



2023 – 2025 STRATEGIC PLAN

OUR VISION

SUPPORTING TOURNAMENT WATER SKI, BAREFOOT WATER SKI AND WAKEBOARD TO REACH THEIR GOALS IN A SAFE, INCLUSIVE ENVIRONMENT

OUR MISSION

IS TO ASSIST IN THE PROMOTION AND DEVELOPMENT OF SPORTS AFFILIATED WITH WATER SKI AND WAKEBOARD AUSTRALIA IN THE STATE OF QUEENSLAND.

WE WILL PROVIDE ASSISTANCE WHERE NECESSARY TO THE DIVISIONS WHOSE PRIMARY ROLES WILL INCLUDE;

- ADMINISTRATION OF THEIR RESPECTIVE DIVISIONS AND REGIONS*
- DEVELOPING THE SKILLS OF ALL VOLUNTEERS*
- SUPPORTING THE CREATION OF SUITABLE VENUES FOR COMPETITION*
- PROMOTION AND GROWTH OF THEIR SPORT*
- FOSTERING JUNIOR DEVELOPMENT*
- PROVIDING SUPPORT FOR ALL REGIONS AND CLUBS IN RUNNING SUCCESSFUL TRAINING AND COMPETITION EVENTS FROM LOCAL TO ELITE*

OUR VALUES

OUR VALUES REFLECT THE COMMITMENT BY ALL MEMBERS TO PROVIDE A SOCIALLY INCLUSIVE ENVIRONMENT FOR ALL. THIS WILL BE ACHIEVED BY DELIVERING THESE KEY COMPONENTS;

- *MAINTAINING A SAFE, FUN, FAMILY FRIENDLY ENVIRONMENT*
- *PROMOTING FAIRNESS, ETHICAL BEHAVIOUR AND GOOD SPORTSMANSHIP AMONG ALL MEMBERS*
- *EMBRACING INCLUSION FOR ALL*
- *DEVELOPING AN ENVIRONMENT EXCLUSIVE OF HARASSMENT OR BULLYING*
- *ACHIEVING EXCELLENCE ACROSS ALL AREAS OF OPERATION*



EXECUTIVE SUMMARY

Queensland Water Ski and Wakeboarding Federation represents the interests of all sports affiliated with Water Ski and Wakeboard Australia within the state of Queensland. There are currently three divisions operating and receiving support from the Queensland Water Ski and Wakeboarding Federation being the divisions of Tournament Water Ski, Wakeboard and Barefoot Water Ski. Participants of disabled water ski and wakeboard are incorporated into the divisions relevant to their discipline. Discussions continue with Cable Wakeboard to become an affiliated member of the organisation.

Currently Queensland ranks as the number one state in Australia for registered members across two divisions along with a large number of national and internationally ranked athletes including current and former World Champions across all three divisions. The largest division is represented by Tournament Water Ski. Continued improved management from the state sporting organisation through to the divisions and their regions has delivered greater outcomes for the sport across all areas of operations.

With elite athletes, well run and organised events, a commitment to delivering modified and targeted participation programs and ongoing support for volunteers in the areas of coaching, officiating and driving, the three divisions are continuing to raise their profile and the overall profile of water sports in Queensland.

However, the divisions continue to face severe challenges in delivering their disciplines both in a participant and a competitive setting. This is due in part to the ever-increasing pressure being placed on current sites and the lack of availability of new sites across Queensland. A commitment to strengthening the position of the sport as a major contributor to the health and wellbeing of many Queenslanders is a challenge that the organisation will face in the coming years. A strong and unified state sporting organisation representing the interests of all stakeholders is important for the ongoing growth and development of each division.

Four key areas have been identified to assist in delivering the long term strategic growth of the organisation and the divisions. There is an ongoing commitment across all divisions to raise the profile of the sport, engage more members of the community through participation programs, support for the development of volunteers and a focus on improving the management and governance within each division.

The key to driving the sport forward over the next three years will be the ability of the sport as a whole to look at ways to unify and unite to present a range of activities that are supported by the organisation as a whole and this is reflected in the support received.

SWOT ANALYSIS

STRENGTHS

Improved management and governance from QWWF through to Divisions
Elite athletes across all divisions with multiple World Champions
Family friendly and inclusive environment
Increased asset base among divisions, regions and clubs
Improved level of officials to support beginner to elite competition
Well-developed regions and clubs with capacity to host well run and managed competitions including state, national and international events
Hosting of grassroots participation programs to increase awareness
Support for junior participation from grassroots to elite
Improved financial capacity across all Divisions and Regions
Committed volunteers

WEAKNESSES

Lack of development among some divisions of regional committees
Lack of development across areas of management of the sport from QWWF to Divisions to Regions.
Lack of succession planning and committee transition for volunteers with appropriate job descriptions and skills
Lack of volunteers to take on roles
Communication across all levels from WAWA to QWWF, Divisions and Regions
Marketing and Promotion of the sports from QWWF through to Divisions to Regions

OPPORTUNITIES

Ability for all levels from QWWF to Divisions to Regions and Clubs to seek funding support to continue the growth and development of the sport
Linkage with professional providers and sites to generate new venues
Creation of multi-purpose facility for all divisions
Ability to link divisions together for common key strategies – eg: coaching courses
Establish a stronger relationship with key stakeholders – NGO, local, state and federal government, professional providers
Creation of new regions of participation within the state
Establishment of Queensland as the premier training and competition venue in Australia.
Ability to host international training programs

THREATS

Decreasing number of venues available for use by all divisions across Queensland
Private facilities targeting the same participants
Lack of government support for the sport and divisions – low political profile
Effects of ongoing climate change
Social water users impacting on venues and competitions – eg: (skiers, fishing, canoeing)
Competition water users impacting on venues and competitions – eg: (Rowing, canoeing)
Increasing cost of sport – equipment, fuel, venue hire

QUEENSLAND WATER SKI AND WAKEBOARDING FEDERATION – 2023 – 2025 STRATEGIC PILLARS

CORPORATE – MANAGEMENT AND GOVERNANCE

Continued development of the Queensland Water Ski and Wakeboarding Federation as the state sporting organisation responsible for providing the strategic direction to ensure that all divisions are able to reach their goals and objectives. Supporting this objective will be a maintained focus on delivering policies, procedures, rules and regulations to establish well managed and governed divisions and regions. Result areas will include committee stability, financial integrity, communication and stakeholder engagement to build the capability of all divisions and each region to deliver on the agreed outcomes within the 2023 – 2025 Strategic Plan.

DEVELOPMENT – PARTICIPATION, TRAINING AND MEMBERSHIP

QWWF with support from the Divisions is committed to creating a safe, active, and enjoyable environment for everyone by enhancing the skills and awareness of the people involved within Queensland. These people will include officials, coaches, volunteers plus participants and members from grassroots to elite. This will be achieved by supporting the divisions to present innovative, targeted participation programs and offerings while facilitating courses across all divisions. QWWF and the Divisions will proactively endorse all activities held which are socially inclusive, family friendly and promote ethical, fair and enjoyable engagement for all. By adhering to these goals and objectives, QWWF and the Divisions will seek to continue the growth in targeted participation and membership to ensure equitable access for all.

COMPETITION – LOCAL, REGIONAL, STATE, NATIONAL AND INTERNATIONAL

Modified and targeted competition programs and events will be provided for members from grassroots through to regional and state level to grow the numbers of members participating. This will link to continuing to provide well organised and managed tournaments and events across the divisions and regions. Further support will be provided to athletes selected for national and international competition. Competitions will be well organised and managed to ensure positive responses and ongoing participation. An inclusive environment for all involved will be provided at all events.

FACILITIES – MAINTAINING AND DEVELOPING

With new and increased pressures being placed on venues and sites for the conducting of training, events and tournaments, a major focus of the QWWF and the Divisions will be the retention and development of current sites and facilities linked to the potential to develop new multi-use facilities for the divisions.

Corporate – Management and Governance

Objective	Outcome	Strategies
Constitution	QWWF continues to lead the divisions in maintaining constitutional review to deliver relevant up to date constitutions	QWWF and the divisions conduct an annual review of their constitution to ensure relevance Amendments to constitution completed (if required) Alignment of Divisional constitutions
Communication	QWWF together with the divisions and regions maintains improved delivery of communication to all	Maintain and improve online and digital media presented Maintain and improve online and digital media platforms across all targeted areas
Financial Integrity	QWWF and Divisions deliver improved financial stability and accountability	Review of current financial policies Establishment of annual budgets Maintain and improve consistent reporting procedures across all divisions
Succession Planning	QWWF and Divisions review constitutions to allow for improved succession of committee members Updated job descriptions maintained	Maintain and review current job descriptions for use by QWWF, Divisions and Regions Link job descriptions to online and digital media for use Implement changes to constitutions to engage succession planning
Policies, Procedures, By Laws, Rules and Regulations	Improved governance principles achieved across QWWF and Divisions	Continually review and amend policy, procedures, by laws, rules and regulations to ensure alignment with current legislation while being relevant to QWWF and Divisions.

Development – Participation, Education and Membership

Objective	Outcome	Strategies
Participation	Increased inclusive participation across all Divisions	<p>With support from QWWF and WAWA, divisions link with their regions to continue to provide opportunities for the delivery of participation programs that are innovative, inclusive and targeted towards all members of the community</p> <p>Maintain relationships with local clubs across Queensland for use in participation events</p> <p>Formulate participation days around competition events to showcase the pathway into competition</p> <p>Continue targeted individual and family inclusive participation events that meet the current and emerging needs of the divisions and regions</p> <p>Continue innovative pathway / mentoring programs</p> <p>Establish a strong and relevant marketing program to highlight opportunities</p> <p>Seek support from businesses to create awareness of participation programs</p>
Training	Increased number of competent and accredited support volunteers across all divisions	<p>Maintain the support to divisions to conduct volunteer courses for coaches, officials, boat drivers, judges and all other volunteer roles</p> <p>Actively seek to include non-participants into active volunteer accredited roles</p> <p>Link Divisions for collaborative programs</p> <p>Mentoring programs to be established to support new volunteers</p> <p>Pathways created to support accredited volunteers seeking to improve their skills</p>

Membership

Increased membership is delivered across all divisions and across all ages and genders across all regions
Improved membership offerings support increased participation

Maintain the highest level of delivery across all trainings, events and tournaments
Develop and implement pathways for all involved in the sport from junior to senior and into administrative and support roles
Maintain the values of being a socially inclusive, family friendly environment and ensure all divisions, regions and clubs affiliated with QWWF engage with this strategy
Continue to develop competition in all ages and abilities linked to an annual calendar of events for all divisions
Divisions to review current events with opportunities to link and deliver events in new regions



Competition – Local, Regional, State, National and International

Objective	Outcome	Strategies
Local	<p>Increased support from local clubs across Queensland to support the divisions in creating greater awareness of events</p> <p>Greater number of clubs within Queensland registering as multi-purpose and aligned to the QWWF structure</p>	<p>Maintain and update database of all clubs and sites across Queensland</p> <p>Identify with the support from divisions and regions clubs with the capacity to be multi-purpose facilities</p> <p>Implement communication through the divisions and regions with clubs not currently conducting events for assistance in creating modified and/or targeted participation/competition programs and events.</p>
Regional	<p>Increased regional areas developed across all divisions delivering more competition from grassroots to elite members.</p>	<p>Pathway from participation at local level to regional level improved to ensure smooth transition from participant to member</p> <p>Continued support supplied to new members from mentors</p>
State	<p>State championships are held in all divisions with increases in numbers annually.</p> <p>Elite level athletes compete at these events with records broken</p>	<p>Set a calendar for the hosting of state championships.</p> <p>Invite elite athletes to train and compete at the events</p> <p>Ensure marketing of the events is captured across all forms of social and digital media</p> <p>Conduct innovative, targeted events aligned to the state championships</p> <p>Investigate potential new venues for hosting state championships across all divisions</p>

National

Host where possible a national championship within each of the divisions

Maintain and improve on the number of athletes winning medals

Ensure that divisions within Queensland are financially capable of hosting national championships.

Support sourcing suitable venues for event. Encourage nominations from Queensland athletes.

International

Investigate the potential of hosting an international event within each of the divisions.

Queensland athletes winning medals and titles at World Championships

Establish a calendar of events for international events for planning.

Investigate sourcing event management company to look at feasibility of hosting international events across the divisions.

Establish event subcommittee to investigate.



Facilities – Maintaining and Developing

Objective

Current Facilities

Outcome

Maintain the current facilities available for use by all divisions across Queensland

Strategies

Divisions, regions and clubs are proactive in maintaining and improving assets at facilities. Support for divisions, regions and clubs to engage local, state and federal support for ongoing usage of facilities.
Engage committees to look at multi-purpose usage to increase sustainability.

Future Facilities

Confirm the location for developing a multi-purpose facility for use by the divisions and with the capacity to host national and international events

Maintain a facility development sub-committee. Investigating potential sites.
Continue to engage with local, state and federal government on facility

Mobile Facilities

Divisions linked to regions have the capacity to host regional and potential state championships at new venues

Provide support to divisions and regions to develop sustainable mobile equipment to host regional and state events.
Seek funding assistance for mobile equipment.