

# DANCESPORT AUSTRALIA

*Strategic Plan 2025-2032*

*Leading the Dance to Brisbane 2032 and Beyond*

**Aligned with:**

Australian Sports Commission Sport Horizon Strategy  
Australia's High Performance 2032+ Sport Strategy (Win Well)  
WDSF AGENDA 2032

*Endorsed by DanceSport Australia Board*

*November 2025*

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## EXECUTIVE SUMMARY

DanceSport Australia stands at a pivotal moment in its history. With the Brisbane 2032 Olympic and Paralympic Games on the horizon and DanceSport's continued evolution as a globally recognized sport, we have an unprecedented opportunity to transform our organization and elevate the sport across the nation.

This Strategic Plan 2025-2032 provides a comprehensive roadmap for DanceSport Australia to achieve sustainable success, maximize participation, develop world-class athletes, and establish DanceSport as a cornerstone of Australian sporting culture. Developed through extensive consultation and strategic planning sessions held in November 2025, this plan positions DanceSport Australia to capitalize on the Green and Gold Decade of opportunity.

### **Our Strategic Vision:**

*"Australia recognised globally for DanceSport excellence, where every Australian has the opportunity to experience the joy, connection, and achievement that dance brings"*

## DEFINITION OF DANCESPORT

DanceSport refers to forms of dance that have sporting principles - specifically, those recognised and governed by the World DanceSport Federation (WDSF) under International Olympic Committee (IOC) standards.

Dancesport encompasses disciplines such as the following:

- Standard, Latin, and New Vogue
- Breaking and Hip Hop (Teams)
- Disabilities Sport
- Caribbean (Street Latin) - including Salsa and Bachata
- Formation and Synchronised Teams
- Smooth and Rhythm
- Show Dance and Exhibition Dance
- Stage - Jazz and Contemporary
- Rock and Roll
- Disco

All disciplines operate within competitive frameworks with standardised judging, athlete welfare standards, and anti-doping compliance.

# PURPOSE, VISION, MISSION & VALUES

## Our Purpose - WHY We Exist

To unite, grow, and champion DanceSport across Australia, creating pathways from grassroots participation to world-class performance, while making DanceSport accessible for all Australians.

## Our Vision - WHERE We Are Going

Australia recognised globally for DanceSport excellence, where every Australian has the opportunity to experience the joy, connection, and achievement that dance brings.

## Our Mission - WHAT We Do

To govern, develop, and promote DanceSport in Australia by creating pathways from grassroots to international competition, while fostering an inclusive and sustainable community that celebrates the artistry and athleticism of dance.

## Our Values - HOW We Operate

### 1. EXCELLENCE

We strive for the highest standards in athletic performance, artistic expression, education and organisational governance.

### 2. INCLUSIVITY

We welcome dancers of all ages, backgrounds, abilities, and aspirations.

### 3. INTEGRITY

We uphold fairness, transparency and ethical conduct in competition, governance, and community.

### 4. SAFETY

Promoting physical and mental wellbeing and adopting world best safeguarding standards.

### 5. INNOVATION

We embrace creativity and progress while honouring tradition in all aspects of the sport.

### 6. OPPORTUNITY

We continually seek opportunities to grow participation, expand reach, and build a sustainable future for Australian DanceSport.

### 7. PARTNERSHIP

We value strong and mutually beneficial relationships with studios, coaches, teachers and the broader dance community.

# STRATEGIC CONTEXT

## The Green and Gold Decade

Australia is experiencing an unprecedented period of sporting opportunity leading to the Brisbane 2032 Olympic and Paralympic Games. The Australian Sports Commission has identified this as the 'Green and Gold Decade' - a generational opportunity to unite and inspire Australia through sport.

For DanceSport Australia, this presents unique opportunities:

- Potential inclusion of DanceSport in the Brisbane 2032 Olympic program
- Increased government investment in sport participation and high performance
- Enhanced public profile and media interest in diverse sports
- Infrastructure and facility development opportunities
- Alignment with WDSF's global AGENDA 2032 strategic initiatives

## Governance and Accountability

As a National Sporting Organisation (NSO), DanceSport Australia is:

- Recognised by the Australian Sports Commission (ASC) [www.ausport.gov.au](http://www.ausport.gov.au)
- Affiliated with the World DanceSport Federation (WDSF) [www.worlddancesport.org](http://www.worlddancesport.org) as our International Sports Federation
- Responsible for implementing safeguarding frameworks through Sports Integrity Australia (SIA) [www.sportintegrity.gov.au](http://www.sportintegrity.gov.au)
- Committed to achieving Sport Governance Standards compliance

## STAKEHOLDER ENGAGEMENT AND COLLABORATION

Success requires strong partnerships and collaboration across the DanceSport ecosystem:

Stakeholder	Engagement Approach	Key Priorities
<b>Dancers/Athletes</b>	Athletes Committee, surveys, forums, direct communication	Competition opportunities, wellbeing support, voice in decisions, recognition
<b>State Bodies</b>	Quarterly forums, collaborative planning, regular communication	Aligned strategies, resource sharing, whole-of-sport approach
<b>Studios/Coaches</b>	Professional development, communication channels, partnership programs	Quality standards, pathway support, business sustainability, recognition
<b>Adjudicators/Officials</b>	Education programs, assessment, recognition, professional development	International standards, integrity, career development, respect
<b>Volunteers</b>	Recognition programs, training, support, communication	Meaningful roles, appreciation, community building
<b>IOC/WDSF</b>	Regular reporting, Continental representation, participation	Global standards, event hosting, international pathways
<b>ASC/AIS</b>	Governance reporting, strategic alignment, collaboration	Funding support, expertise access, high performance resources
<b>Corporate Sector</b>	Sponsorship proposals, partnership programs, networking events, brand alignment discussions	Brand exposure, marketing ROI, hospitality access, CSR alignment, community engagement opportunities
<b>Competition Organisers Australia</b>	Event registration system, organiser forums, compliance support, technical guidance, resource sharing	Technical support, Adjudicator/official allocation, promotion assistance, regulatory clarity
<b>Competition Organisers Internationally</b>	Bilateral relationships, event collaboration, information sharing	Australian athlete participation, competition calendar coordination, travel logistics support
<b>Societies and other Dance organisations in Australia</b>	Industry dialogue forums, collaboration discussions, joint initiatives, mutual recognition frameworks	Cross-promotion opportunities, industry development, avoiding duplication

## STRATEGIC PRIORITIES 2025-2032

Based on the comprehensive SWOT analysis and stakeholder consultation, DanceSport Australia has identified nine critical strategic priorities that will drive our success through to 2032 and beyond. These priorities address our most significant opportunities and challenges and provide a clear focus for resource allocation and effort.

### Priority 1: Sporting Schools and Education

#### Including Continued Professional Development (CPD) and Accreditation

**Objective:** Transform DanceSport education to create sustainable pathways from schools to competitive excellence, while developing world-class coaches and officials. To establish children's development competition programs in each State.

#### Key Initiatives:

- Develop comprehensive Sporting Schools programs integrating DanceSport into school curriculum and sport programs
- Establish RTO (Registered Training Organisation) status to provide nationally recognised qualifications
- Create flexible education pathways across all DanceSport genres (Standard, Latin, Breaking, Hip Hop, Caribbean, etc.)
- Implement robust CPD framework for coaches, adjudicators and officials
- Develop transition pathways from schools programs to club/studio participation
- Modernise Academy programs with online learning platforms and blended delivery
- Establish national coaching accreditation aligned with ASC design principles

#### Success Measures (2032):

- 100 schools delivering DanceSport programs nationally
- RTO status achieved and delivering qualifications
- 50 nationally accredited coaches
- 100 WDSF-accredited adjudicators
- 3,000 students participating through school pathways

### Priority 2: Rule and Policy Review

#### Comprehensive Review of All Rules, Policies, and Governance Frameworks

**Objective:** Ensure DanceSport Australia has contemporary, clear, and consistently enforced rules and policies that support excellence, growth, integrity, and Disciplinary Management Processes.

#### Key Initiatives:

- Conduct comprehensive review of all competition rules and regulations
- Update and modernise Codes of Conduct with clear enforcement mechanisms
- Review and strengthen conflict of interest policies and management
- Implement consistent enforcement framework with clear accountability
- Review Risk Management Framework and ensure National Council adoption
- Full implementation of child safety requirements including Working with Children Checks
- Review international selection processes and elite athlete development programs
- Establish regular review cycles for all policies and guidelines
- Align all governance frameworks with Sport Governance Standards requirements

#### Success Measures (2032):

- Level 3 Sport Governance Standards compliance achieved
- 100% of rules and policies reviewed and updated



- 100% compliance with child safety requirements
- Zero substantiated complaints about inconsistent rule enforcement
- Annual policy review schedule established and maintained

### Priority 3: Marketing to Public and Communication to Membership

**Objective:** Build DanceSport's public profile, engage new participants, and maintain excellent communication with members through modern, multi-channel strategies.

**Key Initiatives:**

- Develop comprehensive marketing and communications strategy with PR, social media, branding, and look-and-feel guidelines
- Redesign website for younger demographic appeal with improved navigation and user experience
- Expand social media presence across all platforms with engaging content strategy
- Develop community service announcements for free-to-air and streaming platforms
- Implement paid advertising campaigns on social media channels
- Promote health and wellbeing aspects of dance to broader audiences
- Create data-driven communication strategy to minimise misinformation and inform stakeholders
- Enhance DanceSportLive platform with athlete profiles, rankings, and educational content
- Leverage high media interest in dance through strategic partnerships
- Develop targeted campaigns to engage non-member and prospective dancers

**Success Measures (2032):**

- 50,000+ social media followers across platforms
- Website traffic increased by 200%
- 90% member satisfaction with communications
- 5 major media partnerships established
- Quarterly data reports published to membership

### Priority 4: Studio (Registered Teaching Facilities) Partnerships

**Objective:** Strengthen partnerships with studios and coaches, providing resources and support that drive mutual growth and participant development.

**Key Initiatives:**

- Develop comprehensive studio partnership program with clear value propositions
- Create point-of-sale materials and marketing resources for studio use
- Provide business development support and resources for studios/coaches
- Work collaboratively with studios to support dancers transitioning from junior to amateur levels
- Establish clear amateur division retention strategies in partnership with studios
- Facilitate studio participation in new genre development (Breaking, Hip Hop, Caribbean, etc.)
- Create shared professional development opportunities

**Success Measures (2032):**

- 200 registered teaching facilities as active partners
- 50% increase in amateur division participation
- Comprehensive resource library available to all studios
- 85% studio satisfaction with DSA partnership
- Fair compensation framework for adjudicators implemented

## Priority 5: State Board Structure and Alignment

**Objective:** Strengthen alignment between National Board and State Boards, ensuring effective governance, consistent delivery, and collaborative decision-making.

**Key Initiatives:**

- Review and optimise State Board structure alignment with National Board
- Establish regular communication protocols and feedback mechanisms
- Review Committee structure to ensure delivery of outcomes
- Create shared governance frameworks and decision-making processes
- Develop regional development officers in all states and territories
- Ensure consistent policy implementation across jurisdictions
- Facilitate knowledge sharing and best practice exchange between states
- Establish quarterly State Board forums with National Board representation

**Success Measures (2032):**

- Quarterly State Board forums established and attended
- Development officers in all states/territories
- 100% of State Boards aligned with governance frameworks
- 90% State Board satisfaction with National Board communication
- Consistent policy implementation across all jurisdictions

## Priority 6: Competition Management Review

**Objective:** Optimise competition structures to improve participant experience, financial sustainability, and competitive pathways while addressing declining participation in specific areas.

**Key Initiatives:**

- Comprehensive review of competition schedules considering cost/benefit and participant demands
- Review State Open competitions structure and format
- Address declining participation in specific competition divisions
- Benchmark competition management systems with international best practice
- Enhance digital competition entry and management systems
- Implement live streaming for 50+ events annually
- Create virtual/online competition platforms for regional access
- Develop festival-style events to broaden appeal beyond competitive focus
- Establish clear pathways across all competition levels
- Development or Transitional competitions

**Success Measures (2032):**

- 100% digital competition management implemented
- 50+ events live streamed annually
- 25% increase in overall competition participation
- National online competition series established with 500+ participants
- Participant satisfaction with competition experience at 85%+

## Priority 7: Financial Sustainability and Revenue Growth

**Objective:** Build robust financial management and long-term sustainability through diversified revenue streams, supporting strategic plan implementation and organisational growth.

**Key Initiatives:**

- Diversify revenue through government grants, corporate partnerships, and commercial opportunities
- Pursue DGR (Deductible Gift Recipient) status

- Develop revenue-generating products and services
- Secure major corporate partnerships and sponsorships
- Grow membership base and event revenues
- Establish funding programs for elite athletes and international travel
- Develop financial reserves for long-term sustainability
- Expand executive capacity from part-time to full-time operations
- Strengthen Finance, Audit and Compliance Committee function

**Success Measures (2032):**

- Annual revenue of \$2M+ (from current ~\$800K)
- 5+ major corporate partnerships secured
- DGR status achieved
- Full-time executive capacity established
- Financial reserves equal to 6 months operating costs

## **Priority 8: Performance Excellence and Elite Athlete Development**

**Objective:** Develop clear pathways and support programs for aspiring elite dancers to achieve international success, with focus on Brisbane 2032 performance.

**Key Initiatives:**

- Establish comprehensive elite athlete development program
- Review and improve international selection processes
- Partner with sports institutes for biomechanics, nutrition, psychology, and injury prevention
- Develop Breaking division targeting Olympic inclusion
- Provide sports science support for identified elite athletes
- Increase participation in WDSF World Cup and Grand Slam events
- Recruit and develop world-class coaching expertise
- Create clear pathways from grassroots to international competition
- Actively govern for Breaking and all new dance disciplines

**Success Measures (2032):**

- 5 athletes ranked in World Top 20
- Medal performance at Brisbane 2032 (if DanceSport included)
- 10 elite athletes with sports science support programs
- Active Breaking development program established
- 5 coaches with international certifications

## **Priority 9: Organisation Excellence and Governance**

**Objective:** Implement the new Australian Sports Commission constitution by 1 July 2026. Ensure best in class and customer focussed AI, IT and Digitisation across DSA systems, and ensure appropriate succession and business recovery plans are in place

**Key Initiatives:**

- Finalise the new constitution, run communication forums for Members, seek Members approval in April 2026, implement by 1 July 2026
- Review and benchmark current website, entry, databases, Dancesport Live to ascertain any upgrades and requirements
- Create business recovery and succession planning systems and processes for all AI, IT, Digital and software programs
- Ensure all domain names and trademarks are appropriately registered for DanceSport Australia

- Review National Office resources to ensure appropriate structure, resources and succession planning and that appropriate systems and processes are in place

## BOARD COMMITTEES AND WORKING GROUPS

Committees serve as standing bodies with ongoing responsibility for key functional areas, providing continuity, oversight, and expert guidance to the Board. Working Groups are task-focused teams established to address specific projects or challenges, delivering defined outcomes within set timeframes. Together, these structures enable DanceSport Australia to draw on the expertise of our community, distribute workload effectively, and ensure that strategic initiatives are developed and implemented with appropriate consultation and rigour.

### Committees

- Nominations Committee
- FAR (Finance, Audit and Risk) Committee
- Education Committee
- Conduct & Disciplinary Committee
- Marketing Committee
- Inclusion Committee
- Breaking Committee
- Grants Committee
- Athletes Committee

### Work Groups

- Rules & Policies Review Work Group
- Partnerships & Growth, Business Development Work Group
- State Board Work Group
- Competition Structure Work Group
- Selection Policy Work Group

# IMPLEMENTATION FRAMEWORK

This strategic plan will be implemented through three horizons, aligned with the HP 2032+ Strategy framework and the journey to Brisbane 2032.

## Horizon 1: Foundation (2025-2027)

**Focus:** Establish foundations, governance, and initial programs

- Complete comprehensive rule and policy review including enforcement mechanisms
- Achieve Level 2 Sport Governance Standards compliance
- Launch Sporting Schools programs
- Establish elite athlete identification and support programs
- Implement digital transformation Phase 1 (registration and entries)
- Develop National Coaching Framework
- Launch new marketing and communications strategy
- Establish studio partnership program
- Begin RTO status application process
- Preparation for Member sign off and implement of new constitution by 1 July 2026
- Completion of Safeguarding framework?

## Horizon 2: Growth (2028-2030)

**Focus:** Scale programs and build toward Brisbane 2032

- Achieve Level 3 Sport Governance Standards compliance
- 50% growth in participation numbers
- Athletes competing in top 20 world rankings
- Complete digital transformation including live streaming
- 50 nationally accredited coaches achieved
- Major corporate partnerships secured
- RTO status operational and delivering qualifications
- Full-time executive capacity established
- Breaking program competitive on international stage

## Horizon 3: Excellence (2031-2032)

**Focus:** Deliver Brisbane 2032 performance and establish legacy

- Brisbane 2032 medal performance (if DanceSport included)
- 20,000 registered participants achieved
- World-class events and facilities operational
- Sustainable financial model achieving \$2M+ annual revenue
- All strategic KPIs achieved or exceeded
- Legacy planning for post-2032 sustained success
- DanceSport established as cornerstone of Australian sporting culture

# GOVERNANCE & ACCOUNTABILITY

## Strategic Oversight

The DanceSport Australia Board has ultimate accountability for this strategic plan. A Strategic Implementation Committee will be established to oversee execution, monitor progress, and report to the Board quarterly.

## Governance Structure

- **Board:** Strategic oversight, risk management, and accountability
- **Strategic Implementation Committee:** Oversee plan execution across all priorities
- **CEO/National Administration:** Day-to-day implementation and coordination
- **Priority Working Groups:** Subject matter experts for each strategic priority
- **State/Territory Partners:** Collaborative implementation through member bodies

## Monitoring and Evaluation

Progress will be monitored through:

- **Quarterly KPI Dashboard:** Track progress against all strategic targets
- **Annual Strategic Review:** Comprehensive assessment and plan adjustment
- **Horizon Reviews:** Major review at end of each 2-3 year horizon
- **Member Consultation:** Annual member surveys and stakeholder feedback
- **External Benchmarking:** Comparison with similar NSOs and international federations

## KEY PERFORMANCE INDICATORS

Progress will be monitored annually through the following dashboard of key performance indicators:

Category	Metric	2032 Target
Participation	Total Registered Participants	20,000
Performance	Athletes in World Top 50	5
Performance	Brisbane 2032 Medal	Yes (if included)
Governance	Sport Governance Standards	Level 3
Financial	Annual Revenue	\$2M+
Workforce	Nationally Accredited Coaches	500
Education	Schools Delivering Programs	200
Technology	Live Streamed Events Annually	150+
Partnerships	Registered Teaching Facilities	300
Engagement	Social Media Followers	50,000+



## CONCLUSION

DanceSport Australia stands at the threshold of an extraordinary opportunity. The convergence of Brisbane 2032, the national sport policy framework, and global DanceSport momentum creates conditions for transformational growth and success.

This Strategic Plan 2025-2032 provides a clear, ambitious, and achievable roadmap developed through extensive consultation with our Board of Directors, State Boards, and key stakeholders. By aligning with the Australian Sports Commission's Sport Horizon strategy, embracing the Win Well philosophy of the HP 2032+ framework, and supporting the WDSF's AGENDA 2032, we position ourselves to maximize this generational opportunity.

Our eight strategic priorities - spanning education, governance, marketing, partnerships, communications, competition, finance, and performance - provide a comprehensive framework for action. Each priority addresses critical opportunities identified in our SWOT analysis and connects directly to measurable outcomes that will transform DanceSport in Australia.

Success will require commitment, collaboration, and courage from every part of our community - from elite athletes to recreational dancers, from coaches to volunteers, from board members to studio owners. Together, we will unite, grow, and champion DanceSport across Australia, creating pathways from grassroots participation to world-class performance while making DanceSport accessible for all Australians.

**The journey to Brisbane 2032 begins now.**

**Together, we will lead the dance to 2032 and beyond.**

## APPENDIX: ALIGNMENT SUMMARY

### Alignment with Australian Sports Commission Sport Horizon

This plan directly addresses all six Sport Horizon priorities:

- **Sport for All:** Strategic priorities target doubled participation and inclusive pathways
- **World Stage Excellence:** Performance priority delivers Brisbane 2032 success
- **Trusted Sector:** Governance priority achieves Level 3 standards
- **Force for Good:** Education and partnership priorities create inclusive pathways
- **Innovation:** Competition management priority leverages digital transformation
- **Major Events:** Brisbane 2032 integrated throughout all priorities

### Alignment with HP 2032+ Strategy

All four HP 2032+ priority areas are embedded in our strategic priorities:

- **Performance Delivery:** Elite athlete programs with sports science support
- **Athlete Pathways:** Education and competition priorities create grassroots to elite systems
- **Knowledge & Practice:** Sports science partnerships and digital innovation integration
- **Outstanding People:** Education priority develops world-class coaches and officials

### Alignment with WDSF AGENDA 2032

Strategic alignment with global DanceSport priorities:

- **Olympic Movement:** Brisbane 2032 focus and Breaking development
- **Inclusivity:** All genres welcomed, disabilities dancing, diverse pathways
- **Innovation:** Digital transformation and live streaming
- **Governance:** Sport Governance Standards and integrity frameworks
- **Sustainability:** Financial priority ensures long-term viability

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