



HEKILI DEVELOPMENT PLAN 2016 – 2020

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Endorsement		
Name:	Position: President Hekili Outrigger Canoe Club	Date endorsed:

Version Control		
Version	Date	Notes
1.0	November & December 2014	Draft: R Small and N Edmonds
1.1	November 2015	Draft: altered to reflect Go Club Cairns, Club Development Plan template
1.2	February 2016	Plan formally adopted
2.0		Review 1
3.0		Review 2

Hekili Outrigger Canoe Club Inc.

2016-2020 Development Plan

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1. Club Development Plan

The purpose of the Club Development Plan is to provide guidance to the incumbent Hekili Committee in respect to the Hekili club's short and long term goals. The development plan provides for the inclusion of all club member ideas, and as goals are realised and embedded the Committee is able to work, in consultation with club members, on identifying new goals for addition to the short and long term plan.

2. Current Situation

2.1 Club Overview

The Hekili Outrigger Canoe Club (Hekili), in its current form, was established in 2006. Hekili's previous incarnation (Raging Thunder Outrigger Canoe Club) was established in Mission Beach in 1994 and expanded to Cairns shortly afterwards. The Raging Thunder club relocated to Yorkeys Knob in 1998. By late 2006 the Club was again looking for a new direction and grasped the opportunity to become affiliated with the Yorkeys Knob Boat Club, thus providing the club with a secure home base and a solid financial platform on which to expand and develop. Hekili is Hawaiian for Thunder – in respect to the Clubs foundation. Hekili has a strong belief in encouraging the understanding of and adherence to outrigger customs leading to and enhancing good fellowship among members.

Whilst our members are at the centre of the Club, day to day operation is managed by the Hekili Committee and, where a need is identified, it's approved sub-committees. The Hekili structure is shown at attachment 1.

Hekili's principle activity is to provide the opportunity for participation in the sport of outrigger for interested parties in the Cairns region. On occasions Hekili will host a North Queensland Zone Regatta, which draws participants from across the said zone (which reaches from Mackay to the Torres region). Annual regattas are determined at the North Queensland Zone AGM and on an annual basis there is typically one or two regattas in the Innisfail/Cairns region, however, as regattas are an opportunity for the host club to gain profit the responsibility is shared, and in this region there are six clubs.

Since 2010 Hekili has been primarily responsible for organising and running the Great Barrier Reef Ocean Challenge. This is a marathon race from Cairns to Port Douglas and is currently part of the Cairns Adventure Festival which is supported by IronMan and run annually in early June. This event has been steadily growing since its inception and it is aimed at both Australian and international competitors. It focuses on outrigger, but has grown to include surf skis and stand up paddle boards. To date it has included participants from Singapore; New Zealand and America.

2.2 Club Status

The Club's members range in age from juniors through to golden masters, with both male and female divisions. Through strength and teamwork the Club has achieved both national and international success and has a reputation for being full of good paddlers and great people.

2.3 Key Achievements (last 10 years)

- Purchase of two additional OC6 vessels – Komanu and Mirage
- Largest club in the Far North Queensland zone
- Purchase of new OC6 trailer
- Purchase new life vests for use in all OC6 / OC4 vessels
- Six years successfully running the Great Barrier Reef Ocean Challenge

3. SWOT Analysis

Consider the internal strengths and weaknesses of Hekili	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Large club, approx. 80 adults each year • Club location – Yorkeys Knob – ocean/marina/creek availability • Relationship with YKBC • Broad base of assets • Enthusiastic members • Reputation for quality events e.g. GBROC 	<ul style="list-style-type: none"> • No documented procedures to assist incoming committee members maintain continuity • Core group of members provide majority of support and drive for fundraising/planning/coaching/event organisation • Retention of club members, with relatively high turnover in some groups • Small number of juniors/open/men • Large club = differing goals of members (eg: competition v social) • Maintenance costs for assets
Consider the external opportunities and threats to take advantage of or plan to mitigate.	
Opportunities	Threats
<ul style="list-style-type: none"> • Geographic location – Great Barrier Reef • Adventure Festival involvement and relationship • Growing interest in paddle sports • Direct international flights in/out Cairns • 	<ul style="list-style-type: none"> • Relationship with YKBC re: contract for storage and beach use • Minimal activities per year / number of regattas • Government funding for sports clubs has declined in recent years • Distant proximity to main Australian outriggering groups tends to equate to minimal funding and opportunities • Distance of Cairns for Australian paddlers means attendance at Cairns is an 'event' in itself • Regatta distances from Cairns (and associated time, transport and accommodation challenges) can restrict participation

4. Key Issues to be Addressed

Considering the SWOT Analysis places the club in a position to understand the key issues which should be addressed in the Hekili Development Plan. To address these issues (internal weaknesses and external threats), it's important to consider the opportunities available either within the club (strengths) or external to the club (opportunities).

The issues and opportunities within the following table will help to guide the vision, goals, objectives and actions for the remainder of the Hekili Development Plan.

Development Categories	Issues	Opportunities
Administration and Finance	Minimal documented processes to ensure club continuity	A solid financial base.
	Maintenance of assets (including canoes, trailers and safety equipment) is expensive	
Sustainability	No succession plan or training for key roles (steerers; coaches; treasurer, secretary)	
Strategic Planning	No formalised review of club goals, procedures and policies	
	No formal method of progressing through Go Sports	
Facilities and Equipment	Significant amount of assets with constant usage results in high and regular maintenance costs	Location geographically (Yorkeys Knob; Cairns; direct international flights) are exceptional.
	No secure tenure arrangement for beach or shed storage	
Membership	Attracting and retaining male members is difficult.	Regular funding usually available for Come n Try Days
	Attracting and retaining junior/open members is difficult.	Regular funding usually available for Come n Try Days
	Retention of club members – membership driven by participation in regattas and they are costly and minimal. Additionally, a core group are not interested in competition and there is limited opportunity for their social paddling outlet.	Enthusiastic members While priority attention should continue to support competitive regatta participation, there is an opportunity to broaden and grow membership by supporting the social and well-being interests of those less competitive members
Volunteer Management		
Sport/Activity Development	Minimal funding in FNQ for unique races, training and growth from outrigger governing bodies	GBROC is a well respected race.
Infrastructure Development	Club facilities (storage & launch beach) are leased/owned by YKBC and Hekili have no formalised arrangement with them re: these areas	Relationship with YKBC and YKBC membership in lieu of location rental

5. Strategic Direction

5.1 Vision

The Hekili vision is to promote awareness of paddle sports, particularly the sport of outrigger, in the far north Queensland region. It wishes to provide members and potential members with an opportunity to experience the sport of outrigger in a safe, supported and fun environment.

5.2 Goals

Goals highlight a purpose for action. For this plan, identify goals for each of the Hekili Development Categories which will help guide the development of specific objectives and then actions for each of these categories. This process ensures the issues identified by your research into the club's current situation will be reflected in the directions proposed in the plan.

Development Categories	Goals
Administration and Finance	To demonstrate efficiency, effectiveness and accountability in the administrative and financial management of the club
Sustainability	To manage the club in a way which ensures: * future viability by providing succession for key roles * an ongoing and mutually viable relationship with YKBC
Strategic Planning	* Establish an annual club calendar to provide opportunity for planning in respect to meetings; social events; document reviews and financial obligations. * Embed Go Sports into the Hekili ethos
Facilities and Equipment	* Understand and minimise growing maintenance costs. * Strengthen relationship with Yorkeys Knob Boat Club
Membership	Create a club environment which attracts, retains and values members.
Volunteer Management	* Identify and develop opportunities within Go Sports to utilise external Volunteers * Identify and implement methods of increasing volunteers within the club
Sport/Activity Development	* Establish and maintain relationship with AOCRA NQZone and AOCRA Australia to identify opportunities for growth and development of the sport in FNQ. * Continue to run GBROC
Infrastructure Development	While continuing Hekili's independence as a standalone entity, maintain and strengthen relationship with YKBC to ensure continued support and inclusion in future developments.

5.3 Objectives

Objectives set a specific target, identifying exactly what Hekili seeks to achieve. There are likely to be a number of objectives within each Development Category which identify the specific targets we seek in order to achieve the goal for that category. Objectives should be SMART (Specific, Measurable, Achievable, Realistic and Timebound) so that Hekili is able to identify when the objective has been achieved.

Development Categories	Goal	Objectives
Administration and Finance	To demonstrate efficiency, effectiveness and accountability in the	*

	administrative and financial management of the club	
Sustainability	To manage the club in a way which ensures: <ul style="list-style-type: none"> * future viability by providing succession for key roles * an ongoing and mutually viable relationship with external partners, particularly, YKBC * active participation by members across all activities including fundraising, event organisation, and working-bees 	<ul style="list-style-type: none"> * Monthly overview provided to YKBC * Membership participation rates increase across all activity areas resulting in a more sustainable platform to meet club needs
Strategic Planning	<ul style="list-style-type: none"> * Establish an annual club calendar to provide opportunity for planning in respect to meetings; social events; document reviews and financial obligations. * Embed Go Sports into the Hekili ethos 	
Facilities and Equipment	<ul style="list-style-type: none"> * Understand and minimise growing maintenance costs. * Strengthen relationship with Yorkeys Knob Boat Club 	
Membership	Create a club environment which attracts, retains and values members while respecting the broad diversity of gender, age and competitive and social interests.	Maintain membership at a minimum of 90, comprising a minimum of 80 paying financial senior members.
Volunteer Management	<ul style="list-style-type: none"> * Identify and develop opportunities within Go to utilise external Volunteers * Identify and implement methods of increasing volunteers within the club 	
Sport/Activity Development	<ul style="list-style-type: none"> * Establish and maintain relationship with AOCRA NQZone and AOCRA Australia to identify for grown and development of the sport in FNQ. * Continue to run GBROC 	
Infrastructure Development	While continuing Hekili's independence as a standalone entity, maintain and strengthen relationship with YKBC to ensure continued support and inclusion in future developments.	

6. Action Plan

<Instructional note: The Action Plan will detail the tasks your club will need to complete in an effort to realise the club's vision and achieve its stated objectives and goals. Group actions within club development categories and corresponding goals and objectives that have already been identified. Add and remove rows as needed. Use this Action Plan to guide your club's decision making and to track your CDP implementation progress.>

Club Development Category	Goal	Objectives	Actions	Performance Indicators	Resources & Responsibility	Target Completion Date
Category Area	Category Area Goal	Specific category area objectives	What action to you need to take?	How will you know if you have achieved this?	Responsible Person, resources needed	When will it be completed?
Administration and Finance	To manage the club in a responsible, accountable and sustainable manner to ensure its viability into the future	Demonstrate sound financial management	To prepare an annual budget	Budget is prepared and adopted	Treasurer, finance committee	At first committee meeting following AGM
			Embed a solid process for reimbursements	Review at all monthly meetings	Committee	Monthly Meetings
Sustainability	To manage the club in a way which ensures: * future viability by providing succession for key roles		Regular information provided to YKBC			

	* an ongoing and mutually viable relationship with YKBC					
	*active participation by members across all activities including fundraising, event organisation, and working-bees		Strategies developed to encourage increased participation in all club activities, not just training and regattas	Membership participation rates increase across all activity areas resulting in a more sustainable platform to meet club needs	Committee	Ongoing
Membership	Create a club environment which attracts, retains and values members, while respecting the broad diversity of gender, age and competitive and social interests -	Maintain membership at a minimum of 90, comprising a minimum of 80 paying financial senior members.	Conduct a minimum of one (1) Come'n'Try day each financial year. Consider options and strategies to address key retention issues and to grow/broaden the appeal of the club to a wide range of interests	One Come'n'Try day undertaken – # and names attending secured. Recruitment and retention rates provide for a sustainable membership base Satisfaction levels are high across all member groups		30 June 2016 Ongoing

7. Hekili Strategic Plan 2016-2020: Summary

Club Development Area	Goals / Objectives / Actions required
Administration and Finance	<ul style="list-style-type: none"> • Increase 'likes' on FB to greater than 1000 • Develop a Social Media strategy • Provide a readily visible matrix of coaches, skills, roster • Consolidate key documents • Make key documents readily available to Committee and Club Members • Implement set proformas for flyers, information sheets – time saving when items need completion • Properly implement budget expenditure process – mth by mth breakdown of expected v actual • Identify a social media role and add to committee • Designate a Facebook Administrator • Develop guidelines for Facebook and Web Page use and updates • Establish Hekili webpage as the 'go to' page for information / interest / photos
Sustainability	<ul style="list-style-type: none"> • Develop a Coaching Strategy / Roster • Fully utilise all accredited coaches Conduct a minimum of two (2) Come and Try days throughout the calendar year • Develop annual club goals: regatta participation; national and international event participation • Increase our number of coaches • Increase our number of steerers • Communicate a standard paddling style from all coaches • Have a number of dedicated steering lessons per year

Strategic Planning	<ul style="list-style-type: none"> • Establish designated communication methods within the club • Continue to progress through Good Sports levels • Continue to progress through Go Sports levels • Develop a Sponsorship Strategy / Plan (to do this we need to understand what we are aiming for) • Develop and implement a Club Document Register • Develop a merchandise line (hats, towels, bags) to sell, providing funding to the club
Facilities and Equipment	<ul style="list-style-type: none"> •
Membership	<ul style="list-style-type: none"> • Maintain membership at 90 (inclusive of juniors) • Increase Junior Membership to x • Increase Male Membership to x • Distribute Hekili information flyers at suitable events – identify markets; community events; school events where stall can be placed. • Implement feedback method for individuals who do not renew membership and/or who do not join after “Come ‘n’ Try” sessions • Maintain Hekili Facebook page; Hekili Webpage • Run a minimum of one Junior specific Come’N’Try day, or visit certain school events. • Approach LGBT community
Volunteer Management	<ul style="list-style-type: none"> • Purchase new paddles • Improve equipment maintenance and tracking process • Update equipment register and tracking process • Update equipment maintenance tracking process • Establish protocol for equipment use / priority • Purchase Va’as for club • Make available and use stocktaking lists for shed • Schedule quarterly stocktakes of shed

	<ul style="list-style-type: none"> • List maintenance and associated costs against each canoe number
Sport/Activity Development	<ul style="list-style-type: none"> • Increase indigenous participation and membership • Increase disabled participation and membership • Ensure all (majority of competitive and non-competitive) club member interests are met • Develop a local annual regatta – provides exposure and an additional regatta for members to participate in
Infrastructure Development (GBROC)	<ul style="list-style-type: none"> • Communicate to Hekili members the GBROC sub-committee members and their roles • Establish a standard format for the newsletters • Create a Communication plan/schedule to work towards (regular issues/updates; how distributed; to who)
Volunteer Management	<ul style="list-style-type: none"> •
	<ul style="list-style-type: none"> •

8. Attachment 1: Structure

