

International Breast Cancer Paddlers Commission Strategic Plan 2025 – 2030

MISSION

To encourage the establishment of breast cancer dragon boat teams, within the framework of participation and inclusiveness. We support the development of recreational dragon boat paddling as a contribution to a healthy lifestyle for those diagnosed with breast cancer.

VISION

IBCPC is recognised globally as the leader in supporting those diagnosed with breast cancer in the opportunity to participate in a healthy lifestyle through dragon boating.

VALUES

Awareness, Participation, Support

IBCPC Strategic Pillars

How will we deliver our mission

Governance

Provide the foundation for IBCPC to operate at the highest level of integrity.

Ensure the organisation remains sustainable for the future.

Growth & Development

Encourage the development of breast cancer paddling as a contribution to a healthy lifestyle.

Expand and continually improve the range of services and programs we offer to meet the needs of paddlers affected by breast cancer.

Engagement

All members and the wider community engage and communicate effectively with our member groups.

Offer opportunities for members to participate in breast cancer paddling events.

Venture	Key Deliverables	Actions	Measures	Responsible
Financial sustainability	- Meet budget as defined by IBCPC board - Explore and assess new income streams - Attract global sponsors	- Source sponsorship to support the operations of IBCPC - Work within the financial parameters according to the annual budget	- Budget reviewed annually - IBCPC operate within the annual budget parameters - Sponsorship package developed as appropriate for partnerships - Financial support with at least one partner/sponsor	- President - Vice President - Treasurer
Ongoing management of key IBCPC operations and initiatives	- Maintain structure of key responsibilities/roles - Create sub committees for specific projects – e.g. Outreach, new team development - Updated roles and Responsibilities	- Structure chart developed - Sub committees created with defined terms of reference - Roles/Responsibilities updated	- Responsibilities are available on the website - Sub committees are created, operational and communicated to the membership - National representatives are in place and operational	- President - Vice President
Organisational risk	- Develop and implement a succession plan for IBCPC board - Identify potential future board members	- Succession plan ongoing - Board members identified - Liaise with regional co ordinator	New board members elected or appointed	Board
Teams development	- Produce a member team guide - Identify policies / processes to be included in the guide	- Member guide developed and communicated to membership - Review guide annually for currency - Survey member groups on effectiveness of the guide	Member engagement and compliance in the processes/ policies of IBCPC through national rep engagement, surveys, or congress discussion	Membership Director

Venture	Key Deliverables	Actions	Measures	Responsible
Promotion	- Promote events that include Breast Cancer categories to support the participation of BC paddling and healthy lifestyles - Continue association with other organisations with breast cancer focus, i.e. paddling organisations, breast cancer organisations	- Provide mechanism for event organisations to promote their events - Create a plan to associate with organisations to promote healthy lifestyle through breast cancer paddling	- Member groups advertise their paddling events according to IBCPC criteria of including breast cancer category - Team member numbers and countries increased - Global breast cancer organisations actively promoting breast cancer dragon boat paddling as part of a healthy lifestyle	Board
Outreach and support	- Facilitate outreach programs - Source funds to support outreach programs	- Development guidelines and criteria for Outreach programs - Identify regions where Outreach programs will support the formation of breast cancer paddling groups - Identify existing countries for ongoing support	- At least one Outreach program facilitated each year - Outreach report created by program facilitators and communicated to board and member groups	Board
Pathway for team support	Provide all teams with access to support needed to ensure team sustainability	- Provide teams link to their governing dragon boat bodies - Encourage member groups to support breast cancer paddlers - coaching, team management, recruitment.... - New teams are provided guidance on sourcing equipment such as boats etc	- Teams are aware of their regional/state, national governing dragon boat resources - Teams can report on success of recruitment	Board

Venture	Key Deliverables	Actions	Measures	Responsible
Marketing and Communication	Implement effective communications to IBCPC member groups to strengthen the engagement and collaboration with member groups.	- A comprehensive communications plan is developed and implemented - Create sponsorship material to provide to potential sponsors	- Positive feedback from membership - Increase in newsletter subscriptions - Increase in other social media hits such as Facebook as per communication plan	- President - Marketing Director - Communications
IBCPC Festivals	- IBCPC Festivals are organised according to IBCPC criteria - Selection of next festival site for 2030 and 2034	- IBCPC Future Festival Committee appointed for the 2030 and 2034 festival bid assessment - Update festival selection criteria and bid process for 2030 and 2034 - Invitations to member groups to bid for 2030 festival	- Future Festival Committee (FFC) established no later than March 2025 and 2029 - Festival selection criteria and process updated by FFC - Invitations sent to member groups to place bids by January 2026 - Selection of 2030 and 2034 festival site approved and announced August 2026 and 2030	- President - Vice President
Communication with teams	Provide avenue for discussion forums with member teams to facilitate 'face to face' communications	- Identify medium for annual team meetings (such as Zoom) - Nr's to arrange to Schedule area meetings	- Team meetings facilitated up to twice a year - Participation in member team meetings	Communications and membership directors
On site engagement	Facilitate site visits to teams – established and new teams	- Identify teams that would benefit from IBCPC engagement via site visits - Create a schedule/plan and agenda for visits	- Teams identified and schedule developed - Site visits are facilitated, and outcomes reported back to the board and member groups	Board