**Tamar Canoe Club**

**Strategic Plan 2014 to 2019**

**Revised 28th Nov 2014 (a work in progress)**

This revision includes input from

* the TCC Strategic Forum on Wed 16th July at the Cock n Bull and
* the Canoe Tas Strategic Forum on Sat 26th July at Campbell Town
* Various TCC club meetings since

**Preamble**

TCC operates on the basis that anyone with a good idea, and the energy to implement it, is actively supported by the executive and other club members. These people are self-selected. Together with those who run existing activities (canoe polo, summer Hadspen races, etc) they are referred to here as ‘champions’ (as in ‘championing a cause’). Unless we get an unprecedented surge in enthusiasm for making things happen, there is no limit to how many champions we have. At this time, the more, the better!

Current Champions:

Membership Records: Peter Sebbage

Ben Lomond Decent Claye Mace

Cataract Extreme Race David Chiam

Canoe Polo: Adrian Cooper, Adam Rolls, Simon Barnes

Hadspen Races Paul Kelly, Larcs, Adam R

Under 3 Trips David Bevan

Women’s/Family Day Emily Ingram

Introduction to Instruction Jason Dicker

Slalom Jonathan Knox

PaddlePower (Juniors) Simon Barnes

Sea Kayaking John McClausland

Club Branding / Merchandise Larcs

Site Improvement Simon Barnes (Canoe Tas Liaison)

Longford Weir

Cataract Gorge John McClausland

North Esk BLD Course Adam Dickenson

White Water Park Adam Dickenson

Single Point Contacts:

Hydro Operations Jack Bower (with support from John Borojevic)

Hydro Projects

Launceston Council /   
 Cataract Gorge Ref Group John McClausland

Nth Midlands Council

Meander Valley Council

Member Protection Info Officer Larcs

Calendar Adam Rolls

Website Jared Irwin

Newsletter Adam Rolls

As well as champions, TCC relies on help from all club members. These people offer their arms, legs and enthusiasm to make club events a success. Involvement by all club members is welcome and greatly appreciated.

This document started as a collection of ideas that had been voiced in various forums through mid-2014. Some ideas will have more impact on the future of the club than others. What actually gets done will depend on which ideas are picked up by a champion and made to happen.

For many people, especially new people to the club, pre-planned events rather than ad hoc events are easier to access.

If we encourage juniors to participate and provide them with enjoyable experiences, we are likely to have paddlers for life.

The club has less female members than male. This is to the detriment of all. Finding ways to assist female participants to do the paddling they want, is a club priority. In our experience, events that are pre-planned and encourage participation at all levels of competence attract more women.

Tassie has the highest concentration of white water rivers in Australia, together with some of the most beautiful coastline and nearby off-shore islands, all readily accessible from population centres.   
**LET’S GET OUT THERE AND ENJOY IT.**

Australian Canoeing (AC) is embarking on a new direction based on:

* **People** - us
* **Participation** – by everyone with an interest in paddling
* **Places** – access to rivers and all the other ‘venues’ appropriate for paddling
* **Performance** – pathways for elite national representatives

It now aspires to be the national body representing all paddling sports (including sea kayaking, dragon boats, outriggers, sit-on-tops, rafting, etc).

AC recognises that each affiliated club will identify its own niche(s) in the paddling community.

More is identified below than can be done in the short term. Initiatives already being pursued are highlighted thus. Feel free to pick up and run with other ideas or to help with existing initiatives.

x’s and y’s are missing info yet to be inserted.

**Club Objectives:**

Xxx Copy objectives from the constitution.

**Topics covered separately below:**

**Membership**

**Communication / Publicity**

**Club Facilities**

**Governance**

**Canoe Polo**

**White Water (Including Slalom and  Surfing)**

**Sea Kayaking**

**Racing (including Ben Lomond Decent and Hadspen summer races)**

**Recreational (including flat water and sit-on-tops)**

**Education and Safety**

**Membership**

Current Situation:

* Breakdown of members from AC database as at Aug 2014:

Age Female Male Total

Under 18 2 2 4

19 to 30 6 15 21

31 to 40 3 2 5

41 to 50 0 12 12

50+ 2 7 9

Total 13 38 51

(The AC membership database was not complete)

* AC have moved to on-line membership applications, fee collection and self-serve member record updating.
* Canoeing Victoria is implementing a PaddlePower program based on the British Canoe Union model to attract youngsters into paddling. DCC (Peter Eckhardt) is implementing a program in Hobart. AC are intending to embrace the program nationally. See [Canoe Vic Paddlepower](http://www.vic.canoe.org.au/site/canoeing/vic/downloads/Paddlepower/Paddlepower%20Pilot%20Invitation.pdf) and [Canoe England Paddlepower](http://www.canoe-england.org.uk/youth/information-for-clubs-and-coaches-/paddlepower/) for more info.
* Both DCC and TasCC report that regular activities are well attended. As summarised at the Canoe Tas Strategic Forum “Just Do Regular Stuff”

Initiatives

* Reconcile AC membership records and membership payment, to ensure we can identify all our members Champions: Peter S / Simon B
* Get wider input from women members on what they would like to see happening in the club. Champion: Emily I
* Find out what initiatives DCC and TasCC have pursued to attract women participation   
  (and new members) Champion: Emily I
* Programme more women’s/family days (such as the Longford Open Day last April)   
   ` Champion: Emily I
* Conduct a PaddlePower program for juniors in the weeks before and after summer school holidays. Champion: Simon B
* Maintain a calendar of coming events  
   Champion: Adam Rolls, See also **Communication** below

**Communication / Publicity**

Current Situation:

* [TCC Paddle Flash](https://groups.google.com/forum/?fromgroups#!forum/TCC-Paddle-Flash) and [TCC Facebook page](https://www.facebook.com/groups/242704022491352/) are used to communicate with members and interested people outside the club (whether in other canoe clubs in Tas or not)
* [DCC Paddle Flash](https://groups.google.com/forum/?hl=en&fromgroups#!forum/DCC-Paddle-Flash), [DCC Facebook page](https://www.facebook.com/derwentcanoeclub), [TasCC Paddle Flash](https://groups.google.com/forum/#!forum/tas-canoe-club-paddle-flash/home) and [TasCC Facebook page](https://www.facebook.com/tasmanian.canoeclub) are used by Derwent CC and TasCC respectively. Some TCC members are members of these groups too.
* [Canoe Polo Tas](https://www.facebook.com/groups/296849103793954/) Facebook page is used to communicate across Tas re Canoe Polo.
* These sites are also used by others (e.g. Canoe Tas) to communicate with us.
* Ben Lomond Descent Facebook event site used to communicate re BLD.
* The TCC website platform has recently been updated and is now up and running
* Club logo is somewhat dated
* We have a club fence banner for announcing our presence at events we organise (e.g. at BLD, Cataract Gorge, Longford)

Initiatives:

* Develop a programme for Social Mtgs   
  (held in the months between General Mtgs) Champion(s): xxx
* Compile and maintain a calendar of events Champion: Adam Rolls
* Publish a newsletter on an ad hoc basis. It would be a compilation of news already available (trip reports, competition results, coming events, trivia, minutes of the exec mtg(?))  
   Champion: Adam Rolls
* Disseminate club communications by email as well as posts on Paddle Flash and Facebook.  
   Champion: All
* Coordinate regular updates of the Website Champion: Adam R / Jared I
* Design a new club logo and procure garments / stickers Champion: Larcs

**Club Facilities**

Current Situation:

* The club relies on use of:
  + pubs for mtgs and social gatherings
  + members’ shed’s for storage of boats other than polo bats
* The club does not have a recognised connection with any ‘home ground’ (such as TasCC’s slalom course)
* Longford weir is an important feature for teaching basic paddling skills, as a play wave and as a venue for canoe polo and/or family events, especially during summer months when the water temperature is pleasant and white water is scarce. The Club’s aims for this site are:
  + the weir be maintained in a safe state for all users
  + the weir be modified so that the wave operates over a greater range of river flows
  + willows below the weir (a danger to all river users) be removed
  + additional features be added below the weir to create eddies.
* Hadspen Rapid is another great resource for beginner white water activities in summer. The Club’s aims for this site are:
  + the rapid be maintained in a safe condition for all users
* The state government has pledged $200k towards development of Cataract Gorge as a tourist attraction.
* Stewardship of the land adjoining the Mersey slalom course has recently transferred from Forestry Tas to the Parks and Wildlife Service. There may be a change in approach to the management of that area (including the Arm River Camp).
* Canoe Tas is preparing an inventory of paddling sites and identifying risks and opportunities to ensure we continue to have access to sites and maximise their value.

Initiatives:

* Establish an alliance with another (river based) club (e.g. a rowing club) with a view to sharing social and storage facilities. Champion: xxx
* Complete the Canoe Tas data sheets for sites in our ‘jurisdiction’ Champion: Simon B
* Build a presence at strategic locations close to Launceston. Develop relationships with bodies (especially councils) responsible for management of these sites and with other stakeholders. In particular, regarding :

Cataract Gorge:

* + Develop a relationship with and represent our interests to Launceston Council

(WW, polo, water releases, weir mods / playwave) Champion: John McC

* + Organise at least one Canoe Polo event per year in the First Basin   
     Champion: Adam Rolls
  + Run the Cataract Extreme Race (See **Racing** below - Champion: David Chiam)

Longford Weir

* + Organise at least two club events per year at the weir Champion: Exec
  + Longford Weir site development Champion: Xxx
    - Develop a relationship with and represent our interests to Nth Midlands Council
    - Develop a relationship with and represent our interests to Hydro
    - Develop a relationship with and represent our interests to Landcare
    - Work with stakeholders to pursue our objectives for Longford weir   
      (listed above under Current Situation)

Hadspen Rapid

* + Organise at least one club event per year at the rapid Champion: Exec
  + Develop a relationship with and represent our interests to Meander Valley Council Champion: Xxx

**Governance**

Current Situation:

* Exec Mtg followed by General Mtg bi-monthly on first Tues of Feb/Apr/Jun/Aug/Oct/Dec.  
  Exec mtgs have been too long.
* Social Mtgs bi monthly on first Tues of intervening mths. Possibly preceded by a short Exec Mtg
* Social meetings have been limited to adhoc reports of recent trips.
* Annual expenses are typically $15k to $20k.
* Sources of net income in FY2014:
* Financial position reported monthly at Exec Mtgs and audited at year end.
* Club governance is male dominated.
* [Tas Sport and Rec – Resources](http://www.dpac.tas.gov.au/divisions/csrt/sportrec/publications) provides valuable toolkits and info sheets for club governance. See contents on the LHS of the site.
* [Help for Clubs – Tas](http://www.helpforclubs.com.au/tasmania.php) provides links to useful club governance info
* The [Australian Sports Commission Clearinghouse for Sport](https://secure.ausport.gov.au/clearinghouse/home) is a great resource for everything sport.
* The Tasmanian ***Registration to Work with Vulnerable People Act 2013*** requires people who work closely with children in for example sporting activities to be registered. A **Working with Children Check (the Check)** is required at a cost of $17.76 for volunteers. Mandatory registration is required from 1 April 2015.
* The ***AIS/Aust Sports Commission,*** including ***Play by the Rules,*** is implementing a ***Member Protection*** initiative to ensure sport is safe, fair and inclusive. The initiative includes clubs having a [Member Protection Policy](http://www.ausport.gov.au/supporting/integrity_in_sport/resources/national_member_protection_policy_template) and a [Member Protection Information Officer](http://www.ausport.gov.au/supporting/integrity_in_sport/resources/mpio_education).
* A significant challenge is pitching our level of governance at an appropriate standard for the size of our club and the activities we pursue. We need to meet our obligations with the minimum amount of bureaucracy.

Initiatives:

* Become more disciplined in the running of Exec/General meetings so we dispense with club business more effectively  
  (Agenda issued for comment in advance, focussed discussion, minutes, …)  
   Champions: Adam R / David B
* Find a quieter location for club mtgs, either in a separate room at the Cock n Bull or elsewhere Champion: Adam R
* Publish the list of champions so all members know the go-to people for different issues. Champion: David B
* Prepare a 5 year financial plan for the club, including refurbishment and/or updating our equipment. Champion(s): Simon B / David B  
  Include:
  + allowance for grants,
  + turn-over of polo bats and gear.
  + Charges for use of club gear (especially polo gear)
* Get input from women members on how we can make their participation on the exec more attractive. Champion: Emily I
* Duty of Care – Meet our obligations regarding
  + Working With Vulnerable People Champion: Adam R
  + Member Protection Info Champion: Larcs

**Canoe Polo**

Current Situation:

* A Grade (full rules). B Grade (no pushing)
* Active participants: about 50.   
  ~2 young women out of ~30 in A Grade.   
  ~10 young women out of ~20 in B Grade (50%!!!)
* Played on Wed nights in the non-daylight-saving school terms.
* Two ‘seasons’ held each year.  Includes visiting team from TasCC
* The number of referees has increased following a referee development initiative.
* Team(s) entered in Tas Champs.
* Two outdoor events held during the 2013/14 off-season following construction of floating goals.
* Equipment owned by the club:

11 polo bats and associated paddles, helmets, PFDs, decks, bibs

Indoor goals and rigging

Floating goals and rigging for outdoor events.

Initiatives:

* Provide training program for A grade players, possibly using resources offered by Matthew Perrin from Vic. Champion: Xxx
* Send team to the National Canoe Polo Champs in Nagambie (Vic)  
  (Matthew Perrin is the contact in Victoria). Champion: Xxx
* Provide a coach for each B Grade team, to assist in developing paddling skill levels, tactics and understanding the rules. Champion: Xxx
* Provide training for umpires Champion: Xxx
* Investigate use of outdoor pool at Aquatic Centre for training at other times of the week.   
   Champion: Xxx
* Develop 5 yr plan for refurbishing, repairing, updating polo BATS and associated equipment. (including sale of second hand gear in reasonable condition to members)  
   Champion: David B
* Develop a pricing structure for participation in canoe polo that encourages members to own their own gear Champion: Simon B
* Build a trolley rack for kayaks Champion: Xxx

**White Water (including slalom and surfing)**

Current Situation:

* Active Participants:   
  10+ ‘Under 3’ paddlers (who can handle up to the upper Mersey).   
  20+ Grade 3+ paddlers
* Active informal Grade 3+ program, centred on North Esk, Upper Mersey and Upper Meander, and including trips further afield.  Spontaneous, well supported.
* Monthly Under 3 Trips started in May 2014. Six have been held as at mid-November. Well supported.
* ‘Nearby’ slalom courses / training grounds:
  + Knox’s dam
  + Longford Weir
  + Hadspen rapid
  + Upper Mersey
  + TasCC’s home ground on the Forth
* 7 accredited WW Instructors in the club
* 3 accredited WW Guides in the club
* Equipment owned by the club:

Two single and one double creek boat and associated paddles, helmets, PFDs, decks

Two single slalom boats and associated decks

Two double (inflatable) Incepts and associated paddles, helmets, PFD

Initiatives:

* see above under Club Facilities
* Encourage the culture of responsible paddling of white water rivers, to ensure safe and enjoyable paddling by all participants. Champion(s): All Grade 2+ Paddlers  
  (Prepare a (five) point summary as a reminder to us all Champion: xxx
* Use the single point Hydro Operations contact to
  + coordinate our requests for water, either direct with Hydro or, for Forth, thru TasCC
  + receive advice of planned water flows from Hydro (or others)
  + communicate our bookings for water to DCC and TasCC for their info  
     Champion: Jack B
* Pursue a White Water Park for Grade 3 + Champion: Adam D
* Slalom Champion: Jonathan K
  + Organise a slalom training program
  + Be a single point contact for coordination of training and events with DCC, TasCC and Melbourne club (name TBC)

**Sea Kayaking**

Current Situation:

* Active participants: about 10
* Active program including trips on the north coast, Macquarie Harbour, Maria Is and Tasman Peninsula, often in association with Maatsuyker Canoe Club.
* 3 accredited Sea Kayaking Instructors in the club
* x accredited Sea Kayaking Guides in the club
* Equipment owned by the club:

One single sea kayak, deck and paddle  
One double sea kayak, decks and paddles

EPIRB, pump and other incidental accessories

* Other sea kayaking clubs in Tas:
  + [Tasmanian Sea Canoeing Club](http://www.tscc.org.au/) (who are interested in affiliation with Canoe Tas)
  + [Maatsuyker Canoe Club](https://www.facebook.com/pages/Maatsuyker-Canoe-Club/103488236351883)

Initiatives:

* Be the go-to person for sea kayaking Champion: John McC
  + Continue to build our relationship with Maatsuyker CC and Tas Sea CC
  + Include day trips on the club calendar
  + Include weekend trips on the club calendar

**Racing**

Current Situation:

* Ben Lomond Decent held annually in early August.  About 100 participants.
* Hadspen races on Wed nights during daylight saving. 10+ active participants.
* Annual Cataract Extreme Race held for first time on 1st November 2014.   
  Associated with the [Launceston Eye Institute Cataract Gorge Challenge](http://www.launcestoncataractchallenge.com.au/), until the latter was postponed to March 2015.   
  Enjoyed be all.
* Other groups and events in NE Tasmania:

Launceston Paddlers (Mud Runners)

Icebreaker

Cataract Gorge Challenge

* Equipment owned by the club:

Wavehopper (plastic down river racer)

Initiatives:

* Hadspen races Champion: Paul K / Adam R / Larcs
  + Recently moved to Tues evenings
  + Consider a different venue if we wish to attract paddlers with high-end boats
* Ben Lomond Descent Champions: Claye Mace / Xxx
  + Establish a subcommittee after the 2014 event to map out a future  
    (Key issues are sponsorship and wider club involvement in planning/organisation)
* Cataract Extreme Race Champion: David Chiam
  + Now that the nexus with the Cataract Gorge Challenge is broken, review the optimum timing.
  + Refine the event, following insights from 2014.

**Recreational (including flat water and sit-on-tops)**

Current Situation:

* 3 accredited Flatwater Instructors in the club
* AC have just published a flier ‘Get Started Paddling’. It is intended to be handed to purchasers of paddling craft at the point of sale. A sticker can be attached with local club contact details.
* All AC affiliated clubs are well placed to organise beginners training sessions for non-members on a user pays principle. AC encourages clubs to provide at least one free introductory training session per year.
* MAST have chosen to partner with Surf Life Saving for delivery of safety info/training to sit-on-top paddlers.
* Canoe Tas will engage with MAST regarding safety initiatives for beginner paddling on inland waters (as well as offer support regarding coastal paddling).

Initiatives:

* Include sit-on-tops as a recognised craft where relevant in our club communications, both and pictorial (e.g. trip announcements, trip reports) Champion: All
* Organise at least one free introductory training session/trip for non-members/sit-on-tops this summer (using the [AC Trial Canoeist](http://www.canoe.org.au/?MenuID=Education%2F20911%2F0%2F%2CTrial_Canoeists%2F21306%2F0%2F0) process) Champion: Xxx
* Be a local point of contact for dissemination of AC ***Getting Started*** fliers to paddling craft retailers in Launceston Champion: Xxx

**Education and Safety**

Current Situation:

* Aust Canoeing accreditation, resources and insurance
* Canoe Tas provide formal training in skills and safety
* The club pays members to obtain and keep instructor (& coach or umpire?) qualifications in return for input to club events and activities.

Initiatives:

Canoe Polo Champion: Xxx

* Get some polo coaches and more umpires trained

Other

* Run Intro to Instruction sessions Champion: Jason D
* Encourage members to attend Canoe Tas organised training Champion: Xxx
* Find out from club members what other training opportunities they would like provided and advise Canoe Tas accordingly. Champion: Xxx
* Encourage experienced club members to gain AC qualifications Champion: Xxx