



AFDA

FLIGHT PATH

Strategic Plan 2023-2028
Australian Flying Disc Association

ENHANCE THE EXPERIENCE AND GROW DISC SPORTS



MESSAGE FROM THE CEO

As the CEO of the Australian Sports Commission recognised National Sporting Organisation (NSO) for flying disc sports, I'm delighted to present to you the Australian Flying Disc Association's (AFDA) Strategic Plan for 2023 -2028: FLIGHT PATH. The overarching purpose of AFDA is to lead, unite and empower the Australian disc sports community to **enhance the experience and grow disc sports**. Everything within this strategic plan is focused on helping to achieve our purpose. Importantly, when this plan talks of growing disc sports, it is referring to all current and emerging disc sports – Ultimate, Beach Ultimate, Disc Golf and others.

The strategic plan has come together after extensive consultation and engagement across all elements of the sport and its many stakeholders including social, competitive and elite players, coaches, volunteers, game advisors, club administrators, State and Territory Member Organisation Boards, and of course the AFDA Board and staff. As such, it represents contributions from the full breadth and depth of our sport, resulting in a “whole of sport” plan that cannot be achieved by AFDA alone. It will require a collaborative effort from clubs, leagues, State and Territory Member Organisations, AFDA, Affiliate Members and other stakeholders to achieve the plan's full potential. We know that we are stronger together.

The strategic plan outlines the many opportunities for growth and development, along with the actions and projects that'll need to be enacted to achieve our objectives. It's a pragmatic but ambitious plan for the years to come. The key priorities within the strategic plan are to:

Strengthen It – Strengthening the disc sports delivery system to grow the sport.

See It – Innovatively promoting disc sports to connect more people with the sport.

Grow It – More people engaging in disc sports in more ways more often.

Inspire It – Delivering teams on the world stage which inspire and excite our community.

With flying disc sports being a contemporary and flexible offering, meeting the participation motivations of both currently active and non-active Australians, we are aware of the opportunity presented to us over the lifespan of FLIGHT PATH. Now it's time to deliver – it's time to **enhance the experience and grow disc sports**.



Maxwell Gratton BA MBA
Chief Executive Officer
Australian Flying Disc Association Limited



FLIGHT PATH

This strategic plan provides the blueprint for how the Australian Flying Disc Association (AFDA) will collaborate with our Member Organisations and other key partners to achieve our purpose between 2023 and 2028.

Our purpose: Enhance the experience and grow disc sports.

Our positioning: Strong State and Territory Member Organisations, clubs and delivery partners = a strong future for AFDA and disc sports in Australia.

Spirit of the Game: Our strong and unique culture defines our character and guides how we behave, as we collectively do what is right for disc sports.

Our organisational values align with the Spirit of the Game which is built on mutual agreement to protect the basic joy of being involved in disc sports, for all involved (i.e. players, coaches, volunteers, staff, supporters and partners).

AFDA's values include:

Respect - We value each other, our differences, our opinions and the role we all play in the thriving future of disc sports in Australia.

Integrity - We act honestly and take responsibility for our work.

Teamwork - We work as one team to help each other perform.

Tenacity - We deal with non-perfect situations with courage and honesty, and we have an opportunity mindset.

Enjoyment - We are all involved in disc sports because we love it. Our involvement should be enjoyable and we need to remember this.

Inclusivity - We welcome and embrace all of the diverse Australian community into disc sports – there is place for everyone.



WHAT IS MOST IMPORTANT TO US

OUR STRATEGIC PRIORITIES



OUR ENABLERS

OUR COLLABORATIVE BUSINESS MODEL

We work collaboratively with our key partners as one disc sports community to build a thriving national sports business.

OUR COMMUNICATIONS

We regularly and honestly communicate with all elements of the disc sports community, in ways which meet the needs of our community.

OUR PEOPLE

We attract, support and retain the best people to effectively deliver our strategic plan.

STAYING AHEAD OF THE GAME

We are committed to innovation, new ideas and new technologies, transforming the way people connect with disc sports.

WHAT IS FLIGHT PATH?

The overarching purpose of AFDA is: to lead, unite and empower the Australian disc sports community to ***enhance the experience and grow disc sports.***

FLIGHT PATH has been developed to:

- Ensure AFDA is focused on what is most important to our current and future sustainability and success;
- Support the future capability and sustainability of our State and Territory Member Organisations, clubs and leagues, and our Affiliate Members;
- Build trust amongst all elements of the disc sports community through purposeful collaboration, for the benefit of all disc sports, and
- Maximise the relevance, visibility and impact of disc sports within the Australian sport and recreation sector and the broader community.

OUR ONE TEAM FOCUS

FLIGHT PATH will help all elements of our multi-faceted Australian disc sports community to work together as one team in new and exciting ways, to ensure we are all working as efficiently as possible in what are rapidly changing times.

We are committed to empowering our Member Organisations, clubs, leagues and other key delivery partners to offer an inclusive environment to significantly grow the number and diversity of people enjoying all forms of disc sport, either as players, coaches, officials, administrators, or as part of the broader disc sports community.





OUR FUTURE NOW

AFDA holds the view that we, along with our Member Organisations, clubs, leagues and other key delivery partners cannot stand still, nor can we continue to operate as we have done in the past, into the future. If we are to create our future now, ***change is non-negotiable.***

Despite the challenges we face, we are taking an opportunity-focused approach to how we plan for the thriving future of disc sports.

As we deliver this strategic plan, we will do what is best for the future of disc sports in Australia, not what is easy.



WE ARE ALL IN THIS TOGETHER

The success of this plan requires a combined effort – AFDA, our Member Organisations and clubs, along with other key partners will work together and each play a part in bringing this plan to life. Working in isolation is not the answer – purposeful collaboration is.

We are committed to building an aligned **Disc Sports in Australia Strategic Framework** across all elements of the disc sports community and will work with our Member Organisations and Affiliate Members to help them develop strategic plans which align with FLIGHT PATH in areas of mutual priority, while also ensuring the specific needs of their organisations are prioritised accordingly.

We are also committed to working with our key partners to build a **Disc Sports in Australia Roles and Responsibilities Matrix** which clearly outlines the key roles each element of the disc sports community plays in future proofing disc sports in this country.

The Australian disc sports community believes in our purpose and values, together with the strategic priorities and projects identified in this plan. Now it's time to deliver.

WHAT SUCCESS WILL LOOK LIKE - AND HOW WE WILL MAKE IT HAPPEN

STRENGTHEN IT

Strengthening the Australian disc sports delivery system

SUCCESS INDICATORS	STRATEGIC PROJECTS/ ACTIONS
<ul style="list-style-type: none"> • Improved Member Organisation satisfaction data. • More clubs engaging with Australian Sports Commission (and other available) resources to provide clubs with access to best-practice information and resources to support their ongoing development. • More people accessing AFDA resources and training to support their development as club / league administrators, coaches and game advisors. • State and Territory Member Organisations accessing more government funding to support their operations. • Contemporary digital / technology systems are in place to support Member Organisations, Leagues and Clubs. 	<ul style="list-style-type: none"> • Member Organisation and Club Development Plan – To guide the advancement of State and Territory Member Organisation and club operating models. • Coach Development Strategy – To drive the development of resources and activities designed to attract, train, support and retain coaches operating at all levels of the player pathway (i.e. Level 1 – 4 coaches). • Digital Strategy – To significantly improve digital platforms, systems and tools to help all elements of the disc sports delivery system to more effectively and efficiently connect and manage their operations. • Promotion and implementation of the <u>AFDA National Integrity Framework</u> – To provide updated and upgraded protection throughout all levels and disciplines of disc sports.





SEE IT

Innovatively promoting disc sports to connect more people with our sport

SUCCESS INDICATORS

- High quality disc sports digital content is easily accessible.
- Increased social media and digital content metrics.
- Accurate national participation program and membership data is accessible to promote the sport and its community impact.

STRATEGIC PROJECTS/ ACTIONS

- **Marketing and Communications Plan** – To guide the delivery of relevant information to all current and potential audiences in a timely manner through appropriate channels and to effectively promote all disc sports to targeted audiences.



GROW IT

More people engaging in disc sports in more ways more often

SUCCESS INDICATORS

- The number of affiliated disc sports clubs and playing facilities increases.
- Retention: More people continuing to play, coach and officiate all forms of disc sports nationally.
- Recruitment: More first time players, coaches and officials engaging in all forms of disc sports nationally.
- More leagues established to deliver disc sports competitions, in more places, more often.
- More junior members annually.
- More Ulti-Mates (Primary Schools) and Fly (Secondary Schools) Sporting Schools Program participants annually.
- Improved conversion of school-based participants to affiliated club membership.
- Increased diversity within the AFDA membership.

STRATEGIC PROJECTS / ACTIONS

- **National Facilities Plan** – To increase access to disc sports venues, enabling the growth of all forms of disc sports.
- **Membership and Participation Growth Plan** – To increase the number of people participating in all forms of disc sports, in targeted locations and population groups across Australia. Note: This plan will include (but will not be limited to) strategies focusing on Diversity and Inclusion, Women and Girls, and Juniors.
- **Participant Pathway Framework** – To clearly outline the participation options available to players and coaches in all forms of disc sports, at all stages of development and in all environments. This framework will also outline the delivery system responsibilities for each element of the pathway.

INSPIRE IT

Delivering high level teams and players on the world stage which inspire and excite our community

SUCCESS INDICATORS

- An integrated talent development (state) and high performance (national) system is in place.
- Achievement of international event performance targets for all Team Australia programs.
- AFDA Level 3 and 4 Coach Accreditation programs in place and delivered annually to support high performance coach development.

STRATEGIC PROJECTS / ACTIONS

- **Performance Strategy** – To enable AFDA and Member Organisations to effectively identify, train, support and retain talented players and coaches; and to achieve sustainable international success.
- **National Events Framework** – To enable AFDA to drive the delivery of world class and sustainable events.





KEY ENABLERS

Our Collective Business Model - Our Communications - Our People - Staying Ahead of the Game

SUCCESS INDICATORS

- AFDA meets all Australian Sports Commission (ASC) Governance Standards.
- Increased and diversified revenue streams are sourced to ease AFDA's reliance on affiliation fees by 2028.
- A high quality risk management framework is in place to safeguard AFDA and the sport.
- The AFDA human resource structure (staff and committees) directly aligns with the effective and efficient activation of this strategic plan, giving consideration to available resources.
- AFDA achieves sustainable annual budgets.
- A national Disc Sports Roles and Responsibilities Matrix is in place, which articulates the individual and shared roles and responsibilities of AFDA, MOs, ADG and clubs.
- AFDA and Australian Disc Golf strategic plans align by 2028 in areas of mutual benefit, optimising purposeful collaboration and impact.
- AFDA and State and Territory Member Organisation strategic plans align in areas of mutual benefit, optimising purposeful collaboration and impact.

STRATEGIC PROJECTS / ACTIONS

- **Governance self-assessment** – To assess AFDA governance structures and systems against the current ASC Sport Governance Standards and make all necessary improvements.
- **Risk Management Framework and Risk Register** – Maintain an AFDA Risk Management Framework and Risk Register.
- **AFDA human resource structure review** – Undertake a review of the AFDA human resource structure (staff, committees and working parties, etc.) and implement recommendations.
- **National Disc Sports Roles and Responsibilities Matrix** – To articulate the individual and shared roles and responsibilities of AFDA, MOs, ADG, clubs and leagues.
- **AFDA and Australian Disc Golf strategic alignment** – To align AFDA and Australian Disc Golf strategic plans in areas of mutual benefit.
- **AFDA and Member Organisation strategic alignment** – To align AFDA and Member Organisation strategic plans in areas of mutual benefit.
- **AFDA Commercial Strategy (inclusive of branding, sponsorship and government relations)** – To maximise AFDA brand recognition, achieve greater commercial outcomes and increase government funding support.



OUR COMMITMENT TO FLIGHT PATH, OUR 2023~2028 STRATEGIC PLAN

FLIGHT PATH will be delivered by living our values and working together as one disc sports community.

AFDA's operations between 2023 and 2028 will be guided by this document – used by staff, regularly monitored by the Board, and formally reviewed annually. **Importantly, AFDA realises we cannot do everything at once. To ensure the efficient and effective delivery of our FLIGHT PATH strategic plan,** AFDA will develop annual operational plans, which incorporate resource allocations for each strategic project being prioritised during each 12-month period, over the lifespan of the plan. In addition to our business as usual activities, we will successfully complete our strategic projects in a timely manner, to the highest possible standard, and ensure the financial management of AFDA remains sound at all times.

We will use a range of internal and external measurements to monitor our progress against the success indicators within this plan. In particular, we will monitor the number and diversity of people engaging in all forms of disc sports.

We will concentrate on our commercial success, ensuring the ongoing financial sustainability of AFDA, which will allow us to put more back into the sport.

The sustained success of Team Australia national teams, increased club membership, increased participation in new and innovative participation products and events, and greater connection with our Member Organisations, clubs, leagues and key partners, such as Australian Disc Golf, will all help us achieve our strategic objectives, and in doing so, to achieve our purpose:

TO ENHANCE THE EXPERIENCE AND GROW DISC SPORTS

PROJECT MATRIX

The matrix below maps each of our 2023-2028 strategic projects to our strategic priorities and success indicators. This process ensures our work is always aligned to our plan and also emphasises how, as a small, vibrant organisation, we work collaboratively as one team.

Our Success Indicators	Strategic projects / actions																
	MO and Club Development Plan	Coach Development Strategy	Digital Strategy	National Integrity Framework	National Facilities Plan	Membership & Participation Growth Plan	Participant Pathway Framework	Marketing & Comms Plan	Performance Strategy	National Events Framework	Governance Self-Assessment	Risk Management Framework	HR Structure Review	Roles & Responsibilities Matrix	AFDA and ADG alignment	AFDA and MO alignment	Commercial Strategy
STRENGTHEN IT - Strengthening the Australian disc sports delivery system to grow the sport																	
Improved Member Organisation satisfaction data.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
More clubs engaging with Australian Sports Commission resources.	●	●	●	●			●	●									
More people accessing AFDA resources and training.	●	●	●	●			●	●									
State and Territory MOs accessing more government funding.	●				●												●
Contemporary digital systems are in place to support Member Organisations, Leagues and Clubs	●		●		●												●
GROW IT - More people engaging in disc sports in more ways more often																	
The number of affiliated disc sports clubs & playing facilities increases.	●	●			●	●	●										
Retention: More people continuing to play, coach and officiate all forms of disc sports.	●	●				●	●			●							
Recruitment: More first time players, coaches and officials engaging in all forms of disc sports.	●	●				●	●										
More leagues established to deliver disc sports competitions, in more places, more often.	●				●	●	●										
More junior members annually.	●					●	●										
Increased participation in, and visibility of, AFDA programs.	●					●	●										
Improved conversion of school-based participants to affiliated club members.	●					●	●										

Our Success Indicators	Strategic projects / actions																
	MO and Club Development Plan	Coach Development Strategy	Digital Strategy	National Integrity Framework	National Facilities Plan	Membership & Participation Growth Plan	Participant Pathway Framework	Marketing & Comms Plan	Performance Strategy	National Events Framework	Governance Self-Assessment	Risk Management Framework	HR Structure Review	Roles & Responsibilities Matrix	AFDA and ADG alignment	AFDA and MO alignment	Commercial Strategy
SEE IT - Innovatively promoting disc sports to connect more people with our sport																	
High quality disc sports digital content is easily accessible.			●														●
Increased social media and digital content metrics.			●					●									●
Accurate national participation program and membership data is accessible to promote the sport and its community impact.			●			●											●
INSPIRE IT - Delivering winning teams on the world stage which inspire and excite our community																	
An integrated talent development (state) and high performance (national) system is in place.		●					●		●	●							
Achievement of international event performance targets for all Team Australia programs.									●								
AFDA Level 3 and 4 Coach Accreditation programs in place and delivered annually.		●							●								
KEY ENABLERS																	
AFDA meets all Australian Sports Commission Governance Standards.											●	●					
Increased and diversified revenue streams are sourced.																	●
A high quality risk management framework is in place.				●							●	●	●				
AFDA HR structure (staff and committees) directly aligns with the effective and efficient activation of this strategic plan.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
AFDA achieves sustainable annual budgets.											●	●	●				●
A national Disc Sports Roles and Responsibilities Matrix is in place, which articulates the individual and shared roles and responsibilities of AFDA, MOs, ADG and clubs.	●												●	●	●	●	
AFDA and ADG strategic plans align by 2028 in areas of mutual benefit.															●		
AFDA and MO strategic plans align in areas of mutual benefit.																●	