

AUSTRALIAN OUTRIGGER CANOE RACING ASSOCIATION

STRATEGIC PLAN 2018-2021



LEADERSHIP

Provide strong leadership and governance via clear direction and communication.

- Maintain and review a strategic plan using member feedback
- Implement best practice for strategic planning, sport administration and management
- Promote improved governance and develop a regular consultation process with Zone Presidents
- Create an Engagement and Communication Strategy for AOCRA
- Support Board members to be physically present at zone activities



PARTICIPATION

Increase participation in outrigger by delivering inclusive, vibrant, best practice participation programs that support paddler and coaching pathways across our sport.

- Review membership and competition rules and guidelines to enhance recruitment and retention
- Progressively develop simple to use resources with input from zones
- Increase junior participation by maintaining a Junior Development network across Zones
- Engage the Adaptive Paddling community in creation of a National AP Development program



HIGH PERFORMANCE

Provide a stable and unified pathway for high performance paddlers and coaches (adaptive and able-bodied) involving talent identification, development, and elite performance leading to National and International success.

- Create a formalised high-performance program
- Develop a high-performance coaching qualification
- High performance coaches/coordinators appointed to deliver a national high performance program
- Investigate how we can learn from other paddling disciplines' high performance programs



COMPETITION

Provide competitions that enhance participation and performance opportunities for the enjoyment and well-being of outrigger paddlers, of all ages, abilities and skill levels.

- Have a structured national race calendar set two years in advance
- Identify and share nationally, competition formats that provide diversity and challenging competition
- Continually improve national event outcomes by improving on past events



DEVELOPMENT

Provide pathways that promote the knowledge, skills and capabilities of outrigger paddlers, coaches and officials at the 'grass-roots' levels of the sport.

- Provide new online tools and technology for AOCRA registration, event nomination and event scheduling
- Develop a coach development process
- Create a national resource 'library'
- Streamline the training clinic sanctioning process



STRATEGIC GOAL 2018-2021

Our goal is to grow the membership of the association to more than 4000 active members by making the sport more accessible to our diverse communities and by delivering a high quality, high value membership experience.

OUR VISION

To inspire more Australians to discover a fitter, healthier, more fulfilling lifestyle through participation in outrigger canoeing.

OUR MISSION

To achieve excellence in the development, practice and promotion of the sport and culture of outrigger canoe racing in Australia.

COMMERCIAL

Provide a stable and viable organisation through effective business practices and sound financial management to increase the commercial value of the sport.

- Recruit new operational team members and provide training and resources
- Develop sponsor attraction plan and a sponsorship package template for zones and clubs
- Identifying water sport partnership opportunities
- Identify strategic opportunities to increase revenue



Pillar 1 – Leadership

Provide strong leadership and governance via clear direction and communication.

2018	2019	2020	June 2021	Action completed
Maintain and review a strategic plan using member feedback				<input type="checkbox"/>
	Implement best practice for strategic planning, sport administration and management (e.g. induction process, code of conduct, operational standards, portfolios, position descriptions etc.)			<input type="checkbox"/>
	Promote improved governance and develop a regular consultation process with Zone Presidents			<input type="checkbox"/>
Create an Engagement and Communication Strategy for AOCRA				<input type="checkbox"/>
	Support Board members to be physically present at zone activities			<input type="checkbox"/>

SUCCESS MEASURES

We will have succeeded when we have:

- Have a strategic plan in place.
- Conducted bi-annual Board member review.
- Developed a Communication and Engagement Strategy and implemented the actions.
- Undertaken a member survey.

Pillar 2 – Participation

Increase participation in outriggering by delivering inclusive, vibrant, best practice participation programs that support paddler and coaching pathways across our sport.

2018	2019	2020	June 2021	Action completed
Review membership and competition rules and guidelines to enhance recruitment and retention				<input type="checkbox"/>
Progressively develop simple to use resources with input from zones e.g. policies, rules, formats, templates, safety guidelines, insurance, code of conduct etc.				<input type="checkbox"/>
Increase junior participation by maintaining a Junior Development network across Zones				<input type="checkbox"/>
Engage the Adaptive Paddling community in creation of a National AP Development program that includes training for clubs to gain accreditation to deliver AP programs and seek external funds to support AP programs				<input type="checkbox"/>

SUCCESS MEASURES

We will have succeeded when we have:

- Conducted an annual review of membership options and training and regatta rules.
- Reviewed paddling resources.
- Run a number of AP programs.
- Increased our membership base.

Pillar 3 – High Performance

Provide a stable and unified pathway for high performance paddlers and coaches (adaptive and able-bodied) involving talent identification, development, and elite performance leading to National and International success.

2018	2019	2020	June 2021	Action completed
<div data-bbox="304 379 920 544" style="border: 1px solid black; padding: 5px;"> <p>Create a formalised high-performance program that:</p> <ul style="list-style-type: none"> • Establishes criteria for talent identification and selection • Develops high performance goals and outcomes </div>		<div data-bbox="1093 595 1700 660" style="border: 1px solid black; padding: 5px;"> <p>Develop a high-performance coaching qualification</p> </div>		<input type="checkbox"/>
<div data-bbox="181 715 1279 778" style="border: 1px solid black; padding: 5px;"> <p>High performance coaches/coordinators appointed to deliver a national high performance program</p> </div>				<input type="checkbox"/>
<div data-bbox="663 871 1402 963" style="border: 1px solid black; padding: 5px;"> <p>Investigate how we can learn from other paddling disciplines' high performance programs</p> </div>				<input type="checkbox"/>
				<input type="checkbox"/>

SUCCESS MEASURES

We will have succeeded when we have:

- *Developed a high performance program.*
 - *Appointed high performance coaches/coordinators.*
 - *Achieved top 10 results at world championship events in all age groups and categories entered.*
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Pillar 4 – Development

Provide pathways that promote the knowledge, skills and capabilities of outrigger paddlers, coaches and officials at the ‘grass-roots’ levels of the sport.

June 2018	2019	2020	June 2021	Action completed
	Provide new online tools and technology for AOCRA registration, event nomination and event scheduling			<input type="checkbox"/>
	Develop a coach development process (Foundation and Development levels/modules)			<input type="checkbox"/>
	Create a national resource ‘library’ of skills development activities for general paddler development that can be delivered locally by coaches			<input type="checkbox"/>
	Streamline the training clinic sanctioning process to facilitate delivery of paddler development opportunities while enhancing compliance with risk management policies			<input type="checkbox"/>
	Develop a national junior/novice development program			<input type="checkbox"/>

SUCCESS MEASURES

We will have succeeded when we have:

- *Improved online registration process.*
- *Developed an online resource library for paddlers and event organisers.*
- *Streamlined the clinic sanctioning process.*
- *Have a Junior development program in place.*

Pillar 5 – Competition

Provide competitions that enhance participation and performance opportunities for the enjoyment and well-being of outrigger paddlers, of all ages, abilities and skill levels.

2018	2019	2020	June 2021	Action completed
Have a structured national race calendar set two years in advance				<input type="checkbox"/>
Identify and share nationally, competition formats that provide diversity and challenging competition				<input type="checkbox"/>
Continually improve national event outcomes (debrief & feedback from paddlers) by improving on past events				<input type="checkbox"/>

SUCCESS MEASURES

We will have succeeded when we have:

- *Race calendars released and set two years in advance.*
- *Competition formats that provide diversity and challenging competition are shared nationally.*
- *National events which improve every year based on debrief and paddler feedback.*

Pillar 6 – Commercial

Provide a stable and viable organisation through effective business practices and sound financial management to increase the commercial value of the sport.

2018	2019	2020	June 2021	Action completed
Recruit new operational team members and provide training and resources to ensure the operational team's skills are developed and capacity is available				<input type="checkbox"/>
Develop sponsor attraction plan aimed to focus on those organisations with a natural fit to outrigging and a sponsorship package template for zones and clubs				<input type="checkbox"/>
Identifying water sport partnership opportunities				<input type="checkbox"/>
Identify strategic opportunities to increase revenue (e.g. merchandising)				<input type="checkbox"/>

SUCCESS MEASURES

We will have succeeded when we have:

- An operational team that is setting and maintaining high operational standards.
- Attracted strategic sponsors to outrigging.
- Developed a sponsorship package template for zones and clubs.
- Increased revenue.
- Provided support to the paddling community.