and community assets to support the delivery of community programs/interaction and sporting activities is an essential component to the ongoing sustainability of the sport. This includes the ongoing access to and use of the natural environment for some elements of the sport.

The drive to enhance the financial sustainability of the organisation is also an important consideration, including the exploration of alternative revenue streams and opportunities.