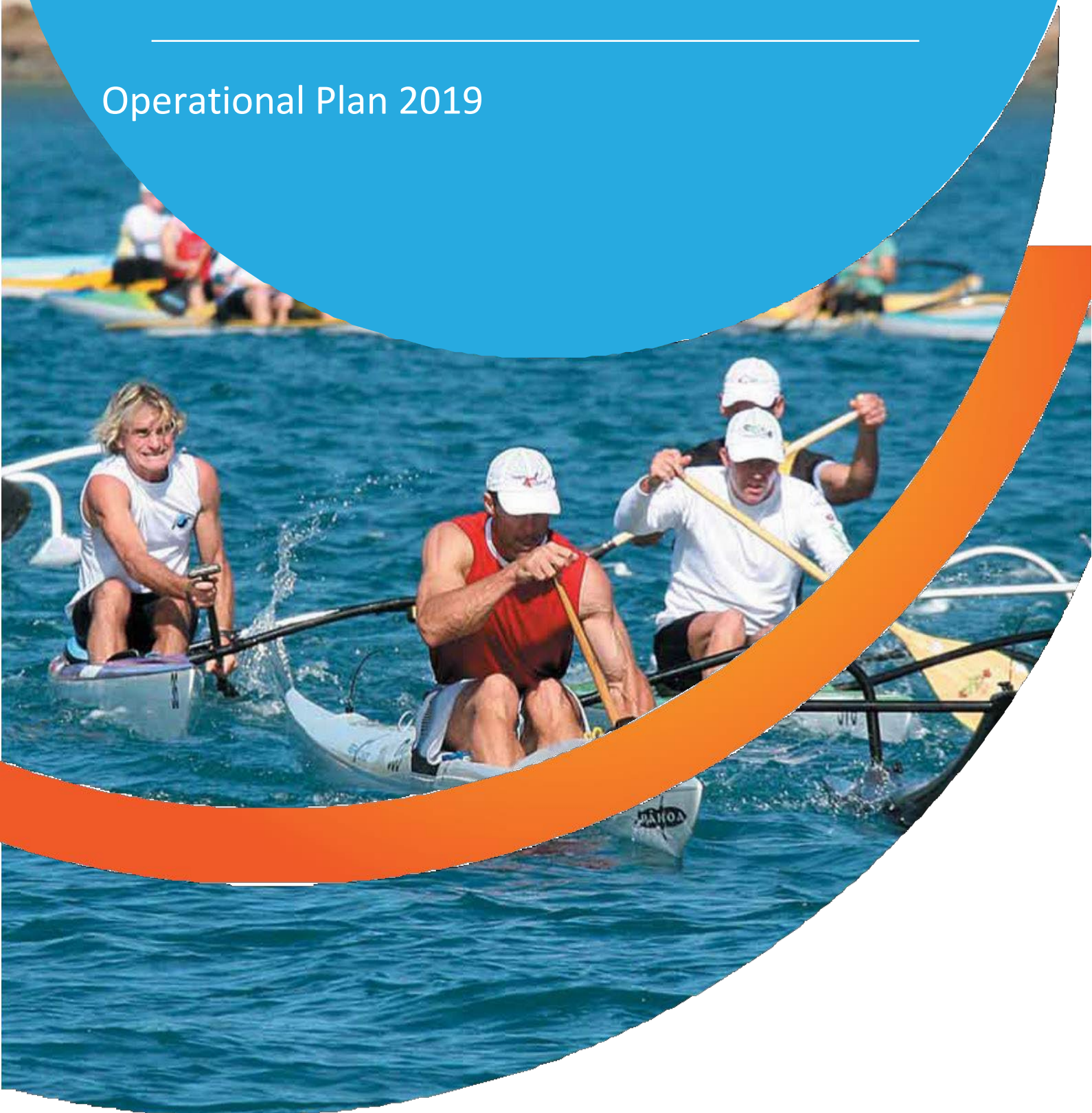


Australian Outrigger Canoe Racing Association Queensland State Centre Inc

Operational Plan 2019



The Queensland State Centre (QSC) continues to work with the National AOCRA board and both the North Queensland and South Queensland Zone governing bodies to promote and develop the sport of Outrigging nationally and within all our local Queensland communities.

The 2016 IVF International Va'a World Sprint Titles (WST) were hosted on the Sunshine Coast, attracting participants from over 35 countries to the Sunshine Coast. The event was recognised as the most popular and successful event staged to date. This recognition and momentum has delivered a unique opportunity to significantly elevate the sport and its participation nationally and internationally to new levels. Australia has now been awarded the hosting of the IVF World Distance Championships to be held on the Sunshine Coast in August 2019.

QSC's shares a commitment with AOCRA in attracting several national and international events over the next 5 years to Queensland destinations. Attracting the following events to Queensland will deliver significant economic and community development opportunities as well as supporting the region to reinforce its reputation as a leading tourism destination.

- 2017 - 2019 National Junior Championships
- 2017 – 2019 Trans-Tasman and Gubbi-Gubbi Championships
- 2017 - 2019 National Marathon and Sprints
- 2018 Trials for the 2018 World Sprints
- 2017 – 2019 Aussie Aito
- 2018 – National Sprints and World Qualifiers
- 2018 – 2019 Training Camps for International Elite Program
- 2019 – International Va'a Federation World Distance Championships
- 2018- 2019 National Changeover Championships

In addition to hosting these national and international events, increased participation and growth of the sport will be achieved through AOCRA's and QSC commitment to coaching excellence, adaptive paddling, Indigenous engagement and research and development. Each of which will create a more inclusive environment with a commitment to consistent, caring and quality participant support and coaching to improve performance, enjoyment and involvement at all levels.

Our Strategic Plan has identified a number of strategies and actions which I am confident will enable us to achieve our goal of increasing participation in the sport and establishing Queensland as a growing force in the Sport of Outrigging.

I am retiring in December 2018 and I invite you to join with me to welcome in the incoming President Mr Paul Saffigna, the other members of the QSC and AOCRA Board and the wider outrigger canoe racing community as we work our way to a position of state, national and international significance.



Trish Johnston
Outgoing Queensland State Centre President

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The Management Committee

Paul Saffigna	President
Vanessa Kosmidis	Secretary
Nora Pennefather	Treasurer
Cheryl Thomson	Committee Member
Leon Tangué	Committee Member
Posa-Arthur Skelton	Committee Member
Tracy Watson	Committee Member

President: Oversees the running of the organisation in accordance with the AOCRA QSC Constitution and strategic direction. Implements and regularly reviews development strategies.

Secretary: Liaises with the Zone and Member Club Secretaries, disseminates information out to Zones and Member clubs, and communicates all correspondence to AOCRA QSC committee members.

Treasurer: Maintains up-to-date accurate financial records and reports. Reviews budgeted vs actual results. Sources and submits grant applications. Assists Zones with grant applications.

Committee Members: Co-ordinate with Zone JDO's to develop junior racing, organise training and development for junior coaches, and promote the sport to young people across Australia. Liaise with Zone Coaching Co-ordinators to implement coaching clinics with specialist paddlers, co-ordinate the delivery of the Level One Outrigger specific certificate course and maintain a listing of all qualified coaches in Australia.

Mission Statement and Corporate Vision

Mission Statement

The Australian Outrigger Canoe Racing Association Queensland State Centre Inc (AOCRA QSC) exists to promote, support and develop the sport of outrigger canoe paddling in Queensland.

Corporate Vision

Outrigger Canoeing is a participant-oriented sport which provides a healthy and structurally organised – safe environment for the enjoyment of water sport for a wide age group.

Our Vision is to encourage the continued growth of this sport, encouraging participation from grassroots to competition level, allowing all members to lead healthy, lifestyles, and to provide adequate training to ensure the knowledge base of member clubs is continually improving and increasing.

1. Short and Long-Term Objectives and Key Performance Areas

	Current Status 2018	Desired Status 2019
Leadership and Financial Management	<p>Have achieved a state wide and nationwide approach to the development of the sport, with close liaison and agreement between all zones and our National Sporting Organisation AOCRA Ltd.</p> <p>Other than internal revenue from members, and funding from the Qld government, AOCRA QSC has no revenue source such as federal government funding or sponsorship.</p> <p>Good financial management practices, with a standardised financial recording system.</p> <p>Training scheme in place for management committee upskilling.</p> <p>Induction and professional development plan in development for management committee members.</p> <p>Strategic Plan reviewed quarterly.</p>	<p>Continue to identify and develop new and existing revenue sources, particularly a network of ongoing key sponsors providing both cash and goods towards the achievement of key performance indicators.</p> <p>Provide a framework to be implemented by all member clubs' management committees, to ensure management practices at all levels are of a professional standard.</p> <p>Complete the induction process & professional development plan for management committee members.</p> <p>Regular review of strategic/Operational Plans and Constitution.</p>
Operational Plan - sport development	<p>To achieve a state-wide structured development and recruitment scheme, managed by AOCRA QSC, based on a state wide "come and try" and novice development program.</p> <p>Funding for the participation program is to come partly from the national body "grant scheme" (which is also based on achievement of participation targets), and partly from Qld government funding.</p> <p>To achieve a state wide, free coaching and training program, QSC will co- ordinate Accredited coaching courses, Administration courses, and paddling clinics.</p>	<p>Have developed a state-wide structured development and recruitment scheme, managed by AOCRA QSC, based on a state wide "come and try" and novice development program.</p> <p>Funding for the participation program is to come partly from the national body "grant scheme" (which is also based on achievement of participation targets), and partly from Qld government funding.</p> <p>Have developed a state wide, Free, coaching and training program. QSC will co-ordinate Accredited coaching courses, Administration courses, and paddling clinics.</p>
Communication	<p>Communication with member clubs is via email and telephone contact. Have established AOCRA Facebook, Twitter and YouTube.</p> <p>Have run SQ and NQ member surveys.</p> <p>New website currently being developed.</p> <p>The national body website www.aocra.com.au is a central linked site, for all zones, member clubs, and individual members to access.</p>	<p>Continued training (Operational Plan) for member clubs on website operation.</p>

1. Short and Long-Term Objectives and Key Performance Areas contd...		
KPA	Current Status 2018	Desired Status 2019
High Performance	<p>National and overseas representation is administered by the national body – AOCRA Ltd.</p> <p>Three (3) national title events have been secured by AOCRA QSC to be held in Queensland until 2022.</p> <p>Hosting the World Marathon Titles (international Va'a Federation) in Queensland in 2019.</p>	<p>Continue to provide financial and administrative support to Qld representative members to compete on a national and international level.</p> <p>Secure funding and sponsorship to adequately promote the events nationally.</p>
Competitions and events	<p>A structure of regionalised competition exists for seniors and junior competitors.</p> <p>Entry level competition exists for grass roots, novice and junior paddlers.</p>	<p>Continue the framework developed in conjunction with “Come and try” Recruitment scheme, for a regionalised novice race series.</p>

2.0 Leadership and Financial Management

Strategies	Actions	Person Responsible	Timeline 2018	Performance Outcome	Priority
To provide a framework to be implemented by all Zones and Members Clubs' management committees to ensure management practices at all levels are of a professional standard.	Refinement and utilisation of manuals for workshops for committee level training of Secretaries, Treasurers, Race Directors, Registrars and Safety Officers	AOCRA QSC NQ & SQ Zone Management Committees	Refinement of existing manuals. Set 2 courses for each zone (4 per year total for the state). KPI – Club attendance – 80%, each committee attendance 80%. Fully funded by QSC (no cost to clubs).	To ensure professional management practices are performed on a club level.	High
To develop an induction process and professional development plan for Management Committee members.	Ensure all Management Committee members are aware of their role in the organisation and continue to develop new skills.	AOCRA QSC.	Review yearly.	To achieve a multi skilled Management Committee	High
Continued review of Strategic Plan.	Yearly review.	AOCRA QSC	Review yearly.	To ensure the organisation continues to progress and change to achieve its goals.	Very high.

2.0 Leadership and Financial Management contd...			
Funded Activity Area	Reference in your Strategic Plan	Your Planned Activities	Budget requested under Qld SDP to deliver activity
			2019
GOVERNANCE			
Governance Improvement:	1.6.1	Conduct two Presidents Forums and Strategic Planning Workshops in NQ and SQ, to improve the skills of club and Zone committee members, supporting them to follow best practice in governance and club development.	\$2,800
Policies and/or procedures	1.6.1	Complete the development and or update and make available to all clubs and zones templates for all necessary Induction Booklets, position descriptions, risk management, strategic planning and succession planning. Provide Guidelines for the tri-annual review of Club and Zone Constitutions.	\$500
			Sub Total
			\$3,300
GRASSROOTS SUPPORT			
Engagement strategies and resources	1.6.1	Have each of the 40 clubs in Queensland conduct one 'Come and Try' Day during the year (120 over 3 years). C & T Events targeting a minimum of 400 participants state wide.	\$7,200
Engagement strategies and resources	2.5	Conduct two Adaptive Paddling Programs, one in NQ and one in SQ. Targeting up to 26 participants, partnering with groups such as No Limits Adaptive Paddling, Spinners for Sports and Mates 4 Mates, with the aim of including adaptive paddlers in the Australian team competing at the 2018 World Sprint Titles in Tahiti.	\$4,000
Education and Training – accredited	2.4	Conduct two new Coach Accreditation Courses, one in NQ and one in SQ, targeting a minimum of 33 new coaches per year.	\$4,500

GRASSROOTS SUPPORT contd...			
Education and Training – Non-accredited	2.4	Conduct two ‘Coach the Coach’ courses per year to further enhance the skills of all existing club coaches. The aim is for 40 coaches per year to undergo the training program, providing progression pathways for Level 1 Coaches to work towards obtaining Level 2 Accreditation.	\$3,600
Engagement strategies and resources	1.6.2	Provide a targeted support plan to increase participation from 308 to 385 junior members (25% increase). To double the number of junior paddlers from the current levels of 310 by the end of 2019.	\$2,200
Member benefits and resources	1.6.2	Conduct two junior camps in the North Qld zone and South Qld zone targeting 200 total participants.	\$3,200
		Sub Total	\$24,700
PARTICIPATION			
Participation programs, activities or events	1.6.4	Provide assistance to 12 clubs to deliver 12 regattas across the state targeting 1,200 total participants	\$6,400
	2.6	Promote the sport to Indigenous Communities in NQ & SQ by partnering with North Qld and South Qld Zones, Sunshine Coast Regional Council, local schools and Torres Strait OCC. Targeting up to 60 participants.	\$1,800
Talent identification and participant pathways	1.6.3	Provide a clear pathway for juniors to compete at the highest level. Create a pathway for juniors from club, sub zone, zone regattas to National Titles and World Titles events – 350 participants.	\$1,800
		Sub Total	\$10,000
		TOTAL REQUESTED FUNDING PER YEAR	\$38,000

3.0 Sport Development

3.1 Goals

To achieve a state-wide structured development and recruitment scheme, managed by AOCRA QSC, based on a state wide “come and try” and novice development program.

To achieve a state wide, free coaching and training program

3.2 Objective

To achieve continued growth in participation and retention numbers, and upskilling of volunteer’s knowledge and coaching numbers.

Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
To achieve a state-wide structured development and recruitment scheme, managed by AOCRA QSC, based on a school linked participation program, and a state wide ‘come and try’ and novice development program.	Carry out Social Media, TV advertising, radio and press reporting. Infrastructure development and liaison with clubs. Data collected via ‘accountable’ indemnity forms to be completed by clubs.	AOCRA QSC	Participation 440. Retention 15% increase on previous year’s membership numbers.	To increase participation and retention levels on a performance based target	Very high
Achieve a state wide, free coaching and training program.	Develop network of qualified presenters and set timetable for each year. 4 x Coaching Courses 4 x Club administration courses 12 x Steering/Paddling skill clinics	AOCRA QSC	KPI of 5% increase in Qualified Outrigger Specific Coaches, and KPI of 10% increase in trained steerers.	To ensure sufficient qualified coaching staff and steerers exist to support the grass roots junior and novice development programs. To ensure club committees have adequate skills to effectively run member clubs.	Very high.

4.0 Aboriginal and Torres Strait Islander Involvement in Outrigger Canoeing

4.1 Raising Awareness

AOCRA and the Queensland State Centre (QSC) are committed to engaging more Aboriginals and Torres Strait Islanders in the sport of outrigger canoe racing in Australia through growing participation levels and importantly, to contribute to and support local communities through their contribution to and leadership of this initiative.

Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
Achieve sustainable community engagement	Identify local contacts for ATSI groups in pilot OC Club regions. Identify local community champions to assist with community engagement. Promote OC Racing in ATSI community events.	Torres Strait OCC Solwata Club Local OC Clubs Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	Local contacts identified in Cairns, Townsville, Mackay, Rockhampton and Sunshine Coast. Information stalls and sites are included in NAIDOC and ATSI events.	High Medium
ATSI OC Racing Publications and Resources	Develop flyers and publications for distribution amongst ATSI community networks.	Torres Strait OCC Solwata Club AOCRA/QSC Dr Gayle Mayes – University of the Sunshine Coast Local OC Clubs	Ongoing	ATSI flyers are developed for use by local OCC clubs. ATSI OCC publications are developed.	High Medium
ATSI OC Racing Social Media Campaigns	Cross-promote OC Club social media sites with ATSI sites. Develop social media campaigns targeting specific regions and ‘come and try’ days.	Torres Strait OCC AOCRA/QSC Solwata Club Dr Gayle Mayes – University of the Sunshine Coast Local OC Clubs	Ongoing Ongoing	Social media sites of OC clubs, Solwata Club and ATSI groups are linked.	Medium High
Aboriginal and Torres Strait Islander Media Campaigns for ATSI OC Racing	Develop specific ATSI OC Racing media and publicity. Promote the ATSI strategy through Aboriginal and Torres Strait Islander media including NITV, Koon Mail, National Indigenous Times, Torres News, National Indigenous Radio Network, Solwata and	AOCRA/QSC Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast Solwata Club Media outlets	Ongoing	Articles are placed in ATSI newspapers, publications and on NITV and radio.	Medium High

4.1 Raising Awareness contd...					
Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
Mainstream media campaigns	Ensure the inclusion of ATSI paddlers in all mainstream media undertaken.	AOCRA Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	Mainstream media from AOCRA includes ATSI paddlers or information	Medium
Come and Try days for ATSI paddlers	Develop 'Come and Try' days in conjunction with OC Clubs.	Solwata Club Local OC clubs	Ongoing	'Come and Try' days are undertaken in Torres Straits, Cairns and Sunshine Coast.	Medium
	Develop specific 'Come and Try' days for ATSI groups	Solwata Club Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast		ATSI 'Come and Try' days are undertaken in Cairns, Townsville, Rockhampton and Sunshine Coast.	High

4.2 Embracing Culture and Tradition

This goal aims to embrace and revive culture and ancient watercraft tradition including a "NAWi identity" and Aboriginal and Torres Strait protocols, cultures and traditions in the sport of outrigger canoe racing in Australia.

Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
Identifying NWI/NAR culture	Consult with Aboriginal and Torres Strait Islander communities regarding identification of their 'canoe' culture.	AOCRA Solwata Club ANMM ATSI Community Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	A NAWI/NAR canoe culture is identified with terminology, protocols and objectives in place.	High
Acknowledging protocols	Include 'Welcome to Country' acknowledgements in regattas. Include ATSI traditional blessing and smoking ceremonies for blessing of canoes.	AOCRA Solwata Club Host OC clubs ATSI groups Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	Welcome to Country acknowledgements are performed at regattas.	High
				ATSI canoe blessings are undertaken.	High

4.2 Embracing Culture and Tradition contd...					
Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
Creating the NAWI Identity	Revive history and tradition through involvement of ATSI paddlers in NAWI activities throughout Australia.	AOCRA Solwata Club ANMM Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	A determination is made regarding a NAWI or national ATSI canoe identity.	High

4.3 Engagement and Partnership

This goal is to implement specific strategies are needed to engage with the various groups and age groups of ATSI paddlers groups and individuals from youth and school sports, to state and national advocacy. Following awareness and cultural identification, sustainable engagement is the next step in ensuring ongoing involvement of ATSI paddlers in outrigger canoeing.

Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
School Sports	Offer Outrigging as an alternative school sport.	AOCRA / QSC Schools Local OC Clubs Solwata Club Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	Five schools trial outriggering as an alternative school sport.	High
	Trial weekly school OC sessions. Develop inter-school regattas.			Inter-school regattas are held in Cairns and Sunshine Coast.	Medium
Young Aboriginal and Torres Strait Islander Leaders	Offer outriggering as an alternative leadership activity. Trial regular leadership training. Promote outriggering to universities and TAFE institutes.	AOCRA / QSC Local OC Clubs Solwata Club Universities Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	Outrigging is undertaken as a leadership tool in Far North Queensland.	High High

4.3 Engagement and Partnership contd...					
Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
Sporting Organisations	Encourage existing ATSI sporting organisations to use outrigger for cross training purposes.	AOCRA / QSC Schools Local OC Clubs Solwata Club Torres Strait OCC Dr Gayle Mayes – University of the	Ongoing	ATSI sports organisations including NRL, AFL and athletics use OC racing as a cross training tool.	Medium
Corporate Leaders	Develop an ATSI Corporate Leaders partnership package and annual challenge.	ATSI Corporate Leaders AOCRA Solwata Club Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	A Corporate Leaders support package and outrigger regatta is held	Medium
Committee Representation	Include ATSI representation at committee level at Zone, Regional, State and National levels.	AOCRA /QSC State Zones Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	ATSI representation increased on committees at zone, regional, state and national level.	Medium
National Advocacy	Appoint an ATSI committee member to AOCRA	AOCRA /QSC Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	ATSI member appointed to AOCRA committee	High

4.4 Participation & Development

Participation and development of individuals and teams in local, national and international competitive arenas.

Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
Local & National Regattas	Develop novice and experienced teams to compete in selected national regattas	AOCRA / QSC Local OC Clubs Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	Novice ATSI teams and/or individuals compete at local regattas.	High

4.4 Participation and Development contd...

Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
TTGGWA	Prepare individuals and teams for Trans-Tasman Gubbi Gubbi Waka Ama regatta and Junior National Titles in 2018	AOCRA / QSC Solwata Club Local OC Clubs Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	A minimum of 1 boy, 1 girl and 1 mixed team compete at TTGGWA	High
International Regattas	Prepare individuals and/or teams for possible competition in New Zealand, Cook Islands and Tahiti.	AOCRA / QSC Solwata Club Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	The development of an Aboriginal and Torres Strait Islander team to compete in 1 international regatta.	Medium
Torres Straits Inter Island OC Regatta	Develop a specific annual All Blacks outrigger canoe regatta in the Torres Straits	AOCRA / QSC Solwata Club Local OC Clubs Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	A Torres Straits Inter Island Outrigger Canoe Regatta is held in the Torres Straits	High
Pacific Games Inclusion	Advocate to the Pacific Games Council (PGC) for inclusion of ATSI paddlers as the 'missing' Aboriginal and Torres Strait Islander inclusion teams from the Pacific region.	AOCRA Solwata Club PGC Torres Strait OCC Dr Gayle Mayes – University of the Sunshine Coast	Ongoing	Aboriginal and Torres Strait Islander teams compete in 2019 Pacific Games	Medium

5. High Performance

Provide financial and administrative support to Qld representative members to compete on a national and international level, apply for all national title events to be hosted in Qld post 2018 and secure funding and sponsorship with the objective of achieving a state-wide approach for representation of competitors in state, national and international Competitions.

Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
Provide financial and administrative support to Qld representative members to compete on a national and international level.	Identify support avenues and processes for representative members	AOCRA / QSC	Review and improve guidelines, provide support	Novice, ATSI teams and/or individuals compete at local regattas.	High
Have secured national title Events in Qld until 2022	Secure venues, sponsorship and submit applications.	AOCRA / QSC	Venues and sponsorship	To provide Qld members with high level competition. To increase the profile of the sport in Queensland.	High
Have secured the rights to host the World Distance Championship on the Sunshine Coast in May 2019	Seeking sponsors and marketing opportunities incl. social media				

6. Competitions and Events

Continue the framework of a “Come & Try” recruitment scheme, for a regionalised novice race series, with the objective of achieving a state-wide approach for the retention of novice paddlers.

Strategies	Actions	Entity Responsible	Timeline 2019	Performance Outcome	Priority
Continue the Notice Race series in conjunction with the ‘Come and Try’ recruitment scheme.	Liaise with clubs to ensure all race rules are adhered to.	AOCRA / QSC	Program rollout. Retention 15% (as per ‘Come and Try’ KPI).	To increase participation and retention levels on a performance based target.	High