



Canoe South Australia Inc. Strategic Plan 2014-17

This plan is fundamental to future success for paddling activity in SA - and to the growth and efficient operation of Canoe SA. The objectives come from extensive consultation with Canoe SA members, and stakeholders. An Operational plan will be developed that sets out actions arising from the key objectives.

Our Vision: *Continually increase the quality and number of involvements of people in paddle sport and recreation, so that South Australians can safely participate in a wide range of paddling activities.*

Our Mission: *Support, coordinate, develop and promote safe, enjoyable paddling for our diverse SA community.*

We rely upon the energetic and informed involvement of:

- our members and affiliated clubs
- the board and disciplines' technical committees
- our canoe club officials
- Parents of young paddlers
- Supporters of paddling activity
- relevant government departments and Local Councils
- sponsors
- organisational partners.

Our Five Primary Goals:

1. Govern paddling effectively and responsibly
2. Manage finances responsibly
3. Educate with a vital community program for skills, safety and accreditation
4. Foster pathways, for athletic, local sport and recreational participation
5. Communicate easily with members, target groups and the general SA community

Each primary goal is expanded below with the identification of our key objectives:

1. Govern paddling effectively and responsibly

OBJECTIVES
Efficiently organize for growth, with regular, timely schedules, procedures and tools
Employ our staff and support our volunteers within a sustainable budget of time and resources
Take decisions through agreed, transparent, ethical procedures
Review all organization, policies and procedures at their levels of accountability.
Identify and manage risk
Maintain and extend partnerships to benefit the members
Make CSA priorities well known and discussed

2. Manage finances responsibly

OBJECTIVES
Follow sound financial management principles
Work towards growth and financial sustainability
Develop and maintain ongoing, predictable funding relationships (sponsors, fees and grants)
Maintain alignment with the Australian Canoeing membership system

3. Educate with a vital community program for skills, safety and accreditation

OBJECTIVES
Provide qualification avenues for instructors, guides, coaches, officials and administrators
Foster the skill and knowledge base of the South Australian paddle sector
Promote contemporary safety standards for paddlers (recreational and competitive)

4. Foster community pathways for athletic, local sport and recreational participation

OBJECTIVES
Recruit and retain members and increase participation in paddle sports and recreation
Encourage development of national events, training and pathway opportunities
Develop recreational and paddle sport facilities

5. Communicate with members, target groups and the general SA community

OBJECTIVES
Utilise a variety of media tools – particularly online newsletters, website and social media - and personal contact
Develop and implement a promotion and marketing strategy, through and with existing contacts/partners

Our Strategic Plan is the starting point for development of the Operational Plan where more specific key actions are outlined to be carried out within an agreed timeframe. The Operational Plan is outlined below in table form. Under each key objective we have identified major tasks to be completed within a reasonable timeframe

1. Govern paddling effectively and responsibly

Objectives	Strategy / Action	Timeline	Responsibility	Outcome
1.1 Efficiently organize, for growth, with regular, timely schedules, procedures and tools	Conduct regular meetings of the Board, Technical Committees, AGM and membership forums	ongoing	Board, Technical Committee Chairpersons	Regular meetings conducted, decisions made in a timely way
	Develop growth strategy throughout organisation		Board, Technical Committees	
	Plan strategically and foster discussion about directions and priorities in forums			Strategic Plan implemented using staff competency. New directions investigated and
	New directions investigated			New directions implemented
	Delegations, procedures and resource tools developed to assist with delivery of programs, activities and organizational cohesion			

Objectives	Strategy / Action	Timeline	Responsibility	Outcome
	Identify and seek out independent directors to Canoe SA Board who bring additional skills and enhance the organizational effectiveness		Board	Objective governance at Board level
1.2 Employ our staff and support our volunteers within a sustainable budget of time and resources	Employ staff within budget constraints. Monitor volunteers, needs, conditions and practices and satisfy standards		Board, Technical Committee Chairpersons	
	Ensure staffing is appropriately skilled and trained to deliver the strategic aims and objectives		Board	Strategic aims and operational objectives enacted
	Recruit volunteers for programs and activities from within membership and outside membership			
	Recruit, support and reward volunteers			

Objectives	Strategy / Action	Timeline	Responsibility	Outcome
1.3 Take decisions through agreed, transparent and ethical procedures	Decision making process is clear and understood by members and other stakeholders			
	Engage members in discussion about the strategic direction, development of new ideas and setting of priorities			
1.4 Review all organization, policies and procedures at their levels of accountability.	Review Constitution, Technical Committees Terms of Delegation, Policy and Procedures every 3 years	2014	Board & Tech Committees	Functional and complete constitution and supporting documentation that reflects the needs of the organization and its members
	Technical Committee to review selection policies and other documentation in appropriate timeframes		Technical Committees	

Objectives	Strategy / Action	Timeline	Responsibility	Outcome
1.5 Identify and manage risk	Managing risk is seen as a priority within CSA and clubs			
1.6 Maintain and extend partnerships to benefit the members	Collaborate with current partners to develop mutual benefits, including Australian Canoeing, and SA paddle organisations.			Mutual benefits maintained or improved
1.7 Improve communication with all stakeholders	Develop methods for discussion of CSA priorities with members, supporters, subscribers and contacts			
	Make CSA priorities well known and discussed with local and state governments, to build mutual benefits			
	Investigate new partnerships			

2. Manage Finances Responsibly

Objective	Strategy / Action	Timeline	Responsibility	Outcome
2.1 Sound financial management for all areas of paddle sport and recreation	Communicate principles and procedures throughout Technical Committees, clubs and members	Ongoing	Board, DTC's, Canoe clubs	Financial procedures robust, transparent, reportable and suited to Canoe SA
	Technical Committees and clubs practicing standard procedures			Responsibility in budgets and expenditure with audited reports
2.2 Work towards growth and financial sustainability	Growth strategy developed and implemented through continued yearly budgeting plans reviewed by Board.			Strengthened financial viability of Canoe SA to ensure appropriate service delivery.
2.3 Develop and maintain ongoing, predictable funding relationships	Inform and discuss fair allocation of resources with State Government, partners and sponsors to gain appropriate funds	2010 - 13	Board	Increase in funding as government expenditure on sport increases

Objective	Strategy / Action	Timeline	Responsibility	Outcome
(sponsors, fees and grants)	Review all services in relation to their relevance and cost benefit	2010	Board	Increased viability of sport and increased financial independence
2.4 Maintain alignment with the Australian Canoeing membership system	Continue to use and promote the national membership management system and benefits for Canoe SA and clubs	Ongoing	Board	Clubs and members are aware of benefits
	Provide training to clubs and work with AC to ensure on-line access for club officials to allow for direct up-dating by clubs of members details	Ongoing	Board	On-line updating of membership details

3. Educate for skills, safety and accreditation, with community program vitality

Objective	Strategy / Action	Timeline	Responsibility	Outcome
3.1 Provide qualification avenues for instructors, guides, coaches, officials and administrators	Conduct Australian Canoeing Award Scheme (ACAS) Courses and maintain NTP accreditation			
	Conduct appropriately articulated courses for officials and administrators			
	Conduct sport specific coaching courses that are articulated to the national coaching award scheme			
	Conduct appropriate professional development workshops and/or seminars for officials			
	Promote ACAS courses on the Canoe SA website and to the recreation and outdoor education industry	Ongoing	Board, ESTC	Promotional information distributed
	Conduct workshops for the Australian Canoeing Award Scheme.	ongoing	Board Education Technical committee	Workshops conducted

Objective	Strategy / Action	Timeline	Responsibility	Outcome
	Conduct recreation industry Assessor Training courses	ongoing	Education TC	Conduct 1 assessor course where possible in conjunction with other states
	Promote award scheme through industry conferences	2010 - 13	ESTC	Wider industry awareness of award scheme Higher participation in Canoe SA courses
	Conduct Intro to canoeing skills activities Conduct Basic Skills courses Conduct ACAS leadership courses	ongoing	Education Tech Committee	Activities conducted on a regular basis or as purchased by customers
	Conduct Flatwater Skills courses	ongoing	ESTC	Courses conducted on regular basis with increased participation

Objective	Strategy / Action	Timeline	Responsibility	Outcome
3.2 Increase the skill and knowledge base of the SA paddling community	Develop relationships with community based organizations that promote paddling opportunities, including OEASA general public canoeing community	Ongoing	Education TC	Skill and understanding increased
3.3. Provide advice, support and mentoring for individuals to gain qualifications in Canoe / Kayak	– employ face to face, telephone and on-line resources -Allocate mentors to trainees		Education and Safety Technical Committee	Advice support and mentoring for trainees provided
3.4. Provide advice / mentoring about re-	Conduct workshops/seminars on a regular basis or as required/requested by members		Board, ESTC	Increased number of workshops conducted and well attended

Objective	Strategy / Action	Timeline	Responsibility	Outcome
registration, professional development and skill development to ACAS awardees and aspirants and to registered Instructors / Lifeguards and Guides	Conduct Sea-Kayak Skills courses and extension activities	ongoing	ESTC	Introduction to Sea Skills and Sea Weekend conducted in conjunction with clubs
	Conduct Year 11 and 12 SACE courses for schools as requested	ongoing	ESTC	SACE courses conducted
3.5. Promote contemporary safety standards for paddlers (recreational and competitive)	Promote the Australian Canoeing “Safety Guidelines for Recreational Canoeing Activities” as the benchmark for recreational paddle activities	ongoing	ESTC	Guidelines used as benchmark by industry

Objective	Strategy / Action	Timeline	Responsibility	Outcome
3.6. Active involvement in canoeing standards setting and/or review for South Australia and contribute	Discuss and redraft SA Adventure Activity Standards as and when necessary. Promote their wide use by the outdoor education sector and industry			
	Maintain and promote Canoe SA representation on industry boards (OEASA, etc.)	ongoing	ESTC	Representation maintained
	Form alliances with aquatic organisations	ongoing	Board	Alliances maintained and expanded where appropriate
	Discussion with SA Government over appropriate standards and minimum requirements for safe canoeing		Board, ESTC	Discussions continue with appropriate safety adopted
	Continued involvement in Adventure Activity Standards development, implementation and use	ongoing	ESTC	Canoe SA on steering committee
	Use of Australian Canoeing Safety Guidelines by all industry	ongoing	ESTC	AC Safety guidelines used as benchmark

Objective	Strategy / Action	Timeline	Responsibility	Outcome
	Ensure Canoe SA representation on industry bodies and to form appropriate alliances with aquatic organisations	ongoing	Board	Alliances maintained and strengthened
	Provide advice to the various outdoor education and outdoor recreation organizations in SA in regard to safe canoeing.			

4. Foster pathways for high performance, local sport and recreational participation

Objective	Strategy / Action	Timeline	Responsibility	Outcome
4.1 Recruit, retain and increase member participation in paddle sports and recreation	Assist clubs to recruit and retain members. Develop sport and recreation plans with clubs - survey lapsed members and seek appropriate change			
	Document increased participation as data for funding or sponsorship			
4.2 Develop pathway opportunities, for all levels of participation Olympic and non-Olympic disciplines	Elite - Provide optimum coaching environment selection into SASI, national teams and international representation and medals.	ongoing	Board DTC's	Plans in place for program
	Provide opportunities for junior athletes in all competition disciplines	Ongoing	Board, Competition DTC's	Junior development conducted by competition DTC's

Objective	Strategy / Action	Timeline	Responsibility	Outcome
	Underpin elite and junior development program in Flatwater Sprint in conjunction with SASI Participate in nationally coordinated network			
	Cooperate with SASI Sprint Canoeing Program	ongoing	Board,	Co-operation in relationships and athlete participation
	Provide best coaching environment for development of athletes	ongoing	Competition DTC's	Maintain and improve coaching environment.
	Support competition discipline technical committees and clubs offering sport, participation and inclusion activities across South Australia			
	Continue interstate cooperation for canoe polo Assist an SA affiliated club to conduct Canoe Polo Summer Series event in SA		Committees, Affiliated Clubs	

Objective	Strategy / Action	Timeline	Responsibility	Outcome
4.3. Continued development of national events, and national and international training	Conduct regatta series for sprint, marathon, ocean racing and canoe polo competition seasons			
4.4. Discipline selection policies	Consult broadly, approve and clearly communicate to athletes, supporters and parents			
	Continue selection of SA teams (in various disciplines) to participate in national championships on an annual basis		DTC's, Board	Selected athletes compete at Nationals
	Offer vocational options for all high performance athletes to become qualified coached or instructors		Board, DO, Technical	
	Support AC nationally coordinated network of elite training centres for the benefit of South Australian elite athletes	ongoing	Board, DTC's	Support evidenced by athlete participation
	Participate in any review of National High Performance Plans	As necessary	Board, Competition DTC's	SA participates and has

Objective	Strategy / Action	Timeline	Responsibility	Outcome
				meaningful contribution
	Conduct level 1 (sport specific) coaching components and encourage senior scholarship holders and targeted emerging athletes to attend	ongoing	Board, Competition TC's	High performance athletes gain canoeing qualifications
	Promote all SA events on National Calendar to encourage more elite athletes to participate	ongoing	Board, Competition DTC's	Canoe SA events on calendar and AC website
	Encourage AC to rotate events/regattas/competitions and national squad training camps to South Australia in all competition disciplines	Ongoing	Board, DTC's	Sprint marathon and canoe polo training camps held in SA
	Encourage interstate and international athletes to come and train in SA	Ongoing	DTC's	Continued training of interstate athletes in SA
	Encourage talented and high performance athletes to travel overseas to train and compete	Ongoing	Board, Competition DTC's	Talented athletes gain overseas training and

Objective	Strategy / Action	Timeline	Responsibility	Outcome
				competition experience
	Conduct National Sprint GP 1 in December on West Lakes Regatta course	Ongoing	Sprint TC	GP1 Regatta conducted annually
4.5. Coaching	Provide coaching opportunities for South Australians by cooperation with AC and other states			
	Encourage talented coaches to improve their skills knowledge and competence through educational opportunities and additional experience	Ongoing	Board, Competition DTC's	Coaches gain qualifications and additional experience
	Identify funding sources for up-skilling of talented coaches	Ongoing	Board	Sources identified and utilized
	Employ coaches for delivery of underpinning programs	Ongoing	Board, Sprint DTC	Coaches employed and delivering

Objective	Strategy / Action	Timeline	Responsibility	Outcome
				underpinning programs
	Liaise with SASI regarding conduct of Talent identification stepping-stone programs	Ongoing	Sprint DTC	Continued good relations with SASI
	Provide suitable craft for underpinning competition programs (sprint, marathon & canoe polo)	Ongoing	Board, Competition DTC's	Budget for purchase of suitable craft and upgrade of equipment
4.6. Develop recreational and paddle sport facilities	Lead the development in South Australia of recreational paddling materials including trails, canoe guides, information including on-line infrastructure			
	Initiate development of permanent canoe polo pitches on lakes in Holdfast Bay, Charles Sturt and Salisbury areas	2010 - 12	Board, Canoe Polo TC	Councils sponsoring pitches.
	Provide suitable venues and craft for underpinning competition programs (sprint, marathon, ocean racing & canoe polo)			

5. Communicate with members, target groups and the general SA community

Objective	Strategy/Action	Timeline	Responsibility	Outcome
5.1 A variety of media tools	Maintain and develop online newsletters and the website			
	Build social media and personal contacts			
5.2 Develop and implement a promotion and marketing strategy	Marketing strategy discussed and developed			
	Promotion strategy discussed and developed through and with existing contacts/partners			