

ACI STRATEGIC PLAN 2023 - 2025



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STRATEGIC PLANNING AND IMPLEMENTATION OF THOSE PLANS ARE KEY ELEMENTS OF A SUCCESSFUL NATIONAL GOVERNING BODY.

Background:

The Angling Council of Ireland is essentially an umbrella organisation consisting of seven National Angling Organisations covering all the disciplines of angling, Game Angling, Sea Angling (Boat and Shore), Coarse Angling, and Predator Angling Pike/Perch etc. These have been identified in Section A of this paper.

The Executive Committee of the ACI, “The Board” consist of two elected members from each of the member organisation.

Strategic Planning is defined by Sport Ireland as, the process whereby the interested parties in the NGB discuss, agree and describe what is best for their sport and what steps they will take to progress its development. (Sport Ireland, 2009)

The process of developing and implementing the ACI Strategic Plan and executing it will be discussed in this paper. Strategic planning begins with the expressed vision of the organisation as it is this vision, they are setting out to achieve. The ACI’s vision is set out below, it was agreed by all the member organisations of ACI. The agreed mission statement of ACI also guides the ACI in its Strategic Planning Process and this is detailed hereunder.

ACI Vision: It represents the ultimate aim. The members need a vision of what their NGB should be like at some point in the future. (Sport Ireland, 2009)

“A culture where within the disciplines of the sport of angling, members and staff enable the promotion of and participation by all in the sport, leading to improved quality of life for all.” (ACI, 2022) This vision represents the ultimate aim of ACI, the members decided this is where they wanted to be at some point in the future.

ACI Mission

The Angling Council of Ireland is volunteer based and through all its activities, strives toward a sustainable culture of inclusivity and sporting excellence which enables the sport of angling and promotes lifelong participation in angling as a leisure pursuit for all. (ACI, 2022)

Values

The ACI is an inclusive and open organisation welcoming to all, it strives to meet all its obligations, moral, legal and ethical. Its culture enables an environment that is open to change and provides supports to allow ACI to fulfil its planned strategic objectives.

The ACI Strategic Planning process begins with an open meeting of the federations whereby all ideas are shared.

In the first instance the ACI model is examined to identify,

- Is it fit for purpose?
- Is change needed?
- How can it be improved?
- Examine external models of similar organisations etc.

The purpose at this point is to gather information and ideas only.

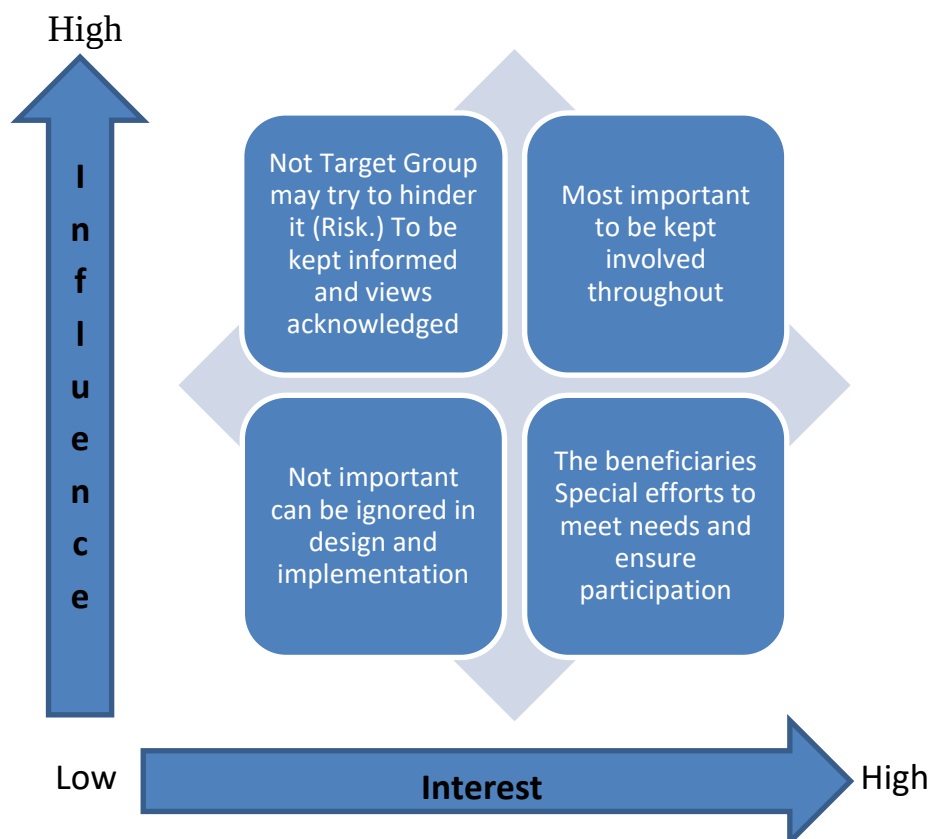
In this part of the process, it aims to identify where ACI is now by using baseline data, the ACI impact to date is reviewed. The groups then seek to establish what are the problems to be addressed in terms of ACI Vision & Mission and what is needed by the ACI to ensure it can deliver to all the stakeholders?

The next stage used by ACI involves setting up a number of smaller groups to help develop ideas, decide on who the stakeholders are, they are listed and then group under one of four headings, using a 2x2 matrix, all identified stakeholders are aligned to the appropriate group in the matrix.

This is most important and looks at four key areas,

1. Identify all stakeholders
2. Determine Stakeholder Interest
3. Assess Stakeholder Power and Influence
4. Prepare a stakeholder participation strategy

ACI uses the Stakeholder 2x2 Matrix



Based on past experience ACI noted it is most important not to underestimate the potential negative impact of the “Not a Target Group”.

Recommendations: The “Not a Target Group” may have a significant influence on outcomes if not dealt with appropriately. It is most important to clearly identify the members of this group, engage with them and do not ignore them. They may act as disruptors to your plans.

The following stage of the process involves drafting the ACI solutions to the problems identified and these are linked to the ACI Model. The solutions proposed are aligned also with ACI’s Vision, ACI leadership teams and ACI as an Organisation. A series of checks and balances (checklist) are

used to ensure ACI new proposals do not stray from its core mission, vision or values and also meet the requirements of its funders.

From this process the ACI offers a suite of solutions in the form of services, courses, training, instruction etc.

The next step in the process is to identify the strategic challenges in the plan, at this point the ACI ensures all raised proposals are risk assessed using the ACI Risk Management Plan template. Where significant risk appears, control measures are identified where possible, and then it is discussed with insurers if necessary. No high-risk proposals are allowed to develop.

A SWAT Analysis is conducted to assist in focusing on priorities

The ACI looks at areas such as,

Finance in terms of Capital Expenditure and Operational Expenditure, potential of over reliance on State grant funding. Understands the need for investment to grow

Physical space / angling facilities / develop national programmes

People

ACI brand

KPI's are developed, monitored and reported internally and to Sport Ireland or other funders.

ACI has completed the process of completing its Strategic plan for 2023 to 2025 and has identified the following through the above process,

- Identified the need to Increase Depth (Support to more organisations)
- Increase Reach (Support to more anglers and angling clubs)

Interestingly, the ACI uses a coordinating panel charter (ACICPC) which oversees ACI strategic planning, initiatives, performance and administration management integration and synchronisation with ACI's vision. The functions of the Panel are to:

- a. Identify opportunities for integrating administration management within all member organisations.
- b. Oversee and assist in coordinating of action plans that support ACI strategic plan goals and objectives.
- c. Assess progress of actions specified in action plans that support ACI strategic goals and objectives.

The overarching goal for the next three years is, to establish strong foundations for sustainable growth of the Angling Council Ireland

Goal 1: Establish the ACI as a flagship initiative for Angling Federations, Club Supports and increase access to opportunities for participation in sport for all.

Objectives

Grow income streams

Secure capital funding of €400.000 to meet transport, storage and equipment needs during the strategy period.

Secure operational funding of €200.000 to meet employee wages and expenses for programme delivery during the strategy period.

Invest in People, systems and procedures.

Goal 2: Ensure a sustainably resourced ACI, with the capacity to grow to meet the needs of novice anglers and develop pathways for anglers towards excellence.

Objectives

1. Seek Multi-annual Funding streams.
2. Move to individual membership for non-federation /club novice anglers.
3. Set up SLA's with LSP's LAWPRO, Waterways Ireland, other Agencies.
4. Increase Coaching & Instruction Training & Course Development.

Goal 3: Increase our offering & seek to support more inclusion organisations & professionals offering services to disability groups

Objectives

1. Promote ACI "Angling For All", "Angling For Youth Development Ireland" and "Angling CAST" programmes tailored for all inclusion groups, modify as required without impacting on safety or angling regulations.
2. Liaise with HSE & ETB and provide potential programme information to gauge need or Expressions of Interest.
3. Establish angling programme taster days in all regions, supported by qualified coaches, tutors and instructors.

Impact by 2025

- Earned income covers 40% of operating costs by 2025.
- Evaluation demonstrates impact.
- At least three new areas looking at replicating Cork Hub.
- Day to day operations of the ACI no longer dependent on one or two people.

Game changers

Revenue streams, Sport Ireland through DECC Multi-Annual Funding
Membership fees paid by SO at €25 PA for new individual membership (includes insurance)
Full complement of services provided, on a cost recovery basis
Certificate Training income derived from delivery of a range of coaching and instructor led Adventure Angling Sport.
Hub Development and Support in all regions (Capacity building)
Procurement of Storage Space for equipment, Boats, Trailers, Angling Equipment, Kayaks)
Appointment of Regional Coordinator Coaches staff x 5 enables delivery of services nationally.

Recommendations; Obtain software to facilitate individual online membership payments, prepare a welcome pack for individual members.

Evaluation

Simple measurement tool to build evidence base
Longitudinal study to measure quality of life impact (Seek funding through Sport Ireland Research Grants)

Recommendations: Use Programme Logic Model to evaluate individual programmes.

Expected Impact Financial

Move from 80% Grant & 20% Voluntary to 60% grant 40% Voluntary
ACI Meets 40% of operating costs by 2025.
Sustainability NOT fully dependent on State funding.

Surplus income – permanent build and/or seed funding for establishment of new regional angling hub centres

Expected Impact Other

Significant potential to increase numbers served nationally.

Day to day operations of the ACI no longer dependent on one staff member supported by Hon Secretary.

Model recognized and supported by the State to expand.

Implementation

ACI Strategic Plan Implementation Process

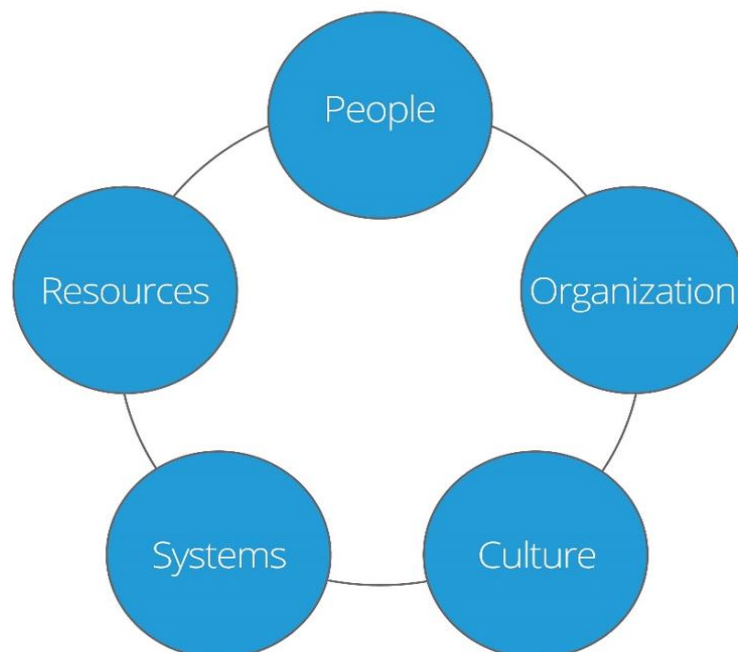
Once the ACI Strategic Plan is approved for the next cycle, now a 3-year cycle, all of the members are informed, communication is seen by ACI as very important at this stage.

Recommendations: ACI noted in the past some federations were very slow to communicate the strategy to all members and this led to some confusion with stakeholders. This must be avoided by using clear communications and ensuring it is understood by all. Clearly identify the goals and key variables of the strategy and ensure they are aligned. The 5 changes model provides for a good framework

5 Changes That Support Successful Implementation

Another lens to look through is, “What changes need to be made to implement the strategy?” You can divide the answer into five groups:

1. **People:** “Build a team of people who are key and can help you move your strategy forward.”
2. **Resources:** Get funding and sufficient time to implement required changes.
3. **Organization:** Restructure the ACI to support the strategic goals.
4. **Systems:** Acquire the tools needed to perform the required processes.
5. **Culture:** Work to create an environment that prioritizes the actions needed to reach the stated goals.



All project deliverables are identified, recorded as tasks, projects or programmes and allocated an owner. The ACI engages with the federations and main drivers to help focus on the delivery requirements.

Initially, a training programme is rolled out with a simple presentation explaining the latest strategy and how it will be delivered, this includes the roles and functions of members who will be delivering certain elements of the strategy.

Recommendations: Considering producing pocket cards detailing a summary of the current strategic goals and objectives and the roles and functions at the different levels to help deliver them. This entails identifying the specific roles at NGB HQ, Federation Level, Angling Club Level, Coach Level and Volunteers.

As stakeholders played an important role in developing the strategy the ACI also involves them in the communication process of the strategy once the owners and timelines have been approved. This helps to feed the correct information out in their own organisations.

ACI members are then trained on specific elements such as course delivery, coaching new courses, Instructor led programmes, or procedures, IT, H&S, Child Protection etc.

When the training is carried out, the ACI then prepares for the delivery of the programmes as outlined in the strategy.

Recommendations: Engage with all involved in delivery regularly and give encouragement and assistance when and where required.

This is followed by issuing a timeframe for implementation over the lifetime of the strategy and allocation of resources.

The Implementation Plan for the ACI Strategy is allocated funding and the team responsible for delivery, work with the federations and ACI HQ to ensure it is delivered over the life of the plan.

Recommendations: Allow for some flexibility in delivery as some obstacles may arise, e.g (Covid, ability of some disability groups, transport costs.) You may need to adapt, evaluate and allow for change.

KPI's are used, supported by quarterly reports to measure success against the plan. The implementation plan is subject to review during the ACI Sport Ireland Mid-year review. Recommendations: All elements should be evaluated and reflect on all deliverables not just outcomes.

In conclusion, the ACI strategic planning and implementation of the strategic plans process is well developed and embedded in the culture and in ACI Annual Operational Plans. We have made a number of recommendations which will assist ACI in improving communications internally and with external stakeholders. It will help smoothen the process for receiving online membership

payments. The use of the Programme Logic Model will help in evaluating programmes by identifying issues before, during, and after also will look in detail at both the human and technical elements of programmes. This information will be very beneficial in both the short and long-term. Lessons learned will help avoid costly programme failures in the future. By keeping in regular contact with delivery teams and encouraging them, this will show them they are valued and lead to better performance overall when they are supported.