

Strategic Plan for Paddling in Australia

Approved by the Paddle Australia Board

September 2018

BACKGROUND

Paddle Australia rebranded from Australian Canoeing in June 2018. This represents much more than a different name and logo. The change signifies greater alignment across the higher levels of the administration of the sport and a change in the direction in which the sport and recreation of paddling is heading.

As the focus on health, well-being and social connection increases, paddling, with the right promotion and presentation will become widely recognised as an activity that perfectly delivers what many are now seeking.

Paddling is a unique way to enjoy the natural environment, whether alone or with friends or family, for adventure or exercise, at your own pace or in competition with others.

A PLAN FOR CHANGE

If you paddle in Australia, you are a part of Paddle Australia (PA). You may not be a member, but you are part of the community that, as the National Sports Organisation (NSO), we serve and represent. This Plan is therefore about you.

This Plan is also about change. As the environment and expectations change, we cannot keep doing what we have always done. Paddling, like other sports, must adapt. Failure to do so will see what we now do become less and less relevant. Not only do our offerings need to

change, but so too do our structures and processes. Our ability to innovate, particularly using new technology, is a key factor in our future success.

This Plan has been developed following extensive consultation, including meetings in each state and nationally, as well as many written contributions. This has been developed based on the issues identified and suggestions made. We hope we have accurately reflected what we have been told and that the priorities and activities identified will find widespread support.

This Plan expands on the themes in the Consultation Draft and other issues identified through the consultation process. Everything raised has been considered and if not explicitly addressed, is likely covered in one of the actions identified.

This Plan does not include everything that we will do over the next four years, but focuses on the changes that will be made and by when.

IMPLEMENTING THE PLAN

The degree to which the agreed changes will actually occur will depend on the level of buy-in and alignment that there is to this Plan not just between PA, Member Associations and Clubs, but also across the wider paddling community.

Success relies on this being a 'whole of paddling plan' with everyone understanding the direction and the part that they can and need to play. Ideally, every Member Association and every Club will adopt the Plan and actively contribute to its implementation. If not, the eventual outcome will be less than optimal.

On the contrary, if everyone actively contributes to the delivery of the new strategy, the sport and recreation of paddling has enormous potential and a very positive future. The Board of PA looks forward to embracing this future with you.

REFRESHING THE PLAN

The Strategic Plan is a 4-year rolling plan. As such, it will always be a draft! It will be reported against, reviewed and adjusted annually. This will involve two 'National Paddling Forums' for Member Associations, Technical Committees and others each year, normally in November and April each year, as well as more local engagement of Clubs and stakeholders.

The workshops throughout September 2018 will not only consider the Plan, but will be asked for input into the actions already underway.

Comments are welcome via email to planning@paddle.org.au

WHAT'S IN THE PLAN

This Plan is broken down into seven (7) Strategic Areas, based on those identified in the Consultation Draft. The numbering is for reference purposes only and does not indicate any particular priority.

In each Strategic Area, the key issues are summarised as statements in bullet point form. These points are not exhaustive but reflect the general feedback from the consultation process.

The Board of Paddle Australia has developed a **Vision**, set of **Values** and identified **Priorities** all based on feedback from the initial consultation.

As discussed, the Plan is not intended as an exhaustive list of everything that Paddle Australia, or indeed Member Associations and Clubs, will do over the next four years. Rather it flags the strategic shifts we will all make and the reasons for these.

There are sections of the Plan noted as '*outside scope of plan*' for various reasons. These items are included for action as and when resources allow.

READING THE PLAN

Each Strategic Area is broken down in the same way and includes:

- the **Activities** we will engage in. These describe the broad issue to be addressed.
- the **Actions** we will take. These are the more specific, measurable actions that we will undertake.
- who has lead and support **Responsibility**. This may be Paddle Australia (PA), the Member Association(s) (MAs), Clubs or others. Where PA has a responsibility, we have identified which Business Unit will be involved:
 - PE - Participation and Education
 - SS - Sports Services
 - HP - High Performance
 - BO - Business Operations
- the **Timeline** associated with each **Action**. These address the financial year to 30 June and the quarter in which the Action will start and finish. So, Q2 would be October to December of the year concerned. Some Actions are clearly on-going (OG)
- the **Measures/Status** after the Action or at the end of the Plan period. Some of these are still to be set in agreement with stakeholders

OUR ACTIVITIES

The **Activities** and **Actions** that we are going to undertake over the next 4 years to address our **Priorities** and work towards our **Vision** are broken down into seven **Strategic Areas**:

- 1 Providing participation opportunities for all those wanting to join our community, whatever their age, background or ability
- 2 Promoting and supporting pathways for those seeking to be the best they can be in their chosen area
- 3 Developing our competitions into events that demand attention and involvement
- 4 Developing a network that seamlessly connects and delivers services to the entire paddling community
- 5 Ensuring that our connected community benefits from strong, consultative leadership that adds genuine value
- 6 Reflecting a positive, shared brand, culture and values that make everyone want to be 'a part of paddling'
- 7 Building a sustainable structure that maximises the prospects of success of paddling in Australia

OUR VISION

A united paddling community

OUR PRIORITIES

The most important things for us to achieve over the next four years are:

- Digitally connected paddlers
- Strong, valued brand
- Systems supporting excellence
- Sustainability through engagement

OUR VALUES

Our values will drive how we work together to achieve our vision and our priorities. Individually and as members of the paddling community we will be:

Inclusive – ensuring safe places and embracing diversity

Resourceful – developing by being creative

Transparent – building consensus through open engagement

Collaborative – working respectfully together for improved outcomes

1 STRATEGIC AREA: Providing participation opportunities for all those wanting to join our community, whatever their age, background or ability

- A well promoted participation program, targeted at children from 8 years-old onwards, is a development priority in the plan period. Links to the established SA Sporting Schools program are recognised as important in promoting and supporting activity in this area
- The ageing demographic of our club base is clear when compared to the general paddling community. We recognise paddling is well suited to older-aged Australians and introductory and development programs need to be widely available and promoted to this group, also targeting women and youth people
- Our education programs provide an excellent base for encouraging participation but the basis on which these are offered, and particularly the commercial arrangements, should be reviewed in consultation with our delivery partners
- Water access and storage facilities are issues that already limit participation in some areas. This challenge will continue as population density increases. Plans are needed to address this in the medium to long term

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18 19	19 20	20 21	21 22	
1.1 Implement Paddle Oz, the National Junior Paddling Program, ensuring suitability as paddling offering under the SA Sporting Schools initiative	Actively pilot Paddle Oz, initially with 2 or 3 MAs, refining delivery based on participant and provider feedback	PA (PE) led with targeted MAs, with selected Clubs and instructors.	Q2 Q4				Report on pilot program complete and program refined based on recommendations
	Ensure compliance with Sporting Schools requirements and pilot program in states piloting Paddle Oz	PA (PE) led with MAs with and working group. Selected MAs and Clubs to pilot	Q3 Q4				Barriers to involvement in Sporting Schools clarified and addressed.
	Full roll out of Paddle Oz and Sporting Schools, partially reliant on digital platform development	PA (PE) led with MAs, Clubs and Commercial Providers, all with appropriately trained delivers		Q1 Q4		OG	Sporting Schools providing \$200,000 in grant support for paddling to schools in 2021/22
	Continuous development based on participant and provider feedback	PA (PE) led via feedback through digital platform. Monitored by EAG		Q1		OG	Increased participation and quality of delivery
1.2 Consider structural and financial arrangements for delivery of paddle education programs	Quantify current participation and market opportunity. Develop options paper and plan for stakeholder consultation	PA (PE & BO) led, involving MAs, Clubs and other Commercial Providers.		Q1 Q4			Research complete and consultation paper in place
	Promote and agree changes, with implementation likely to be reliant on digital platform development	PA (PE & BO) led with MAs after input from stakeholders			Q1 Q3		Paper and recommendations discussed and agreed
	Implement changes, setting and monitoring qualitative and quantitative performance targets	PA (PE & BO) led and with MAs			Q4	OG	Changes fully in place for 2020/21 season. Monitoring on-going

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18	19	20	21	
			19	20	21	22	
1.3 Target specific markets and engage actively with target groups including youth, women and older-aged Australians	Continue to promote and expand Paddle Education, with more deliverers attracted and trained to meet increasing demand	PA (PE) and MA led with current training providers. Clubs and Commercial Providers engaged as necessary	Q2			OG	Increase qualified deliverers by 10% per annum until 2021/22
	Seek sources of funding, especially to target women, youth and older-age Australians	PA (BO & PE) directly to SA and national agencies and MAs to local sources of funding	Q2 Q4				<i>Likely outside scope of plan due to limited resources.</i>
	Discuss, agree, pilot and implement a kayak program for young athletes as an introduction to surf-skis, as part of developing mutually beneficial relationship with SLSA	PA (HP & PE) led with engagement of MAs and Clubs as appropriate. Continuous engagement with SLSA and relevant SLS clubs		Q1		OG	<i>Maybe outside scope of plan due to limited resources.</i>
1.4 Develop initiatives to reduce barriers, such as equipment rental and storage facilities	Gather examples of best practice and share amongst clubs and other interested parties	PA (BO & PE) and MAs. Identified MA to take lead in information gathering and report development	Q2	Q4			Report developed as basis for next steps
	Identify an organisation to carry out research on economic impact and other benefits, as the basis for support for the development of club based and other facilities	PA (BO & PE) and lead MA to produce RFT and manage process of identifying consultants			Q1 Q4		<i>Currently outside scope of plan due to cost</i>
	Secure sources of funding to pilot initiatives modelled on evidence base resulting from research.	MAs and Clubs with PA support			Q4	OG	Funding secured for a minimum of 4 projects nationally
	Establish pilots, develop a range of turnkey options to engage local authorities and other funding bodies	MAs and Clubs with PA support			Q4	OG	4 pilot programs underway based on a variety of options
1.5 Press for increased access to water and the development of appropriate facilities	Gather information and share best practice on the development of access to new bodies of water	PA (PE & BO) with identified MA to lead information gathering with other MAs, Clubs and third parties		Q1 Q4			Report available. Best practice shared on on-going basis
	Lead and support initiatives for the development of facilities for paddling generally and slalom and sprint facilities in particular	PA to develop strategy and support relevant MAs, Club and third parties.	Q1			OG	Facility development guide developed with arguments supporting increased water access

2 STRATEGIC AREA: Promoting and supporting pathways for those seeking to be the best they can be in their chosen area

- Whilst some changes are planned in the high-performance area, these are mainly tactical with no significant strategic shifts identified as being required. Improved communication of the program is needed and the connection with the paddling community generally need to be strengthened
- Well-defined athlete pathways are essential not only in encouraging participation and retention but also for the success of our HP program. Our pathways should encourage participation across all disciplines and be consistent in each state, providing similar opportunities for athletes
- The lack of quality coaches, especially in the development area of the athlete pathway, is a significant issue that needs to be addressed during the plan period. A considerable amount of work has been done but the involvement of our HP coaches is important in ensuring athletes develop with the right technique and approach
- There is high reliance on volunteers at all levels of the sport. Recruitment, retention, recognition and reward are all areas that require action and, if not addressed, have the potential to impact negatively on our sport
- In some disciplines, the pathway is limited by the lack of access to appropriate conditions, also impacting on participation. This links to the need to advocate for better water access and where this exists, ensuring relevant disciplines have appropriate access

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18 19	19 20	20 21	21 22	
2.1 Develop athlete pathway for all disciplines to encourage more participation, better retention and improved performance	Continue work to develop long-term pathway plans for all disciplines, working across these disciplines to optimise opportunities where appropriate	PA (HP & SS) led with the active input of Technical Committees and MAs	Q1		Q4		4-year development plans in place aligned to 4-year RSP
	Develop consistent pathway programs across Australia in all disciplines	PA (HP & SS) led. SIS/SAS and MAs engaged	Q1			OG	Pathway programs clearly documented for all disciplines
	Work with SLSA and their clubs to ensuring mutually beneficial sprint kayak programs are in place	PA (HP) led. Included in broader plan to work with SLSA and their clubs	Q3				MOU with SLSA and strong mutually beneficial relationships with key clubs
2.2 Develop, document and promote clear pathways for officials and volunteers	Review and agree framework and training and mentoring needs for general and discipline specific pathways for officials at all levels	PA (SS & PE) with MAs and Technical Committees.		Q1			Framework complete with general and discipline specific officials education programs in place
				Q4			

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18	19	20	21	
			19	20	21	22	
	Review and develop courses and support materials (on-line) to ensure information is readily available for officials at all levels, utilising available resources where possible	PA (PE, SS & HP) led with input from Technical Committees and support from MAs in delivery			Q1		On-line course in place covering all general officiating principles
	Encourage and support Australian officials to gain ICF qualifications and to participate in international events	PA (SS) with input from OCA, Technical Committees and MAs		Q1			50% increase in number of Australian ICF Technical Officials
2.3 Focus on the development of coach pathways, education and mentoring program	Review and agree framework for general and discipline specific pathways for coaches	PA (PE, SS & HP) led	Q1 Q4				Framework finalised, agreed and fully documented
	Ensure that appropriate training and mentoring opportunities are in place for coaches at all levels, including support and resource materials	PA (PE, SS & HP) led with input from Technical Committees and support from MAs in delivery		Q1		Q4	Quality coach training and mentoring widely available
	Develop a process of continuous education and 'professional' development for coaches at all levels	PA (PE, SS & HP) led with input from Technical Committees			Q1		Process agreed and documented
2.4 Recognise and reward contributions made by volunteers, coaches and officials, especially at club level	Align MA awards criteria and timing for club coach, official and volunteer awards	PA (PE, SS) led with MAs and Clubs to agree necessary changes	Q4	Q2			Alignment achieved with the consistent awards offered by each MA
	Review all National Awards based on feedback from MAs and others	PA led with input from MAs, Clubs and other stakeholders		Q2 Q3			National Awards reviewed and agreed
	Annual National Awards for State winners of Club coach, official and volunteer awards	PA (PE, SS) after MA Awards aligned		Q4	Q2		National Awards for Clubs based on changed process
	Review Awards based on feedback and continue to develop program	PA (PE, SS) and MAs based on feedback			Q3		Awards regularly reviewed

3 STRATEGIC AREA: Developing our competitions into events that demand attention and involvement

- We must be clear about the objectives of each of our events and structure them accordingly, with a clear, aligned event strategy in each of our disciplines so that they serve to complement one another. We need to avoid planning in isolation and have a robust governance and decision-making process in place
- Our major events have to be built to promote our sport and our athletes to the public, with our core fan base being the paddling community itself. The fact that international athletes regularly travel to Australia to compete provides significant promotional opportunities
- Some events generate more public interest than others and there needs to be a focus on the promotion of these in the short term. Efforts should be made to secure regular media coverage, using those disciplines that enjoy Olympic status to promote paddling generally
- A high standard of technical delivery, and transfer of knowledge between events, is needed to ensure fair and consistent competition. We have a heavy reliance on volunteers and our discipline committees need to have a focus on the education and management of our volunteers
- As our numbers grow, so will interest in participation events. These events will become an asset, so we must seek to ensure that our community has an ownership stake in these events as they grow through our involvement

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18 19	19 20	20 21	21 22	
3.1 Review the purpose of our major events and align programs and structure to purpose	Align our events with our overall strategic direction, create a long-term event strategy and establishing a clear purpose for all National and State events	PA (SS) led with MAs, Technical Committees and other parties providing input	Q2				A documented strategic direction for our events is in place and regularly reviewed
			Q4				
	Clarify the role of events in our selection processes and publish information on selection as early as possible based on the events that athletes are being selected for	PA (HP & SS) led with input from Technical Committees	Q2				Selection framework reviewed and modified. 4-year strategy in place for Olympic disciplines
			Q4				
	Make changes to events consistent with agreed strategic direction, noting impacts on Olympic selection in 2020	PA (SS) and host MAs		Q1			Changes made to different events within agreed strategy
				Q4			
	Ensure continuous improvement through feedback from events, especially from athletes, coaches and officials	PA (SS) and host MAs		Q2			Feedback from all national events based on consistent process, allowing comparison across events

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18 19	19 20	20 21	21 22	
3.2 Promote our major events to showcase our sport and our athletes	Develop and annually update communication plans with major events as key component, including livestream of selected events where this can be financed within budget	PA (BO, SS) engaging with MAs and events sponsors where in place	Q1				Annual Comms plan in place as basis for all Events Communications
	Promote major events, particularly using the interest created through Olympic selection and participation to strengthen awareness	PA (BO, SS) engaging with MAs and events sponsors where in place	Q3		Q3		Heightened awareness at time of Selection and Olympic Games
	Identify broadcast partner for major events in Australia, considering broadcast requirements as part of event strategy.	PA (BO, SS) ideally engaging with events sponsors or other partners		Q1			<i>Maybe outside scope of plan due to limited resources</i>
3.3 Build competition and event capacity to ensure consistent paddling offering	As part of event strategy, identify risks likely to impact over the plan period and how these will be mitigated	PA (SS, BO) with input from MAs and Technical Committees	Q2				Risks identified and mitigated in event strategy
	Review governance arrangements and clearly identify the role of Technical Committees in the planning and execution of events	PA through engagement with Technical Committees and other input	Q4				
	Update or develop comprehensive events manuals covering the planning and execution of all major events, reviewing and updating information after each event	PA (SS) with major input from Technical Committees and host MAs	Q2				Governance and management of events clarified, including role of Technical Committees
				Q1			Event Manuals provide transfer of knowledge providing consistency between events and continuous improvement
3.4 Working with partners, aim to have a stake in all major participation events	Define requirements for PA and MAs to promote events organised by third parties	PA (BO, SS) with input from MAs in establishing guidelines		Q1			Requirements defined and discussed with event organisers

4 STRATEGIC AREA: Developing a network that seamlessly connects and delivers services to the entire paddling community

- This is seen as an underpinning requirement for our future and the key to developing a sustainable structure, streamlining administration and providing tailored information and services. It is our highest priority as we enter the plan period
- The potential is recognised for engaging with recreational, non-aligned paddlers but the systems must be simple, with appropriate incentives to make our offer compelling. The needs of providers must be fully understood if the network is to be widely adopted and utilised
- Our network can play a key role in connecting paddlers to clubs, but we must better understand the individual club offerings to ensure a 'match'. The interests of participants need to be better understood to ensure relevant information and services are provided.
- We need to review widely differing business rules to build a simple system that meets club management needs, allowing renewal 'at the push of a button', as well as meeting the needs of the community that are not members of our clubs

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18 19	19 20	20 21	21 22	
4.1 Continuously identify requirements for our digital platform at local, state and national level	Establish working party, with a range of user representatives, to oversee development and implementation of new digital platform	PA (BO) led with input from MAs, Clubs and other providers	Q2				Working party in place with clear terms of reference
	Engage a partner to take lead in identifying requirements for platform functionality, especially version 1, being not available in current systems and required to deliver plan outcomes	PA (BO) with input from working party in appointing partner. Partner leads in establishing functional requirements	Q2 Q3				Partner engaged through tender process. Functionality for version 1 identified.
	Consult on and agree specification for version 2, being to replace and enhance what is available in current systems with enhanced as well as new functionality	PA (BO) with input from working party. Partner leads in establishing functional requirements	Q4	Q2			Functionality for version 2 identified.
	Once version 2 launched, introduce a system of continuous development to respond to changing needs	PA (BO) with input from working party.			Q1		System for feedback and continuous development in place

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18	19	20	21	
			19	20	21	22	
4.2 Build and maintain a platform to connect and service the whole paddling community	Seek tenders and appoint provider to develop version 1 of platform, but with a view to providing version 2 when requirements are finalise	PA (BO) based on input from working party and with reference to functional requirements defined by partner	Q3				Provider appointed
	Launch version 1 of digital platform whilst maintaining current systems, including user briefing program	PA (BO) and current and new providers with support from MAs		Q1			Version 1 of platform launched. 5,000 records entered
	Develop and launch version 2 of digital platform, including extensive user briefing program, ideally using provider responsible for version 1	PA (BO) and new provider with support from MAs		Q4	Q2		Version 2 of platform launched. 20,000 records entered
4.3 Develop and maintain a 'resource hub' for use by PA, MAs, Clubs and others	Review and promote relevant generic and sport specific information. Agree likely on-going content, structure and platform for 'resource hub'	PA (PE, SS, BO, HP) with input from MAs, Clubs and third parties	Q4	Q2			Structure and information to be incorporated discussed and agreed, with schedule for further populating hub in place
	Launch and maintain new 'resource hub', better connecting and supporting MAs clubs and the paddling community	PA (PE, SS, BO, HP) with input from MAs, Clubs and third parties		Q4			Resource hub launched containing initial information
4.4 Introduce and deliver regular forums for planning, review and information exchange	Formalise arrangements for the review and updating of the 4-year RSP with the engagement of all stakeholders	PA (BO) with initial input from MAs after consultation with Clubs and third parties	Q2				Annual planning and review process agreed, documented and promoted
	Support and utilise state-based conferences and meetings, seeking to address issues in agreed strategic plan	MAs to consider collectively with input from PA		Q1			Schedule of state meetings agreed consistent with national planning and review arrangements
	Consider the introduction of a National Conference, addressing content, timing and frequency	PA (BO) led with input from MAs, Clubs, Paddle Industry and others			Q3		Decision taken on introduction of a National Conference

5 STRATEGIC AREA: Ensuring that our connected community benefits from strong, consultative leadership that adds genuine value

- A strong value proposition, that can be partly based on previous Repucom research, is required to engage our recreational paddling community. The provision of information and training is a priority, with vastly improved communication to engage the current club base of paddlers
- Engagement does not start with a membership offering, but rather capturing the basic information on existing and new participants that are not currently 'on board' with us. Understanding the interests and needs of participants is the key to being able to make relevant offerings
- The industry that supports paddling has a fundamental interest in growing and connecting the community and must be actively involved. Everyone benefits from new members of our community and we have a mutual interest in retaining them.
- A strong national brand, with all the organisations involved aligned and providing relevant products, services and other offerings, is a essential in people recognising the value of an on-going association with what we offer as a community

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18	19	20	21	
			19	20	21	22	
5.1 Review, prioritise, expand and implement products and services that 'add value for recreational and other paddlers', based on recommendations in Repucom Report or originated elsewhere	Develop plan for staged introduction of new products and services, linked to introduction of digital network	PA (PE, SS, BO) led with some MAs taking responsibility for the development of specific initiatives	Q1 Q3				Development initial products and services underway
	Introduce initial series of products and services when launching version 1 of digital network	PA (PE, SS, BO) led with MAs, Clubs and Industry involved in promotion and delivery	Q4				Successful launch of version 1 of digital platform with new products and services
	Refine products and services based on feedback whilst developing and launching additional offerings	PA (PE, SS, BO) led with the support of those involved in promotion and delivery		Q1			Test levels of interest and satisfaction with products and services on offer
5.2 Engage with the paddle industry in areas of mutual interest and benefit	Following initial contact, establish industry advisory group, and consult on issues impacting the paddle industry, building an initial workplan	PA (BO) with input from MAs working with industry representatives	Q1 Q4				Industry advisory group established and initial plans agreed
	Develop initiatives with industry, such as Paddle Partners and build into next RSP	PA (PE, BO) with industry representatives		Q1 Q4			New initiatives launched with industry support
5.3 Reinforce the role of PA as the 'authority voice' in advocating for paddling	Ensure paddling continues to be represented on all relevant national, state and local bodies whose decisions have the potential to	PA (PE, SS, BO) with MAs, Clubs and third Parties	OG				Representation on all key bodies confirmed and monitored

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18	19	20	21	
			19	20	21	22	
	impact the sport, both positively and negatively						
	Build a stakeholder engagement plan, focused on those that are engaged in, or have the potential to engage in mutually beneficial relationships with the paddling community	PA (PE, SS, BO, HP) led with MAs, Clubs and third Parties		Q1			Stakeholder engagement plan documented and agreed.

6 STRATEGIC AREA: Reflecting a positive, shared brand, culture and values that make everyone want to be 'a part of paddling'

- We are far stronger as a unified whole and need to be more connected at local, state and national level. More regular interaction is important, ideally as part of an on-going planning and review process
- Our brand offering should reflect the diversity of paddling but also the fact that we are a single community as paddlers. We need to avoid operating in silos, whether divided by discipline; or interest in competition as opposed to recreation; or state rather than national interests
- Having clear values and a single, compelling brand proposition is one of the keys to developing third party relationships at all levels in the future. It is important that we all share in and live by what we agree
- As a community, we need to be clear about what we stand for and this needs to be reflected by all of us, in everything we do, especially by our elite athletes, as our key brand ambassadors

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18 19	19 20	20 21	21 22	
6.1 Agree and promote our core values and what we stand for as a paddling community	PA Board to workshop and agree, then canvas at state workshops held to discuss the strategic vision and plan	PA led with support of MAs, Clubs and others providing input at workshops	Q1				Views sought from the community show an increasing understanding of our culture and values and pride in being involved. Methodology to be established but likely to be on line census
	Initial endorsement by MAs and others when finalising and agreeing 4-year RSP plan	PA led with MAs, Clubs and others endorsing and adopting	Q2				
	Reinforce culture and values through consistency across all communication and other channels and engagement with the paddling community, especially our athletes	PA and MAs lead responsibility with all stakeholders reinforcing culture values through communication and behaviours	Q3				
	Continue to review relevance of values adopted as part of the RSP review process	PA led with MAs, Club and others regularly considering alignment with culture and values	Q4				
6.2 Establish and promote a single consumer brand for paddling, under which we all unite	Agree a single brand, with messaging reflecting our culture and values, that is shared amongst the paddling community and which we all stand by and promote	PA led with all stakeholders engaged and utilising the brand to reflect their involvement in and support for our community	Q4				Brand awareness, views and satisfaction levels monitored regularly. Methodology to be established but likely to be on line census

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18	19	20	21	
			19	20	21	22	
	Launch our consumer brand at the same time as version 1 of our digital network and other initiatives	PA led with engagement of all stakeholders	Q4				
6.3 Develop structures and practices that encourage working together with aligned interests	Review our structure and processes to ensure they are consistent with our agreed vision, culture and values, adjusting where necessary	PA and MAs working together		Q1	Q4		Structures and processes aligned with vision for paddling
	Ensure any new initiatives are true to the vision, culture and values that we share as a community	PA and MAs and other stakeholders working together	Q3				Structures and processes aligned with vision for paddling
	Build an integrity framework that reflects our inclusiveness and diversity and ensures we provide a safe environment for all paddlers	PA led by Ethics and Integrity Committee	Q1			OG	Robust integrity framework in place, understood and widely adopted
6.4 Work with organisations whose values and activities are consistent with our own	Cooperate with AOCRA, ADBF, SLSA, Surfing Australia and others to our mutual benefit	PA at national level with MAs and Clubs engaged with relevant organisations at state and local	OG				Enduring relationships in place with relevant organisations
	When discussing partnerships, ensure that our culture and values are aligned and that any involvement is in our mutual interest	PA at national level with MAs and Clubs at state and local	Q3				Relationships formed with partners that share our culture and values

7 STRATEGIC AREA: Building a sustainable structure that maximises the prospects of success of paddling in Australia

- The numbers of people actively involved in paddling (say 300,000) when compared to current membership base (say 9,000) is seen as a development opportunity. We must engage with non-club paddlers to understand their interests and present relevant offering
- We need to revise our membership structure with a view to directly engaging with individual paddlers through a more flexible series of offerings whilst promoting the benefits of club membership where relevant and supported by our clubs
- Given current trends and research which suggest a move away from a commitment to annual membership, we need to examine ways to raise revenue in other ways, perhaps through a range of 'pay as you use' products and services or similar offerings
- Use our increased engagement with the community as the catalyst for commercial partnerships that will support paddling at all levels. This might be through sponsorship or promotions to those in our community, with the benefits flowing back to paddling at all levels
- Actively pursue whole of sport arrangements for 'shared services' that reduce work in administration and compliance, allowing a focus on promotion, development and advocacy

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18 19	19 20	20 21	21 22	
7.1 Introduce a system of membership that better engages the individual and supports Clubs, MAs & PA	Review the current arrangements and consider options, recognising the need to actively engage with paddlers outside the formal club structure	PA (BO) led with the involvement of MAs, Clubs and third parties	Q1 Q4				Options canvased and agreed as part of RSP planning and review process
	As a minimum, introduce an interim system that facilitates engagement with paddlers outside the club structure	PA (BO)) led		Q1 Q4			System captures key data to allow distribution of information and product and service offers
	Introduce a system with various options catering for all paddlers, including those within and outside the formal club structure	PA (BO) led with the involvement of MAs and Clubs		Q1			In place by July 2019 at the earliest with timing dependent on option and version 1 content of digital platform
7.2 Understand the needs and offerings of clubs to improve support and services	Discuss with Clubs and MAs the best way to obtain the information from Clubs, noting that some details will form part of the digital network	PA (BO) led during planning workshops with MAs and Clubs	Q2				Approach agreed and built into communications plan

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18	19	20	21	
			19	20	21	22	
	Seek information required in the short term to allow only time specific actions to be initiated	PA (BO) with support of MAs and Clubs	Q2 Q3				Required information secured from 90% of Clubs
	Consider introduction of a regular national club census, including information required, timing and frequency	PA (BO) led during planning workshops with MAs and Clubs		Q2 Q4			Covers information not available through digital platform
7.3 Introduce processes and procedures that reduce duplication, improve efficiency and allow a focus on promotion development and advocacy	Examine and develop shared services opportunities in areas such as, HR, legal, accounting and governance to reduce compliance, especially amongst MAs and Clubs	PA (BO) working initially with MAs and then Clubs and other third Parties	Q3				<i>Initial investment required to realise benefits maybe outside scope of plan due to limited resources</i>
	Write new and rewrite existing policies in such a way that they can be adopted by or automatically capture all those to whom they apply	PA (BO, SS) led with selected MAs undertaking responsibility for development of specific policies	Q3				New policies written with this outcome in mind. <i>Immediate review of current policies outside scope of plan due to limited resources</i>
	Seek to use our collective buying power, consolidating services such as insurance to meet the needs of the whole paddling community	PA (B)O led in consultation with MAs, Clubs and Industry	Q3				Partially in place but extended to cover other risks during plan period, including offerings to individual paddlers
7.4 Seek third party partners with a shared interest in reaching the paddling community	Identify and contract marketing agency to develop and take agreed properties to market	PA (BO) led	Q2				Marketing agency contracted and offerings in market
	Work with MAs and other third parties to clarify rights to commercial properties and agree responsibility for taking to market	PA (BO) led with input from MAs	Q2				Commercial rights and responsibilities clarified
	Launch initial third-party relationships when launching version 1 of digital network	PA (BO) led with input and delivery support from MAs as appropriate	Q4				Initial commercial relationships established and launched

Activities	Actions	Responsibilities	Start and Finish				Measures/Status
			18 19	19 20	20 21	21 22	
	Launch further third-party relationships with version 2 of digital platform	PA (BO) led with input and delivery support from MAs as appropriate		Q4			Further commercial relationships established and launched
Secure sources of funding and create ways to reduce the costs of participation at all level	Develop and promote donation and similar programs through agencies such as the Australian Sports Foundation	PA (BO, HP) led with MAs and Clubs	Q3				\$250,000 per annum through ASF by 2021/22
	Promote grant opportunities as appropriate, providing evidence and support for relevant applications	PA (BO) and MA led to support Clubs and Commercial Providers	Q1			OG	<i>Provision of support may initially be outside the scope of plan due to limited resources</i>