



AUSTRALIAN OLYMPIC COMMITTEE



STRATEGIC PLAN

For the participation of the
2014 Australian Olympic Winter Team

XXII Olympic Winter Games
Sochi, Russian Federation
7 – 23 February 2014

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The Inspiration of Our Nation

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AOC'S MISSION OVERVIEW

Australia enjoys an outstanding Olympic history. The heroic achievements of our athletes at every Olympic Games since 1896 are a source of pride for all Australians.

Australia's Winter Olympians have forged a brave reputation since first competing in 1936 and continuously from 1952.

The Olympic Team is the embodiment of our nation's hopes, dreams and desires.

Australia's Olympians are the "Inspiration of our Nation".

The Australian Olympic Movement promotes to the youth of Australia, values which are not bounded by place, creed or time. Values such as respect, aspiration and teamwork.

The Olympic Games provide Australia with the opportunity to compete against the world's best in a competition that promotes a spirit of friendship, solidarity and fair play.

As proud custodian of the Olympic Movement in Australia, the Australian Olympic Committee is committed to promoting the Olympic ideals and values to all, through sport.

THE VISION

To inspire the nation, particularly young Australians, to dream, aspire and excel, and to show the world that Australia is a nation of high achievers.

THE CHALLENGE

For Australia's Olympic Winter Team to place within the top 15 nations on the overall medal standings and win medals in more than the two sports disciplines in which Australia won medals at the 2010 Olympic Winter Games.

THE FOCUS

To create a performance driven, athlete focused Team environment that will provide the foundation for Australia's Olympic Winter Team to fulfil its vision and meet its challenge.

KEY BUSINESS DRIVERS

Australia's success at the 2014 Olympic Winter Games will be built on the effective implementation of key objectives and associated strategies. These objectives and strategies will contribute to one or more of the business drivers outlined below:

- i. the provision of high quality preparation opportunities to ensure that Australia will place amongst the top 15 nations on the overall medal count with more than the two sports disciplines winning medals in which Australia won medals at the 2010 Olympic Winter Games. *(Preparing for Success)*;
- ii. the delivery of performance driven initiatives both pre Games and at Games time so as to support Team members in their pursuit of excellence in Olympic competition *(Creating an Environment for High Performance)*;
- iii. the delivery of an effective and efficient operational infrastructure that supports an athlete focussed Team environment *(Providing the Foundation for Success)*;
- iv. the recognition and celebration of the Team's achievements, and its contribution to Australia's Olympic heritage and the inspiration of Australia's youth *(Celebrating Australia's Olympic Team)*.

GUIDING PRINCIPLES

When developing this Plan, the AOC has been mindful of the following guiding principles:

The AOC has exclusive authority for the representation of Australia at the Olympic Games and Olympic Winter Games.

The AOC will:

- select and send to the 2014 Olympic Winter Games, those athletes who have proven they are adequately prepared for high level international competition by qualifying under the rules of their International Federation (IF), having met the AOC's selection performance standards and being nominated by their National Federation (NF);
- assist NFs prepare those athletes likely to be selected in the Australian Olympic Winter Team through the initiatives outlined in the Program and Funding Guidelines for Sports on the Program for the 2014 Olympic Winter Games in Sochi (for the period 1 April 2010 to 31 March 2014), in particular:
 - i. Olympic Winter Institute of Australia (OWIA)
 - ii. Funding for International Competition
 - iii. adidas Medal Incentive Funding
 - iv. The Plan for High Performance Olympic and Paralympic Sport (High Performance Plan)
 - v. 2012 Australian Winter Youth Olympic Team
- provide the Australian Olympic Winter Team with:
 - i. the best available equipment, clothing and resources;
 - ii. the effective support of the most competent technical, medical, scientific, media relations, operational and administrative personnel available;
 - iii. advanced management and operating systems and infrastructure; and
 - iv. access to facilities and services at Games time that enhance the high performance environment.
- continue to promote the strongest possible stand against doping and illegal and irregular gambling in sport;
- promote the Australian Olympic Winter Team and its achievements so as to provide inspiration to Australia's youth and community in general;
- acknowledge, promote and provide support to Team sponsors; and
- promote Olympism and act as custodian of the Olympic Movement in Australia.

PLANNING CONSIDERATIONS

The Plan also acknowledges the following:

- the Olympic Charter and AOC Constitution;
- the likelihood of the 2014 Australian Olympic Winter Team incorporating approximately 100 athletes and support personnel, making it the largest Team to represent Australia at an Olympic Winter Games;
- the requirements of the Organising Committee for the XXII Olympic Winter Games of 2014 in Sochi (SOCHI 2014) and the International Olympic Committee (IOC); the specific challenges and opportunities presented by the 2014 Games time environment and overall Games plan;
- the opportunities provided under the AOC's Cooperation Agreements with other National Olympic Committees (NOCs), in particular the Russian Olympic Committee (ROC);
- the continued development and growth of the Olympic Movement in Australia and worldwide;
- the full review of the 2010 Olympic Winter Team and the recommendations from NFs, Team members, the AOC Athletes' Commission, the AOC Medical Commission and AOC staff;
- the fundraising and marketing efforts of the AOC and the constraints of finance and other resources;
- the critical role played by the AOC's member NFs and the OWIA in preparing their respective athletes for international competition, including the Olympic Winter Games;
- the funding support provided to the AOC's member NFs and the OWIA by the Federal Government through the Australian Sports Commission (ASC); and
- the continued support of the Federal and State/Territory Governments, particularly through the network of Institutes and Academies of Sport – (Olympic Training Centres) in the preparation of athletes through the provision of world class daily training environments.

A detailed Operational Plan will be developed to complement this Strategic Plan.

A separate Plan will be developed to address the Hospitality Program to be conducted by AOC during the 2014 Olympic Winter Games.

This Strategic Plan will be updated from time to time.

EXECUTIVE SUMMARY

In Australia, arguably more than anywhere else in the world, sporting success is synonymous with the sense of national pride and achievement. This success has come to represent those qualities most important to Australians – courage, determination, resilience and the sense of fair play.

So it is with an enormous sense of expectation that all Australians focus on the performances of their sporting heroes on the greatest stage of all – the Olympic Games. In recent years, Australians have focussed their attention on the exploits of its winter Olympians. Australian athletes have won medals at successive Olympic Winter Games since Lillehammer in 1994.

Australia's Olympians – Summer and Winter - are the "Inspiration of our Nation".

The AOC has exclusive authority for the representation of Australia at the Olympic Games and Olympic Winter Games. In order to discharge this responsibility, the AOC adopts a strategic plan for each Australian Olympic Team and Olympic Winter Team.

This Strategic Plan is for the participation of the Australian Olympic Winter Team at the XXII Olympic Winter Games in Sochi, Russian Federation – the 2014 Olympic Winter Games.

The vision for the 2014 Australian Olympic Winter Team is to inspire the nation, particularly young Australians, to dream, aspire and excel, and to show the world that Australia is a nation of high achievers.

The challenge for the 2014 Australian Olympic winter team is to place amongst the top 15 nations on the overall standings and win medals in more than the two sports disciplines in which Australia won medals at the 2010 Olympic Winter Games.

The AOC's focus will be to create a performance driven, athlete focused team environment that will provide the foundation for Australia's Olympic winter team to fulfil its vision and meet its challenge.

The Strategic Plan outlines the key objectives and associated strategies to be implemented. Each of these objectives and strategies will contribute to one or more of four key business drivers. These drivers are:

- Preparing for Success
- Creating an Environment for High Performance
- Providing the Foundation for Success
- Celebrating Australia's Olympic Winter Team

When developing the Strategic Plan, the AOC has been mindful of a set of guiding principles and planning considerations which help to define the framework within which the planning, management and operation of the Australian Olympic Winter Team will occur.

The Strategic Plan will be complemented by a detailed Operational Plan.

Under the key business driver “Preparing for Success” the focus will be on the provision of high quality preparation opportunities to ensure that the Team’s performance objectives are met.

To assist with Olympic preparation, the AOC provides funding support to its member NFs and their athletes through various programs delivered under its Program and Funding Guidelines for Sports on the Program for the 2014 Olympic Winter Games in Sochi. Most importantly, the AOC will maintain its funding support of the Olympic Winter Institute of Australia (OWIA) and effective working relationships with the ASC, AIS and the State/Territory Institutes and Academies of Sport (Olympic Training Centres) so as to ensure the achievement of medal winning results remains a priority.

The AOC will continue to make representation to the Federal Government for appropriate levels of funding support for its member NFs and the OWIA so as to optimise Olympic preparation. In this regard, the High Performance Plan, prepared jointly with the Australian Paralympic Committee (APC) in 2009, is the centre piece to the AOC’s representation to the Federal Government.

The AOC recognises the importance of ensuring potential Olympic athletes gain a greater understanding of the special nature of the Olympic Winter Games and to be well prepared for the challenges of Olympic competition. To this end, the AOC will create opportunities to engage with potential Olympic athletes about Sochi, the 2014 Olympic Winter Games and the Australian Olympic Winter Team, including the implementation of the highly successful “Winning Attitudes” seminars.

Importantly, the AOC will encourage NFs to ensure that all potential Olympic athletes are aware of, and comply with, their anti doping obligations. Recently, measures to prevent the spread of illegal and irregular gambling in sport have become a priority for the Olympic Movement. Potential Team members will also be provided with opportunities to more fully understand their obligations in this regard.

Following the Sydney 2000 Olympic Games, Trevor Morling QC conducted a thorough review of Olympic selection processes. As a result of this review, the AOC implemented a comprehensive nomination and selection framework for subsequent Olympic Teams and Olympic Winter Teams – this framework will be in place for the 2014 Australian Olympic Winter Team. Included within the framework is provision for fair, independent and expeditious appeal mechanisms and debriefing programs for athletes who do not gain selection. The AOC is committed to the best athletes being selected fairly.

The delivery of performance driven initiatives both pre Games and at Games time so as to support Team members in their pursuit of excellence in Olympic competition is addressed under “Creating an Environment for High Performance”.

The AOC recognises the important role played by coaches, technical, medical, scientific and management personnel to an athlete’s success in Olympic competition and the importance for athletes having access to personnel who have supported them during lead up competition. To the fullest extent possible within the limitations of the Games time accreditation system, the AOC will optimise the allocation of support personnel accreditations to the various sections of the Olympic Winter Team.

Recognising the vital role played by the OWIA in preparing high performance winter athletes, the AOC will ensure that the OWIA is involved the planning and implementation of a high performance environment at Games time.

Athletes must be supported by the best available people.

All Olympic host cities have their own specific environmental challenges. It is important that organisations preparing athletes for the 2014 Olympic Winter Games have available to them current and comprehensive information about Sochi and that they formulate appropriate strategies to deal with any challenges.

The AOC will encourage NFs to capitalise on opportunities for athletes and key support personnel to become familiar with Sochi and the Olympic venues. NFs are encouraged to the fullest extent possible to utilise participation in the Test Event program as a “dress rehearsal” for the 2014 Olympic Winter Games.

As may be required by NFs and the OWIA, the AOC will utilise its relationships with the Russian Olympic Committee (ROC) and the Organising Committee - SOCHI 2014 to assist in gaining access to appropriate training locations in the Sochi region during the lead up to the 2014 Olympic Winter Games.

For recent Olympic Winter Games, the AOC has committed resources to the establishment of an athlete centred environment in the Olympic Villages so as to provide for the creation of a strong and cohesive sense of “One Team”. The camaraderie which is developed within the Australian Team is one of its greatest assets – something that is not seen to the same extent within the Olympic Teams of other nations. The AOC will once again commit itself to building “One Team”. In doing so, the AOC will devise “One Team” strategies to overcome the challenges of Team members living in three separate Olympic Villages.

Within the context of specific nature of the 2014 Games environment, the AOC will consider the appointment of an Athlete Liaison Officer (ALO) to act as a mentor to Team members and help to create Team harmony. In order for athletes to perform at the highest level during Olympic competition, they need access to a range of support services. The AOC will cooperate with NFs and the OWIA to develop comprehensive sports specific Games time performance plans that will address such elements as access to support personnel, video recording and analysis, sports medicine and science services and pre Games training.

For recent Olympic Winter Games, Team members have had access to some of the best available Australian sports medicine practitioners, including doctors, physiotherapists and psychologists. The 2014 Olympic Winter Games will be no different with the AOC committed to providing the highest standards of medical coverage across the three Olympic Villages.

The key business driver “Providing the Foundation for Success” addresses the delivery of an effective and efficient operational infrastructure that supports an athlete focussed, performance driven Team environment.

It is important that the AOC plans for success. This responsibility is delegated to the Team Executive, led by Chef de Mission, Ian Chesterman, and supported by Team Directors (and other key management personnel) who each assume responsibility for matters within a specific portfolio. The Team Executive (and Team Directors) will meet regularly to advance the planning and operation of the Team. Given the important role played by each NF and the OWIA in the successful preparation and organisation of the Team, opportunities will be created by the AOC for them to be regularly kept informed of progress in Team planning during the lead up to the 2014 Olympic Winter Games.

As part of its overall management of the Team, the Team Executive will assume responsibility for the team budget as approved by the AOC.

The AOC will commit itself to establishing a strong and effective working relationship with SOCHI 2014. This will be achieved through undertaking regular Planning Visits to Moscow and Sochi, and by ensuring the AOC is responsive to SOCHI 2014's requests for information and its operational deadlines.

To effectively manage and provide services to the Team at Games time, management personnel will service each of the Olympic Villages.

The AOC must ensure that its commercial rights and those of its sponsors are protected from ambush marketing activities. This will contribute greatly to securing future financial support to Olympic Teams and the AOC's other programs, including its funding of NFs and their athletes. In addition, the AOC must safeguard its reputation and that of the Olympic Team and the Olympic Movement.

Within the context of the Olympic Winter Team, the adoption of a Team Membership Agreement, which all Team members must sign, helps to mitigate the risks outlined above.

The enforcement of the AOC's Ethical Behaviour and Anti Doping By Laws also contributes to ensuring that the highest standards of conduct are observed by Olympic Team members.

The AOC will develop effective working relationships with the Department of Foreign Affairs and Trade (DFAT) and other Government agencies to ensure that it is fully aware of any issues that have the potential to adversely affect the Team. Provision will be made in Team planning for appropriate safety and security measures to be implemented.

For the 2014 Olympic Winter Games, the AOC will work with uniform suppliers to ensure that the Team apparel provided to the Team meets the technical and performance requirements of high performance sport. To achieve this outcome, extensive collaboration with NFs and the OWIA regarding sport specific requirements will be undertaken.

It is also important that the Australian Olympic Winter Team looks like "One Team" – this will be a priority consideration when determining the design elements which are incorporated into the uniforms.

Uniform ordering, fulfilment and distribution processes will be designed to provide for maximum flexibility with respect of Team selections.

The AOC will determine an air travel program which will provide sections of the Olympic Winter Team a high degree of flexibility when booking travel arrangements.

Arrangements will be put in place to ensure the Team has a well coordinated fleet of vehicles at its disposal.

The AOC will collaborate with NFs and the OWIA to ensure that all sports specific equipment is shipped to the Games efficiently and cost effectively.

The Olympic Villages become a “home away from home” for Team members during the final lead up to and at the time of Olympic competition. It is important that Team members have access to equipment, supplies and services to make their stay in their respective Olympic Village one that is conducive to performing at their very best.

The location of the Australian Team precinct in the Olympic Villages is an important consideration for the AOC. Accordingly, it will examine the plans of the Olympic Villages so as to identify a preferred location. Representation will be made to SOCHI 2014 for an allocation of housing in a convenient location.

The recognition and celebration of the Team’s achievements, and its contribution to Australia’s Olympic heritage and the inspiration of Australia’s youth is addressed under the fourth and final business driver – “Celebrating Australia’s Olympic Winter Team”.

Despite the “tyranny of distance”, there is immense public interest in the Olympic Winter Games and, in particular, the achievements of Australia’s Olympic Winter Team. The AOC will implement mechanisms to engage with media covering Australia’s participation in the 2014 Olympic Winter Games so that they have an appropriate level of access to the Team.

The activities of the Team will be promoted to the Australian and international media before, during and after the 2014 Olympic Winter Games.

In addition to maintaining effective working relationships with the media, the AOC will also commit resources to the use of the internet and social media as a distribution channel for Team related information.

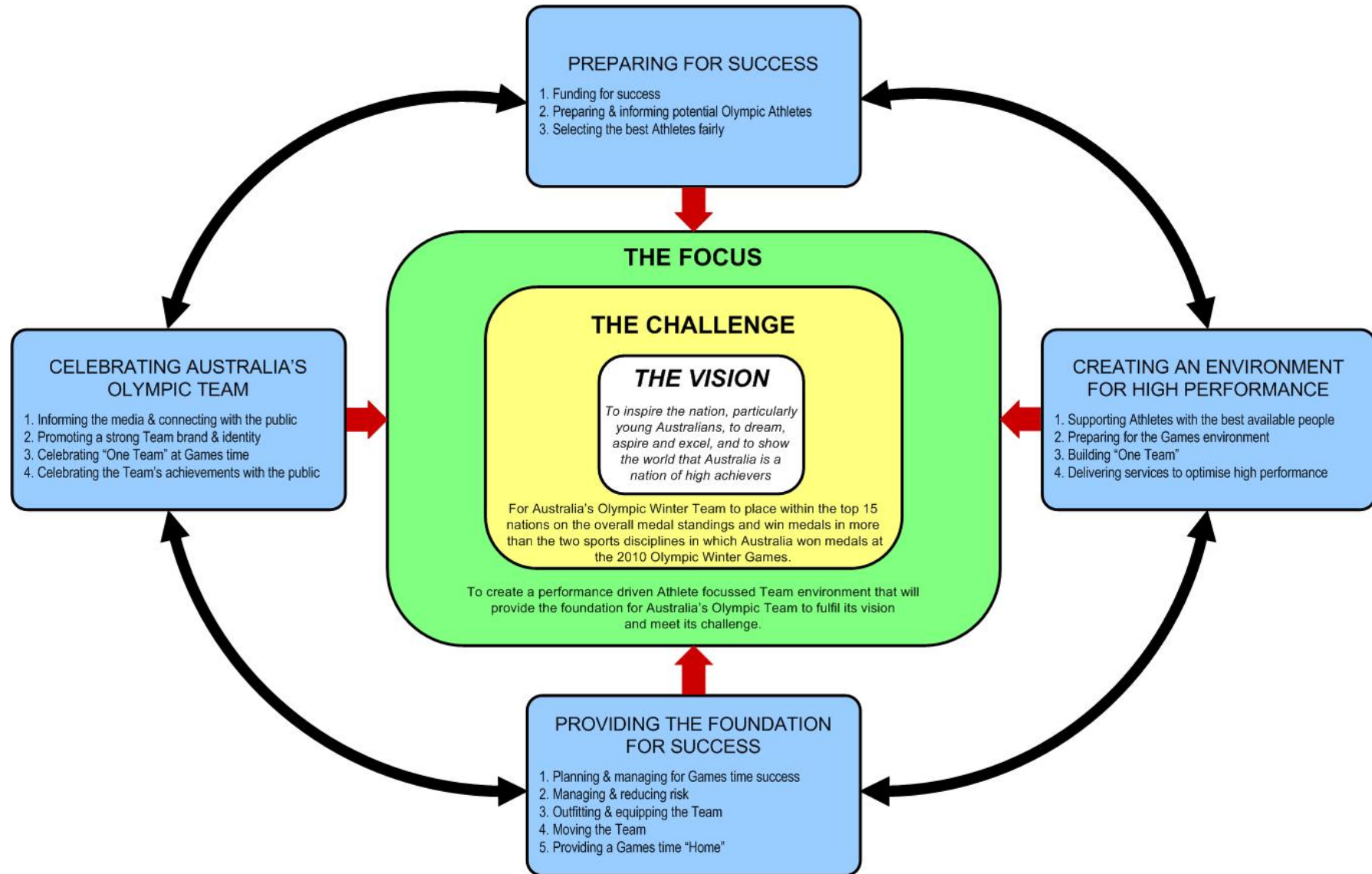
The Olympic Winter Team evokes strong imagery in the minds of the Australian public. The AOC will ensure that the imagery associated with the Olympic Winter Team is incorporated into the design elements for the Team uniform, publications and website content. The Australian public will be given the opportunity to demonstrate its support for the Team.

Part of being a member of the Australian Olympic Winter Team, is celebrating that membership with Team mates during Games time – celebrating being part of “One Team”. To this end, the AOC encourages, within the demands of training and competition, all Team members to take part in key celebratory activities such as the Village Welcome Ceremony, Team Reception and the Opening and Closing Ceremonies. During the Team Reception, each athlete will be formally inducted into the Olympic Winter Team and the Chef de Mission will announce the Opening Ceremony Flagbearer.

Following the conclusion of the Games, the AOC will host a reception to celebrate and honour the achievements of the 2014 Olympic Winter Team.

The Strategic Plan provides a blueprint for the planning, organisation and management of the 2014 Australian Olympic Winter Team. To the fullest extent possible, within the limits of available resources, the AOC will commit itself to the implementation of the Plan so that the 2014 Australian Olympic Winter Team can fulfil its Vision and meet its Challenge.

STRATEGIC MODEL



PREPARING FOR SUCCESS

The provision of high quality preparation opportunities to ensure that Australia will place amongst the top 15 nations on the overall medal count in more than the two sports disciplines in which Australia won medals at the 2010 Olympic Winter Games.

1. FUNDING FOR SUCCESS

Objectives

- i. To assist NFs provide athletes, coaches and other support personnel with international competition opportunities through the provision of AOC Funding during the four years leading to the Olympic Winter Games.
- ii. To provide direct funding support to athletes who achieve medal results in annual benchmark events during the four years leading to the Olympic Winter Games so as to assist with their Olympic preparation.
- iii. To provide funding support to the Olympic Winter Institute of Australia (OWIA) so that the highest performing winter sports athletes are assisted with their Olympic preparation.
- iv. To encourage other agencies, particularly Government to provide financial resources to Olympic sports in a manner that is consistent with the achievement of medal results and optimising performances of potential Team members.

Strategies

- a) Focus financial support on the achievement of medal results whilst maintaining assistance to all Winter Program NFs through the initiatives outlined in the Program and Funding Guidelines for Sports on the Program for the 2014 Olympic Winter Games in Sochi (for the period 1 April 2010 to 31 March 2014) (“the Guidelines”), in particular:
 - i. Funding for International Competition
 - ii. adidas Medal Incentive Funding
 - iii. Olympic Winter Institute of Australia (OWIA)
 - iv. 2012 Australian Winter Youth Olympic Team

(NB – On 14 May 2010, the AOC approved the implementation of Program and Funding Guidelines for Sports on the Program for the 2014 Olympic Winter Games in Sochi. A copy as amended on 19 August 2011 can be found on olympics.com.au)
- b) Maintain an effective working relationship with the ASC, Australian Institute of Sport (AIS) and State/Territory Institutes and Academies of Sport (“the Olympic Training Centres”) so as to ensure that the achievement of medal results remains a priority when the distribution of funds and establishment of training programs is considered. Of particular importance is the continued support of the OWIA and complementary underpinning programs by the ASC, AIS and other Institutes and Academies of Sport.
- c) Make representation to the Federal Government for appropriate levels of funding support for Olympic sports so as to provide them with the best possible opportunity to prepare their athletes for success at the 2014 Olympic Winter Games, including the achievement of optimised medal results.

(NB The AOC, in conjunction with the Australia Paralympic Committee (APC), submitted the High Performance Plan to the Federal Government in March 2009. A copy can be found on olympics.com.au. On 11 May 2010, the Federal Government announced an initiative called “Australian Sport: The Pathway to Success”. This initiative is intended to deliver increased Federal Government funding to NFs)

- d) Support the OWIA in securing Government and private sector support for the development of training and competition venues for winter sports so as to optimise the quality of Olympic preparation in Australia.

2. PREPARING & INFORMING POTENTIAL OLYMPIC ATHLETES

Objectives

- i. To ensure that opportunities exist for athletes to become well equipped to deal with the social and psychological aspects of preparing for, participating in and returning from the 2014 Olympic Winter Games.
- ii. To create opportunities for Olympians from past Games to interact with prospective Team members so as to impart greater understanding of the special nature of the Olympic Winter Games.
- iii. To encourage potential Olympic athletes to pursue career and educational opportunities.
- iv. To adopt and promote the strongest possible stance against doping and illegal and irregular gambling in sport.

Strategies

- a) Encourage the Olympic Training Centres in relevant states to offer athlete support programs that assist potential Olympic athletes to prepare for the demands of Olympic competition.
- b) Involve the AOC Athletes’ Commission and other successful Olympians in the implementation of “Winning Attitudes” seminars to be held during the Shadow Team Assembly in April/May 2013.
- c) Through a comprehensive application of web based solutions, including social networking sites, develop and implement a program to inform and engage with potential Olympic athletes about Sochi, the 2014 Olympic Winter Games and the Australian Olympic Winter Team.
- d) Work with the Athlete Career and Education (ACE) program to ensure that potential Olympic athletes are given flexibility by educational institutions to accommodate their specific training and competition needs.
- e) Work with the Olympic Athlete Career Program, managed by Adecco, to identify job opportunities for potential Olympic athletes who are seeking employment.
- f) Encourage NFs to inform potential Olympic athletes of their obligations under the AOC’s Anti Doping By Law, World Anti Doping Code and the IOC Anti Doping Rules.

- g) Ensure that stringent procedures for the monitoring and registration of Therapeutic Use Exemptions are implemented to the standards required under the World Anti Doping Code.
- h) Ensure that all athletes are briefed on Village entry to safeguard against them taking prohibited substances inadvertently through the consumption of dietary supplements and medications.
- i) Ensure that all athletes understand their obligations with respect of the provision of up to date whereabouts information so as to comply with the requirements of the Australian Sports Anti Doping Authority (ASADA), the World Anti Doping Agency (WADA) and the IOC.
- j) Ensure potential Olympic athletes are fully informed of their obligations under the Team Membership Agreement with respect of prohibition on involvement in gambling, including its promotion, on the Olympic Winter Games.

3. SELECTING THE BEST ATHLETES FAIRLY

Objectives

- i. To develop and apply fair selection criteria and processes that can be easily communicated to athletes and that are consistent with the qualification systems of the IFs.
- ii. To ensure NFs develop fair and open nomination criteria and that they give athletes the opportunity to become fully conversant with the requirements of these criteria.
- iii. To ensure that fair, independent and expeditious appeal processes are implemented by NFs for athletes who do not achieve nomination and by the AOC for athletes who do not achieve final Team selection.
- iv. To foster the implementation of high quality debriefing programs for athletes who do not gain selection.
- v. To ensure that the best athletes are selected and that they are free from any injuries and illness that would inhibit their performance.

Strategies

- a) When developing the 2014 Team nomination and selection framework, implement processes that were developed for previous Olympic Teams and Olympic Winter Teams as result of the post review of the 2000 Team selection process conducted by Trevor Morling QC, and underpinned by the Olympic Team Selection By Law.
- b) Develop template nomination criteria that adhere to the principles of fairness and openness for circulation to all NFs in order to assist them with the formulation of their respective nomination processes in a timely manner.
- c) Draft a set of “best practice” tools for circulation to NFs so as to assist them to successfully implement the nomination and selection process.

- d) Encourage all NFs to finalise and circulate their approved nomination criteria and the AOC's selection criteria at least sixteen months prior to the commencement of the nomination process. In implementing this strategy the AOC is to assist NFs with a wide distribution of nomination and selection information via olympics.com.au.
- e) Ensure that NFs comply with the requirement to seek AOC endorsement of any amendments to previously approved nomination criteria.
- f) Ensure that NFs establish their Appeals Tribunals in compliance with the Olympic Team Selection By Law.
- g) Appoint an independent Olympic Appeals Consultant who would be available pro-bono to consult with athletes who are contemplating lodging an appeal.
- h) Establish a 2014 Team Selection Committee comprised of the Chef de Mission (Ian Chesterman), AOC Vice President (Peter Montgomery) and the AOC Secretary General (Craig Phillips) to endorse selections on behalf of the AOC.
- i) Allow NFs the flexibility to nominate athletes for selection to the Team up until 22 January 2014, which is five days prior to SOCHI 2014's Entry by Name deadline.
- j) Encourage the establishment of debriefing programs throughout the network of Olympic Training Centres for non nominated/selected athletes and ensure that NFs advise athletes of the availability of these programs.
- k) Develop and implement robust procedures that ensure NFs meet all administrative requirements, including confirmation that athletes are illness and injury free, when nominating them to the AOC for selection.

CREATING AN ENVIRONMENT FOR HIGH PERFORMANCE

The delivery of performance driven initiatives both pre Games and at Games time so as to support Team members in their pursuit of excellence in Olympic competition.

1. SUPPORTING ATHLETES WITH THE BEST AVAILABLE PEOPLE

Objectives

- i. To provide athletes with the best available support in the areas of coaching, technical, medical and scientific services within the limits of the available Team accreditations.
- ii. To ensure the vital role played by the OWIA and its personnel in preparing high performance winter athletes is taken into consideration when the AOC is planning for and implementing a high performance Team environment at Games time.
- iii. To ensure, where possible, there is continuity in the personnel providing support to athletes before and during the 2014 Olympic Winter Games.
- iv. To ensure that Team accreditation is only provided to people who will play an effective role in supporting athletes during the final preparation phase and during competition.

Strategies

- a) During the third quarter of 2012 and in conjunction with NFs, conduct a comprehensive review of the staffing requirements (including medical personnel) of each section of the Olympic Team with the aim of attempting to meet these requirements within the limitations of the available accreditations.
- b) For sports/disciplines of the Team give priority to the appointment of coaching and technical support personnel as part of their nomination process.
- c) Ensure each NF develops a set of standards governing the nomination of team support personnel for their respective sport/discipline of the Olympic Winter Team.
- d) Appoint to the Team only those support personnel who have demonstrated a current and effective involvement with national teams and elite athlete programs who will make a meaningful contribution to athlete performance.
- e) Optimise the allocation of support personnel positions to sports/disciplines of the Team whilst maintaining a core Team Headquarters that is adequately resourced to meet the demands of overall management of the Team.
- f) Due to the limitations of the accreditations that will be made available to the Australian Team, identify support personnel positions and Team services that can be based outside of the Village and who can use forms of accreditation and access other than Team accreditation.
- g) Entrust to the AOC Medical Commission and 2014 Team Medical Director responsibility for recommending to the Team Executive, individuals for appointment to the Team as medical personnel with emphasis placed on appointing

individuals with the appropriate experience, qualifications and personal attributes required to participate in an Olympic Winter Team.

- h) By the end of the fourth quarter 2012, confirm with NFs and OWIA the suitability of nominated medical personnel for appointment to the Olympic Winter Team so that these individuals can foster their working relationships with their designated sports.
- i) Appoint a small central group of practitioners to provide services to sports/disciplines and encourage opportunities for these individuals to foster their working relationships with these sports.
- j) Seek SOCHI 2014's agreement to allow the AOC to identify and recruit Sochi based candidates or candidates with appropriate "local" knowledge for the positions of NOC assistants and drivers.

2. PREPARING FOR THE GAMES ENVIRONMENT

Objectives

- i. To ensure that NFs, the OWIA and the Olympic Training Centres have access to current and comprehensive information about the environmental challenges in Sochi (if any) and that they employ strategies to appropriately prepare their athletes for the demands.
- ii. To assist NFs and the OWIA with securing access to appropriate training facilities in or in close proximity to Sochi during the years leading up to the 2014 Olympic Winter Games for pre Games preparation with a particular focus on familiarisation and acclimatisation.

Strategies

- a) Encourage NFs, the OWIA and relevant Olympic Training Centres to invest resources in investigating the specific environmental challenges of competing in Sochi and formulating appropriate strategies to deal with these challenges.
- b) Utilise the AOC's relationship with the ROC and SOCHI 2014 to facilitate participation by Australian athletes (and support personnel) in SOCHI 2014's Test Event program.
- c) Encourage NFs to "dress rehearsal" final preparation programs for 2014 during the Northern Hemisphere winters of 2012/13 and 2013/14, with a particular focus on participation in SOCHI 2014's Test Event program where appropriate.
- d) Utilise the AOC's relationship with the ROC and SOCHI 2014 to assist with the identification and securing of appropriate training locations should NFs choose to undertake pre Games training at the 2014 Olympic venues.
- e) Provide flexibility with regard to Olympic Village entry dates to allow sports/disciplines to undertake final preparation in the most appropriate location.

3. BUILDING “ONE TEAM”

Objectives

- i. To facilitate the provision of athlete centred services within the Olympic Villages so as to enhance the Olympic experience of Team members.
- ii. To create an environment in the Olympic Villages that is most conducive to the achievement of elite performance.
- iii. To encourage the development of comradeship, friendship and support for peers within the Team.

Strategies

- a) Provide for the delivery of athlete centred services in the Olympic Villages as part of the Team’s operational planning.
- b) Develop systems for the delivery of the services directly to athletes in the following areas:
 - event tickets
 - Village guest passes
 - information on tours and other entertainment programs
 - access to consumables and resources
 - telephone cardsensuring that athletes living in each Olympic Village are catered for.
- c) Subject to the limitations and opportunities presented by the Games environment, appoint an Athlete Liaison Officer (ALO) to act as mentors to athletes and to help create Team harmony.
- d) Allocate resources for visits to pre Games training camps by the Team Executive and ALO (if appointed) so as to develop a rapport with potential Team members.
- e) Provide for the staging of team building activities within the Olympic Villages and encourage the formation of Team cheer squads to provide support to Team members who are still competing.
- f) Ensure coordination between the ALO (if appointed) and Media Services on the production of a daily Team newsletter utilising the internet as a key distribution channel.
- g) Review the plans for the Olympic Villages with the aim of identifying a location that, amongst other things, is conducive to creating a focal point for team building activities and seek the agreement of SOCHI 2014 for the allocation of this precinct to the Australian Team.
- h) Develop appropriate solutions for dealing with the high volume of fan mail (Letterlink) and emails/text messages (Heromessages) received by Team members during the Games.
- i) Organise a range of activities, such as tours, to enhance the Olympic experience for those athletes who have finished competing and to minimise distractions to athletes who are still in competition.

4. DELIVERING SERVICES TO OPTIMISE HIGH PERFORMANCE

Objectives

- i. To facilitate the provision of a range of support services at Games time that will help to optimise athletic performance.
- ii. To provide for the establishment of a well equipped medical and recovery services within the Australian Team precincts of the respective Olympic Villages.

Strategies

- a) In cooperation with NFs and the OWIA (within the limitations of available resources) develop comprehensive and sports specific Games time performance plans that clearly identify the initiatives, such as:
 - access to and deployment of support personnel
 - video recording and analysis
 - recovery services
 - use of sports medicine and science services
 - dietary advice
 - technical aspects of apparel fabrication and construction
 - (where appropriate) access to replacement athletes
 - pre Games training, including security arrangements (with a focus on the last month of preparation)
 - Village entry dates

that will contribute to performances of athletes at the 2014 Olympic Winter Games.

- b) Within the resource limitations of the AOC, NFs, the OWIA and other agencies, secure access to the support services that are required to optimise performance and that are not provided for by SOCHI 2014. In some instances these services may need to be outside of the Village.
- c) Provide for the establishment of well equipped medical services, under the management of the Medical Director, in the Australian precinct of the respective Olympic Villages for the effective treatment of general illnesses and sports injuries.
- d) In cooperation with appropriate agencies such as the AIS, develop recovery strategies that can be utilised by Team members within the confines of their respective Olympic Villages.

PROVIDING THE FOUNDATION FOR SUCCESS

The delivery of an effective and efficient operational infrastructure that supports an athlete focussed, performance driven Team environment.

1. PLANNING & MANAGING FOR GAMES TIME SUCCESS

Objectives

- i. To establish detailed plans for the efficient and effective implementation of key Team operational areas.
- ii. To establish effective working relationships with SOCHI 2014 personnel, particularly those people with responsibility for the Olympic Village, NOC Services, Accreditation, Competition Management and Transport.
- iii. To maximise opportunities for the Team Executive to fully consider issues and determine policies, and for the OWIA, NFs and Team support personnel to be kept informed of progress on the organisation of the Team.
- iv. To establish a Team structure based around centralised management under the direction of the Team Executive to effectively manage the various operational requirements of the Olympic Winter Team.
- v. To provide for effective management of and appropriate supply of AOC funds to allow for the implementation of Team activities.
- vi. To establish physical infrastructure, systems and procedures which contribute to the efficient and effective management of the Team.
- vii. To ensure that a full review of the 2014 Australian Olympic Winter Team operation is undertaken with the view to making improvements for 2018.

Strategies

- a) Appoint and delegate complete authority for the Australian Olympic Winter Team to the Chef de Mission. *(NB The AOC Executive appointed Ian Chesterman to the position of Chef de Mission at its May 2010 meeting.)*
- b) Appoint a Team Executive and Team Directors (and other key management personnel) to support the Chef de Mission in the overall management of the Team. *(NB The AOC Executive appointed Geoff Lipsbut and Craig Phillips to the Team Executive at its August 2011 meeting.)*
- c) Appoint a Sochi based Team Attache to assist the Team Executive.
- d) Establish an effective working relationship with the Australian Embassy in Moscow.
- e) Develop, by the end of the first quarter of 2013, a detailed Team operational plan that is consistent with and supports the implementation of this Strategic Plan.

- f) Develop strong working relationships and maintain regular contact with key SOCHI 2014 personnel during the lead up to the 2014 Olympic Winter Games.
- g) Respond effectively and efficiently to any requests made by SOCHI 2014 that impact on the participation by the Australian Team or the AOC at the 2014 Olympic Winter Games.
- h) Undertake regular site visits to Sochi and Moscow with key Team personnel and facilitate opportunities for OWIA and NF representatives to also visit Sochi during the lead up to the 2014 Olympic Winter Games.
- i) Conduct Team Executive Meetings as required to effectively address key issues and to set Team policies.
- j) Ensure that Team Directors (and other key management personnel) take responsibility for matters that are part of their respective portfolios.
- k) Conduct Team Briefings for OWIA, NF representatives and other key personnel during the April/May period in 2012 and 2013.
- l) Establish effective and regular communication channels for NFs and the OWIA.
- m) Establish detailed office and administrative procedures that provide for the effective delivery of services to Team members.
- n) Appoint appropriately skilled Olympic Village Managers (Coastal, Mountain & Endurance) who can assist the Team Executive and the Team Directors with the effective delivery of services to Team members.
- o) Develop a comprehensive Team Operations Manual for circulation to NFs, the OWIA, the Olympic Village Managers and other key Team personnel that will be available in hard copy and electronic format as early as practicable prior to Olympic Winter Games.
- p) Ensure that the Team Executive, Team Directors and AOC staff are responsive to the performance related needs of NFs, the OWIA, Coaches and other key Team personnel.
- q) Develop a detailed Team budget and associated cash flow projections, with particular focus on optimising the use of value in kind (VIK) for Team related expenditure.
- r) Following the approval of the detailed Team budget by the AOC Executive, delegate overall financial responsibility to the Chef de Mission and the Team Executive.
- s) Establish financial management systems that are consistent with and derivatives of the AOC's own practices and that provide for regular reporting to the Team Executive and the AOC Finance Commission.
- t) Investigate, develop and implement ways for technology to be more fully integrated into the effective management of the Team, including but not limited to communication with Team members and with key stakeholders external to the Team.

- u) Conduct a full review of the communications infrastructure so as to provide for data transmission, hard wire and mobile telephones (and/or handheld digital devices), VOIP and radios so as to meet the needs of all user groups within the Team.
- v) Form effective alliances with Team sponsors for the delivery of specific components of the Team operation, particularly with respect of the use of technology as an integral part of the management of the Team.
- w) Investigate opportunities to collaborate with the APC, and implement (as appropriate) those activities which will be to the mutual benefit of the Olympic and Paralympic Winter Teams.
- x) Conduct a full review of the 2014 Olympic Winter Team campaign so as to identify improvements for future Olympic Winter Teams and in association with the post Games review, produce a detailed Team Report to serve as the official record of Australia's participation at the 2014 Olympic Winter Games.

2. MANAGING & REDUCING RISKS

Objectives

- i. To ensure that the AOC's commercial rights, and those of Team sponsors are protected from ambush and parasite marketing activities.
- ii. To ensure that the reputation of the AOC, the Olympic Winter Team and the Olympic Movement are protected.
- iii. To ensure that the safety and well being of Team members is preserved during the 2014 Olympic Winter Games.

Strategies

- a) Develop a Team Membership Agreement that protects the commercial interests of the AOC as provided for by the Olympic Charter and the Olympic Insignia Protection Act (OIPA).
- b) By the end of 2012 at the latest, circulate the Team Membership Agreement to NFs, all potential Team members and other interested parties via the internet so as to provide approximately one year's notice of Team members' rights and obligations.
- c) Create opportunities for potential Team members and their agents to become fully aware of the obligations and restrictions contained within the Team Membership Agreement.
- d) In conjunction with NFs, ensure that all personnel vying for Olympic selection sign the Team Membership Agreement prior to being considered for selection.
- e) Enforce the AOC's Ethical Behaviour and Anti Doping By Laws. (*see olympics.com.au*)

- f) Ensure that all athletes meet their obligations with respect of the provision of up to date whereabouts information so as to comply with the requirements of the Australian Sports Anti Doping Authority (ASADA), the World Anti Doping Agency (WADA) and the IOC.
- g) Monitor (and take legal action as required) any breaches of the OIPA or unauthorised exploitation of the AOC's commercial rights.
- h) Ensure that all Team members meet their obligations with respect of the prohibition contained in the Team Membership Agreement on participation in illegal or irregular gambling or the promotion of gambling on the Olympic Winter Games generally.
- i) Ensure that NFs are fully aware of the AOC's commercial rights and their own obligations under the NF Commercial Activities By Law so as to minimise the likelihood of NFs initiating ambush marketing activities or unintentionally contravening the AOC's rights.
- j) Undertake a full review of the AOC's potential exposure and develop a comprehensive risk management plan, including the securing of appropriate levels of insurance.
- k) Establish effective working relationships with the Department of Foreign Affairs and Trade (DFAT), other kindred Australian Government agencies and Russian Government authorities to ensure that the Team Executive is fully aware of any safety and security issues that have the potential to adversely affect the Team.
- l) With the cooperation of DFAT, make provision in Team planning for safety and security measures that are deemed appropriate and necessary, including but not limited to the formulation of a Team Emergency Response Plan and General Security Advice for Team members.
- m) Ensure that, when planning for safety and security measures, consideration is given to the needs of sports/disciplines of the Team which are undertaking their final preparation in Russia so that they benefit from the working relationships that the AOC has formed with DFAT and other agencies.
- n) Further develop the use of SMS technology as a system of communication with Team members in times of emergency.

3. OUTFITTING & EQUIPPING THE TEAM

Objectives

- i. To ensure the adequate provision of high quality Team apparel taking into account the technical requirements of all sports and the likely climatic conditions in Sochi and its environs at Games time.
- ii. To implement supply arrangements for Team uniforms that, as much as practicable, provide for flexibility with respect of athlete selection.
- iii. To provide, within the limitations imposed by the Olympic Charter, for the promotion of sponsor products.
- iv. To ensure the Team has access to all necessary equipment and resources and that an effective system of managing inventory is established.

Strategies

- a) Appoint the AOC's marketing agents, Sports Management and Marketing (SMAM) to manage all aspects of outfitting and the procurement of equipment and resources for the Team.
- b) In cooperation with the OWIA and NFs, ensure that the technical requirements for competition and training apparel for each sport are identified and that the OWIA and NFs formally sign off their specific requirements.
- c) Cooperate with Karbon, XTM and other Team uniform suppliers, to ensure that full consideration is given to the likely climatic conditions in Sochi and its environs in February when deciding on the design and fabrication of apparel items.
- d) Establish a Uniform Management Committee to provide oversight to the Team's apparel program.
- e) To the fullest extent possible, make available prototypes of competition apparel to the OWIA and NFs for their review.
- f) Conduct a Shadow Team Assembly in April/May 2013 so as to provide for an effective fitting/measurement process to ensure that the sizing requirements of likely Team members are collected.
- g) Provide for maximum flexibility with regard to selection when developing processes for the ordering and delivery of Team uniforms.
- h) Recognising the challenges of establishing a uniform distribution centre in Sochi, consider the development of alternative distribution strategies including the utilisation of pre Games training and competition locations as uniform distribution sites with provision for issue resolution.
- i) Consider, and if feasible, implement a process that allows for the early delivery of competition apparel to Team members so as to provide for a satisfactory period of "breaking in" prior to the Olympic Winter Games.

- j) Secure, as appropriate, additional competition uniform items required by the sports that are not otherwise provided by Karbon and XTM.
- k) Cooperate with Team uniform suppliers to identify as many opportunities as possible, within the limits of the Olympic Charter, to promote their contribution to the Team and take action to prevent ambush marketing activities by other apparel manufacturers
- l) Develop a complete inventory of equipment and resources that will be required by the Team and seek to maximise the supply of these items as VIK and/or free of charge.
- m) Establish an effective system for assigning and recovering equipment and resources.

4. MOVING THE TEAM

Objectives

- i. To ensure an air travel program is implemented which enables the OWIA and NFs to have a high degree of flexibility when making air travel arrangements for Team members to and from the Olympic Winter Games..
- ii. To provide for the effective tracking of the travel movements of Team members and an appropriate system for monitoring air travel costs.
- iii. To ensure that the Team has at its disposal an adequate fleet of vehicles and access and parking provisions so that the ground transport needs of the Team are well served.
- iv. To ensure that the Team's equipment, uniform and resources are shipped to and from the Olympic Winter Games in the most efficient and cost effective manner possible.

Strategies

- a) Provide the OWIA and NFs with the opportunity to organise Team travel to and from the 2014 Olympic Winter Games at a time that is compatible with their sport/discipline's preparation program requirements.
- b) Establish an air travel booking system which allows for the "real time" tracking of the movements of Team members.
- c) Continue the practice of implementing a return baggage service for Team members.
- d) Conduct a full review of the ground transportation requirements for the Team so as to secure the appropriate number and type of vehicles and drivers, and access to parking permits.
- e) Review the Team's likely freight requirements, including specialised sports equipment, and develop a cost effective logistics plan by the end of quarter two of 2013.

5. PROVIDING A GAMES TIME “HOME”

Objectives

- i. To secure accommodation in each of the Olympic Villages of a nature and in a location that will assist in the creation of a positive Team environment.
- ii. To provide for the establishment of a uniquely Australian Team environment within each of the Olympic Villages.

Strategies

- a) Examine site and operational plans of the three Olympic Villages in order to identify the most suitable locations and seek the agreement of SOCHI 2014 for the allocation of these locations to the Australian Team.
- b) Take steps to ensure that the Australian precincts within each Olympic Village are set up in such a way as to create a focal point for team building activities, such as barbeques, talent nights, etc.
- c) Allow athletes to retain residency in the Olympic Villages for the entire period of the 2014 Olympic Winter Games so as to maximise their Games time experience.
- d) Within the limitations of the Team allocation, ensure that the specific needs of the different sports/disciplines of the Team are taken in consideration when allocating housing within the Australian precinct of each Olympic Village.
- e) Within the constraints of Australia’s allocation of beds, give priority to the housing team support personnel in each Olympic Village during the period of their respective sport’s/discipline’s competition. At other times, team support personnel may be required to live in out of Village accommodation.
- f) Secure accommodation for non accredited Team staff in close proximity to the Coastal and Mountain Olympic Villages. This accommodation will also be used when Team members require a respite from the Village environment.
- g) Via NFs and the OWIA, ensure that all Team members are fully aware of their specific accommodation arrangements prior to the Games so as to minimise the potential disruption that this may cause.

CELEBRATING AUSTRALIA'S OLYMPIC TEAM

The recognition and celebration of the Team's achievements, and its contribution to Australia's Olympic heritage and the inspiration of Australia's youth.

1. INFORMING THE MEDIA & CONNECTING WITH THE PUBLIC

Objectives

- i. To develop an effective working relationship with the media covering the Australian Team's participation in the 2014 Olympic Winter Games so as to ensure that they have an appropriate level of access to the Team.
- ii. To promote, both to the Australian and international media, the activities of the Team and the AOC before, during and after the 2014 Olympic Winter Games.
- iii. To maximise the use of the internet and social media as cost effective information distribution channels.

Strategies

- a) Appoint a Team Media Director who will develop and, once approved by the Team Executive, implement a comprehensive Team media plan.
- b) Establish a Team Media Office in the Main Press Centre.
- c) Ensure that, within the limits of available accreditation, Media Liaison Officers are appointed to assist with athlete interviews and provide background information to the media.
- d) When appointing Media Liaison Officers, ensure that they operate under the direction of the Team Media Director and are fully cognisant of their obligations to Team.
- e) Further to d) above, appoint Media Liaison Officers who have demonstrated a current and effective involvement with national teams and elite athlete programs.
- f) Where appointments in accordance with e) above need to be supplemented, appoint Media Liaison Officers who have a demonstrated ability to work within an Olympic Team environment.
- g) Ensure that the complete range of Team services, including transport, accreditation etc is considered when formulating the Team media plan and the activities of the Media Liaison Officers.
- h) Conduct Team press conferences as required by the size of the Australian media contingent at the 2014 Olympic Winter Games and taking into account the timing needs of media organisations with respect of the filing of news stories.
- i) Develop guidelines for media access to the Team for inclusion in the Team Membership Agreement and communicate these guidelines to the media organisations prior to the 2014 Olympic Winter Games.

- j) Ensure that Team members are fully cognisant of rights that apply to Broadcast Rights Holders and the restrictions imposed on Non Rights Holders by the IOC.
- k) Cooperate with NFs and the OWIA to provide regular information about the preparation and progress of athletes during the lead up to the 2014 Olympic Winter Games.
- l) Conduct media briefings during the lead up to the 2014 Olympic Winter Games in order to develop effective working relationships with the media and to outline the Team media guidelines.
- m) Ensure that the Team Media Director and AOC Media Department are involved in the planning and implementation of athlete biographical data capture.
- n) Develop a standardised set of media tools, such as fact sheets, key messages and pattern speeches for the Team Executive, AOC Executive and Management to use when communicating about the Team.
- o) Focus greater attention and resources on the use of the internet and social media as distribution channels for Team related publications such as the Team Newsletter, Team Handbook, athlete biographies, Team results, etc.
- p) Investigate the necessity and feasibility of providing studio space in the Mountain Olympic Village for the television and radio Broadcast Rights Holders, taking into consideration its proximity to the International Broadcast Centre.

2. PROMOTING A STRONG TEAM BRAND & IDENTITY

Objectives

- i. To build on the Team Brand concepts created for the 2000 Olympic Games and further developed for subsequent Olympic Games and Olympic Winter Games.
- ii. To incorporate the imagery of the Team Brand into all elements of the presentation of the Team, including uniforms, publications and other media.

Strategies

- a) Further develop a strong Team brand and identity that reflects the characteristics of the Australian Team and Australia's Olympians.
- b) Ensure that the imagery created for the Team Brand can be incorporated into the design elements of the Team uniform, publications and the content on olympics.com.au.
- c) Promote the Team Brand to potential Team members as an element of the special nature of being a member of an Australian Olympic Winter Team.
- d) Ensure that programs are developed that allow the Australian public to demonstrate their support for and affiliation with the Australian Olympic Winter Team, and wherever possible maximise the use of the internet and social media for this purpose.

3. CELEBRATING “ONE TEAM” AT GAMES TIME

Objectives

- i. To the fullest extent possible within the demands of preparation and competition encourage Team members to participate in the various ceremonial activities at the 2014 Olympic Winter Games as part of the celebration of their membership of the Australian Olympic Winter Team.
- ii. To ensure that Sponsors, Government representatives and other VIPs attending the 2014 Olympic Winter Games are provided with opportunities to interact with the Team through attendance at key Team events and participation in a Village Visit Program..

Strategies

- a) Conduct a Team Reception on the evening of 6 February 2014 (one day prior to the Opening Ceremony) at which time the Australian Team Flag Bearer will be announced.
- b) Seek the assistance of the AOC's Hospitality Provider, CoSport (Jetset Sports) in identifying a suitable Team Reception location.
- c) Seek SOCHI 2014's agreement to conduct the Village Welcome Ceremony late on the afternoon of 6 February 2014 in order to maximise the number of Team members and invited guests in attendance.
- d) Encourage all Team members, subject to the demands of training and competition, to participate in significant ceremonial and celebratory activities, such as the Village Welcome Ceremony, Team Reception and the Opening and Closing Ceremonies.
- e) Make provision for those athletes who choose not to participate in the Opening and Closing Ceremonies or support personnel who are not able to participate due to Olympic Charter restrictions to view the Ceremonies either in the stadium or by other means in an Olympic Village.
- f) Incorporate into the Team Reception a Team induction ceremony as a means of commemorating the athletes' transition into the Olympic Team.
- g) Appoint personnel dedicated to the staging of the Team Reception and management of the AOC's Hospitality Program.
- h) Develop a well structured Olympic Village visit program (utilising a limited number of guest passes) for VIPs to be managed by the AOC's Hospitality Program staff in cooperation with the relevant Olympic Village Manager.
- i) Involve, as much as practical, VIPs in significant Team events, such as the Team Reception and Village Welcome Ceremony.

4. CELEBRATING THE TEAM'S ACHIEVEMENTS

Objective

- i. To create a post Games vehicle to celebrate the achievements of the Team at the 2014 Olympic Winter Games and for the Team to acknowledge the public's support.

Strategies

- a) Conduct, at the time of the AOC's 2014 Annual General Meeting, a post Games celebration of the Team's achievements.
- b) Invite Team sponsors, NF representatives, Government officials and other VIPs to attend and maximise media exposure of this celebration so as to promote the Team and its achievements.

REFERENCE DOCUMENTS

The documents listed below can be found on the AOC's website – olympics.com.au.

Program & Funding Guidelines for Sports on the Program for 2014 Olympic Winter Games in Sochi (“Funding Guidelines”) http://corporate.olympics.com.au/files/dmfile/ProgramsFundingGuidelinesSochi_18Aug2011_Clean.pdf
Plan for High Performance Olympic & Paralympic Sport (“High Performance Plan”) http://corporate.olympics.com.au/files/dmFile/AOC_High_Perf_Plan_2009.pdf Addendum October 2009 – Rugby 7s and Golf http://corporate.olympics.com.au/files/dmFile/HPP_Addendum_October2009_GolfandRugby_final.pdf
Olympic Charter http://corporate.olympics.com.au/files/dmFile/Charter_en_2010.pdf
AOC Constitution http://corporate.olympics.com.au/files/dmfile/AOC_Constitution_Current.pdf
AOC/ROC Cooperation Agreement http://corporate.olympics.com.au/files/dmfile/Signed_Co_Op_Agreement_AOC_ROC.pdf
AOC Anti Doping By Law http://corporate.olympics.com.au/files/dmFile/AOC_AntiDoping_ByLaw_14AUG09.pdf
Olympic Team Selection By Law http://corporate.olympics.com.au/files/dmfile/OlympicTeamSelectionBy-Law-FINAL_23November2011_.pdf
Olympic Insignia Protection Act (OIPA) http://corporate.olympics.com.au/files/dmFile/Olympic_Insignia_Protection_Act_1987.pdf Further Amendments at - http://corporate.olympics.com.au/files/dmFile/000742an.pdf
AOC Ethical Behaviour By Law http://corporate.olympics.com.au/files/dmfile/AOC_Ethical_Behaviour_By_Law_230811.pdf
Team Membership Agreement The Team Membership Agreement will be available on olympics.com.au by the end of 2012.