

## Main Plan - Strategic & Operational Actions 2018 - 2021

Strategic Pillars	Strategies	Strategic Projects	Delegation & Responsible Entities	Operational Actions	2018				2019				2020				2021				Report Date	Deliverables	% Done
					Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer			
<b>PARTICIPATION</b>	<b>1. Connecting more strongly with all Paddling Communities</b>	1. Increase membership and interest in Paddling SA.	Paddle SA Office Jim Murphy Clubs	1.1.1 Develop and implement a Membership Growth Strategy																			0%
				1.1.2 Develop Options For Paddle Days																			0%
				1.1.3 Review structure of membership and fees for events short term and annual membership options.																			0%
		2. Bridge the Schools Program to elevate awareness of Paddle SA.	Wayne Hooper Libby Robertson Jim Murphy Anne Langsford	1.2.1 Develop a process for the Schools program [Juniors 6-17 yo] as a key for recruiting Paddle SA members																			0%



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<b>ENGAGEMENT</b>	<b>3. Comprehensive Volunteer Plan</b>	7. Develop a Volunteer Plan to meet the future requirements.	Disciplines Technical Committees	3.7.1 Specify guides to optimise satisfying involvement of parents, coaches, officials, administrators etc in Paddling at any level																		0%	

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<b>ADVOCACY &amp; EDUCATION</b>	<b>4. Improve the profile of the Paddle SA brand</b>	8. Promote a Communications Strategy to guide and maximise reach of with all partners.	Paddle SA Office in co ordination with Paddle Australia	4.8.1 Undertake a Digital Audit, designed to assess Paddle SA's organisations digital structures, systems and activities.																			0%
				4.8.2 Prepare and guide a Digital Strategy for systems, tools and activities to more efficiently manage core business.																			0%
		9. Develop a comprehensive and inclusive publicity plan (including WIFM/Value Proposition)	Paddle SA Office	4.9.1 Research and implement a Paddling in SA Marketing and Communications Strategy																			0%
	<b>5. Educate the Paddling community on issues of safety, policy and environmental awareness</b>	10. Build a communication strategy around safety and environment.	Education & Safety Technical Committee	5.10.1 Employ a communication plan [see 8 above] aimed at Paddling SA Clubs and associated parties. Include relationship management eg: Paddle SA, Clubs, State & Local Government																			0%
	<b>6. Build relationships that support the growth and development of paddling in SA</b>	11. Identify who we should have external relationships with.	Paddle SA Board	6.11.1 Create a relationship scheme on managing interactions of all relevant parties [eg: Clubs , Paddle SA, Paddle Australia, State and Local Government, ORSR]																			0%

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<b>LEADERSHIP &amp; GOVERNANCE</b>	<b>7. Identify the Governance and Regulations model, which will best support Paddling in SA</b>	12. Audit of existing governance against future requirements.	Peter Duong Lawrie Shem	7.12.1 Form a working group to identify and report an optimal Governance and Regulation model for Paddling in SA including as follows:																			0%
				7.12.2 Paddle SA, Disciplines and Clubs evaluation of current Governance, Planning and Regulations systems																			0%
				7.12.3 Recommendations for future Governance and Regulations for Paddling in SA																			0%
				7.12.4 Terms of Reference for each Paddling Committee																			0%
				7.12.5 A detailed Action Plan for a recommended model's implementation with milestones and accountability criteria.																			0%
				7.12.6 Work with all parties to implement the new Paddling Governance and Regulation Model.																			0%

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<b>LEADERSHIP &amp; GOVERNANCE</b>	<b>8. Improve Board &amp; Sub Committee efficiency and output</b>	13. Review Terms of Reference for Board and each Sub Committee.	Peter Duong Lawrie Shem	8.13.1 Refer to Strategy # 7																			0%
	<b>9. Help affiliated clubs remain sustainable</b>	14. Develop plan for resources, documentation, skills etc for Clubs and Disciplines to be sustainable and financially strong.	Paddle SA Office	9.14.1 Conduct research into initiatives and governance of high quality clubs, disciplines and associates.																			0%
				9.14.2 Develop a suite of user friendly resources about key sustainability procedures.																		0%	
				9.14.3 Develop a simple assessment tool for clubs to become recognised as STAR CLUBS																	0%		

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<b>LEADERSHIP &amp; GOVERNANCE</b>	<b>10. Structure to support the vision &amp; purpose</b>	15. Determine the most appropriate structure to deliver Paddling in SA [see all sections above]	Paddle SA Board	10.15.1 Review Strategic and Operational plans and update with respect to elements above.																			0%
				10.15.2 Undertake a staff structure review and identify current and future staff positions.																			0%
				10.15.3 Maintain regular Policies and Procedures review cycles																			0%
				10.15.4 Write a Paddling in SA Action Plan to identify and secure an optimal site facility as SA Paddling Headquarters																			0%
				10.15.5 Develop an SA Paddling Facilities Strategys for a suitable and sustainable SA Paddling footprint.																			0%
		16. Review Commercial Opportunities to support growth strategy.	Paddle SA Board Paddle SA Office	10.16.1 Develop and implement a Paddling in SA Commercial Strategy																			0%