

Dragon Boat ACT Strategic Plan 2021-2025

14 September 2021

Canberra Dragon Boat Association Inc. ABN 89 647 128 044

Background

Dragon boating Canberra began in 1989 and by 1995 there was sufficient interest for local clubs to form the Canberra Dragon Boats Association Inc (CDBA) as the sport's peak body in the Australian Capital Territory. In 2013, it became known as Dragon Boat ACT (DBACT) as part of national branding of State dragon boat associations.

The DBACT is a member of the Australian Dragon Boat Federation (AusDBF) which in turn is a member of the International Dragon Boat Federation. As the ACT peak body for the sport, DBACT receives support from the ACT Government, through ACT Sport and Recreation.

A wide variety of dragon boat clubs are affiliated with DBACT, some with a competitive focus, others with a more social or family focus, some with a younger demographic and others with older age groups; mixed and women-only clubs; breast cancer survivors and school teams. Under the auspices of DBACT, members of the public are also able to take part in dragon boating through 'Come and try' days, team building activities and corporate regattas.

DBACT provides and maintains dragon boats for the clubs to use, along with equipment such as paddles, sweep oars, personal flotation devices (PFDs), and land training equipment. DBACT pays for insurance coverage for members and clubs and pays a paddler levy to AusDBF for each DBACT member. DBACT runs a regatta program each year for its members and visiting interstate clubs. The dragon boat clubs can be seen training on the Lake Burley Griffin on most days of the year.

The DBACT Strategic Plan complements the vision and goals of AusDBF. It is aligned with Active 2020, the ACT Government's 10 year strategic plan for sport and active recreation. When that plan is updated or replaced, the DBACT Strategic Plan will be reviewed to ensure it continues to be aligned with ACT's Sport and Recreation goals.

Our Vision:

To make dragon boating a great sport in the ACT

Our Culture

To achieve our vision, we commit to these values:

Respect always

Being inclusive and welcoming

- understanding of others, their different needs and demands on them

A strong supportive community

- helping and sharing across clubs
- whole of sport focus
- friendship across the sport
- giving back

Fun/development/fulfilment

Healthy competitiveness

Looking to the future

Promoting the sport

- all members are ambassadors
- increased membership is everyone's responsibility

Our Strategic Priorities for 2021-25

Increased membership

A permanent home

Living our values

Providing leadership and support for dragon boating

Opportunities for development

Specific Goals for 2021-25

Within our strategic priorities we want to:

Increased Membership:

- Increase membership in the under 18 age group
- Increase membership in the 18-25 age group
- Increase membership in the 25-40 age group
- Increase male membership
- Increase volunteer numbers as well as decreasing the number of volunteers needed at regattas
- Improve retention of members

A permanent home

- Negotiate the best value for money for our permanent building
- Relocate to our permanent Grevillea Park headquarters

Living our values

- Embed our values into the decision-making process
- Demonstrate leadership in responses to good and bad behaviours

Providing leadership and support for dragon boating in the ACT

- Represent and promote the sport
- Provide effective governance for the Association
- Transparency in decision making
- Well-maintained boats and equipment
- Well-organised regatta programs

Opportunities for development

- For aspiring competitors
- For volunteers and officials
- For sweeps and coaches

Section 2 - DBACT Implementation Plan

Strategic Priority 1 – Increased Membership

Strategy	Actions/Tasks	Timeline	Responsibility	Success Indicators
Minimise financial disincentives to membership	(1) Determine membership fees sufficient but not beyond needs, in line with our operating model (2) Obtain sponsorship to assist with funding DBACT	(1) 2021-25 (2) On-going	(1) Committee (2) Committee and clubs	Membership fees sufficient but not excessive
Better understand members interests and concerns	Survey members	At least two-yearly	Committee	Survey responses used in planning
Identify why members do not renew	Clubs follow up with members who don't renew to identify reasons/issues	Following expiry	Clubs	Responses used in club and DBACT planning
Marketing and contributing to the ACT community	(1) Develop an annual marketing program to promote awareness and interest in dragon boating (2) Assist in the development of AusDBF marketing campaign and resources (3) Identify key stakeholders for partnership, alliance and sponsorship opportunities	(1) Annual (2-3) On-going	Committee, DBACT Marketing and clubs	Marketing and recruitment events attended by the public Increased membership attributable to promotion and awareness raising events
Nurture new members	Explore options to encourage beginners	On-going	Committee, DBACT Development, and clubs	More opportunities for beginners

Strategic Priority 2 – A permanent home

Strategy	Actions/Tasks	Timeline	Responsibility	Success indicators
Ensure plan for the new HQ at Grevillea Park meets DBACT needs	(1) Continue to work with ACT Government on project planning and implementation (2) Work with architects via ACT Government on a design to suit DBACT	Until completion of building	Building Sub-committee	Appropriate plan developed
Funding	(1) Agree with Government the terms of DBACT's \$ contribution (2) Work with ACT Sport and Recreation on grant opportunities for fit-out and equipment (3) Seek sponsorship for the building	(1) 2021 (2-3) On-going	(1-2) Committee (3) Committee and clubs	Agreement reached with ACT Government with terms of agreement.
Build alliances with stakeholders	(1) Identify and work with stakeholders to speed and promote our new building design	On-going	President Committee and Sub-Committee	Positive support from stakeholders
Establish and maintain a new operational model appropriate for the new location	Develop a new operational model taking into account changed responsibilities and costs at Grevillea Park.	2021-22	Treasurer/ Committee	Operational model developed

Strategic Priority 3 - Living our values

Strategy	Actions/Tasks	Timeline	Responsibility	Success indicators
Demonstrate leadership in recognising and responding to outstanding behaviour, good and bad.	Take action at club and/or DBACT Committee level (as appropriate) to recognise good behaviour and respond to bad behaviour Establish a process, together with AusDBF, for all members to sign up to the National Code of Behaviour	(1) On-going (2) 2021-22	(1) Committee and Clubs (2) Committee	(1) Evidence of appropriate responses to behaviour. (2) Members sign up to Code
Reference decisions to our values – for major decisions this will be explicit	(1) Determine an ongoing process to make this happen. (2) Implement it on regular basis.	(1) 2021 (2) Ongoing	Committee	Values considered in decision making, explicitly recorded for significant decisions.
Promote “living our values” through the marketing strategy.	Embed our values in each year’s marketing strategy and other promotions	Annual and on-going	Committee, DBACT Marketing and clubs	Values included in marketing strategy and promotional material

Strategic Priority 4 - Providing leadership and support for dragon boating

Strategy	Actions/Tasks	Timeline	Responsibility	Success indicators
Maintain positive relationships with ACT and Federal agencies.	(1) Identify the key contacts (2) Ensure the agencies are aware of relevant Association issues	Ongoing	Committee	Good relationships.
Ensure the Constitution, policies, and procedures are up to date and support the efficient operations of the sport.	(1) Review the Constitution (2) Review policies, update as necessary and make accessible through DBACT website	(1) 2021 (2) Ongoing	Committee and Clubs	(1) Constitution reviewed (2) Policy documents up to date
Maintain focus on this Strategic Plan	(1) Review progress on actions (2) Review this Strategic Plan	(1) Quarterly (2) Annually	(1) Committee (2) Club Reps, Committee	(1) Progress noted (2) Plan updated annually
Ensure effective engagement with clubs	(1) Consult clubs by email or at meetings for significant decisions (2) Consult with coaches/ team captains about regatta arrangements (3) Clubs take responsibility to attend General and Special Meetings	Ongoing.	(1-2) Committee (3) Clubs	(1-2) Evidence of consultation (3) Attendance at meetings
Conduct a program of regattas each season	(1) Establish the calendar of events (2) Obtain permits from ACT and NCA (3) Review Regatta Guidelines periodically	(1-2) Annually (3) Ongoing	Committee, DBACT Events	Regattas program in place

Maintain boats and equipment	(1) Identify and report issues (2) Have arrangements in place for ongoing maintenance	On going	(1) Club (2) Equipment Officer or sub-committee	Boats and equipment are maintained
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Strategic Priority 5 – Opportunities for Development

Strategy	Actions/Tasks	Timeline	Responsibility	Success indicators
Develop the ACT representative squad - <u>COVID risks permitting.</u>	(1) Select and support ACT rep squad coaches (2) Provide training resources (3) Encourage participation (4) Provide competitive selection process and effective training program each season	Each season	(1-2) Committee (3) Committee and clubs (4) ACT rep squad coaches	Numbers participating Feedback from participants
Support and promote participation in the Auroras - <u>COVID risks permitting.</u>	(1) Encourage participation and provide administrative support for Auroras selection and training in the ACT (2) Provide training resources, including sweeps, for Auroras training in the ACT.	Each Auroras campaign	Committee and clubs	Numbers trying out Feedback from ACT Auroras coach

Provide training and mentoring for officials	(1) Active mentoring under AusDBF Race Officials Mentoring Program (ROMP) (2) Provide training programs for officials (3) Encourage accredited officials to volunteer at regattas (4) Provide pre-season briefing for officials in person or in writing	On-going	DBACT Development and ROMP mentors	Feedback from officials Number of officials accredited Number of accredited officials volunteering in regatta season
Support volunteers	(1) Provide clear information on roles. (2) Explore nominating supervisors for set up and pack down (3) Promote and encourage volunteering opportunities through Marketing Strategy	On-going	(1-2) DBACT Events and ROMP (3) DBACT Marketing	Feedback from volunteers
Provide training for coaches	(1) Organise coaching courses (2) Explore collaborative arrangements with other States for access to courses.	Ongoing	DBACT Development	At least one coaching course per year
Provide training and racing opportunities for sweeps	(1) Organise sweeps course (2) Ensure enough turn races to enable sweeps to qualify for Auschamps (weather permitting)	Ongoing	(1) DBACT Development (2) Committee and DBACT Events	At least one sweeps course per year
Develop Events role to be more sustainable	Organise the role to be shared or elements delegated to others, or other arrangements to achieve the result.	2021 then ongoing	Committee	Events role sustained across entire year