



# *Elevate 28!*

AUSTRALIAN CALISTHENIC FEDERATION  
STRATEGIC PLAN 2025 - 2028

*More People...More Ways...Calisthenics Everywhere!*

# *Elevate 28!*

This Strategy provides the blueprint for how the Australian Calisthenic Federation (ACF) will purposefully collaborate with our Member Organisations (MOs) and other key partners, to support the increased capability, relevance and sustainability of Calisthenics (Cali) in Australia.

Our Purpose: More People...More Ways... Calisthenics Everywhere!

Our How: Strengthen It – See It – Grow It. By providing an aligned framework of plans, resources, services and events, which aim to empower our MOs and clubs to enhance the experience to grow the sport.

Our Why: To maximise Calisthenics positive impact on people and communities.

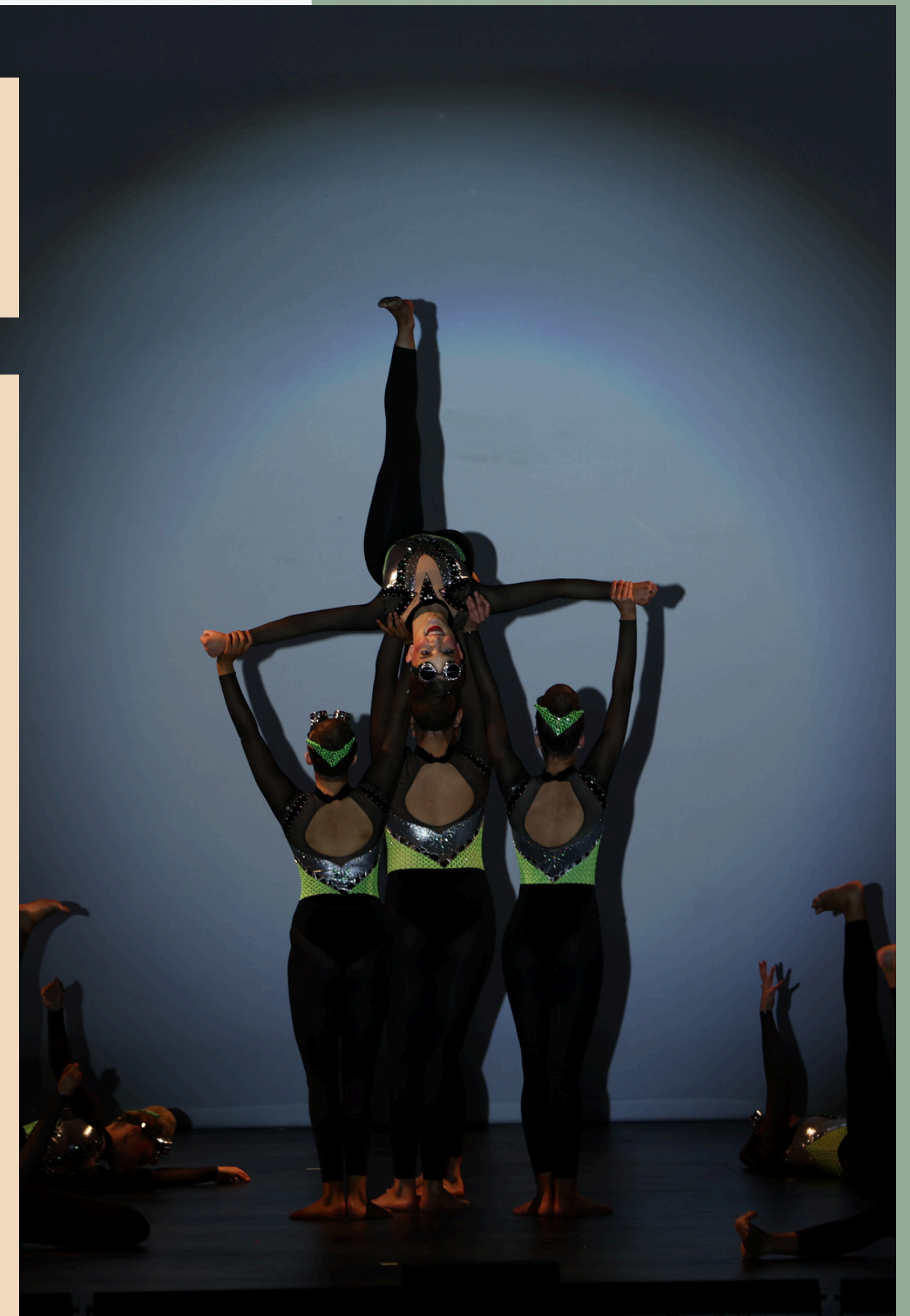
Our CARE Values: Our values define the character of our organisation, guiding how we behave, as we do what is right for the future of Calisthenics.

CARE – We deeply care about fostering a flourishing future for Calisthenics in Australia.

ACCOUNTABILITY – We do what we say we will do, when we say we will do it. We do what is right for Calisthenics – always.

RESPECT – We respect all members of our Calisthenics community and the contributions they can make towards the positive future of our sport.

EXCELLENCE – We have a growth mindset, we are dedicated to excellence through our commitment to innovation and new ideas, and we focus on always being better tomorrow than we are today.





# Our *plan*

on a page



## OUR PLANS GUIDING PRINCIPLES

**People First**  
Attract, train,  
support and retain  
people who love  
Cali and share our  
purpose

**Simplified**  
Unambiguous  
targets, clear  
priorities and high-  
level actions to  
achieve our purpose

**Data-Informed**  
Key decisions  
are guided  
by high-quality  
evidence

**Focused**  
Resources are  
deployed to areas  
that will have the  
greatest impact on  
the sport

## OUR INTEGRATED STRATEGIC PILLARS



### ***STRENGTHEN IT***

Strengthen the capability  
of the ACF to achieve  
our purpose - strong  
governance, planning,  
financial position,  
workforce,  
communications, policies  
and operating systems



### ***SEE IT***

Elevate Calisthenics  
to a new place  
of prominence,  
achieving landmark visibility  
and connect our  
sport with  
new audiences



### ***GROW IT***

Support the Calisthenics  
delivery system to  
enhance the experience and  
grow the sport -  
More People...  
More Ways...  
Calisthenics Everywhere!



**I N C L U S I O N**



# WHAT IS *Elevate 28*?

The overarching purpose of the ACF, and therefore this Strategy, is:

*More People...More Ways...Calisthenics Everywhere!*

Everything within this strategy will help us achieve our purpose - it's that simple!

*Elevate 28!* has been developed to:

- Provide clarity of purpose for the ACF, our MOs, and Clubs, to support the thriving future of Calisthenics in Australia.
- Strengthen the capability of the Australian Calisthenics delivery system.
- Connect more people with Calisthenics, in more ways and in more places – participants, athletes, coaches, adjudicators, examiners, volunteers, supporters.
- Ensure the long-term viability of the ACF and the sport.

*Elevate 28!* is designed to be a simple and user-friendly document, which can be referenced regularly by the ACF Board, sub-committees and working parties, our MOs, clubs and key partners. It provides direction, comfort and assurance to the Calisthenics community that, together, we are future proofing the Calisthenics delivery system and the sport.

The foundations of the Strategy are our three Strategic Pillars:

- STRENGTHEN IT
- SEE IT
- GROW IT

While not included as a standalone Pillar, inclusion is an underlying principle that sits across each. Everything will be done to ensure all ACF, MO and Club activities are inclusive and welcoming for all.

The journey over the next 4 years will be an exciting one, full of innovation and engagement. The ACF and our MOs believe in this Plan. Now it's time to deliver.



# THE FUTURE OF CALI IS NOT WHAT IS USED TO BE

The ACF, our MOs, and clubs hold the view that we cannot stand still, or keep doing things the way we've always done them, if we want to achieve our goals. Together, we need to adapt if we are to achieve our collective potential.

Despite the challenges we face, we are taking an opportunity focused approach to how we plan for the thriving future of Calisthenics in Australia (and New Zealand).

## ALIGNED PLANNING FRAMEWORK

Neither the ACF, or our MOs, have enough resources to waste through inefficiencies and by operating in silos. ACF, MOs, Clubs and other key partners, such as the Australian Sports Commission, working together in areas of mutual benefit is a key goal of our *Elevate 28!* Strategy. The Strategy has been designed to align with Australian Sports Commission and MO strategic priorities, where feasible, and will help to develop an aligned planning framework which encourages MOs to align their strategic plans with this ACF Strategy, whilst ensuring local needs are prioritised.



ACF MO STRATEGIES

*Elevate 28!* STRATEGY

Sport Horizon -  
Australia's National Sport Strategy  
2024 - 2034

Play Well -  
Australia's Sport Participation Strategy

ASC Coach and Official Development  
Framework Design Guidelines

# OUR TWO PLANNING HORIZONS

To assist in the prioritisation of limited resources, ensuring quick wins and longer-term outcomes are sustainably achieved, *Elevate 28!* will be delivered across two horizons.



**STABILISE**  
**2025-2026**

**HORIZON 1**



**ELEVATE**  
**2027-2028**

**HORIZON 2**

The Strategy will be formally reviewed at the completion of Horizon 1, to ensure its ongoing relevance as we head into Horizon 2.



# THE CALI-WAY BEHAVIOURAL FRAMEWORK

The establishment of the Cali-Way behavioural framework shapes the culture of the ACF and positively influences the broader Cali community and how we work together. It's how we behave when everybody is watching ... and when nobody is!

## *Our CARE Model*

### CARE

We deeply care about fostering a flourishing future for Cali in Australia.

- Keep participants, competitors, clubs and MOs at the core of everything we do.
- Have inclusion and diversity at the centre of our programs and services.
- Be fair, ethical and transparent in all that we do.
- Show appreciation and thank people for their efforts and contributions.

### ACCOUNTABILITY

We do what we say we will do, when we say we will do it. We do what is right for Calisthenics – always.

- Lead by example and strive to be the best we can be every day.
- Take ownership of our behaviours, our work and our results.
- Be open and honest in our interactions and our feedback, for the benefit of Cali ... even if it's uncomfortable.
- Call out inappropriate behaviours and celebrate appropriate behaviours.

### RESPECT

We respect all members of our Calisthenics community and the contributions they can make towards the positive future of our sport.

- Welcome and embrace all people, from all communities into our Cali community.
- Value and listen to opinions of others and remain open to different ideas.
- Understand and value each other's roles and responsibilities, as we work together for the benefit of Cali.
- Build constructive relationships with anyone connected with Cali, or anyone who wants to be.

### EXCELLENCE

We have a growth mindset, we are dedicated to excellence through our commitment to innovation and new ideas, and we focus on always being better tomorrow than we are today.

- Develop programs and content designed to meet the motivations of current and future participants.
- Challenge and be challenged – for the benefit of Cali in Australia.
- Have an opportunity mindset and a continual improvement focus – we must challenge the status quo.
- Be resilient – don't give up when things get tough.
- Support everyone involved in Cali to achieve their potential.
- Be proud of the quality of our work and its community impact.

# HOW WE WILL KNOW WE ARE WINNING AND WHAT WE WILL DO TO MAKE THIS HAPPEN...

Our *Elevate 28!* Strategic Plan includes a range of measurable success indicators. When we see these coming to life in real time, we will know we are getting it right!

If our Strategy is to truly drive ACF's structures and activities between 2025 and 2028, a lot of work will need to be done in addition to our "business as usual" activities. Critically, each key action outlined below aligns with a Strategic Pillar (and one or more of our Guiding Principles) and will be designed to activate specific success indicators.

Importantly, ACF will develop annual operational plans and budgets to guide the implementation and review of this Strategy across its lifespan – not everything can be done at once. Timeframes attached to the following key actions are a guide only – they may change across the lifespan of the Strategy.





# OUR STRATEGIC PILLARS, SUCCESS INDICATORS AND KEY ACTIONS

## STRENGTHEN IT

Strengthen the capability of the ACF to achieve our purpose -  
strong governance, planning, financial position, workforce, communications, policies, & operating systems












### SUCCESS INDICATORS

- The ACF achieves improved State / Territory MO satisfaction ratings
- The ACF maintains National Sporting Organisation Status with the Australian Sports Commission (ASC)
- ACF performance against the ASC Sport Governance Standards improves across the lifespan of the Strategy
- ASC confidence in the ACF has strengthened to the level required to activate ASC funding
- The Elevate 28! Strategy is used to guide the direction and activities of the ACF; and progress on the plan’s execution is reported to key audiences quarterly
- The ACF’s financial position is enhanced across the lifespan of the Strategy
- The ACF human resource structure (paid and volunteer) enables the effective and efficient execution of the Elevate 28! Strategy
- ACF and State / Territory Member Organisation strategic plans are aligned in areas of mutual benefit – we are in this together!
- Contemporary digital systems enable us to deliver improved support services to the Australian Cali community
- The ACF Risk Management Framework (including the National Integrity Framework) proactively protects the organisation, the sport and its people from harm

### KEY ACTIONS

STABILISE  
(2025-26)

ELEVATE  
(2027-28)

Implement a national strategic planning framework for Cali that increases alignment between MO Strategies and the Elevate 28! Strategy.		
Develop an ACF Digital Action Plan – To improve digital platforms, systems and tools to help ACF and MOs to more effectively and efficiently connect and manage their operations.		
Develop and execute Financial Strategy designed to increase both the diversity of revenue streams and total amount of revenue accessed by the ACF (government, commercial, philanthropic, membership and events growth, etc.).		
Establish an ACF workforce structure (paid / volunteer) which aligns with the Elevate 28! Strategy, to optimise its delivery.		
Execute annual MO satisfaction surveys.		
Develop an ACF Risk Management Framework to protect the ACF, the sport and its people from harm (i.e. Risk Management Policy, Risk Appetite Statement, Risk Matrix, Risk Register, Annual Risk Management Work Plan, Issues and Breach Register, Board and Management Risk Reporting).		
Implement an ACF Governance Scorecard process, designed to accurately assess the company’s governance maturity over time. This scorecard will align with the performance measures associated with each of the <u>Australian Sports Commission - Sport Governance Standards</u> .		

# OUR STRATEGIC PILLARS, SUCCESS INDICATORS AND KEY ACTIONS

## SEE IT

Elevate Calisthenics to a new place of prominence,  
achieving landmark visibility and connecting our sport with new audiences

### SUCCESS INDICATORS

- Increased visibility annually - competition, event and or program live streaming, website visitation, social media and mainstream media metrics+
- Accurate participation (events) and membership data is collected via a centralised data base / customer relationship management system and is used to promote all forms of Cali and its impact in Australian communities
- ACF Brand recognition and value increases
- The visibility of the ACF Board, Staff and Committees, from the perspective of MOs and Clubs increases

### KEY ACTIONS

STABILISE  
(2025-26)

ELEVATE  
(2027-28)

Execute an ACF Brand Refresh.



Initiate an independent review of the national competition framework and implement all Board endorsed recommendations.



Develop and publish simple, annual stakeholder engagement plans, which highlight opportunities for MOs and other key partners to engage in the activities of the ACF (e.g. annual reporting on progress relating to the delivery of the ACF strategic plan, annual satisfaction surveys, input into key projects, involvement in Board committees, participation in General Meetings, Member Forums, etc.).



Implement ACF member and participant database elements of the ACF Digital Action Plan (refer Strengthen It Pillar).



Develop and implement a national Cali Marketing Action Plan, designed to sustainably get more eyes on Cali in more ways in more places.





# OUR STRATEGIC PILLARS, SUCCESS INDICATORS AND KEY ACTIONS

## GROW IT

Support the Calisthenics delivery system to enhance the experience and grow the sport -  
More People...More Ways...Calisthenics Everywhere!

### SUCCESS INDICATORS

- The number of ACF endorsed 5-star clubs increases
- The number of ACF endorsed Cali providers increases (e.g. recreational / street / Holiday Programs / other forms)
- Retention: More people continuing to participate, coach, adjudicate, examine and volunteer in all forms of Cali
- Recruitment: More first-time participants, coaches and adjudicators entering our sport
- Increased diversity within the Cali membership (by gender, age, cultural background)

### KEY ACTIONS

STABILISE  
(2025-26)

ELEVATE  
(2027-28)

Establish a national Cali Resource Hub embedded in the ACF website, to support the efficient operations of MOs and clubs.



Develop and implement a 5-Star Cali Club Recognition Program, designed to strengthen the governance and operational capability of the Cali club delivery network.



Develop and implement a Participation Growth Strategy to support MOs and clubs to increase the number and diversity of participants, competitors, coaches, adjudicators, examiners and volunteers participating in Cali, in its various forms. The following Australian Sports Commission Resources will guide the development of the Strategy:

- [Play Well Strategy](#)
- [Participation Planning](#)
- [Participation Design Toolkit](#)



Undertake a review of the National Coach, Adjudicator and Examiner Development Framework and implement all endorsed recommendations.



Establish a Cali shared services model, designed to more effectively access and share resources, systems and services between ACF and MOs – e.g. human resources, financial management systems, human resource management systems, digital systems, policies and procedures, etc.



# OUR COMMITMENT TO *Elevate 28!*

*Elevate 28!* will be driven by the ACF Board and its workforce and supported by our Member Organisations and other key partners.

The ACF's operations between 2025 and 2028 will be guided by this document. Importantly, we realise we cannot do everything at once. To ensure the efficient and effective delivery of our Strategy, in line with the resources available to us, ACF will develop Annual Activation Plans, which will identify, prioritise and resource strategic actions for each 12-month period on a rolling basis, during the lifespan of the Strategy.

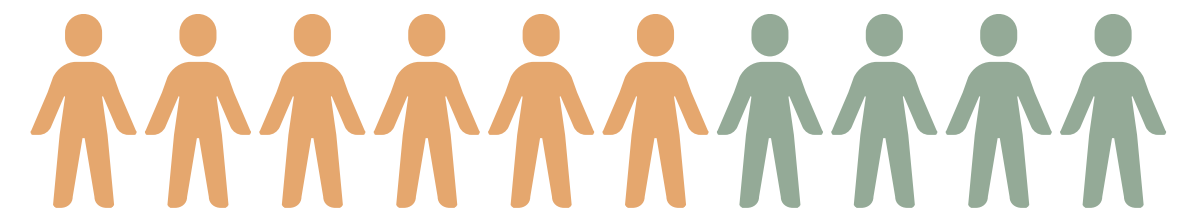
This approach will help us to sustainably achieve our strategic objectives, and in doing so, achieve our purpose.

*More People...*

*More Ways...*

*Calisthenics*

***EVERYWHERE!***





# OUR COMMITMENT TO DIVERSITY AND INCLUSION

As we work together to deliver our *Elevate 28!* Strategy, we commit to enhancing meaningful connection between Calisthenics and all Australians. It is important that our sport is truly representative of a modern, progressive and diverse Australia. As a sport, we will continue to strive to be more open and inclusive, and as the sports' governing body in Australia, ACF will set the example and champion this.

## OUR CONNECTION TO AND ACKNOWLEDGEMENT OF COUNTRY

We welcome and will support our First Nations Peoples into the Cali community. We will work to connect participants, competitors, coaches, adjudicators, examiners, and volunteers to this ancient culture, and create more opportunities for First Nations people to contribute to us achieving our purpose.

We acknowledge the Australian Aboriginal and Torres Strait Islander Peoples of this nation, the Traditional Custodians of the lands on which we live and participate in our great sport. We pay our respects to Ancestors and Elders, past and present. We recognise the contribution First Nations Peoples make to culture and sport in Australia and celebrate the power of sport to promote reconciliation and reduce inequality.





*More People...More Ways...Calisthenics Everywhere!*