

Strategy	Initiative and Task	Duration (Days)	Start	Finish	Predecessors	Top 10 Risk(s) Addressed (if any)	Function
<b>PARTICIPATION: 1.1 Promote programs to those learning and developing their paddling or leadership skills</b>	Contribute to National marketing and engagement plan		07/01/20				
	Develop Tasmanian marketing and engagement plan with Clubs as a subset of National plan	153	31/07/2020	31/12/2020	National Plan	National Plan delayed/inappropriate for State adoption Club disagreement on strategies Inadequate resources	DO and Board
	Ensure public elements of the plan are well promoted and visible on PT website and through social media	89	1/01/2021	31/03/2021		Poor social media presence/engagement	DO
	Develop high quality marketing materials to support club/paddling promotion	180	1/01/2021	30/06/2021		Inadequate funds for marketing materials Inadequate distribution methods/targeting	DO
	<i>Contribute to development and promotion of new PAQS structure and funding model</i>	425	1/07/2020	30/08/2021		PAQs structure delayed PAQs structure inadequate or inappropriate	DO and Board
	Leverage Member Discount fee arrangements to encourage increased club membership	364	1/07/2020	30/06/2021		PAQs take up low	PA, DO
	Engage with Clubs on better understanding and promotion of PAQs within their existing membership	272	1/10/2020	30/06/2021		PAQs seen as not relevant to Clubs activities PAQs pricing levels seen as too high	PA, DO and Board
	<i>Support the delivery of learn to paddle and similar programs, reinforcing PA and the MAs as the authorities in this area</i>		1/07/2020	Ongoing			
	Assess market demand for PAQs and Paddle Oz (etc) courses and schedule annual education program to meet these needs	91	1/07/2020	30/09/2020		Market demand/program options unclear	DO and Board
	Deliver annual Education program	364	1/07/2020	30/06/2021		Inadequate funding from CSRT to support Ed program Covid-19 flare-ups force program delays/cancellation	DO
	<i>Contribute to tracking participation, where possible, and monitor changes and trends</i>		1/07/2020	Ongoing			
	Promote use of GoMembership by clubs for all relevant events and activities to enable tracking of event participation		1/07/2020	Ongoing		Low Club take up as functionality doesn't meet Club needs	DO and Board
	Maintain records of all PAQs course participants and qualification holders for data analysis and reporting		1/07/2020	Ongoing			DO
<b>PARTICIPATION: 1.2 Expand junior and youth participation through targeted programs</b>	<i>Continue to develop the delivery of paddling through a range of school and youth programs</i>		1/07/2020				
Investigate options for developing school holiday paddling programs with clubs	272	1/10/2020	30/06/2021		Schools or Clubs unwilling to engage with programs Covid-19 flare-ups force program delays/cancellation	DO	
Support club junior development programs through supporting funding and subsidised PAQ course access	364	1/07/2020	30/06/2021		Insufficient young members in clubs Insufficient club skills or volunteer time to deliver programs	DO, Board and Clubs	
<b>PARTICIPATION: 1.3 Actively encourage diversity in paddling</b>	<i>Analyse and understand the (lack of) diversity of our participant base and monitor changes</i>		1/07/2020				PA, DO and Board
<i>Develop and implement programs to involve women, older age Australians, and members of Tasmania's diverse communities, in regular participation</i>	364	1/07/2020	30/06/2021			DO and Board	
Continue "Who Needs Knees" entry-level paddling program for older paddlers, linking to Club membership	364	1/07/2020	30/06/2021		Inadequate promotion/targeting - low take up rate	DO and Clubs	
Continue and further develop "KayakAbility" entry-level program for people with Disabilities, better linking it to Club membership	364	1/07/2020	30/06/2021		Inability to find appropriate Instructor to deliver Low take up rate Clubs don't engage to support disability memberships	DO and Clubs	
Target Club "Come and Try" days to Women and a more diverse community than current paddle participants	364	1/07/2020	30/06/2021		Insufficient Club instructors/volunteers Inadequate promotion/targeting - low take up rate	DO and Clubs	
<b>PARTICIPATION: 1.4 Welcome and support those within our paddling community</b>	<i>Promote the benefits of joining a welcoming and supportive paddling community</i>		1/07/2020				DO, Board and Clubs
Encourage and support Club social paddling activities - Paddle and Pizza etc		1/07/2020	ongoing			Board and Clubs	
Encourage Clubs to have a new member officer and a new member support strategy	548	1/07/2020	31/12/2021		Clubs unwilling to participate in strategy	Board and Clubs	

Strategy	Initiative and Task	Duration (Days)	Start	Finish	Predecessors	Top 10 Risk(s) Addressed (if any)	Function
	<i>Regularly engage with the paddling community by providing interesting and relevant content</i>		1/10/2020	Ongoing			DO and Board
	Investigate a Qtrly PT On-line newsletter incorporating PA, PT and Club content to better demonstrate PT value to members - or contribute more PT specific content to PA newsletter		1/10/2020	Qtrly		Insufficient content for Qtrly newsletter DO resource limitations	DO and Board
	A PT Board Member to attend at least one local club meeting (Executive or general meeting) per Qtr to engage with club members and Boards.		1/10/2020	Qtrly		Clubs unwilling to participate in strategy Board member availability	Board
	Engage with other paddle organisations such as Dragon Boating, Outriggers and SUP paddlers as potential PT or local Club members		1/07/2020	Opportunistic		Other orgs unwilling to engage	DO and Board
<b>PARTICIPATION: 1.5 Develop water access, boat storage, rental and other facilities to reduce barriers</b>	<i>Understand infrastructure currently available and analyse gaps based on demand</i>		1/07/2020				
	<i>Promote water access points, together with key information relevant to paddlers</i>		1/07/2020	Ongoing			DO/Project Officer, Board and Clubs
	Renew/Update Paddle About Tasmania including flatwater and sea kayaking information and promote the enhanced product widely	183	1/07/2020	31/12/2020			DO/Project Officer
	Support further development of local Paddle Trails information by Local Councils, linked to Paddle About Tasmania	302	1/09/2020	30/06/2021			DO/Project Officer,
	<i>Encourage the development of boat rental and storage facilities</i>		1/07/2020	Opportunistic			DO and Board
	Support as appropriate commercial operators and clubs where they are seeking to develop either rental or club/community storage facilities		1/07/2020	Opportunistic			DO and Board
	<i>Engage with relevant agencies/organisations on improved paddling infrastructure</i>		1/07/2020	Ongoing			DO, Board and Clubs
	Engage with CSRT, MAST, Hydro Tasmania, Inland Fisheries and local councils to build or improve paddle access points and infrastructure at key locations across Tasmania - including River Surf project		1/07/2020	Ongoing		River Surf project's Market Demand and Feasibility study returns negative results Project management and promotion	DO/Project Officer and Board
	Engage with Bureau of Meteorology and Dept of Primary Industries, Water and Environment to increase on-line river-height/flow gauges to give improved paddling information	364	1/07/2020	30/06/2021		Insufficient funds to create desired infrastructure Cost of remote metering prohibitive and BOM etc unwilling to fund	DO/Project Officer and Board
	Support clubs with matching/supporting funding for grant applications for facility creation or improvement		1/07/2020	Opportunistic		Insufficient PT Matching funds Poor club project management	Board and Clubs
	Progress the River Surf market demand and feasibility study project	364	1/07/2020	30/06/2021		River Surf project's Market Demand and Feasibility study returns negative results Poor project management and promotion	
	Source funding to create and promote River Surf features where they are deemed feasible and have market demand.	1002	1/10/2020	30/06/2023		Insufficient funds to create desired infrastructure	
<b>DEVELOPMENT: 2.1 Develop participation pathways for all paddlers in a variety of disciplines</b>	<i>Support PA to develop, document and implement long-term, core pathways for paddlers at all levels</i>		1/07/2020	ongoing			
	Clarify the respective roles of PA, Institutes of Sport, PT and Clubs in pathway provision and promotion	364	1/07/2020	30/06/2021			PA, DO, Board and Clubs
	Promote the FTEM model through clubs		1/07/2020	Ongoing		Clubs unwilling to engage	PA and DO
	<i>Build experience through quality participation in state, national and international competitions</i>		1/07/2020	Ongoing			
	Support club delivery, on behalf of PA and PT, of quality State and National Championships in Tasmania		1/07/2020	Ongoing		Covid-19 flare ups prevent events occurring	Board and Clubs
	Financially assist, where appropriate, young Tasmanian Paddlers travelling to high level interstate and International competition		1/07/2020	Opportunistic		Covid-19 flare ups prevent events occurring	Board and Clubs
<b>DEVELOPMENT: 2.2 Attract, develop and retain volunteer officials and administrators</b>	<i>Encourage greater interest and engagement in officiating at all levels</i>		1/07/2020	Ongoing			
	Encourage existing skilled volunteers to mentor new volunteers and officials at State and National events	364	1/07/2020	30/06/2021		Unwilling mentors, insufficient volunteers to be mentored	Board and Clubs

Strategy	Initiative and Task	Duration (Days)	Start	Finish	Predecessors	Top 10 Risk(s) Addressed (if any)	Function
	Recognise volunteers through a Club and State Awards program		1/07/2020	Annual		Clubs unwilling to engage	Board and Clubs
	Promote ICF qualifications for volunteers and potential pathways to international officiating		1/07/2020	Ongoing		Insufficient volunteers ICF qualifications unsuitable or unable to be delivered	PA, DO, Board and Clubs
	<i>Support and reward volunteers at all levels, especially those operating locally</i>		1/07/2020	Ongoing			
	Ensure volunteer support and rewards/recognition are included in budgets for State and National Championships conducted in Tasmania		1/07/2020	Ongoing		Insufficient budget for appropriate Volunteer support	Board and Clubs
<b>DEVELOPMENT: 2.3 Build and support comprehensive leadership and coaching development opportunities</b>	<i>Support PA to provide coaches at club and local level with easy access to training and support</i>		1/07/2020	Ongoing		Coaching packages inappropriate content or targeting	PA, DO, Board and Clubs
	Promote PA on-line training and resources for coaching to all members across disciplines		1/07/2020	Ongoing			PA and DO
<b>DEVELOPMENT: 2.4 Encourage greater involvement and retention in our competitions</b>	<i>Contribute to PA's review of the purpose of our competitions and ensure they are meeting the needs of the sport</i>	485	1/07/2020	29/10/2021			PA, DO and Board
	Deliver changes to our competitions based on an agreed strategy to increase interest and participation	548	1/07/2020	31/12/2021			Board and Clubs
<b>DEVELOPMENT: 2.5 Align our facilities to meet the demand for recreation, training and competition</b>	<i>Identify the need for additional facilities and make the case for access and development</i>		1/07/2020	Opportunistic			
	Progress the River Surf market demand and feasibility study project	364	1/07/2020	30/06/2021			
	Source funding to create and promote River Surf features where they are deemed feasible and have market demand.	1095	30/06/2020	30/06/2023		Negative results from Market Demand and Feasibility study - results doesn't support funding sought	Board
	<i>Pursue opportunities for investment in local infrastructure developments</i>		1/07/2020	Opportunistic			
	Continue engagement with West Coast Council on paddling infrastructure opportunities on the West Coast	364	1/07/2020	30/06/2021		WC Council rejects proposal Inadequate resources to implement proposal options	DO, Project Officer and Board
	Work with Parks Tasmania on Management Plan for Mersey Whitewater Course and repair of flood damaged race finish	729	1/07/2020	30/06/2022		Unable to agree appropriate management plan	Board, Clubs
	Support other investment opportunities in local paddling infrastructure as they arise or are identified		1/07/2020	Opportunistic			DO, Board, Clubs
<b>PERFORMANCE: 3.1 Deliver quality, performance driven and athlete focussed daily training environment</b>	<i>Support existing Slalom program in Tas and support for development and talent athletes across disciplines through TIS partnerships.</i>		1/07/2020	Ongoing			
	Maintain the existing TIS athlete support arrangements		1/07/2020	Ongoing		TIS withdraw support Lack of Talent paddlers for TIS to support	Board, P. Eckhardt
<b>PERFORMANCE: 3.2 Enhance quality, technical and system leadership</b>	<i>Identify, develop and retain coaches across a range of disciplines to support young paddlers through talent pathways</i>		1/07/2020	Ongoing			
	Implement mentoring and support arrangements for new coaches					Lack of new coaches or unwilling mentors	
	Promote PA on-line training and resources for Club coaches across a range of disciplines		1/07/2020	Ongoing		Coaching package content inadequate Lack of new coaches	PA, DO, Board and Clubs
<b>PERFORMANCE: 3.3 Improve the talent pipeline</b>	<i>Identify and support young paddlers and their families to retain and develop them in the sport</i>		1/07/2020	Ongoing			
	Continue to support existing Slalom talent program activities		1/07/2020	Ongoing		Insufficient entrants to the Slalom Program Insufficient coaching support	DO, Board and Clubs
	Continue to support Canoe Polo skills and officiating initiatives		1/07/2020	Ongoing		Covid-19 restrictions continue to prevent pool access for Canoe Polo	DO, Board and Clubs
<b>PERFORMANCE: 3.4 Encourage performance behaviours with resources targeted towards success at the Olympic/Paralympic Games</b>	<i>Facilitate athlete access to the highest quality training, support staff and facilities</i>		1/07/2020	Ongoing			
	Continue arrangements with TIS for athlete support		1/07/2020	Ongoing		TIS withdraw support	Board, P.Eckhardt

Strategy	Initiative and Task	Duration (Days)	Start	Finish	Predecessors	Top 10 Risk(s) Addressed (if any)	Function
	Support club coaches to gain and upgrade qualifications to support talent and development athletes		1/07/2020	Ongoing			DO, Board and Clubs
<b>PERFORMANCE: 3.5 Promote Innovation, Learning and Excellence in all that we do</b>	<i>Develop and share knowledge and innovative practices</i>		1/07/2020	Ongoing			
	Continue partnership with Clubs to host high quality State and National Competitions		1/07/2020	Ongoing		Covid-19 flare-ups prevent events being conducted	Board, Clubs
	Support Clubs to offer a well publicised calendar of Club events across a range of disciplines across the State.		1/07/2020	Ongoing		Covid-19 flare-ups prevent advertised events being conducted	DO
<b>SUSTAINABILITY 4.1 Promote paddling to our community and the public</b>	<i>Promote a whole of sport narrative that reflects paddling's vision, values and strategy</i>		1/07/2020				
	<i>Establish our organisations as 'voices of authority' for paddling and water safety</i>		1/07/2020				
	Engage with MAST, CSRT and other agencies around water safety and paddle education		1/07/2020	Ongoing		MAST "captured" by SLSTAs and other water interest groups to PT's detriment	DO, Board
	Develop strategy to promote our River Rescue courses and market these to agencies with operations working on or around swift water	364	1/07/2021	30/06/2022			DO, Board
	Work with clubs to maximise traditional and social media exposure of club paddling activities and initiatives	180	1/01/2021	30/06/2021			DO, Clubs
<b>SUSTAINABILITY 4.2 Adopt structures, systems and processes to reduce duplication and improve efficiency</b>	<i>Embed changes agreed and implemented by PA and the MAs under the UPM initiative</i>		1/07/2020				
	Implement Strategic and Operational Plans aligned with PA and other state plans and promote to our member Clubs	183	1/07/2020	31/12/2020		Plans don't align sufficiently Insufficient resources to implement plan activities	PA, DO, Board
	<i>Explore and introduce new systems and process that improve collaboration between PA, MAs and Clubs</i>	364	1/07/2020	30/06/2021			DO
	Work with PA on HR matters including potentially changed employment arrangements	364	1/07/2020	30/06/2021		Agreement to be reached on new HR arrangements	PA, DO, Board
	<i>Work to reduce the time spent on meeting compliance requirements</i>	364	1/07/2020	30/06/2021			PA, DO, Board
	Streamline data collection, reporting and audit via better use of GoMembership and Xero accounting package.		1/07/2020	Ongoing		Systems don't facilitate efficiencies	PA, DO
<b>SUSTAINABILITY 4.3 Add genuine value to paddlers, through our membership, services and products</b>	<i>Improve understanding of our member and the services and products likely to be attractive them</i>		1/07/2020				
	Update and better promote Paddle About Tasmania paddle guide	183	1/07/2020	31/12/2020		Low support for guide from paddle Community	DO/Project Officer
	Better promote Insurance and other benefits of PT and PA Affiliation		1/07/2020	Ongoing			DO, Board
	Better promote PAQs within clubs and linkages to Club membership for PAQ course participants		1/07/2020	Ongoing		Low club engagement with PAQs	PA, DO, Board, Clubs
<b>SUSTAINABILITY 4.4 Enhance support and services to our clubs</b>	<i>Promote support and services available to clubs provided by PA and MAs</i>		1/07/2020				
	Develop communication strategy to better communicate our activities and value to clubs and club members	364	1/07/2020	30/06/2021			DO, Board
	<i>Embed the use of GoMembership as the key tool for the management of Club membership and events</i>		1/07/2020	Ongoing			DO, Clubs
	Work with clubs to improve skills and confidence in using GoMembership and to support them in adding events and activities into GoMembership and using GoMembership reports		1/07/2020	Ongoing		System shortcomings discourage use	DO
	Work with PA to improve GoMembership functionality to address user needs		1/07/2020	Ongoing		System limitations restrict ability to get desired functionality	PA, DO, Clubs
<b>SUSTAINABILITY 4.5 Secure the financial independence of our paddling organisations</b>	<i>Identify and develop independent income streams and commercial opportunities</i>		1/07/2020				
	Continue to explore Swift Water Rescue or similar commercial options using PAQs River Rescue package	364	1/07/2021	30/06/2022			DO

Strategy	Initiative and Task	Duration (Days)	Start	Finish	Predecessors	Top 10 Risk(s) Addressed (if any)	Function
	Review opportunities to optimise revenue for PA and MAs through existing sources		1/07/2020	Ongoing		Membership reduces limiting revenue	PA, DO, Board, Clubs
	<i>Act collectively to optimise the market position of paddling as a sport and active recreation</i>		1/07/2020	Ongoing			
	Build the PAQs course offerings and marketing to generate greater income for PT, PA, Clubs and qualified instructors/assessors		1/07/2020	Ongoing		Low PAQ takeup	DO
<b>SUSTAINABILITY 4.6 - Advocate for the improvement of our paddling environment</b>	<i>Ensure PT and Clubs are recognised for supporting the environment and that the sport is seen as clean, green and responsible</i>		1/07/2020				
	Identify opportunities for Club Member involvement in environmental activities centred on coastal and riverine environments and water quality		1/07/2020	Opportunistic			DO, Board, Clubs
	Work with DPIPWE on issues of adequate environmental flow in rivers affected by Hydro Tasmania or irrigation dams.		1/07/2020	Ongoing		Relevant water authorities don't take paddle community's water needs seriously.	Board, Clubs
	Ensure PT and Club environmental activities are promoted through mainstream and social media		1/07/2020	Opportunistic			DO, Board, Clubs
	Ensure PT takes a position on any developments with adverse impact on our paddling environment		1/07/2020	Ongoing		Inability to achieve consensus on controversial issues	Board
<b>STAKEHOLDERS 5.1 Enhance and engage with paddling's digital platform to connect us as a community</b>	<i>Contribute to the development of a platform to increase relevance to the whole paddling community and likelihood of engagement</i>		1/07/2020				
	Support and promote Club use of GoMembership for events and activities.		1/07/2020	Ongoing		System shortcomings discourage use	PA, DO, and Board
	Ensure PT Website is regularly updated, current and accurate		1/07/2020	Ongoing			DO
	Renew Paddle About Tasmania content and promote widely	183	1/07/2020	31/12/2020			DO/Project Officer, Board
<b>STAKEHOLDERS 5.2 Contribute to and implement on-going, transparent planning and review processes</b>	<i>Support the creation and implementation of an aligned plan for the development of paddling in Australia</i>		1/07/2020				
	PT Operational plan aligned with PA plan updated annually at least		1/07/2020	Annually		Insufficient resources to implement plan activities	DO and Board
<b>STAKEHOLDERS 5.3 Recognise and reward the contributions made by volunteers</b>	<i>Capture information on our volunteers and acknowledge the role that they play in supporting paddling</i>		1/07/2020				
	Encourage use Volunteer Member function in GoMembership		1/07/2020	Ongoing		Falling volunteer numbers	DO and Clubs
	<i>Recognise in our national awards the key role played by volunteers locally</i>		1/07/2020	Ongoing			
	Implement State Awards to feed into National Awards		1/07/2020	Annual		Clubs don't engage with Awards process	Board and Clubs
	Ensure clubs build volunteer support and recognition into their operations and events		1/07/2020	Ongoing		Clubs don't recognise need to work on Volunteer support	Board and Clubs
<b>STAKEHOLDERS 5.4 Engage with paddling organisations and other sports bodies in areas of mutual interest and benefit</b>	<i>Support PA's leadership role as an NSO in the Australian sports system</i>		1/07/2020				
	Cultivate strong and productive relationships with Member Clubs, National Bodies, other Paddle Sports (SUPs etc) and other water sports (e.g. Rowing and SLST).		1/07/2020	Ongoing			DO, Board, Clubs
<b>STAKEHOLDERS 5.5 Identify and engage with government partners</b>	<i>Maintain strong relationships with all agencies that impact, or have the potential to impact on the sport and recreation of paddling e.g. CSRT, MAST, Hydro Tas, Parks, Councils</i>		1/07/2020				
	Provide PT Annual Report to key stakeholders		1/07/2020	Annually		Report not of high enough standard - damages image	Board
	Meet with Hydro Tas Annually		1/07/2020	Annually			Board
	Meet with CSRT twice yearly		1/07/2020	Twice Yearly			DO and Board
<b>STAKEHOLDERS 5.6 Engage with the paddle industry in areas of mutual interest and benefit</b>	<i>Build a relationship with the broader paddling industry, based on areas of mutual interest</i>		1/07/2020				

Strategy	Initiative and Task	Duration (Days)	Start	Finish	Predecessors	Top 10 Risk(s) Addressed (if any)	Function
	Support PA in the development and national roll out an offering to commercial providers that provide paddling education and coaching.	729	1/07/2020	30/06/2022			PA, DO and Board