



QWA STRATEGIC PLAN

2020-2025

INTRODUCTION

This strategic plan for 2020-25 describes our intentions and aspirations to set clear direction, outcomes and investment in the sport of weightlifting in Queensland now and into the future. This document is representative of QWA's mandate to sustain, grow and drive the development of weightlifting as

- a fundamental movement skill,
- a high-performance strength and power sport, and
- a sporting community that encourages positive social engagements.

To develop the plan, we have worked with our members and affiliates across the state, and with our stakeholders and partners. This comprehensive strategic plan provides our sport with the direction to leverage our strengths, the capacity to lift our profile, and the potential to grow our partnerships and presence in our communities.

OUR VISION

“ The be the most successful Weightlifting Association in Australia through the provision of excellent coaching, officiating, event delivery and athlete development. ”

OUR MISSION

- To provide access to participation in Weightlifting via a growing network of clubs throughout Queensland
- To deliver a strong and relevant competition program for all levels of participants
- To improve the standard of Weightlifting in Queensland through excellent education, training and support for all forms of participation: athletes, coaches, officials, administrators and volunteers
- To promote Weightlifting as a fundamental sport of value to the community
- To promote equality and inclusion in the sport of weightlifting

OUR VALUES

In the work that we do and the way that we do it, QWA value:

Fairness – we will act with fairness and integrity in our intentions, policies, engagements and interactions.

Innovation – we recognise the need to be creative and continue to adapt our sport, our people, our spaces. We will show courage through our initiative and actions.

Excellence – we are committed to developing weightlifting as a sport of choice for all Queenslanders. The value of excellence drives us to achieve our goals and unleash our sports potential.

OUR SPORT CONTEXT

Success for QWA is represented by all Clubs, members, affiliates and partners benefiting from the sport, its structures and its people. To achieve this, we are committed to building our capacity and capability to engage internally and externally and seek to be recognised as a sport that develops people to be their very best. This might mean they develop their skills as strong and flexible individuals, build their technical skills for lifelong participation, embrace the opportunity to develop their physical and mental wellbeing, and/or immerse in the community and family that is weightlifting in Queensland.

Currently weightlifting is a relatively small sport in terms of membership, but it is a growing sport and includes the very foundations of physical literacy. The lifting and strength exercises of weightlifting are identified for their benefits in improving (at least) individuals' posture, sleep, endurance, balance, bone density, resilience, confidence and mental acuity, and for reducing inflammation and the onset of chronic disease. QWA recognises our role in ensuring these benefits are accessible across the Queensland community through:

- our network of well run and welcoming clubs,
- the delivery of trained and accredited coaches supporting all levels and types of participation, and
- the provision of coordinated and professional events.

STRATEGIC PRIORITIES

QWA strategic priorities are focused on inspiring active participation and competitive success, as well as inclusive involvement throughout the state. Our 2020-205 priorities include:

Capacity Building – building the capacity of our people, our sport, our organisation, our clubs.

Communication & Collaboration – developing all relationships and building strong partnerships so we better inform, connect, deliver and grow.

Optimised Events – planning and delivering successful events for athletes, officials, spectators and partners.

A Great Organisation Supporting Great Clubs – showing leadership and good practice in management, communication, governance and planning.

CAPACITY BUILDING

"building and developing our people, our pathways"

1. Capable & Professional Volunteers, Coaches & Officials

STRATEGIC GOALS	KEY ACTIVITIES	MEASURES OF SUCCESS
<p>1.1 Build our volunteers capacity & capabilities through access to quality training & development</p> <p>1.2 Grow the number of skilled coaches and technical officials active in the sport</p> <p>1.3 Provide access to quality resources that support our people deliver their services</p> <p>1.4 Value our volunteers, athletes & partners</p>	<ul style="list-style-type: none">• Create quality training environments• Provide access to training & accreditation for coaches and officials• Research & develop Participation Coach training/ certificate course /program to support sport for fun coaching skills• Support accreditation and upskilling of all volunteers and workforce• Reward & recognise volunteer workforce on annual basis	<ul style="list-style-type: none">i. Number of people completing online training programii. Number of capable technical officials eligible to officiateiii. Number & level of coaches actively coachingiv. Participation Coach training program established & implementedv. Run an annual awards program

2. Clear & Attractive Participation Pathways

STRATEGIC GOALS	KEY ACTIVITIES	MEASURES OF SUCCESS
<p>2.1 Aspiring weightlifters and community have their sport pathway (e.g. competitive, health & fitness, social, official, governance etc)</p> <p>2.2 Accessible opportunities for athlete support and education</p> <p>2.3 Clubs are empowered and skilled in outreach & engagement</p> <p>2.4 We have a network of sustainable & well governed clubs</p> <p>2.5 Clubs demonstrate good outreach & engagement</p>	<ul style="list-style-type: none">• Identify gaps in existing sport pathways for athletes, coaches, officials, volunteer leaders• Develop clear pathway collateral to showcase potential journeys in & through the sport• Manage & deliver weightlifting participation programs across Qld (e.g. schools, youth, Masters, Open)• Develop Club Guide information pack• Support Clubs enhance their infrastructure development to meet community needs• Competition Management manual & software used by all clubs• Invitation for small clubs to affiliate with QWA	<ul style="list-style-type: none">i. Survey results (e.g. past members – why they left the sport)ii. Club information pack guidelines & information adopted & usediii. Widespread use of modern communication & presentation systems at all QWA eventsiv. Identify & promote successful clubs attracting diverse target marketsv. Successful infrastructure applicationsvi. Number of new clubs affiliated/alignedvii. Clubs, coaches running introductory weightlifting classes at fitness centres/gyms

3. Support Representative Queensland Weightlifters high performance

STRATEGIC GOALS	KEY ACTIVITIES	MEASURES OF SUCCESS
3.1 Identify talented school program participants & support their entry into the sport	<ul style="list-style-type: none"> Identify talented participants in School Program & support pathway to clubs & state competition program 	i. Number of schools participating in QWA Schools program
3.2 Deliver appropriate State competition structures for athletes, coaches & officials	<ul style="list-style-type: none"> Subsidised travel for regional youth to Qld All Schools championships 	ii. Number of youths completing 4-week Club training and induction
3.3 Increase the profile of Queensland weightlifters in local media	<ul style="list-style-type: none"> Identify & support Queensland participation in National Events Profile our athlete's achievements 	iii. Number & performance of coaches, teams, athletes & support personnel at State & National events iv. Number of stories in local press

COMMUNICATION & COLLABORATION

"connected, excited & informed"

4. Clear communication with a broad audience

STRATEGIC GOALS	KEY ACTIVITIES	MEASURES OF SUCCESS
4.1 Clarify & promote member benefits	<ul style="list-style-type: none"> Promotion of our sport with like-minded participants 	i. Significant events are accessible via webcast
4.2 Communicate with a broad audience interested in strength & power sport	<ul style="list-style-type: none"> Elevate our online profile and website Expand our social media presence & audience Develop welcome email & pack for new members Streamline our communication 	ii. Marketing strategy developed iii. Multiple & aligned media posts iv. New member welcome email consistently applied v. Established calendar of communications

5. A strong unified brand

5.1 Creating value for weightlifting & in the QWA brand	<ul style="list-style-type: none"> Expand our merchandise offerings and sales 	i. Increased demand for QWA merchandise
5.2 Increased exposure & awareness of the sport & benefits of weightlifting	<ul style="list-style-type: none"> Develop clear & credible fact sheets on benefits of weightlifting 	ii. Developed series of sport infographics
5.3 Engaged with community	<ul style="list-style-type: none"> Share inspirational images & stories Annually bring club representatives together to build sport culture & support 	iii. Develop a Brand & Media strategy iv. Number of co-branded events & programs

6. Partnerships developed with aligned organisations

STRATEGIC GOALS	KEY ACTIVITIES	MEASURES OF SUCCESS
<p>6.1 Strong partnerships with government agencies</p> <p>6.2 QWA connected with supportive and aligned commercial and philanthropic partners</p> <p>6.3 Mutually beneficial relationships with like-minded providers including NFPs and schools</p> <p>6.4 Collegial relationships with Universities &/or research institutes</p>	<ul style="list-style-type: none"> Evaluate our sports assets and unique selling proposition (USP) Engage with academics & coordinators within Universities to build our profile, capacity & knowledge Develop a framework for sponsorship outreach and partnerships Work collaboratively with our partners to build weightlifting expertise & profile 	<p>i. Identified possible partner organisations with aligned interests</p> <p>ii. Engagement strategy developed & implemented</p> <p>iii. Active engagement of partners & stakeholders with QWA activities & events</p> <p>iv. Industry project completion with University partners</p> <p>v. Number of strategic interactions with partners & key stakeholders</p>

OPTIMISED EVENTS

"positive experiences, great performances"

7. High quality events for all levels of participation

STRATEGIC GOALS	KEY ACTIVITIES	MEASURES OF SUCCESS
<p>7.1 Inclusive competitions for those who wish to compete & be their best</p> <p>7.2 Participation events for those wanting to build fitness & strength for the everyday</p> <p>7.3 Standardised delivery of weightlifting events</p> <p>7.4 Sufficient, trained & engaged volunteers & technical officials for every event</p>	<ul style="list-style-type: none"> Bid for National events Ensure all Queensland events are included in State Competition Calendar Deliver high quality competition & event opportunities at all levels Support competitions & events across regional communities Development & training of officials, volunteers & event coordinators (See Strategic Focus 1) Comprehensive Event Delivery pack for weightlifting clubs Supported culture of expectation around event volunteering 	<p>i. Bid for 1 or 2 national events each year</p> <p>ii. Assess the potential of one venue for State Championships</p> <p>iii. State events conducted in various regions annually (e.g. CQ, West, NQ)</p> <p>iv. Number and spread of Clubs participating in Inter-Club competition</p> <p>v. Evaluate event satisfaction</p> <p>vi. Investigate policy change re event registration to require clubs/individuals to volunteer during events</p> <p>vii. Updated & inspiring event delivery pack</p>

8. Engaging people through the theatre of competition

STRATEGIC GOALS	KEY ACTIVITIES	MEASURES OF SUCCESS
8.1 Weightlifting events with pizazz	<ul style="list-style-type: none"> • Identify & develop event MCs • Support event hosts ability to style and build ambience – music, athlete snapshots/ bios, AV, scoring • Quality athlete warm up & presentation spaces 	<ul style="list-style-type: none"> i. Attracting cross-fit athletes & fitness centre users to weightlifting competitions ii. Committed sponsorship partners iii. Investigate feasibility of portable event trailer iv. Satisfaction surveys (spectator, coach, athlete, TOs)

GREAT ORGANISATION, SUPPORTING GREAT CLUBS

"safe, effective, efficient"

9. Well led, well governed

STRATEGIC GOALS	KEY ACTIVITIES	MEASURES OF SUCCESS
<p>9.1 QWA is growing & is financially stable</p> <p>9.2 Management Committee exhibits quality leadership</p> <p>9.3 Organisation is building capacity</p> <p>9.4 Safety management is coordinated & current</p>	<ul style="list-style-type: none"> • Transparent & inclusive strategic planning processes • Positive organisational culture that welcomes collaboration, growth & sharing • Create a workforce development plan for staff, volunteers & governance • Grow the number of paid staff • Provide advice, support & resources to Clubs & members on governance, event management, safe sport, eligibility, promotions & volunteer development • Documented best practice policy & procedures accessible to staff and Clubs • Investigate funding to streamline services & systems (e.g. IT, communications, reporting) • Sustain diversity (e.g. age, region, gender, ethnicity, participation) on Management Committee 	<ul style="list-style-type: none"> i. Developed & implemented strategic & operational plans ii. Range of participants in QWA forums iii. Feedback from member surveys iv. Percentage of planned activities achieved v. Workforce development plan implemented vi. Increase in staffing levels to grow service provision vii. Updated risk management strategy viii. Current & relevant policies & procedures available online ix. Diverse MC x. Successful applications & acquittal of funding