

QUEENSLAND CANOEING STRATEGIC PLAN (2017 – 2019)



PARTICIPATION

Quality
Governance

Communication &
Engagement

Stakeholders &
Partnerships

PLACES

PEOPLE

PATHWAYS

OUR PLAN

Consultation and development of a new Strategic Plan (2017-2019) was undertaken during 2016 to enable continuity from the current strategic planning cycle.

The Qld Canoeing Strategy Forum was conducted at the Qld Canoeing Office on Saturday 14th May 2016. The forum was attended by member clubs and stakeholders, including representatives from 8 affiliate clubs (recreation and competition), technical committees, local government/local community organisations, local service providers, board and staff.

The forum was facilitated by Alana Thomson and the input and involvement of all attendees provided a valuable contribution to the development of our new strategy framework and plan for paddlesports in Queensland.

An outcome from the forum was the identification of OUR Vision, Mission and four strategic pillars supported by three strategic enabler to be addressed in the 2017-2019 Strategic Plan.

Our Vision: More People Paddling, More of the time!

Our Purpose: To encourage the development, growth and enjoyment of paddling in Queensland

STRATEGIC PILLARS

PARTICIPATION

PLACES

PEOPLE

PATHWAYS

STRATEGIC ENABLERS

PARTNERSHIPS

COMMUNICATION

GOVERNANCE

PARTICIPATION

STRATEGIC
PILLAR

Objective: Work with committees, clubs and key stakeholders to develop and deliver programs and initiatives which invigorate grassroots paddling and encourage more people to paddle more often across Qld

- Outcome 1: QC committees, clubs and stakeholders to provide targeted and innovative participation opportunities and grow a diverse participant base

Initiatives:

- ❑ Develop a consolidated state-wide approach to encourage entry-level participation in paddling
- ❑ Provide recreation programs and promote participation opportunities for target groups
- ❑ Use events to promote paddling, grow participation and attract/retain club members
- ❑ Invest in the existing network of affiliated clubs to ensure club infrastructure (i.e. facilities and human resources) to support growth in paddling participation
- ❑ Encourage and recognise efforts by the paddling community in Qld to grow participation in paddling
- ❑ Develop paddler safety resources for entry-level and recreational/casual participants

Objective: Work with committees, clubs and key stakeholders to secure sustainable access to waterways and club facilities.

- Outcome 1: QC committees, clubs and key stakeholders have access to waterways and facilities to meet current and future participation demands
- Outcome 2: QC and clubs work with key stakeholders to provide environmental stewardship and demonstrate positive impact of paddling on waterways and surrounding environments

Initiative:

- ❑ Continue to provide strategic advice to key stakeholders to maintain existing access to waterways and facilities and secure places to meet future demands resulting from increased participation in paddling

Initiatives:

- ❑ Encourage clubs to promote environmental issues relevant to their local paddling environments
- ❑ Promote the positive relationship between paddling and the environment

PEOPLE

STRATEGIC PILLAR

Objective: Work with committees, clubs and key stakeholders to engage, develop and recognise the people making paddling possible and develop leaders to drive the future of paddling.

- Outcome 1: QC committees and clubs have an enhanced approach to the recruitment and management of volunteers
- Outcome 2: QC committees, clubs and key stakeholders have a comprehensive needs-based program of skills training to engage and educate instructors, coaches and officials

Initiative:

- ❑ Enhance capability of QC committees and clubs to attract and retain entry-level volunteers

Initiatives:

- ❑ Work with QC technical committees, clubs and key stakeholders to engage and educate:
 - ❑ Instructors to support recreational paddling; and
 - ❑ Coaches and officials to support grassroots competitive paddling.

PEOPLE

STRATEGIC PILLAR

Objective: Work with committees, clubs and key stakeholders to engage, develop and recognise the people making paddling possible and develop leaders to drive the future of paddling.

- Outcome 3: QC committees and clubs have an enhanced approach to the recognition of volunteers
- Outcome 4: QC has a talent pool of leaders at club and state level

Initiative:

- ❑ Develop and maintain practices to recognise the contribution of volunteers, committee/board members, instructors, coaches and officials at state and club levels.

Initiatives:

- ❑ Develop a framework to encourage a talent pool of aspiring and senior leaders across paddling in Qld
- ❑ Raise awareness of, and interest in, club, technical committee and board positions

Objective: Work with committees, clubs and key stakeholders to promote the paddling pathway, which encourages participation and enables people to reach their potential.

- ❑ Outcome 1: QC committees, clubs and key stakeholders have a clear understanding of the paddling pathway for competitive participation
- ❑ Outcome 2: QC committees, clubs and key stakeholders have a clear understanding of the paddling pathway for recreation participation

Initiatives:

- ❑ Define the paddling participation pathway, encapsulating the various paddling disciplines, multiple entry points, and transitions through the pathway to high performance.

Initiatives:

- ❑ Identify high quality opportunities for recreation paddlers to gain instructor accreditation, skills and expertise necessary to lead recreation activities, programs and stewardship.

PATHWAYS (CONT.)

STRATEGIC
PILLAR

Objective: Work with committees, clubs and key stakeholders to promote the paddling pathway, which encourages participation and enables people to reach their potential.

❑ Outcome 3: QC value-adds to the paddling pathway from grassroots to pre-elite/elite

Initiatives:

- ❑ Deliver high quality state/regional/local events and activities which contribute to the effective development and identification of talented athletes, coaches and officials
- ❑ Deliver high quality state teams/squads and programs which contribute to the effective development and identification of talented athletes, coaches and officials
- ❑ Distribute resources to committees, clubs and parents to provide information and advice on supporting junior paddlers in their participation, and where relevant, through the pathway
- ❑ Develop partnerships with key clubs and schools to maintain and expand elite training centres

QUALITY GOVERNANCE

STRATEGIC PRINCIPLES

Objective: We invest in robust governance for QC, committees and clubs to enhance participation opportunities now and into the future

❑ Outcome 1: QC clubs maintain and improve best practice management and decision-making processes relevant for community sport and recreation

❑ Outcome 2: The QC Board and technical committees maintain and improve best practice management and decision-making, policies/procedures, and compliance, relevant for a state sport organisation

Initiatives:

❑ Promote good practise and provide support to QC affiliated clubs in the areas of governance and strategic development

Initiatives:

❑ Support and improve the governance structure for paddling in Qld

Objective: We invest in robust governance for QC, committees and clubs to enhance participation opportunities now and into the future

❑ Outcome 3: QC Board, technical committees and clubs work collaboratively to build a healthy and inclusive culture

Initiatives:

❑ Develop and promote a common values framework for paddling in Qld

❑ Outcome 4: QC, the QC Board and technical committees have the right professionals in the right roles at the right time to deliver current strategic initiatives and secure the longer-term sustainability of paddling in Qld

Initiatives:

- ❑ Attract, develop and retain quality people in QC Board and technical committee roles
- ❑ Encourage and support the participation of women on QC technical committees and the QC Board
- ❑ Implement best practice human resource management for QC

COMMUNICATIONS AND ENGAGEMENT

STRATEGIC PRINCIPLES

Objectives: We inform target markets of key activities and build engagement of all stakeholders and broader community

- ❑ Outcome 1: The Queensland community has an increased awareness of the benefits of paddling, the variety of opportunities available, and how to get involved
- ❑ Outcome 2: QC, committees, clubs and key stakeholders have a clear understanding of the roles each plays in the sport and recreation market place and solutions are identified to position paddling as a leading participation activity in Queensland

Initiatives:

- ❑ Coordinate state-wide promotion of participation opportunities
- ❑ Promote the health, social and environmental benefits of paddling in Qld
- ❑ Develop a consolidated communications strategy
- ❑ Profile outstanding achievements by clubs, paddlers, volunteers and key stakeholders.
- ❑ Coordinate opportunities for high profile paddlers to contribute to the profile of paddling in Queensland and grassroots development

Initiatives:

- ❑ Understand and respond to the needs of QC affiliated clubs and individual members

STAKEHOLDERS AND PARTNERSHIPS

STRATEGIC PRINCIPLES

Objectives: We build partnerships and create a shared sense of purpose to deliver strategic objectives

- ❑ Outcome 1: QC committees, clubs and key stakeholders build partnership based networks to achieve objectives and deliver strategic initiatives

Initiatives:

- ❑ Develop a stakeholder engagement strategy to direct efforts in managing stakeholders and building partnerships to deliver strategic initiatives
- ❑ Ensure QC involvement in peak state and national bodies addressing issues relevant to paddling and priorities in QC's 2017-2019 strategic plan
- ❑ Facilitate greater engagement and collaboration between QC, committees, clubs and key stakeholders to encourage partnership models and secure outcomes for paddling in Qld
- ❑ Provide greater opportunities for commercial stakeholders (e.g. retailers, distributors, and service providers) to engage with QC development and event activities.