



# Powerlifting Australia

## Strategic Plan 2019 -2021

December 2018



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## ABOUT THIS DOCUMENT

This document outlines the strategic direction for Powerlifting Australia 2019-2021.

It aims to build on the achievements delivered by the 2014-2016 Powerlifting Australia Strategic Plan, recognise critical factors for the sport in alignment with the Sport Australia 'Sport 2030' plan, the World Para Powerlifting Strategic Plan 2017-2020 and compliment the World Powerlifting Strategic Plan over the next three years 2019 – 2021.

In producing this document, Powerlifting Australia engaged an independent consultant and involved a consultation process to source the views of various stakeholders from inside and outside the Powerlifting community. Internally interviews were conducted with Board members and associates at Powerlifting Australia. Externally, fitness experts and sponsors were consulted to share their views of the future and growth opportunities of the sport of Powerlifting.

The result was a range of feedback that was then validated with the Powerlifting Australia Board members as to focus areas, goals, and commitment to action plans to build a sustainable drug-free sporting platform that benefits our lifters.

Based on these findings, Powerlifting Australia is embarking on a significant growth strategy over the next three (3) years, turning organic growth into an accelerated strategic growth roadmap. The key strategic priorities that will lead the 2019-2021 Powerlifting Australia Strategic Plan include:

1. Organisational Capacity and Quality Controls
2. Grow Participation and Event Calendar.
3. Talent Identification and Education.
4. Ecosystem Expansion – Partners, Alliances, Affiliates and Spectators.

## ABOUT POWERLIFTING AUSTRALIA LTD

Powerlifting Australia is the dominant drug-free powerlifting federation in Australia. It was established in 1971 and has seen significant accelerated growth of members over the past few years.

Powerlifting is the sport of strength. It involves competition for men and women, of all ages and sizes in the lifts of the Squat, Bench Press and Deadlift.

In Australia powerlifting is governed by Powerlifting Australia Ltd. Powerlifting Australia is recognised by Sport Australia (previously known as the Australian Sports Commission) and the Australian Sports Anti-Doping Agency and is also a contracted partner of the Australian Paralympic Committee and is the affiliate in Australia of World Powerlifting, the IPF (International Power Lifting Federation), the Commonwealth Powerlifting Federation and the Oceania Powerlifting Federation.

Powerlifting Australia provides fair, drug-tested competition nationwide, from local to National to International events.





## VISION, MISSION, AND VALUES

Supporting our strategic priorities are a set of key goals, objectives and measures that will help track performance and deliverables between now and 2021. Underpinning the strategic initiatives is our Vision, Mission and Values for Powerlifting Australia.



## OUR VISION

Powerlifting Australia to continue to lead the advancement and participation in the sport of Powerlifting in Australia. Strengthen alliances with affiliates, governing bodies and sponsors. Improve opportunities and benefits to our lifters, with a strong and transparent leadership team in a drug-free and high integrity environment.



## OUR MISSION

Develop a long-term sustainable events calendar which encourages and increases athlete participation, provides high standards of professional officiating, fair drug-free competition, and promotes the profile of the sport and its athletes. From local to international level actively ensure ethical integrity via anti-doping and quality control processes. Elevate our representations at international events to achieve world rankings and medals.



## OUR VALUES

- **Integrity** – engage and behave with honesty, openness and morality. Uphold and adhere to the professional values and treat others with respect for the benefit of others and the sport. Safeguard the integrity of Powerlifting Australia by continuing to develop a fair, safe and strong community free from drugs and corruption.
- **Diversity and Inclusiveness** – ‘greater together’ - empower people by respecting and appreciating what makes us different, by embracing and creating a community with common goals in a fair environment.
- **Fair play** – The provision of a level playing field for competition and engagement in the programmes of Powerlifting Australia, especially in terms of doping control and demonstrable probity across the operations of Powerlifting Australia.
- **Enjoyment** – The structuring and execution of Powerlifting Australia’s activities such that participation is challenging, fulfilling and enjoyable.
- **Excellence** – Strive for the highest standards of competition performance, governance, and quality in coaching, officiating, volunteerism and other programmes of Powerlifting Australia. A safe, disciplined, quality controlled and trustworthy environment, with repeatable sustainable processes and systems that generate results.



## PLAN ON A PAGE

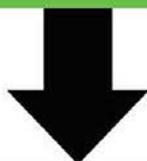
### STRATEGIC PRIORITIES

1. Organisational Capacity and Quality Controls,

2. Grow Participation and Events Calendar

3. Talent identification and Education

4. Ecosystem Expansion: Partners, Alliances, Affiliates and Spectator



### KEY OBJECTIVE SUMMARY

To enhance our safe, disciplined, quality controlled and trustworthy environment via repeatable sustainable processes and systems that achieve world class results.

Create a geographical dispersed local and international events calendar. Increase the awareness, understanding and value of our lifter's technical skills to media, spectators, and stakeholders.

Proactively identify talent and provide world class coaching, refereeing and competition structure for athletes, officials and coaches. Improve and expand on our accredited education courses.

Increase collaboration with our eco system partners to drive economic and social benefits. Develop and implement an affiliate support program.



### OUTCOMES

Leading practices, systems and people to enable our athletes to achieve world class results.

A sustainable inclusive community of members and affiliated connected teams.

Brand Ambassadors to actively promote the healthy and clean benefits of powerlifting, supported by access to world class accredited coaches and officials.

Strengthen our community.



## STRATEGIC PRIORITY 1: ORGANISATIONAL CAPACITY AND QUALITY CONTROLS

To enhance our safe, disciplined, quality controlled and trustworthy environment with repeatable sustainable processes and systems that achieve world class results.

### 1. ORGANISATIONAL CAPACITY AND QUALITY CONTROLS

#### Objective 1

Review the organisational functional requirements and supporting structure of Powerlifting Australia with a focus on forward thinking, reliable leaders, effective governance and decision making.

#### Objective 2

Develop a business plan and explore alternate revenue streams. Improve budgeting and financial capability to develop a future self-sustainability criteria.

#### Objective 3

Secure at least one new Powerlifting Australia specific partnership by 2020.

#### Objective 4

Review and improve on control measures that detect and deal with threats and cheats.



# Powerlifting Australia Strategic Plan 2019-2021

## ORGANISATIONAL CAPACITY AND QUALITY CONTROLS PERFORMANCE CRITERIA 2019-2021

### PERFORMANCE MEASURE

### 1. ORGANISATIONAL CAPACITY AND QUALITY CONTROLS

#### Measurement Methodology

Measured by the number of revised and new policies implemented. Measure by the changes to the organisations functional requirements and supporting structure.

#### Targets

2019

2020

2021

1. Develop new business plan for FY19/ FY20



2. Review and implement organisational structure changes in line with growth objectives



3. Nurture and sign a new Powerlifting Australia partner



4. Identify and reduce risk of any single points of failure and or reliance on key person risk. Introduce succession planning. (Reviewed annually)



5. Review, revise and update all policies and procedures in line with growth objectives.



6. Develop and implement management tools essential for effective and efficient data-driven knowledge capture and analysis to allow athletes and coaches to track performance.





## STRATEGIC PRIORITY 2: GROW PARTICIPATION AND EVENTS CALENDAR

To build a sustainable inclusive community of members and affiliated connected groups. Create a geographically dispersed local and international events calendar. Increase the awareness, understanding and value of our lifter' technical skills to media, spectators, and stakeholders.

### 2. GROW PARTICIPATION AND EVENTS CALENDAR

#### Objective 1

Create a process and campaign to increase the number of Affiliated Clubs across Australia. In particular focus on rural and regional areas.

#### Objective 2

Increase the number of athletes participating. Specifically increase the number of participating Para athletes, female, youth and people from regional / rural areas.

#### Objective 3

Increase online access of major events to spectators by providing high quality live-stream with explanation of technical elements and individual lifter statistical information for all major national and international events.

#### Objective 4

Create a marketing plan that provides regular communication and technical reviews for host clubs in order to promote management, presentation, operation and officiating of Powerlifting, at the expected level of excellence.



# Powerlifting Australia Strategic Plan 2019-2021

## GROW PARTICIPATION AND EVENTS CALENDAR PERFORMANCE CRITERIA 2019-2021

### PERFORMANCE MEASURE

### 2. GROW PARTICIPATION AND EVENTS CALENDAR

#### Measurement Methodology

Participants are measured by the number of active memberships in a calendar year. The number of Affiliates is measured by the number of contracted clubs

#### Targets

2019

2020

2021

1. Increase number of active female members to 50% of membership base.

To achieve 45% of total

To achieve 47% of total

To achieve 50% of total

2. Increase number of active Para athletes by 100%

Increase by +20%\*

Increase by +25%\*

Increase by +35%\*

3. Increase number of active Junior and Youth by 100%

Increase by 50%\*

Increase by 75%\*

Increase by 100%\*

4. Increase number of active Affiliated Clubs in metro, regional and rural areas by 150%+

Increase by +50%

Increase by +50%

Increase by +50%

5. Increase number of local competitions on calendar by 50%

Increase by 20%^

Increase by 35%^

Increase by 50%^

6. Increase number of international competitions on calendar by 20%

Increase by 20%^

Increase by 20%^

Increase by 20%^

7. Increase number of coaching and referees courses on calendar by 25% (includes conducting in each major capital city once a quarter and regional / rural areas on demand).

Increase by 5%^

Increase by 10%^

Increase by 10%^

8. Increase the number of members by 250% over the next three years

Increase by 50%\*

Increase by 100%\*

Increase by 100%\*

\* Planning assumption and estimates are baselined against FY18 PA membership members. % increases baselined on FY18 current PA membership numbers.  
^ % increase baselined on FY18 current competition calendar.



## STRATEGIC PRIORITY 3: TALENT IDENTIFICATION AND EDUCATION

To proactively identify talent and to provide world class coaching, refereeing and competition structure for athletes, officials and coaches. Improve and expand on our accredited education courses.

### 3. TALENT IDENTIFICATION AND EDUCATION

#### Read:

Identify and create role models (brand ambassadors) for Youth, Masters, Para, Open Female and Male lifters

#### Objective 2

Actively use social media platforms to raise the profile of top and merging lifters and coaches to showcase their training, achievements and lifestyle.

#### Objective 3

Further build and enhance on Powerlifting Australia's world class certified education programs for Coaches and Officials. Create a Level 2 Coaching Course and Para Level 1 Coaching Course.

#### Objective 4

Create a clear structured training roadmap for coaches and officials.



# Powerlifting Australia Strategic Plan 2019-2021

## TALENT IDENTIFICATION AND EDUCATION PERFORMANCE CRITERIA FOR 2019-2021

### PERFORMANCE MEASURE

### 3. TALENT IDENTIFICATION AND EDUCATION

Measurement Methodology	Measured by the number of active memberships in a calendar year, participating in calendar events.		
Targets	2019	2020	2021
Create a talent identification process, that is inclusive of men, women, youth, para, masters and coaches and identify at least one brand ambassador per six sectors.	6	6+	6+
2. . Increase the number of offered Level 1 Coaching courses by 25%.	Increase by 10%^	Increase by 10%^	Increase by 5%^
3. Achieve a standard number of Level 2 Coaches and increase by 10% year on year.	Increase by 10%*	Increase by 10%	Increase by 10%*
4. Achieve a standard number of Para Level 1 Coaches and increase by 300% year on year.	Increase by 100%*	Increase by 100%	Increase by 100%*
5. Promote the approved athlete selection process for major national and international events and increase participates by 10% year on year. e.g. Grading Scale	Increase by 10%*	Increase by 10%	Increase by 10%*

\* Planning assumption and estimates are baselined against FY18 PA membership members. % increases baselined on FY18 current PA membership numbers.

^ % increase baselined on FY18 current competition calendar.



## STRATEGIC PRIORITY 4:

### ECOSYSTEM EXPANSION - PARTNERS, ALLIANCES, AFFILIATES AND SPECTATORS

Increase collaboration with our eco system partners to drive economic and social benefits.

Develop and implement an affiliate support program.

#### 4. ECOSYSTEM EXPANSION - PARTNERS, ALLIANCES, AFFILIATES AND SPECTATORS

##### Objective 1

Strengthen alliances with: World Para Powerlifting, Blind Powerlifting, and School Powerlifting Program committees, through relationship management.

##### Objective 2

Implement a marketing and PR campaign to make PA a more valuable commodity for potential partners, sponsors and investors. Develop and implement an affiliate support program.

##### Objective 3

Support and assist achieve the required Paralympic Games minimum qualification standard in Regional Games. Work with National Committees, stakeholders and clubs to ensure competition calendars are shared.

##### Objective 4

Maintain our Sport Australia accreditation and support of ASADA as public recognition of our stance on our drug-free environment.



# Powerlifting Australia Strategic Plan 2019-2021

## ECOSYSTEM EXPANSION: PERFORMANCE CRITERIA FOR 2019-2021

### PERFORMANCE MEASURE

### 4. ECOSYSTEM EXPANSION - PARTNERS, ALLIANCES, AFFILIATES AND SPECTATORS

#### Measurement Methodology

Measured by the number of revised and new policies implemented. Measured by the changes to the organisations functional requirements and supporting structure.

#### Targets

2019

2020

2021

1. Identify key stakeholders from alliance organisations, assign a relationship.

4

6

8+

2. Create and implement an affiliate support program (e.g. Mentoring supporting). Implement to 25% of new clubs.

25% increase in new affiliated clubs

25% increase in new affiliated clubs

25% increase in new affiliated clubs

3. Work with community to identify athletes to participate in regional para games.



4. Work with Sport Australia to retain our accreditation.



5. Create a collaborative knowledge share culture across Powerlifting Australia and its partners.



## CONCLUSION

In conclusion the implementation of this accelerated growth strategy over the next three years is intended to provide Powerlifting Australia with:

- Significantly increased membership base.
- Integration of ethical values deeper into culture of anti-doping and reach out of those values into the fitness world.
- More affiliated clubs, geographically dispersed across the Australia.
- More competitions and increased access to accredited coaches and officials.
- Strengthened, deeper relationships with supporting government bodies, partners, sponsors and spectators.
- More robust and sustainable organisational structure to support the growth.
- More opportunity for inclusion of all athletes to more competitions, living the value 'greater together' and achieving 'an integrated para program'.
- More representation of athletes participating at international events.
- More medals.



## REFERENCES

- ▶ SPORT AUSTRALIA – SPORT 2030 Australian Government – August 2018
- ▶ World Para Powerlifting Strategic Plan 2017- 2020
- ▶ Powerlifting Australia Strategic Plan 2014-2016