



STRATEGIC PILLARS & INITIATIVES	2017 KEY STRATEGIES	2017 PERFORMANCE MEASURES (KPI'S)	RESPONSIBLE (& PARTNERS)
1. PARTICIPATION - Develop & deliver programs & initiatives to invigorate grassroots paddling & encourage more people to paddle more often across Qld.			
<p>1.1 Provide state wide approach to encourage entry-level participation.</p>	<p>1.1.2 Establish a Technical Committee for recreational paddling to support the development and growth of recreation and casual paddling in Qld.</p>	<ul style="list-style-type: none"> - Establish Recreation Technical Committee - Terms of Reference - Deliver one recreation event 	<p>Lead: Education & Recreation Officer Partners: Technical Committee, Board, Clubs</p>
<p>1.2 Provide recreation programs and promote participation opportunities for target groups</p>	<p>1.2.2 Partner with clubs to deliver recreation programs for local councils which focus on skills & social interation, & provide opportunities to transition into regular participation/membership.</p>	<ul style="list-style-type: none"> - Support one club/year to partner with its local council to establish & deilver a recreation program - Identify recreation programs delivered across the state 	<p>Lead: Education & Recreation Officer Partners: Clubs, Local Councils</p>
<p>1.3 Use events to promote and grow paddling and attract/retain members</p>	<p>1.3.1 Develop an event strategy to improve the quality & impact of paddling events across Qld (inc. coordination across multi-disciplines state-wide, opportunities for athlete/coach/official development maximised, clearly defined roles/responsibilities for (QC, TC & Clubs)</p>	<ul style="list-style-type: none"> - Strategy developed - #Events hosted (inc. events hosted in Qld regions) - #Participants - Events attended by QC 	<p>Lead: Events & Operations Partners: Technical Committee, Club, Local Council, External Stakeholders</p>
	<p>1.3.3 Develop an iconic mass-participation paddling event (i.e. Scouts Jamboree) to raise the profile of paddling across Qld.</p>	<ul style="list-style-type: none"> - Event hosted - # participants (new participants engaged & new members) - Media output/coverage 	<p>Lead: Education & Recreation Officer Partners: Technical Committee, Board, Clubs, External Stakeholders</p>
	<p>1.3.4 Develop calendar of paddling events to form the Qld Race/Event Series (consolidation of existing individual events stages across Qld) to enhance brand, sponsorship opportunities and raise the profile of paddling across Qld.</p>	<ul style="list-style-type: none"> - Qld Race/Event Series established 2017-18 - # Events hosted - # Participants - # Media output/coverage - # Sponsors (Commercial) 	<p>Lead: Executive Officer Partners: Board, Technical Committee, Clubs, Local Councils, Sponsors, External Stakeholders</p>
2. PLACES - Secure sustainable access to waterways and club facilities			
<p>2.1 Continue to provide strategic advice to stakeholders to maintain existing access to waterways & facilities & secure places to meet future demands resulting from increased participation in paddling.</p>	<p>2.1.1 Work with Technical Committees & clubs to moniter access & facility requirements for clubs/disciplines & provide support for strategic access & facility projects (e.g. club facilities, SEQ white water, canoe polo, sprint, state HQ facility).</p>	<ul style="list-style-type: none"> - Audit of current facilities across Qld (clubs & disciplines) - Identify 2 facilities/access points to be improved/developed per year, including regional 	<p>Lead: Events & Operations Partners: Clubs, Committees, Qld Govt, Local Council, PLAQ, QSport, QORF</p>
3. PEOPLE - Engage, develop & recognise the people making paddling possible & develop leaders to drive the future of paddling			
<p>3.2 Engage & educate instructors, coaches & officials to support recreational & competitive paddling.</p>	<p>3.2.4 Maintain an annual Education Course calendar & work with Technical Committees to promote boardly to stakeholders, including ACAS courses, Coaching & Officiating</p>	<ul style="list-style-type: none"> - Education Course Calendar - # Courses/Attendees - Quarterly Report to Board for ACAS, Coaching & Officiating - # Accreditations/Certification in Qld 	<p>Lead: Education & Recreation Officer Partners: AC, Technical Committees, Clubs, Private Service Providers (NTP's, etc.)</p>
4. PATHWAYS - Promote the paddlings pathway, which encourages participation and enables people to reach their potential			
<p>4.1 Define the paddling participation pathway for various disciplines, multiple entry points & transitions from pathway to high performance</p>	<p>4.1.1 Define the existing competition participation pathway & identify entry-points for talent identification, development & performance pathway from grassroots & elite in Qld</p>	<ul style="list-style-type: none"> - Consultation with partners & stakeholders - Define competition pathway (inc. roles & responsibilites of stakeholders at all levels) - Promote & support competition pathway opportunities 	<p>Lead: Executive Officer Partners: AC (HPU/QAS), Technical Committees, Clubs & Schools</p>
	<p>4.1.2 Define the existing recreation participation pathway building on the existing ACAS framework pathway to reflect participation opportunities from entry-level through to guide/instructor or adventurer.</p>	<ul style="list-style-type: none"> - Consultation with partners & stakeholders - Define recreation pathway (inc. roles & responsibilites of stakeholders at all levels) - Promote & support recreation pathway opportunities 	<p>Lead: Education & Recreation Officer Partners: Technical Committees, Clubs & External Stakeholders</p>

<p>4.2 Deliver high quality events & activities which contribute to the effective development & identification of talented athletes, coaches & officials.</p>	<p>4.2.1 Work with Technical Committees & Clubs to establish consistency in approach to staging events (inc. clear & accessible pathways into state events) to maximise participation & effectively identify talented athletes.</p> <p>4.2.2 Consult with Technical Committees/Host Clubs to develop & implement an equitable/incentivised event hosting policy.</p>	<ul style="list-style-type: none"> - Review of event hosting carried out across disciplines - New policy developed & endorsed by Board - # athletes representing Qld annually <ul style="list-style-type: none"> - Consultation completed - Policy finalised and endorsed by the Board 	<p>Lead: Events & Operations Partners: AC, Technical Committees, Clubs</p> <p>Lead: Events & Operations/Executive Officer Partners: Technical Committees & Host Clubs</p>
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	2017 KEY STRATEGIES	2017 PERFORMANCE MEASURES (KPI'S)	RESPONSIBLE (& PARTNERS)
5. GOVERNANCE - Invest in robust governance for QC, committees & clubs to enhance participation opportunities now & into the future			
<p>5.1 Champion quality governance & strategic development for affiliated clubs.</p>	<p>5.1.1 Conduct an assessment of governance across Clubs & identify key areas for QC to support clubs to develop governance & enhance compliance.</p>	<ul style="list-style-type: none"> - Governance & compliance check conducted - Key clubs requiring support identified & prioritised - Support provided to at least 4 clubs per year 	<p>Lead: Executive Officer Partners: Qld State Govt, Board, Technical Committees & Clubs</p>
<p>5.2 Support & improve the governance structure for paddling in Qld.</p>	<p>5.2.1 QC Board undertake to deliver prioritised Sports Governance reforms as identified by the Audit & Risk Committee Review (2016).</p>	<ul style="list-style-type: none"> - Prioritise & deliver agreed Sports Governance Reforms - Report to State Govt on implementation of above reforms 	<p>Lead: Audit & Risk Committee/ Executive Officer Partners: Qld Govt, Board, Committees</p>
	<p>5.2.4 Develop a Technical Committees Manual that outlines the governance, legal & operational requirements & obligations for QC, Technical Committees & their members</p>	<ul style="list-style-type: none"> - Develop a Technical Committees Manual (in consultation with Technical Committees) - Conduct annual induction training for Committees - Review manual annually 	<p>Lead: Executive Officer Partners: Technical Committees</p>
<p>5.4 Attract, develop & retain quality people in committee roles.</p>	<p>5.4.1 Develop a plan for the attraction, development, retention & succession of quality people in QC Board & Technical Committee roles matched with QC's objectives & strategic goals.</p>	<ul style="list-style-type: none"> - Plan developed (including provisions to facilitate representatives from Qld regions & target groups). 	<p>Lead: QC Board/Executive Officer Partners: Board, Committees, Technical Committees</p>
<p>5.5 Encourage & support women's participation in leadership.</p>	<p>5.5.1 Develop a strategy to attract women's participation in Boards & Technical Committees (& Club Committees) in governance & decision-making.</p>	<ul style="list-style-type: none"> - Strategy developed - Key messages compiled & promoted - # female members (Board, Technical Committee, Clubs) 	<p>Lead: QC Board/Executive Officer Partners: QC Board, Technical Committees, Clubs</p>
<p>5.6 Implement best practice human resource management for QC.</p>	<p>5.6.2 Develop individual work plans reflecting job-specific needs & individual employee needs & conduct regular performance reviews.</p>	<ul style="list-style-type: none"> - Work plans developed annually (with Strategic Plan) - Performance reviews conducted annually 	<p>Lead: Executive Officer Partners: QC Board, QC Staff</p>
6. COMMUNICATIONS - Inform target markets of key activities & build engagement of all stakeholders & broader community.			
<p>6.3 Develop a consolidated communications strategy.</p>	<p>6.3.1 Develop a coordinated content marketing strategy for web & social media to enhance the effectiveness & efficiency of communications by QC to the paddling community.</p>	<ul style="list-style-type: none"> - Strategy developed - Web & social media statistics tracked 	<p>Lead: Events & Operations Partners: Board, Committees, Clubs</p>
<p>6.6 Understand & respond to the needs of Clubs & individual members.</p>	<p>6.6.1 Develop & maintain a roster for QC Board members engagement with QC affiliated club events/meetings/activities.</p>	<ul style="list-style-type: none"> - Roster developed & maintained - Each QC Board member to attend at least 1 SEQ club event and 1 regional club event (where possible) annually. 	<p>Lead: QC Board/Executive Officer Partners: QC Board, Clubs</p>
	<p>6.6.3 Develop an annual schedule of key communications for clubs, including processes to ensure two-way communication is achieved.</p>	<ul style="list-style-type: none"> - Communication schedule developed - Club contributions - Club meeting schedule 	<p>Lead: Events & Operations Partners: Board, Committees, Clubs (Presidents, Secretaries & Members)</p>
7. PARTNERSHIPS - Build partnerships & create a shared sense of purpose to deliver strategic objectives.			
<p>7.2 Ensure QC involvement in peak state/national bodies relevant to paddling & strategic priorities.</p>	<p>7.2.2 Identify further opportunities for cooperation & partnerships in key areas aligned with QC strategic plan which assists in achieving outcomes for paddling in Qld.</p>	<ul style="list-style-type: none"> - QC represented on boards of state peak industry bodies - Involvement on boards/committees/working groups with aligned priorities (e.g. AC, state gov't, local councils, waterways managers, other not-for-profits) 	<p>Lead: Education & Recreation Officer / Executive Officer / QC Board Partners: AC, Board, Technical Committees, QSport, QORF, local councils, waterways managers, PSP's</p>