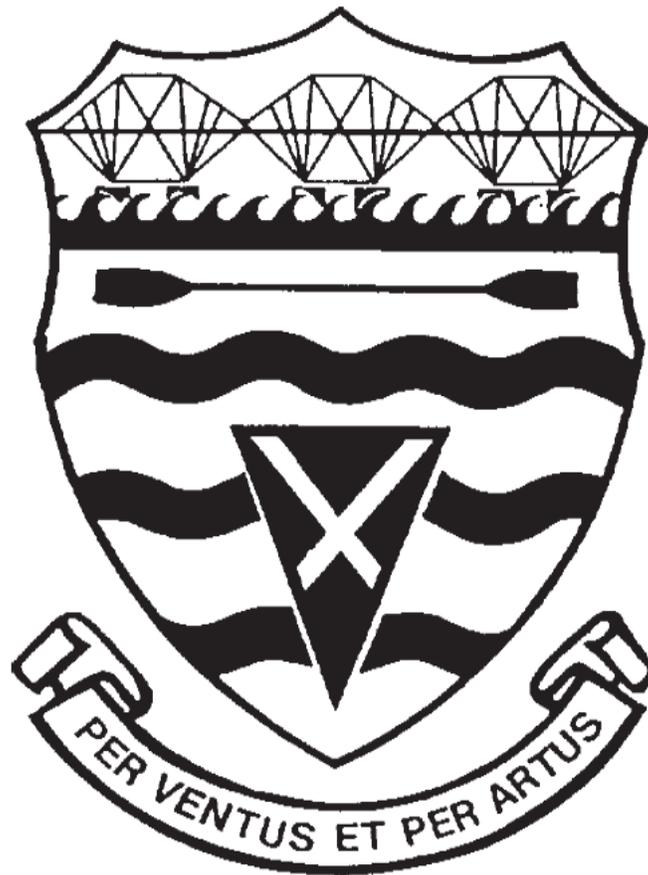


# Four Year Development Plan for Forth Canoe Club (v1.5)

January 2015



# 1. A 4 year Plan for Forth Canoe Club

## 1.1 Big Picture Summary

Forth Canoe Club provides a place for people to paddle in the heart of Edinburgh. It strives to provide an outdoor recreational activity for all members of the local community and seeks to offer a pathway into the SCA's Performance squads for sprint and slalom paddlers.

In the next four years our clubs key objectives are:

1. To contract for a part-time coach to develop the junior pathways at the club allowing children to progressively learn about paddlesport and provide a mechanism for supporting the SCA's Performance pathways for sprint and slalom.
2. Successfully compete at Scottish and GB events (Sprint, Slalom and Polo)
3. Re-develop our facilities, providing a modern set of facilities to encourage more people to enjoy paddlesports.
4. Work with local groups to promote paddlesport. Stakeholders include SCA; Edinburgh Council; Active Schools; local primary schools - targets are Craiglockhart and George Watson's; other Scottish canoe clubs etc.
5. Grow membership to reach 434 by the end of 2018.
6. Develop a relationship with local disabled groups and attract disabled group members.

## 1.2 Background to our strategy

FCC has been growing organically over a number of years and has reached a point where members need to decide upon what framework we want to have for the club to allow us to progress going forward.

The club initiated a strategic review in December 2013 and presented a set of three options to members at the AGM 14/1/14.

*Scenario 1 is similar to how the club is now.*

A pro-active volunteer run local recreational club, looking to have a system to introduce new recreational paddlers.

*Scenario 2 is the direction the club is organically growing towards at the moment.*

A pro-active volunteer run local recreational club looking to have a system to introduce new recreational paddlers and help them to progress them in both recreational and competitive disciplines.

*Scenario 3 is a vision of a club upping its game and helping people to realise their potential in both recreational and performance paddling.*

A pro-active volunteer led club **which also employs a coach.**

The membership were in favour of scenario 3 and supported the view that the club should develop along the lines set out below:

- FCC will apply for DCI funding and will employ a coach who will develop performance pathways for children with an aim to passing them into the Olympic disciplines of sprint and slalom. The coach would be responsible for building the bottom layer of the development pyramid and would bring children up to an intermediate level where they could be handed over to discipline specific coaches who would then take them on towards the SCA squads. The coach would also offer adult development sessions and would help in the organisation and running of the club's activities. In order to employ an individual to achieve these aims the club believed it would have to upgrade its infrastructure to provide proper sanitary facilities.

The membership asked for a period of consultation and in April 2014 a summary of recommendations was produced as follows:

### **Conclusion and recommendations**

*At this point in time it appears that significant change would be needed to the structure and running of the club in order for it to sustain a full time coach. There are a number of clear risks in deploying this strategy and members have been consistent in pointing these out.*

#### **The two key elements holding back this development are:**

- *The current sprint performance coaching staff does not support the initiative and prefer a vertical development model taking small groups from beginners right through to national performance squads.*
- *The club would have to reorganise to become an employer and this would take a great deal of time and energy.*

#### **The key recommendation is:**

- *To shelve the idea of employing a full time coach and to revisit it in 12 months*

#### **Additional recommendations are:**

- *To continue to explore the elements which would be needed to continue along this pathway, notably*
  - *an improvement to the current sanitary infrastructure of the club*
  - *gaining a deeper understanding of the correct legal structure which would be required for a club employing a coach*
  - *re-working the SCA cost benefit model to suit the needs of FCC*

In the third quarter of 2014 Forth CC re-structured its sprint coaches and the new sprint coaches and the Forth CC slalom coaches are now fully supportive of a model which integrates with the SCA performance program. In addition Forth CC undertook a piece of work looking at the employment model used by Breadalbane Canoe Club and concluded that a self-employed coach model offered all of the advantages sought by the club without incurring the employment liabilities the club had originally feared.

As a result of these changes the idea for DCI investment was revisited by Forth CC in November 2014 and club officers were asked to explore avenues once again with a view to agreeing a strategic direction in January 2015 and seeking Club agreement at the club AGM 15/1/15.

## 2. Specific developments and key targets

There are many elements to a club and the following sections outline FCC's plans and objectives in a number of specific areas.

### 2.1. Membership

FCC has a growing membership but has restrictions on growth caused by the current physical facilities of the club.

Membership and target projections for future members

Year	Adult Members/Target	Junior Members/Target
2012	142	71
2013	148	89
2014	196	79
2015	210	180*
2016	220	188
2017	225	196
2018	230	204

\*We will significantly increase membership by packaging membership in with attendance of children's summer courses.

Junior membership currently stands at 79 and FCC recognise that today's juniors are tomorrow's club competitors and coaches. We will therefore seek to actively recruit new junior paddlers.

The increase in junior membership will be driven by the introduction of a part-time coach who will develop pathways for children aiming to hook 8 children each year into paddlesport and preparing them to enter the Scottish Canoe Association's sprint and slalom performance pathways.

Adult membership increases will be sustained by continuing to offer summer courses to develop 1 and 2 star skills and then introducing paddlers to a river paddling and recreational touring.

Outcomes owned by the Club Membership Secretary

## 2.2. Facilities

FCC lease facilities from Scottish Canals. We have reached outline agreement with Scottish Canals to investigate a re-build of the boat house, upgrading the facilities to improve the available space and also sanitary facilities (note the current facilities have no running water and rely upon a semi-permanent porta-loo for sanitation).

FCC has already attempted to work with the local council, looking to see if we could become part of the Boroughmuir High School redevelopment (we were quoted a £1m build cost).

FCC has also attempted to partner with St Andrew’s Boat Club in a redevelopment at Meggatland but the practical implications of sharing water use with the rowing clubs was believed to make the project impractical. FCC often teach young children and beginner paddlers and so being located in a quiet part of the canal away from the rowing quads was deemed to be a health and safety requirement.

FCC has developed a set of options for new facilities and these can be found in the associated document – Forth Canoe Club Boathouse, Initial Option Analysis of redevelopment of existing site – issues 19/12/14. In summary these are:

Option 1 – Minimal Option – Keep existing building carcass, undertake various re-modelling works and introduce portacabin style changing rooms (<£100k).

Option 2 – Demolish and be-build one story boat house on the site (£300-£500k).

Option 3 – Demolish and re-build two story boat house (c.£750k).

### Targets

2015	<ol style="list-style-type: none"> <li>1. Re-structure FCC Committee to include Facilities Manager</li> <li>2. Co-opt expert panel for boat house sub committee</li> <li>3. Finalise desired option for redevelopment</li> <li>4. Ascertain a set of quotes for the redevelopment</li> <li>5. Undertake grant application work</li> <li>6. Create a finance plan for the works</li> </ol>
2016	<ol style="list-style-type: none"> <li>1. Obtain grant funding and have a secure financial basis for the development</li> </ol>
2017	<ol style="list-style-type: none"> <li>1. Start building work</li> </ol>
2018	<ol style="list-style-type: none"> <li>1. Complete building work</li> </ol>

Outcomes owned by the Club Facilities Manager

## 2.3. Equipment

FCC own around 100 boats and a similar number of paddles. A full inventory is shown on the club website.

One element of our strategy for equipment is to replace it on a rolling basis to ensure we have up to date equipment at the club. The Facilities Manager will determine the renewals program.

A second guiding principle of our strategy is to provide the equipment which will be needed by paddlers setting out on their paddlesport journey. We believe once a paddler has committed to a performance pathway of the sport then they should commit to buying their own equipment (boat/paddle etc) – our strategy is not to buy new individual club boats for performance paddlers.

### Targets

2015	<ul style="list-style-type: none"><li>• Replace 10% of equipment</li><li>• Insure equipment for the correct amount</li><li>• Investigate the lend/lease arrangement Breadalbane Canoe Club are using to finance their performance athletes boats</li></ul>
2016	<ul style="list-style-type: none"><li>• Replace 10% of equipment</li><li>• Insure equipment for the correct amount</li><li>• Introduce lend/lease arrangement to finance performance athletes boats</li></ul>
2017	<ul style="list-style-type: none"><li>• Replace 10% of equipment</li><li>• Insure equipment for the correct amount</li><li>• Introduce lend/lease arrangement to finance performance athletes boats</li></ul>
2018	<ul style="list-style-type: none"><li>• Replace 10% of equipment</li><li>• Insure equipment for the correct amount</li><li>• Introduce lend/lease arrangement to finance performance athletes boats</li></ul>

Outcomes owned by the Club Facilities Manager

## 2.4. Paddle sport Disciplines

The bulk of FCC's paddlers are currently recreational and it is clear that the club needs to build a reputation for developing recreational paddling within the heart of Edinburgh. Key to this is being seen to be paddling and being seen as a club which opens its doors to the local community who wish to come and try recreational paddling.

### 2.4.1.Recreational

The bulk of FCC are recreational paddlers and our plans for developing recreational paddling are as follows:

2015	<ul style="list-style-type: none"> <li>• Offer series of summer star courses to introduce new paddlers and develop existing paddlers</li> <li>• Create a series of club trips</li> <li>• Liaise with other local clubs to share club trips, making best use of River Leaders and resources.</li> </ul>
2016	<ul style="list-style-type: none"> <li>• Offer series of summer star courses to introduce new paddlers and develop existing paddlers</li> <li>• Create a series of club trips</li> <li>• Liaise with other local clubs to share club trips, making best use of River Leaders and resources.</li> <li>• Offer series of summer courses targeted at disabled paddlers</li> </ul>
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2018	<ul style="list-style-type: none"> <li>• Offer series of summer star courses to introduce new paddlers and develop existing paddlers</li> <li>• Create a series of club trips</li> <li>• Liaise with other local clubs to share club trips, making best use of River Leaders and resources.</li> <li>• Offer series of summer courses targeted at disabled paddlers</li> <li>• Integrate disabled paddlers into club recreational trips</li> </ul>

Outcomes owned by the Club Recreational Officer

## **2.4.2. Sprint**

FCC has two sprint groups at present with 4 junior athletes in the SCA Performance squad and a further 7 athletes being trained by FCC coaches in a Development squad.

FCC has recently changed its sprint set up and a new program will start in April 2015.

We recognise that a successful sprint program requires a pyramid set up with lots of young potential athletes being fed in at the bottom and gradually being brought on by the club until they are able to move into the SCA Performance pathway. We will split this pyramid into three parts:

### **Starter squad**

We will rely on paying for the services of a Club Coach to introduce children to lightening racing from ages 8-12. There is a separate business plan available which describes the work this coach will undertake and which explains the funding model.

### **Development squad**

This is aimed at children age 12-14. A set of four volunteer coaches will deliver a program of 3-4 sessions a week to the FCC Sprint Development squad. Some of these sessions will be double sessions involving on the water and land based training during the same session.

FCC will support their sprint coaches by offering specific training and ongoing mentoring from one of the former SCA sprint coaches through 2015. Additionally FCC will work with the SCA and Linlithgow Kayak Racers to up-skill coaches and share training practices.

### **Performance squad**

The children coming through the Development squad will be moved into the SCA Performance squad at age 14 if they are good enough. For those who fail to meet the standard they will continue in the Development squad and will ultimately be offered a coaching pathway within the club.

### **Target for athlete numbers**

FCC will seek to create a group of 8 committed paddlers at each age group (9/10/11/12/13&14). In 2015 we will seek 8 new paddlers, 2016 a further 8 and so on. At age 12 the children will choose which pathway to follow – sprint or slalom and will move into the specific disciplines.

### **Target for performance.**

Performance - in 2014 Forth won 22 Medals at the Scottish Champs and 19 medals at the GB champs. A FCC paddler also won a British Vest. We will aim to match this level of performance each year. At the end of year 5 of our program our target is to supply 2 new paddlers each year to the SCA performance squads (Sprint and Slalom).

FCC will continue to run the Edinburgh canoe and kayak marathon targeting a minimum of 60 competitors each year.

Outcomes owned by the Club Sprint Officer

### **2.4.3. Slalom**

FCC has one slalom group at present with 6 junior athletes being trained by FCC coaches in a Development squad. Of these athletes, two participate in a broader Central Scotland training group in collaboration with CR Cats and Strathallan clubs.

FCC will operate two slalom squads from April 2015 with a structured competition and/or coaching pathway.

#### **Starter squad**

We will rely on paying for the services of a Club Coach to work with children from age 8 to 12 developing their basic slalom technique with a view of being able to progress individual paddlers to at least Division 2 standard.

#### **Development squad**

This is aimed at children age 12-14 who have developed competent slalom skills and are progressing from Division 2 towards Premier Division standard. Two volunteer coaches will deliver a program of 2-3 sessions a week to the FCC Slalom Development squad. Some of these sessions may be double sessions involving on the water and land based training during the same session.

FCC will work in collaboration with other slalom clubs such as CR Cats and Strathallan to pool resources in developing young slalom paddlers and enabling cost effective utilization of resources such as Pinkston.

#### **Performance squad**

The children coming through the Development squad will be moved into the SCA Performance squad by age 14 if they are good enough. For those who fail to meet the standard they will continue in the Development squad and will ultimately be offered a coaching pathway within the club.

#### **Target for athlete numbers**

FCC will seek to create a group of 6 committed paddlers at each age group (9/10/11/12/13&14). In 2015 we will seek 6 new paddlers, 2016 a further 6 and so on.

#### **Target for performance.**

Performance - in 2014 Forth won 2 Gold Medals at the Scottish Junior Slalom Champs and a further 2 Gold Medals at the GB Junior Slalom Champs. We will aim to match this level of performance each year. At the end of year 5 of our program our target is to supply at least 2 new paddler each year to the SCA performance squads (Sprint and Slalom).

FCC will evaluate the continued running of the Grandtully slalom targeting a decision by the end of February 2015. .

Outcomes owned by the Club Slalom Officer

## 2.4.4. Polo

Five years ago a polo team was re-started at Forth Canoe Club, the last time we were involved in the sport was some 20 years ago.

In that five year period our 1st team have moved from the bottom division to the top division.

Two years ago we had sufficient paddlers to start a 2nd team and they have been promoted to division 3.

In 2014 one of our paddlers was selected for the U21 GB woman's Team at the World Championships, where Team GB finished 4th.

Targets for Polo over the next four years are:

- To start a youth team at the club.
- To have a team in each of the Scottish divisions.
- To win the Scottish Championships.
- Target 2 players reaching GB level

The primary aim of the Polo Officer is to get more women and young people involved in the sport.

Outcomes owned by the Club Polo Officer

## 2.4.5. Paracanoe

FCC has attracted members with disabilities and wishes to expand its involvement in that area. The club has recently purchased specially adapted paddles and seeks to develop other equipment. The club suffers from access problems for disabled paddlers and the new boat house redesign will seek to make the club more accessible for disabled users. FCC do wish to work with disabled paddlers and in 2014 we appointed a access officer to work with disabled groups in the community and a number of FCC coaches have now completed the SCA's disability foundation modules.

The plan for para canoeing is ...

2015	<ul style="list-style-type: none"><li>• Develop links with disabled community</li></ul>
2016	<ul style="list-style-type: none"><li>• Offer series of summer courses targeted at disabled paddlers</li><li>• Target 4 disabled members</li></ul>
2017	<ul style="list-style-type: none"><li>• Offer series of summer courses targeted at disabled paddlers</li><li>• Integrate disabled paddlers into club recreational trips</li><li>• Target 8 disabled members</li></ul>
2018	<ul style="list-style-type: none"><li>• Offer series of summer courses targeted at disabled paddlers</li><li>• Integrate disabled paddlers into club recreational trips</li><li>• Target 12 disabled members</li></ul>

Outcomes owned by the Club Disabled paddler liaison officer

## 2.4.6. Winter Pool Sessions

The club has successfully run winter pool sessions for many years.

Our plan for winter pool sessions is to continue with weekly sessions including boats to enable paddlers to learn and practice vital skills in the safety of a pool.

The club also seeks to expand its present programme and include swimming training for paddlers.

2015	<ul style="list-style-type: none"><li>• Investigate opportunities for new pool facilities for both paddling and swimming training. (liaison already taking place with Mike Fraser from NGB )</li><li>• Introduce regular swim sessions</li></ul>
2016	<ul style="list-style-type: none"><li>• Run regular swim sessions</li><li>• Run regular kayak pool sessions</li></ul>
2017	<ul style="list-style-type: none"><li>• Run regular swim sessions</li><li>• Run regular kayak pool sessions</li></ul>
2018	<ul style="list-style-type: none"><li>• Run regular swim sessions</li><li>• Run regular kayak pool sessions</li></ul>

Outcomes owned by the Club Coach Co-ordinator

## 2.5. Finance

The club has a turnover of around £30k and runs with a surplus of around £25k each year. As the club seeks to provide a part-time coach and also as it seeks to re-develop its facilities it will need to increase revenue and control expenses.

### Targets

2015	<ul style="list-style-type: none"> <li>• Increase annual revenue to £33.5k</li> <li>• Create an annual cost budget and monitor expenses, keeping within target levels</li> <li>• Review interest gained on surplus and seeks best deal.</li> <li>• Evaluate if a paid for audit of the club accounts offers reasonable value for members</li> <li>• Develop the finance plan for the boat house re-build project</li> <li>• Develop the finance plan for the part-time club coach project</li> <li>• Co-opt members to investigate obtaining corporate sponsorship for FCC</li> </ul>
2016	<ul style="list-style-type: none"> <li>• Increase annual revenue to £36k</li> <li>• Create an annual cost budget and monitor expenses, keeping within target levels</li> <li>• Review interest gained on surplus and seeks best deal.</li> <li>• Investigate and implement as necessary any financial partitioning which may be needed to run the boat house re-build project</li> <li>• Monitor performance of part time coach project</li> <li>• Implement corporate sponsorship model</li> </ul>
2017	<ul style="list-style-type: none"> <li>• Increase annual revenue to £38.5k</li> <li>• Create an annual cost budget and monitor expenses, keeping within target levels</li> <li>• Review interest gained on surplus and seeks best deal.</li> <li>• Manage the finances of the boat house re-build project</li> <li>• Monitor performance of part time coach project</li> </ul>
2018	<ul style="list-style-type: none"> <li>• Increase annual revenue to £41k</li> <li>• Create an annual cost budget and monitor expenses, keeping within target levels</li> <li>• Review interest gained on surplus and seeks best deal.</li> <li>• Manage the finances of the boat house re-build project</li> <li>• Monitor performance of part time coach project</li> </ul>

Outcomes owned by the Club Treasurer

## 2.6. Coaching

FCC recognise that coaches are a vital part of the club and they help to develop paddlers and generate revenue for the club.

We have a strategy of paying in full for coaching qualifications for our coaches (eg/ Level 1,2,&3 and 4\*/5\* leader qualifications). In return coaches agree to deliver sessions on behalf of the club. Coaches also manage safety at FCC club nights.

FCC work closely with the SCA and Edinburgh Council to develop coaches. We make use of all of the grant funding support which is available to train and develop coaches from both of these sources and have successfully received funding for all of our developing coaches.

FCC currently has one apprentice coach who is benefitting from the Edinburgh Council apprentice coach scheme, we will continue to make use of this excellent scheme to provide coaching pathways for our athletes coming out of the performance pathways who wish to move into coaching.

In addition FCC organise a number of coaching qualification events each year (eg FSRT and Level 1 training) and liaise with other local clubs to offer their members spaces at the FCC organised courses. In this way we can create a local training and development opportunity without members of FCC or other local clubs having to travel to remote sites.

The club's strategy for coaches is summarised in the table below:

	2014	2015	2016	2017	2018
Level 1 Coaches	6 Male 2 Female	6 Male 3 Female	6 Male 3 Female	6 Male 4 Female	6 Male 5 Female
Level 2 Coaches	4 Male 3 Female	5 Male 3 Female <b>1 Paid</b>	5 Male 4 Female	5 Male 5 Female	6 Male 6 Female
Level 3 Coaches	1 Female	1 Female	1 Female <b>1 Paid</b>	1 Female <b>1 Paid</b>	1 Female <b>1 Paid</b>
Total	16	19	20	22	25

By 2018 the club will have enough quality coaches to sustain its future.

Outcomes owned by the Club Coach Co-ordinator

## 2.7. Organisational Infrastructure

The club has a fully documented constitution and set of roles and responsibilities for office bearers. In addition the club has a fully documented set of policies governing areas such as child protection, coach behaviours, boat house risk assessment etc.

The club's strategy for organisational infrastructure is to

2015	<ul style="list-style-type: none"> <li>• Annual review of boat house risk assessment</li> <li>• Undertake at least 5 committee meetings</li> <li>• Organise and hold AGM</li> <li>• Form boat house re-build sub committee</li> <li>• Ensure Committee includes discipline specific co-opted members</li> <li>• Annual review of Data Protection policies and procedures</li> <li>• Annual review of Child Protection policies and procedures</li> <li>• Annual review of all other club policies</li> </ul>
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2017	<ul style="list-style-type: none"> <li>• Annual review of boat house risk assessment</li> <li>• Undertake at least 5 committee meetings</li> <li>• Organise and hold AGM</li> <li>• Form boat house re-build sub committee</li> <li>• Ensure Committee includes discipline specific co-opted members</li> <li>• Annual review of Data Protection policies and procedures</li> <li>• Annual review of Child Protection policies and procedures</li> <li>• Annual review of all other club policies</li> </ul>
2018	<ul style="list-style-type: none"> <li>• Annual review of boat house risk assessment</li> <li>• Undertake at least 5 committee meetings</li> <li>• Organise and hold AGM</li> <li>• Form boat house re-build sub committee</li> <li>• Ensure Committee includes discipline specific co-opted members</li> <li>• Annual review of Data Protection policies and procedures</li> <li>• Annual review of Child Protection policies and procedures</li> <li>• Annual review of all other club policies</li> </ul>

Outcomes owned by the Club Secretary

Annual review of Child Protection policies and procedures owned and delivered by the Club Child Protection Officer.

### **3. Monitoring Performance**

The club officers will report back to the members at the AGM and will use the targets set in the strategy plan as the basis for measuring success.