

# **Forth Canoe Club : Business Study for recruiting a Club Coach (v1.5)**

## **1. Club coach – Big Picture Role**

The primary role of the Club coach is to build the base of the performance pyramid, handing off to discipline specific coaches at an appropriate time (typically age 12).

This will supply the coaches, paddlers and enthusiasts for tomorrow's club. This is a long term (8-10 year) commitment to develop a quality set of future paddlers.

The club of tomorrow will benefit from a self-sustaining framework of bringing youth into the club. These quality paddlers will then be able to help run sessions at the club and will be able to run club nights; lead summer courses; help other adult paddlers develop through the governing body awards; provide support to river leaders as well as leading club river trips. It is envisaged the paddlers being introduced today will become the Club coach of tomorrow.

At the heart of the role is the development of the bottom of the paddler pyramid, and each year the Club coach will be expected to introduce around 100-140 new paddlers to the sport with an expectation that 8-16 paddlers will want to continue paddling once their initial try out sessions are over. These children will then continue on through the development pathway with the aim being that 8 children will be brought through in each age group.

The Club coach will feed children into the sprint and slalom specific pathways once they reach the age of 12 and the sprint and slalom volunteer development coaches will then bring the children through to the standard required to qualify for the SCA's Performance pathway.

There are four phases to the development of paddlers by the Club coach.

- Try Outs
- Year 1 Beginners
- Year 2 Intermediates
- Year 3 Advanced Intermediates

## **2. Try Outs**

Each year the Club Coach will seek to engage with large numbers of children to allow them to try out the sport. The Club coach will aim to introduce paddlesport to 100-140 children each year through:

- Summer holiday try out sessions – target 96 children each year
- Summer term try out sessions in conjunction with primary schools – target 48 children each year, details of this are covered in section 3

## 2.1. Week long summer try out sessions

The club has successfully run summer try out sessions for local children for the last 5+ years. These have run all through the summer school holidays and have typically involved a one week course run as either morning or afternoon sessions. These sessions have proved useful for parents wishing to buy in supervised child care through the summer holidays. The Club coach will organise and run these sessions for FCC. Suggested costing for these sessions is as follows:

- 6 x 5 morning courses running 8.45am-12.15pm (yellow on the coaching timetables)
- 6 x 5 afternoon courses running 12.30pm to 16.00pm (yellow on the coaching timetables)
- 8 children max on each course aged 8-12
- Target number of children involved in summer try out sessions = 96
- £60 per course (£12 per session) – includes club membership.

Timeslot	Maximum Revenue estimate (100% of places filled)	Mid range Revenue estimate (70% of places filled)	Poor range Revenue estimate (40% of places filled)	Coached hours required	Coach set up / advertising time required
Summer Holiday courses	£5,760	£4,032	£2,304	210	30

- Note that average revenues generated for these sessions have been c.£3,500.
- Note also there will be a clash for the Club coach once the Year 1 beginner courses start as they will be expected to run beginner courses 9-12 through the school holidays. This will require a second coach to be employed to cover some of the course from 9-12 Monday-Wednesday at an estimated cost of £630. So the real value generation from the Club coach is shown below:

Timeslot	Maximum Revenue estimate (100% of places filled)	Mid range Revenue estimate (70% of places filled)	Poor range Revenue estimate (40% of places filled)	Coached hours required	Club Coach set up / advertising time required
Summer Holiday courses	£5,760	£4,032	£2,304	147 – Club Coach	30
Assistant coach	-£630	-£630	-£630	63	

<b>Club coach value generated</b>	<b>£5,130</b>	<b>£3,402</b>	<b>£1,674</b>	<b>240</b>	
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### **3. Club coach Year 1 Plan - Beginners**

The Club coach will form a relationship with the active schools co-ordinator and with the headmaster at local schools, possibly targeting Craiglockhart Primary school and George Watsons in the first instance.

We will use FCC's former pupils (Ieuan James, Ben Gallagher and Rachel Kneen) to showcase where canoeing can take you, through school visits with the Club coach.

The blueprint will be for the Club coach to create an upward spiral of competent and engaged children from ages 9-12 which can be fed into the club coaching path ways.

The year one coaching plan will look like this:

#### **Summer Term Sessions**

We will invite children from P6 and P7 at Craiglockhart and Watsons to start a paddle sport journey which will look like this:

Set of 6 weekly coached 2 hour sessions during the school day in the summer term (May and June). These sessions will be offered to 8 pupils and there will be 3 sessions per day.

We will charge £50 per child for these sessions payable in advance – includes club membership.

- ***Target £2,400 revenue for 72 hours work with 48 children being introduced to paddle sport each year.***

The sessions will use the Paddlepower certification (or equivalent) as a framework/motivator and at the end of the session we will aim to have children who can paddle to the lift bridge and back.

#### **Summer Holiday Sessions**

We will provide a follow on set of courses through the summer holidays with the aim of undertaking a simple river trip or reservoir journey at the end of the course. We will charge £80 for a set of 6, 3 hour lessons with no more than 8 paddlers per group. The sessions will aim to encourage the children who have participated in the summer term course to embed their skills and come back to learn more.

- ***Target £1,920 revenue for 54 hours work – target 24 paddlers***

#### **Autumn Term Sessions**

In the autumn term we will run a 2 hour after school club for the paddlers who have completed the two summer sessions or the summer try out, and who wish to keep paddling. This 6 week session will be

aimed at introducing paddlers to new types of boats and the aim at the end of the session will be a trip to another club, for instance, Linlithgow to compete against the LKR paddlers.

We will charge £50 for this block of 6 sessions, running two sessions a week targeting 8 paddlers per session (note that in year 1 the Club Coach could handle more paddlers).

- **Target £800 revenue for 24 hours work – target minimum 8 paddlers**

By now the expectation is that the club will have 8 new paddlers who are hooked on the sport and who wish to continue.

### **Winter Sessions**

During the winter the Club coach will run a 1 hour coached session in the gym and a 1 hour swimming session in the pool for these 8 paddlers. These sessions will be charged out at £70 for a block of 6 sessions run from October to December and £140 for a set of 12 sessions from January to March.

To hire the Meggetland Gym hall costs £23 for an hour and a lane at a swimming pool costs an **estimated** £50 per hour.

- **Target £1680 revenue minus £1314 (facilities hire costs) = £366 for 36 hours work**
- Note this year 1 blueprint applies to one year group at one or two schools and could be scaled up to include P6 and P7 at one school or to include more primary schools depending on the coach availability.

**Club coach timetable for Year 1 Summer Term Session – target**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Before School							
School morning	10-12am Try Out Session	10-12am Try Out Session	10-12am Try Out Session				
School Afternoon	1-3pm Try Out Session	1-3pm Try Out Session	1-3pm Try Out Session				
After School							
After Work							

**Club coach timetable for Year 1 Summer Holiday Session**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
Before School								
School morning	9-12am Beginners Session	Try out	9-12am Beginners Session	Try out	9-12am Beginners Session &	Try out	Summer try out sessions	Summer try out sessions
School Afternoon	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions		
After School								
After Work								

**Club coach timetable for Year 1 Autumn Term Session (note it could be possible to run beginner sessions again during this term) – target 8 (possibly 16) paddlers.**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Before School							
School morning							
School Afternoon							
After School	4-6pm Beginners Session		4-6pm Beginners Session				
After Work							

***Note in the first year of the Club Coach’s involvement more beginner sessions could be run.***

### Club coach timetable for Year 1 Winter Sessions

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Before School							
School morning							
School Afternoon							
After School	4-5pm Beginners Swim Session		4-5pm Beginners Gym Session				
After Work							

At the end of this first full year of coaching we anticipate a training group of 8 children coming through into a second year.

During Year 1 the planned revenue is:

Timeslot	Maximum Revenue estimate (100% of places filled)	Mid range Revenue estimate (70% of places filled)	Poor range Revenue estimate (40% of places filled)	Coached hours required	Days per week
Summer term	£2,400	£1,680	£960	72	
Summer Holidays	£1,920	£1,344	£768	54	
Autumn term	£800	£560	£320	24	
Winter term	£366	<b>-£138</b>	<b>-£642</b>	36	
Summer Try Out sessions	£5,130	£3,402	£1,674	240	
<b>Total</b>	<b>£10,616</b>	<b>£6,848</b>	<b>£3,080</b>	<b>426</b>	1.2

#### 4. Club coach Year 2 Plan - Intermediates

In Year 2 the Club coach will start with 8 intermediate children from the first years' intake and will offer them a progressive pathway through paddlesport.

At the same time the Club coach will repeat all of the activities undertaken in year 1, effectively aiming to bring another 8 children through the system at the end of that period.

For the intermediate children the Club coach will offer a 2 hour after school club running twice a week starting after the Easter holidays and running right through until The October half term break (around 25 weeks, expecting the coach to work c.21 weeks). We will divide this session up into three semesters and will charge £75 a semester.

- **Target £600 revenue per semester for 28 hours work (note there will be 3 semesters)**

There will be a goal for each of these semesters, as a suggestion this could be:

April-June – Paddling the Tweed and ending at Firnilee at a weekend

July- start Sept - Competing in the Scottish Sprint Championships

Start Sept – end Oct – Paddling around Crammond Island

During the winter the Club coach will run a 1 hour coached session in the gym and a 1 hour swimming session in the pool for these 8 paddlers. These sessions will be charged out at £70 for a block of 6 sessions run from October to December and £140 for a set of 12 sessions from January to March.

To hire the Meggetland Gym hall costs £23 for an hour and a lane at a swimming pool costs an **estimated** £50 per hour.

- **Target £1680 revenue minus £1314 (facilities hire costs) = £366 for 36 hours work**



**Club coach timetable for Year 2 Summer Term Session**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Before School							
School morning	10-12am Try Out Session	10-12 am Try Out Session	10-12am Try Out Session				
School Afternoon	1-3pm Try Out Session	1-3pm Try Out Session	1-3pm Try Out Session				
After School		Intermediates 4-6pm			Intermediates 4-6pm		
After Work							

**Club coach timetable for Year 2 Summer Holiday Session**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun			
Before School										
School morning	9-12am Beginners Session	Try out	9-12am Beginners Session	Try out	9-12am Beginners Session	Try out	Summer try out sessions	Summer try out sessions		
School Afternoon	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions				
After School		Intermediates 4-6pm				Intermediates 4-6pm				
After Work										

**Club coach timetable for Year 2 Autumn Term Session**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Before School							
School morning							
School Afternoon							
After School	4-6pm Beginners Session	Intermediates 4-6pm	4-6pm Beginners Session		Intermediates 4-6pm		
After Work							

### Club coach timetable for Year 2 Winter Sessions

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Before School							
School morning							
School Afternoon							
After School	4-5pm Beginners Swim Session	Intermediates 4-5pm	4-5pm Beginners Gym Session		Intermediates 4-5pm		
After Work							

During Year 2 the planned revenue is:

Timeslot	Maximum Revenue estimate (100% of places filled)	Mid range Revenue estimate (70% of places filled)	Poor range Revenue estimate (40% of places filled)	Coached hours required	Days per week
Summer term	£3,000	£2,100	£1,200	100	
Summer Holidays	£2,520	£1,764	£1,008	82	
Autumn term	£1,400	£980	£560	52	
Winter term	£732	<b>-£276</b>	<b>-£1,284</b>	72	
Summer Try Out sessions	£5,130	£3,402	£1,674	240	
<b>Total</b>	<b>£12,782</b>	<b>£7,970</b>	<b>£3,158</b>	<b>546</b>	1.5

## 5. Club coach Year 3 Plan – Advanced Intermediates

At the end of the second year we plan for there being 8 new children coming into the Intermediate pathway while 6 children will have graduated into the Advanced Intermediate group.

The Club coach will re-run the Beginners program along with the Intermediates program and will now also take on a program for Advanced Intermediates. This program will look like this:

For the Advanced Intermediate children the Club coach will offer a 2 hour after school club running three times a week starting after the Easter holidays and running right through until The October half term break. break (around 25 weeks, expecting the coach to work c. 21 weeks). We will divide this session up into three semesters and will charge £90 a semester.

- **Target £540 revenue per semester for 42 hours work (note there will be 3 semesters)**

There will be a goal for each of these semesters, as a suggestion this could be:

April-June – Paddling the Teith at a weekend

July- start Sept - Competing in the British Sprint Championships at Nottingham (although this could happen earlier for talented athletes)

Start Sept – end Oct – Paddling the River Dee at a weekend

During the winter the Club coach will run two 1 hour coached session in the gym and a 1 hour swimming session in the pool for these 8 paddlers. These sessions will be charged out at £100 for a block of 6 sessions run from October to December and £200 for a set of 12 sessions from January to March.

To hire the Meggetland Gym hall costs £23 for an hour and a lane at a swimming pool costs an **estimated** £50 per hour.

- **Target £1800 revenue minus £1728 (facilities hire costs) = £72 for 54 hours work**

**Club coach timetable for Year 3 Summer Term Session 23 hours coached time**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun
Before School							
School morning	10-12am Try Out Session	10-12 am Try Out Session	10-12am Try Out Session				
School Afternoon	1-3pm Try Out Session	1-3pm Try Out Session	1-3pm Try Out Session				
After School	Advanced Intermediates 4-6pm	Intermediates 4-6pm	Advanced Intermediates 4-6pm	Advanced Intermediates 4-6pm	Intermediates 4-6pm		
After Work							

**Club coach timetable for Year 3 Summer Holiday Session 17 hours coached time**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun			
Before School										
School morning	9-12am Beginners Session	Try out	9-12am Beginners Session	Try out	9-12am Beginners Session	Try out	Summer try out sessions	Summer try out sessions		
School Afternoon	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions	Summer try out sessions				
After School	Advanced Intermediates 4-6pm	Intermediates 4-6pm	Advanced Intermediates 4-6pm	Intermediates 4-6pm	Advanced Intermediates 4-6pm					
After Work										

**Club coach timetable for Year 3 Autumn Term Session 15 hours coached time**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Before School							
School morning							
School Afternoon							
After School	4-6pm Beginners Session	Intermediates 4-6pm	4-6pm Beginners Session	Advanced Intermediates 4-6pm	Intermediates 4-6pm		
After Work	Advanced Intermediates 6-8pm	Advanced Intermediates 6-8pm					

**Club coach timetable for Year 3 Winter Sessions 8 hours coached time**

Timeslot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Before School							
School morning							
School Afternoon							
After School	4-5pm Beginners Swim Session	Intermediates 5-6pm	4-5pm Beginners Gym Session		Intermediates 5-6pm		
After Work		Advanced Intermediates 6-7pm		Advanced Intermediates 6-7pm	Advanced Intermediates 6-7pm		

During Year 3 the planned revenue is:

Timeslot	Maximum Revenue estimate (100% of places filled)	Mid range Revenue estimate (70% of places filled)	Poor range Revenue estimate (40% of places filled)	Coached hours required	Days per week
Summer term	£3,540	£2,478	£1,416	142	
Summer Holidays	£3,060	£2,142	£1,224	124	
Autumn term	£1,940	£1,358	£776	94	
Winter term	£804	-£204	-£1,212	126	
Summer Try Out sessions	£5,130	£3,402	£1,674	240	
<b>Total</b>	<b>£14,474</b>	<b>£9,176</b>	<b>£3,878</b>	<b>726</b>	2.0

Note full winter sessions are expected for advanced intermediates and are assumed in all 3 estimates.

## **6. Time required from a Club coach**

The bulk of this study has focused on how the Club coach will spend their time delivering sessions. FCC believe this will only be a part of the job required and that administration and set up of courses will take significant time and effort especially in the early phases of the development.

Realistically we recommend an annualised hours contract which works out at an average of 3 days a week. We feel this will best reflect the heavier workload expected in the summer months but will also give the flexibility and time required to full develop the coaching program.

## **7. Linking with FCC Performance Athletes**

FCC recognise the importance of good role models within the club. We believe it is important that club paddlers feel like they are all part of the same club and it is also important that young paddlers get to see, and paddle with, those members who have made it to the SCA Performance squads. FCC will explore ways to work with the SCA to offer sessions where the Performance squad members have visibility to the developing paddlers. In the first instance we believe that a long Sunday morning paddle would be a great opportunity for all club paddlers, no matter what their ability, to come and paddle together and be inspired by the success of the Performance group.

## **8. Additional Revenue streams**

Throughout this document we have focused on the revenue generating opportunities surrounding the coaching of children. The Club coach also has significant opportunities to generate revenue for the club and we envisage the following areas as providing potential for additional revenue:

- Running weekend courses
- Running adult training sessions
- Developing skills so that the Club Coach can run Level 1 training and undertake 3\* assessments
- Additional revenue generated from increasing club membership fees.

## 9. Summary

This plan demonstrates 4 things:

1. A funded Club coach can sustain themselves by developing a series of paid for sessions which bring children into the sport in a structured manner. The addition of summer courses adds to the ability of the Club coach to generate value and introduce more children to the sport. These children can be taken into the pathways which have been built into the autumn and winter programs.
2. Targeting a £10 an hour salary for a coach it is possible to build a coaching model which 'washes its own face' at 70% capacity.
3. Building a performance pathway for children is achievable using a one part time Club coach model and the time required from the Club coach is likely to be around 2.0 days a week of contact time.
4. Revenues are very susceptible to the winter training expenses. Gym hire could be reduced by club membership of Meggatland gym, or by increasing the cost. In addition pool hire costs need to be checked to determine if they are reasonable.