



2015-2017 STRATEGIC PLAN

PRINCIPAL PARTNER



AIS





Our Vision: Australia's Favourite Water Sport

Our Purpose: Connecting with all Australians through Paddle Sports, Recreation and Performance

Our Values and Culture: Trust and Belief, Winning Team Work and Unity of Purpose, Diversity and Inclusiveness

Our 4 Strategic Priority Areas - The Pillars of Our Plan

	PARTICIPATION <i>Engage and grow our base</i>	PLACES <i>Ensure access and quality</i>	PEOPLE <i>Lead and guide our sport</i>	PERFORMANCE <i>Excel at every level</i>
KEY OBJECTIVES	Increase our connection with current and future participants through effective use of IT and engagement of programmes.	Secure and enhance access to affordable, attractive and safe facilities and venues for all paddlers.	Increase the capacity and capability of our people to deliver quality and safe paddling experiences for all.	Ensure a culture of performance and sustained success and retention of athletes supported by effective leadership, quality coaching & competition, and access to first class daily training environments.
KEY MEASURES	A nationally aligned participation program in all states supported by qualified personnel and innovative technology.	A national register of waterways, facilities and venues regularly updated and available to all paddlers.	Improved accreditation systems delivering more qualified coaches, officials, instructors, guides and administrators, and improved engagement and retention of volunteers.	Successful performances against benchmark event targets.
KEY GOALS	Significant growth and reach in participation.	Increased access to enjoyable and safe waterways and venues.	Increased number of coaches, officials, instructors, guides and volunteers.	Develop champions and perform on the world stage.

OUR ENABLERS

Good Governance; Sound Financial Management; Commercialisation; Effective Marketing & Communication; Technology; International Relations and to Project.

Strategic Pillar 1 – PARTICIPATION

Area	Objectives	Strategy	Enabler	Timeline	Performance Outcomes/Measure
1.1 Information Technology	To establish an integrated and informative IT platform that inspires and captures participation.	<p>Develop IT resources to meet current and emerging stakeholder needs.</p> <p>Develop IT resources that allow AC to connect with all current and potential participants in an engaging, informative and inspiring manner.</p> <p>Committed, sustainable budget for the IT platform.</p> <p>Ongoing maintenance and development.</p>	Technology, Communication, Commercial'n	Now and ongoing	<p>Rollout of new IT platform.</p> <p>Significantly increased traffic.</p>
1.2 ACAS	To ensure ACAS is the first preference as a national accreditation scheme.	<p>Apply adequate resourcing (human and financial) to ensure development of ACAS.</p> <p>Raise profile of ACAS with government agencies, regulatory bodies and the paddling and outdoor communities.</p> <p>Commercialise ACAS.</p>	Marketing and Communication. Commercial'n	<p>Now and ongoing</p> <p>2015</p> <p>May 2015</p> <p>Dec 2016</p> <p>Ongoing</p> <p>July 2015</p>	<p>Increased ACAS holders.</p> <p>Increased revenue.</p> <p>Increased participation.</p> <p>Full time staff.</p> <p>Increased retention.</p> <p>Increased liaison with regulatory bodies.</p>
1.3 Junior Programme	To implement a nationally aligned youth participation programme.	<p>Review existing junior participation programmes.</p> <p>Gain consensus on a national programme.</p> <p>Gain national commercial partner.</p>	Marketing, Technology, Commercial'n	July 1 2015	Rollout of a nationally aligned youth participation programme in all states.
1.4 Profile and Marketing	To raise the profile of paddlesports and the AC community.	<p>IT presence/links are designed for raising profile.</p> <p>Develop a marketing plan.</p> <p>Develop an ambassador programme.</p>	Marketing, Communication, Technology	Begin now with 1 July 2015 target for marketing plan	<p>IT presence.</p> <p>Marketing plan developed.</p> <p>Ambassador programme established.</p>

Strategic Pillar 2 – PLACES

Area	Objectives	Strategy	Enabler	Timeline	Performance Outcomes/Measure
2.1 Knowing our Venues	To secure and increase canoeing venues.	Compile information from all levels of organisations especially for critical venues, threatened venues and new opportunities.	Governance, Technology	Immediate Oct to Dec 2014	Identify the most urgent opportunities to progress. National Register of Facilities and Sites online.
2.2 Growing our Venues	Enhance participation in canoeing across Australia.	Use audit outcomes above to carry out SWOT and gap analysis on existing venues.	Governance	Dec 2014 to June 2015	Costed action plan in place for each key facility. Funding needs and sources identified.
		Use audit outcomes above to identify new opportunities in priority order.	Marketing, Technology, Financial Management	Dec 2014 to June 2015 priority venues Ongoing	One new major venue being developed. Other smaller but significant venues developed and/or enhanced.
		Develop "Pop up" Venues (with links to after/during school programmes).	Technology, Communication, Marketing, Commercial'n	July 2015 to June 2017	One pop up venue rolled out and in use by June 2017.
2.3 Socialising Canoeing	Enhancing the paddling experience through socialisation. Part of greater IT strategy.	Develop website, facilities/operations register and online database. Share successful models. Develop a publicity strategy.	Technology, Marketing	July 2015 to June 2017	Enhanced web presence. Better use of social media and measurable web hits. Print contribution/articles increased. Increased satisfaction with social aspect of paddling. Increased social paddling opportunities.

Strategic Pillar 3 – PEOPLE

Area	Objectives	Strategy	Enabler	Timeline	Performance Outcomes/Measure
3.1 Remuneration-coaches and other officials - managers	Build a financial plan and pay more people.	Review and practice the notion.	Governance, Financial Management	2017 and beyond	Link to Club Development (Item 10).
3.2 Coaches	Review criteria and system. Rebrand.	Survey States and stakeholders. Conduct SWOT Analysis.	Governance, Technology	Dec 2015	Unification of all States across new model. Being able to 'go live' on line with standardised model.
3.3 Alumni	Create an Alumni as framework to recognise athletes and achievements.	Look at other sports. Establish a scope and vision.	Communication, Technology	Dec 2015	Making the information accessible online with links to individuals' pages (businesses) or to specific profile at High Performance level. The transfer of talent to advisor, mentoring, officiating, coaching roles etc.
3.4 AC National Document Register	All documents accurate for purpose and readable to the public.	Review current documents. Rewrite specific to disciplines and areas.	Governance, Technology	With Constitutional Review June 2015	State Association and Technical Committee agreement including readability (no acronyms) – layman terms. Conflict between documents removed.
3.5 Officials and administrators	Review criteria and system. Rebrand.	Form a system, including a database, practices to support.	Governance, Technology	Dec 2015	Unification of all States across new 'ACAS' model. Being able to 'go live' on line with standardised 'ACAS' model. Programmes delivered to a controlled standard. Templates for State reporting and data provided at State level.

					NSO annually updated database.
3.6 Sport and Event Management	A recognition scheme for volunteers and stakeholders.	Form a system, including a database, practices to support.	Governance, Technology	Dec 2015	Increasing volunteer base / registering interest Shift to broader demographic group across age competitor etc.
3.7 School and Education	Promote health and safety values.	Develop strategy into schools. Include in school programmes and curriculum.	Governance, Marketing	2017	Number of schools on the programme. Number of schools competing at events. Buy in from State Education Departments (Sport Units).
3.8 Instructors, Guides and Trainers	Review criteria and system (ACAS). Rebrand.	Survey States and stakeholders. Conduct SWOT Analysis.	Governance, Technology	Dec 2015	Unification of all States across new 'ACAS' model. Being able to 'go live' on line with standardised 'ACAS' model.

Strategic Pillar 4 – PERFORMANCE

Area	Objectives	Strategy	Enabler	Timeline	Performance Outcomes/Measure
4.1 Athletes	<p>Sustained success and retention of athletes.</p> <p>Maximising individual performance.</p> <p>Develop a culture of performance.</p> <p>Consolidated performance matrix.</p>	<p>Ensure sufficient numbers and quality of athletes at each level of the pathway.</p> <p>Collect and analyse relevant performance data and information.</p> <p>Provide appropriate level of support (e.g financial/servicing etc) to ensure personal excellence for all athletes.</p> <p>Ensure development programmes effectively support each discipline.</p> <p>Provide clear communication on expected standards and selection criteria.</p>	<p>Governance, Communication, Financial Management</p>	<p>Need timelines</p>	<p>Benchmark reports and data are in place and being used in decision making and selection.</p> <p>KPIs and expected standards in place for all disciplines and cascading down to each level.</p> <p>Winning Edge athletes consistently meeting KPI targets & results.</p> <p>National Athlete Pathway Framework and Individual Athlete Plans in place and being monitored.</p>
4.2 Coaching	<p>Consistent grading and assessment of coaches.</p> <p>Clear and transparent pathway for coaches.</p> <p>Quality coaching at all levels, working towards sustained contribution towards performance targets.</p>	<p>Provide national coaching leadership.</p> <p>Maximise expertise of current coaches.</p> <p>Recruit, attract, develop and retain coaches.</p>	<p>Governance, Communication, Technology</p>	<p>Need timelines</p>	<p>Coaching pathway in place and effectively communicated.</p> <p>Curriculum updated and delivered.</p> <p>Increased number of accredited coaches and transparent/accurate list of accredited coaches.</p> <p>Online resource centre developed, promoted and regularly updated.</p> <p>Coaches assessed against Performance plans on an annual basis.</p>
4.3 Competition	<p>Ensure access to quality effective domestic and international competitions.</p>	<p>Ensure competition schedule and format supports HP strategy and development outcomes.</p> <p>Ensure events provide relevant exposure to competition for athletes and coaches.</p> <p>Continue to build event organisational capacity.</p>	<p>Governance, Communication, Financial Management, Technology</p>	<p>Need timelines</p>	<p>Coordinated national event calendar in place and events being widely promoted/published.</p> <p>Sustained success at quality benchmark events.</p> <p>Use of technology at events maximised.</p>

<p>4.4 Research and Innovation</p>	<p>Long term development of athletes, equipment and competition based on well researched best practice.</p> <p>Consistent development and implementation of R & I strategies.</p>	<p>Identify availability of existing relevant information and research, both locally and internationally.</p> <p>Develop strategic research partnerships.</p> <p>Identify appropriate projects which will positively impact on performance.</p>	<p>Governance, Communication, Financial Management, Commercial'n, Technology</p>	<p>Need timelines</p>	<p>Access to best practice research information.</p> <p>An 'idea portal' established on the AC website as a discussion and information sharing forum.</p> <p>Assess and report against R & I projects and determine their impact on performance.</p>
<p>4.5 Daily Training Environment</p>	<p>Access for all elite athletes to a safe and quality daily training environment.</p> <p>Establish a national Performance Support model which effectively services athletes.</p>	<p>Define what a successful HP DTE looks like (incl performance support objectives, asset/equipment requirements etc).</p> <p>Outline the performance support objectives in each DTE.</p> <p>Identify places for accessible and quality DTEs across the country.</p>	<p>Governance, Communication, Financial Management, Technology</p>	<p>Need timelines</p>	<p>Facilities identified and are being used effectively – a measurement tool with appropriate criteria is in place to accurately measure effectiveness and return on investment.</p> <p>Accredited DTE support personnel in place.</p> <p>Assessment/review of athlete servicing as part of the performance support model via incl. annual surveys etc.</p>
<p>4.6 Leadership</p>	<p>Ensure AC is driving the HP agenda and the direction of the sport.</p> <p>Identification and delivery of KPIs in each discipline.</p> <p>Ensure sustained contribution to Winning Edge targets for Olympic disciplines.</p> <p>Policies, programmes and pathways support HP strategies and outcomes.</p> <p>Clear, effective and transparent communication and reporting, in a timely manner.</p>	<p>Ensure holistic approach to HP management.</p> <p>Clarify roles of HP Management and Technical Committees.</p> <p>Clarify and communicate the roles of supporting stakeholders (eg AIS, SIS/SAS, AOC, APC, SLSA, service providers etc) in supporting the delivery of AC's HP plans.</p>	<p>Governance, Communication</p>	<p>Need timelines</p>	<p>Review of leadership team complete and new structure in place.</p> <p>Successful delivery of KPIs.</p> <p>Athlete and stakeholder satisfaction.</p> <p>Regular reporting on performance against targets.</p> <p>Clear strategic vision/planning in place.</p>

FUTURE OBJECTIVES

Strategic Pillar 1 – PARTICIPATION

Area	Objectives	Strategy	Enabler	Timeline	Performance Outcomes/Measure
1.5 Links to Educators	To develop links with Universities and TAFEs.	<p>Personal approach to promote ACAS and junior programme.</p> <p>Provide presentation on ACAS at outdoor educator conferences.</p>	Communication, Marketing	Feb 2016	Increase in participation in ACAS programmes.
1.6 Events	To have an AC presence at iconic events.	<p>Review Paddle Australia framework.</p> <p>Produce and participate in themed day/month paddling events.</p> <p>Develop a STRAVA event in consultation with STRAVA app developers.</p>	Governance, Marketing, Commercial'n	<p>1 July 2015</p> <p>Jan 2016</p> <p>June 2015</p>	<p>AC has a presence at iconic events.</p> <p>Report on review of Paddle Australia with recommendations for consideration.</p> <p>STRAVA event in place.</p>
1.7 Innovation	To create a new innovative product to increase participation.	Establish a Think Tank for participation.	Communication, Commercial'n	June 2016? to June 2017	An innovative product plan is developed.

Strategic Pillar 2 – PLACES

Area	Objectives	Strategy	Enabler	Timeline	Performance Outcomes/Measure
2.4. Accessibility and Affordability	To ensure more accessible and affordable local facilities for clubs.	Leverage multi-use facility options including rowing, sea scouts, SES, councils, integrated facilities etc.	Communication, Financial Management	July 2014 to June 2017	One additional facility in each state (shared or owned).
2.5 Funding and Stakeholder Relations	To protect and enhance facilities and access.	Identify key stakeholders and partners. Engagement Strategy developed.	Communication	July 2014 to June 2017	Register of stakeholders. Stakeholder engagement and management plan in place. Strong stakeholder support. PR and support materials in place. Annual national/state award for supporters.
	Secure funds for facility development – national, state and local.	Identify facility and service opportunities. Secure practical support and funding.	Communication, Marketing, Commercial'n	July 2014 to June 2017 July 2014 to June 2016	Quick access to high quality expertise. Pre-prepared information packs to support facilities developments. Stakeholder support. One national level funding commitment. One election funding commitment per state. Strategy and materials in place for future elections.
2.6 Valuing Canoeing	To be able to demonstrate the economic value of any venue/facility.	Source international models and methodology (eg. NZ). Promote our value. Seek academic support.	Marketing, Commercial'n	July 2014 to June 2017	Model in use to support venues. Model able to be licensed to other sports. Comprehensive internal materials in place to use in sourcing funding and securing access.

2.7 Logistics	Protect and enhance our capacity to participate interstate and internationally.	Build relationship with transport carriers – work with existing carriers and identify new/alternative solutions.	Governance	July 2014 to June 2017	Boat transport secured. Better travel deals in place. Satisfied travelling athletes.
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Strategic Pillar 3 – PEOPLE

Area	Objectives	Strategy	Enabler	Timeline	Performance Outcomes/Measure
3.9 Recreation Paddlers	Basic safety awareness for recreational paddlers. Skill level development awareness / involvement.	Web site self-evaluation. Website exposure to skills, resources. State Maritime departments register/link to database and endorse.	Governance, Technology, Communication	Dec 2016	Buy in from State regulatory authorities – Maritime Safety. Number of annual online water safety licences issued. Buy in from State Education Departments (Sport Units).
3.10 Family Involvement	Build an inflow into families, activities/clubs. Assist clubs to be family friendly.	Target parents as volunteers. Create incentives. Form a canoe family application and website. Assess/survey good practices in clubs and disciplines.	Communication, Marketing, Technology	2015 – and ongoing.	Website activity. Number of application uploads. Revenue collected.
3.11 Boards	Adequate training.	Governance training. Develop suite of materials. Annual workshops.	Governance, Financial Management	2015	Number of training opportunities. Hits to online resource centre. Number of attendees at annual workshops.
3.12 Admin Staff	Governance specific training. Social networking. Improve levels. Face to Face.	Improve knowledge of governance in sport.	Governance, Financial Management	2014 to 2017	Courses / Professional Development attended /enrolled. Online education programmes completed. Share awareness of courses and opportunities.
3.13 Club Development	Virtual clubs. Casual membership. 'Pop up' clubs. Pathway engagement.	Create social membership structure. Branded/sponsored containers. Water safety and Talent Identification.	Governance, Technology	Ongoing through to 2017 and beyond	Web activity (national). Measure of participation. Number of locations. Number of council agreements.

					Number of stakeholders engaged. Assets in people employed.
3.14 Councils / State Governments	Licences to locate 'pop up' clubs. Greater access to waterways.	National templates for State use. National database.	Governance, Technology, Commercial'n	2017	More clubs on waterways. Increased size of existing facilities.
3.15 Assets and Facilities	Club registers. State registers.	Use register to partner with council to build local participation.	Governance, Communication	2017	More clubs on waterways. Increased size of existing facilities.
3.16 Support Cultural Inclusion	Assist State Associations and Clubs / Talent Identification to experience canoeing (water paddle sports) in their districts.	Use 'pop up' club strategy. Determine State by State needs.	Marketing, Commercial'n	2017	Number of programmes delivered annually. Participation numbers.
3.17 Volunteers for inclusion groups/ activities	Sustain inclusion programmes.	Assess need and document – Target inclusion groups Volunteer needs (numbers) Skills required.	Governance, Communication		