



DRAGONBOAT SA

STRATEGIC PLAN

1 July 2006 – 30 June 2010

(Incorporates year 3 of current 3 year plan as amended
+ next 3 years to 2010)

UPDATED VERSION – 11 AUGUST 2008

2007-2008 Achievements

DRAGONBOAT SA – STRATEGIC PLAN 2006 - 2010

The Mission

DragonBoat SA seeks to increase participation in the sport of Dragon Boating by making it an activity of choice for people of all ages and backgrounds seeking healthy activity and competition.

The Vision

- Maintain the cultural traditions and values of the Sport in the South Australian community.
- To raise the awareness of Dragon Boating in the community as an enjoyable, safe, physically and mentally challenging activity.
- Provide access and equity for all members of the community to participate in Dragon Boating.
- To continue the development of a strong local, national and international competition focus to achieve success.

Core Business Areas

Administration

- Maintain and improve the administration of the sport to ensure that DragonBoat SA has the capacity to grow and develop.

Promotion and Marketing

- Maintain and develop the image and profile of Dragon Boating in the community.

Accredited Officials

- Develop and improve the skills of coaches, sweeps and officials in accordance with National Accreditation Programs.

Participation

- Increase participation through expanding the available venues for training and competition and the availability of boats and equipment.

Volunteer Management

- Develop volunteer resources to ensure that the sport has a pool of qualified personnel to manage events.

Operational Plan

DragonBoat SA has identified a number of objectives and initiatives to be pursued over the ensuing four (4) year period. These objectives and associated actions are laid out in the attached pages.

Immediate priorities for 2006-2008 are identified. These are 1.1, 1.2, 1.8, 2.1, 2.6, 2.7, 3.1, 4.3, 4.4, 4.5, 4.6, 4.8, 5.1.1, and 5.2.

CORE BUSINESS AREA

1 ADMINISTRATION

OBJECTIVE	ACTION(S)	RESPONSIBILITY	TIMELINE	RESOURCES	OUTCOMES (Key Performance Indicators)	ACHIEVEMENT
1.1 Continue to work toward the appointment of an Executive Officer and/or Office Staff	Develop job and person specifications	Small sub-committee to work with Secretary	Report to Board Dec 2007	Cost to be estimated over three year period	Full analysis available in readiness for action	Ongoing.
1.2.1 Review governance	Review size of Board and required portfolios	DBSA Board	May 2007		A Board structure suitable to implement current and planned strategies	Actioned. 2 new positions added including Volunteer Co-ordinator.
1.2.2 Articulate portfolio roles	Identify roles / tasks in the form of job descriptions.	DragonBoat SA Portfolio managers	July 2007		Succession planning and direction for potential future portfolio managers is in place	Portfolio descriptions almost completed.
1.3 Refine state team selection criteria and processes	Coach Selection Criteria Paddler Selection Criteria DBSA Board Sign Off	DragonBoat SA Board and member Clubs	March 2006		To have clear direction to all concerned and to field the most competitive teams possible	Actioned.
1.4. Review and create policies	Increase awareness of Personal Health issues, Complaints procedures, and Communication to members and participants Annual review of policies and legislation affecting the sport	DragonBoat SA Web Master DragonBoat SA Board	June 2007 Annually		Promotion included in Web Site and activities undertaken All policies are up to date	Policies reviewed annually with consideration given to bi-annual review where appropriate.
1.5 Strategic Alliances (e.g. SARA, Canoe SA)	Continue to strengthen ties with kindred bodies for shared development of facilities, administration, officials and volunteers	Manager Funding and Relationships	J.uly 2006 to 2010		Sharing of facilities and knowledge for administration and development and the conduct of events	DBSA working in partnership with SARA and Canoe SA in regard to redevelopment of the rowing regatta course

OBJECTIVE	ACTION(S)	RESPONSIBILITY	TIMELINE	RESOURCES	OUTCOMES (Key Performance Indicators)	ACHIEVEMENT
1.6 Review admin outsourcing and continue to develop it	Investigate Options	Admin Portfolio	Report to Board by December 2007	Admin Committee	Recommendations to Board on Admin sourcing for next 3 to 5 years	Decision to continue with current arrangement
1.7 Review the fee structure	Consider a variation in fees for social and competitive members.	Admin Portfolio	Report to Board and to Annual General Meeting in 2007	Admin Committee	Fee Review presented to members at the 2007 AGM	Fee for first year juniors implemented at 30% of full fee.
1.8 Participant database	Review and develop an improved data base of membership and other significant Association material, including working with AusDBF re implementation of National ID Data Base System	Admin Portfolio	Report to Board and to Annual General Meeting in 2007	Secretary and members highly skilled in data base construction and maintenance	Revised Data Base established and working well	Training received. Clubs are entering data into the database to provide a consolidated record of SA registered paddlers, accredited sweeps and coaches. National accredited sweeps register is operational and updated after each race day.
1.9 Continue cultural traditions and values of dragon boating	Utilise opportunities to reflect traditions of the sport in practices	Admin Portfolio and AusDBF Cultural Ambassador	Nov 2007 and ongoing	-	6 new boats to be blessed in traditional way	New boats to be blessed during 08-09 season

CORE BUSINESS AREA

2 PROMOTION AND MARKETING

OBJECTIVE	ACTION(S)	RESPONSIBILITY	TIMELINE	RESOURCES	OUTCOMES (Key Performance Indicators)	ACHIEVEMENT	
2.1	Develop and distribute promotional material that provides a consistent message about the sport as part of a comprehensive Marketing Plan that has a strong flavour of attracting young paddlers	Produce Professional brochures and web information on and about the sport of Dragon Boat Racing Promote a broader identity, not just Breast Cancer Produce a short promotional video Create an attractive sport Banner to be on display at all events	Participation and Development Committee members skilled in techniques of communication DragonBoat SA Webmaster Appointed Press Liaison Officer	September 2007 - August 2008	06-07: \$3,000 07-08: \$3,000 08-09: \$3,000	10,000 copies effectively distributed to potential paddlers Website to be updated fortnightly	A part-time Development Officer appointed in April 2008.
2.2	Clubhouse	Investigate Alliance with a local establishment, e.g. hotel, sporting club etc. Investigate Glenelg SLSC and other Surf Clubs	DragonBoat SA Board and/or delegated members	June 2008		A regular meeting place is established for all clubs. Opportunities for sponsorship income created	Charles Sturt Council has plans to redevelop current Aquatic Reserve building that will enable space to be developed by DBSA into a Clubhouse environment.
2.3	Regular press and radio coverage	Send items of interest about race days and race results Radio Community Hotline 89.1	Secretary DragonBoat SA or appointed Press Liaison Officer	Ongoing and particularly for each race meeting		Regular publicity appears in Messenger and university newspapers Increase in spectator numbers and enquiries	Radio segments on Fresh FM conducted for Australasian Masters Games.
2.4	Television exposure	Promote Corporate Challenge to Television Stations	Participation and Development Portfolio	February 2007 and create event as an annual affair		Television stations involved in teams event with possible news coverage	Media teams involved in Torrens event. Australasian Masters Games gained good coverage.

OBJECTIVE	ACTION(S)	RESPONSIBILITY	TIMELINE	RESOURCES	OUTCOMES (Key Performance Indicators)	ACHIEVEMENT
2.5 Promote Social/ Corporate events	Provide information to businesses to expand number of services. Develop a limited marketing plan around set resource cost.	Participation and Development Committee Development Officer	Ongoing	06-07: \$2,000 07-08: \$2,000 08-09: \$2,000 09-10: \$2,000 Being addressed under Move It Grant	Expand participation rates (from 376 in 2005-2006): Paddlers recruited to clubs from these events 10% increase each year Increased revenue base	A part-time Development Officer appointed in April 2008? Liaison with UNI SA re student placements to assist with event development. Australasian Masters Games a success with 520 participants.
2.6 Club workshop	Conduct a Marketing Workshop by a qualified person to provide clubs with ideas to target and increase membership	Participation and Development Committee	Sept 2007	Consultant fee if required	Clubs more informed and locally active in seeking memberships	Held over to 2008-2009 season.
2.7 Promote the sport to schools and junior groups	Implement developed promotional package for schools and junior groups	Participation and development Committee Development Officer	Courses to be held Feb/March each year		Establish a vibrant and expanding Junior category: <ul style="list-style-type: none"> • 3 junior teams in 2006-2007 • 6 in 2007-2008 • 8 in 2008-2009 • 10 in 2009-2010 	Junior strategy developed – free casual participation in year 1, reduced fees for year 1 full membership. 4 teams for 16 March junior races.
2.8 Obtain sponsorship	Focus has changed – Need to sell potential sponsors a package based on their needs.	Sponsorship Portfolio including Volunteers who have skills in this area	Ongoing		All DragonBoat SA boats are sponsored Junior/schools competition sponsored	Paint Supplies continued as major sponsor.

CORE BUSINESS AREA

3 ACCREDITED OFFICIALS

OBJECTIVE	ACTION(S)	RESPONSIBILITY	TIMELINE	RESOURCES	OUTCOMES (Key Performance Indicators)	ACHIEVEMENT
3.1 National AusDBF DragonBoat Coaches, Sweeps and Race Officials Programs	Continue to promote involvement to members and offer regular courses	DragonBoat SA Board and Club Presidents	Ongoing	Consider a reduced fee or subsidy incentives offered	There has been an increase in the number of qualified Coaches, Sweeps and Race Officials	Coaches courses held in May 2008 with 23 participants and Officials course scheduled for June 2008. SA Officials attended at the 2007 IDBF World Championships in Sydney and the 2008 Nationals at Champion Lakes Perth WA. Several members achieved full sweep accreditation in 07-08 season.

CORE BUSINESS AREA

4 PARTICIPATION

OBJECTIVE	ACTION(S)	RESPONSIBILITY	TIMELINE	RESOURCES	OUTCOMES (Key Performance Indicators)	ACHIEVEMENT
4.1 Establish a boat storage facility at Mawson Lakes	Seek information about potential facility storage opportunities	DragonBoat SA Chair/Sec	Accomplished by June 2008	New Boats required	New Club based at this venue by 30 June 2008	Council has not provided boat storage infra-structure as yet. Interest in club being established at Mawsons Lake thereby necessitating storage facility.
4.2 Gain paddlers from other sports as an off-season sport	Publicise value of dragon boating to other sports for off-season training	DragonBoat SA Development Officer	2007-2008 2008-2009	DBSA volunteers and Marketing and Promotion brochure	Greater participation in DragonBoat SA race events Increased registered participant numbers	A part-time Development Officer appointed in April 2008.
4.3 Review the Induction Manual	Define the contents of the package – a check list Appoint a person to steer the development Collate information Edit and print the package	DragonBoat SA Portfolio Director in consultation with Club delegates	Computer, E Mail, time commitment		Printed information package by Sept 2007 to assist new teams	Review to be undertaken early in 08-09 year.
4.4 Assist the establishment of new teams	Provide relevant information including the Manual for New teams. Provide contact persons, mentors and assistance as required, including reduced Dragon Boat SA registration fee in first season of establishment	New Team Co-ordinators	Ongoing	06-07: \$500 07-08: \$500 08-09: \$500 09-10: \$500	1 new team per season is established	Blade Runners established. Port Lincoln Dragons Abreast now a registered member of DBSA.
4.5 Establish a community event in the Riverland	Work with local community representatives in Renmark and Murray Bridge to assist them to organise an event	DragonBoat SA Board Participation and Development Committee Development Officer	Commence preliminary work in 2006-2007 Event occur during 2007-2008 season	07-08: \$5,000	First event occurs Commitment for Annual event	Initial exploratory work undertaken but event unable to be achieved in 2007/8 season.

4.6	Continue development of dragon boating on the West Coast of regional SA to expand local dragon boat activities	Work with Port Lincoln, Streaky Bay and Port Augusta, including through ORS Field Officer and local affiliated Clubs	DragonBoat SA Board Participation and Development Committee Development Officer ORS Field Officer	2006-2007 and ongoing	06-07: \$1,000 07-08: \$5,000	Increase local membership and number of affiliated Clubs Establish a sustainable local event schedule that caters for increased local participation	Come 'n trys undertaken in several regional areas. Ceduna Streaky Bay – 30+ Pt Lincoln (team raced in Adelaide) Pt Broughton Pt Pirie – Masters Games Whyalla
4.7	Establish a dragon boat presence in the South-East centred around Mt Gambier area initially	Work with ORS Field Officer	DragonBoat SA Board Participation and Development Committee Development Officer ORS Field Officer	Commence preliminary work in 2007-2008 Event occur in 2008-2009 and 2009-2010	07-08: \$1,000 08-09: \$5,000	Establish initial presence and a participant base Conduct first event	Re-prioritised to 08-09
4.8	Increase junior involvement in the sport	Work with schools to establish dragon boating as a sporting option for students	DragonBoat SA Board Participation and Development Committee Development Officer	2006-2007 and ongoing	06-07: \$2,000 07-08: \$2,000 08-09: \$2,000 09-10: \$2,000	Establish a vibrant and expanding Junior category: <ul style="list-style-type: none"> • 3 junior teams in 2006-2007 • 6 in 2007-2008 • 8 in 2008-2009 • 10 in 2009-2010 	Four teams formed for 16 March junior races.

CORE BUSINESS AREA

5 VOLUNTEER MANAGEMENT

OBJECTIVE	ACTION(S)	RESPONSIBILITY	TIMELINE	RESOURCES	OUTCOMES (Key Performance Indicators)	ACHIEVEMENT
5.1.1 Establish clear roles for all volunteer positions 5.1.2 Establish Manager of Volunteers position	Use Portfolio descriptions	Racing Committee with DragonBoat SA Board support	June 2007		Potential volunteers are clear what each volunteer position entails Information on DBSA website	Volunteer position descriptions exist. New Board portfolio appointment with expertise in volunteer management.
5.2 Sourcing volunteers (Find, train and retain)	Internal from Clubs: Rosters Training Recognition Acknowledgement Identify external sources: Sport SA Volunteer SA Other sports Support & Training Recognition through AusDBF Officials Course	Racing Committee with DragonBoat SA Board and Clubs support Manager Volunteers DragonBoat SA Board Manager Volunteers Admin Portfolio Manager Volunteers	2007-8 Mid 2007 – 2008 Ongoing	Establish database of trained volunteers centralized and co-ordinated.	There is an up to date database of volunteers, their skills and their training	A course to be held in June 2008 to increase pool of available race officials to DBSA.
5.3 Consider the possibility of Honorarium for volunteers	Review systems of payment in other sports. Review tiers of volunteer involvement and levels or reimbursement	DragonBoat SA Board Manager Volunteers	Report to Board and to Annual General Meeting in 2008	\$2,000 pa (estimated)	There are clear accepted policies and procedures regarding the payment of volunteers	Discussed with SA Rowing Assoc their relationship with scouting groups and decided not to pursue those opportunities at this stage. Have implemented free uniforms and meals for volunteers and officials at race

						day regattas and a Volunteer of the Year award to be presented at the DBSA Awards Dinner.
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