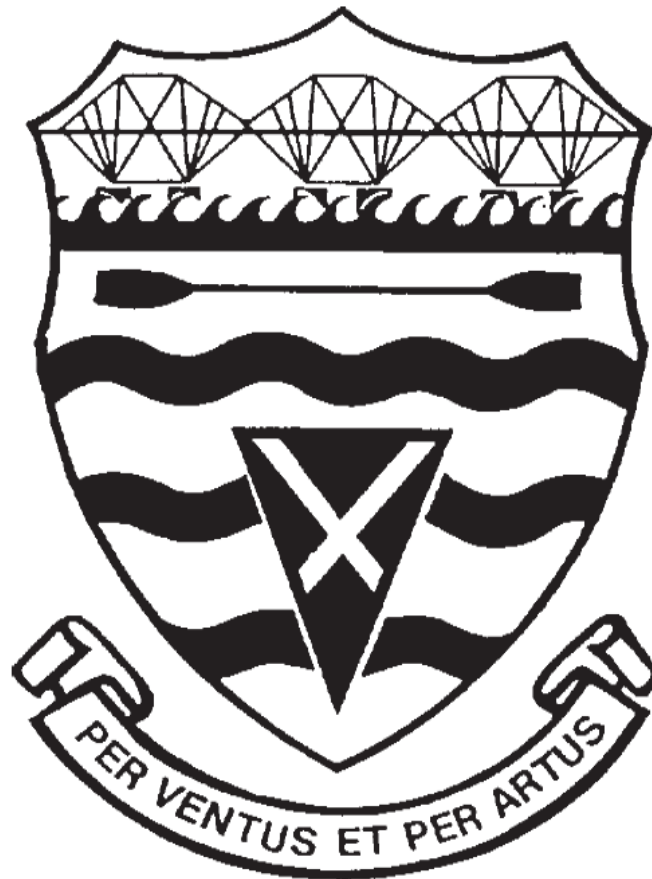


# Forth Canoe Club Strategy Plan for 2018 – 2019



Version 1.3

Created 31-01-18

# 1. Background

## 1.1 Introduction

This strategy plan sets out what we intend to do as a club in 2018/19. The club acknowledge this is a living document and that things may change but this document gives us a vision we can share with others about who we are and what we would like to achieve. The document is in 2 main sections with section 2 detailing what we want to offer for paddlers and section 3 laying out what we want to achieve with the infrastructure of the club

## 1.2 What does FCC stand for?

Here is our club vision:

***“We are a welcoming club that develops paddlers in a fun environment in the heart of Edinburgh”***

These are the words we want people to say about us...



- We want FCC to be a great place for people to come and paddle.
- We acknowledged that we are multidisciplinary club which is open to all.

## 2. Paddle Sport Activities

### 2.1 Adult Paddling

Delivered by the Adult Recreational Committee member and Trips coordinator

2018

- 1 Organise 8, monthly, adult recreational trips for beginner and developing paddlers running from April to November. Utilising FCC's own Committee approved leaders and/or supplementing them with contracted for river leaders.
- 2 Develop a new set of FCC river leaders to run club trips.
- 3 Deliver 3\* Canoe Course.
- 4 Gather feedback to help inform our decisions including :
  - a. Create a structured survey which can gather needs and views of adult paddlers
  - b. Garner ad hoc views of adult recreational paddlers to help better target club activities to needs and wants of this part of our community.

2019

- 1 FCC river leaders deliver beginner trips (1 every two months, 8 a year).
- 2 Deliver 3\* Kayak and 3\* Canoe Course.
- 3 Arrange developing paddler trips for intervening months by using contracted for river leaders.
- 4 Continue to gather feedback to ensure adult recreational paddler's views are represented.

#### Club trip policy:

<http://forthcanoecub.com/about/documents/forth-canoe-club-trips-policy/>

#### Information for trip participants:

[https://docs.google.com/document/d/1PBRM57ziuPL19RnOu1szY\\_ks7Cx2W-c2eMdHp\\_2bPTA/edit](https://docs.google.com/document/d/1PBRM57ziuPL19RnOu1szY_ks7Cx2W-c2eMdHp_2bPTA/edit)

#### Best Practice policy for leaders:

<https://docs.google.com/document/d/1v1DKCvRfq7AFc-xdBQggvJ4VILkP8Bd9p7In4ELBpZA/edit>

## 2.2 Junior Paddling

Delivered by the Club Coach – Poppy Croal

2018

1. Organise junior activity including:
  - a. Craiglockhart After School club Activity
  - b. Regular sessions for juniors beginning in April and running until October
  - c. Summer School classes to introduce beginners to the sport
  - d. Development Squad sessions for paddlers who want to paddle more than once a week
2. Gather feedback from parents on the activity
3. Make off the water training sessions available

2019

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  - b. Regular sessions for juniors beginning in April and running until October
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  - d. Development Squad sessions for paddlers who want to paddle more than once a week
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## 2.3 Sprint

Delivered by the Assistant Club Coach – Tomas Duarte

2018

1. Organise sprint equipment section including:
  - a. Paddle racks (easy to use)
  - b. Boat mending before season starts
  - c. Budget for purchase of 10 Guppie type paddles for paddlers aged 8-11- Current paddles are in poor condition and having better condition paddles for competing athletes to prevent Injuries/DOMS, also Guppies are a good paddle to start with in Sprint has they are light and small making the pulling of the water easy and light.
2. Gather feedback from parents on the activity after spring, summer and winter to ensure everything is on track according to what was communicated as offered, and what was delivered. Plus contacting through email regularly to make sure parents/paddlers are happy with outcome and sessions.
3. Water training sessions available on a weekly basis – To allow our paddlers to go on competitions and be on the same level as other clubs paddlers and enjoy the discipline more. Weekly schedule is designed according to majority of paddlers availability on days and times.
  - a. **Summer training.** Organise a weekly schedule for the different training groups – This will include 3-4 sessions a week between March and October with paddlers able to sign up to any or all sessions in advance. All sessions to be applied to through contacting coach to discuss availability and logistics.
    - U8,10,12 will have access to 3 session a week (number of sessions recommended by SCA for progress in the sport)
    - U14,16 have access to 4 sessions a week. Plus another session on Saturday at Ratho, if the paddler meets the minimum standards set by the SPS coaches.
  - b. **Summer Camp for juniors.** This camp will be a minimum of 1 week in duration, will cater for upto 8 paddlers and will take place in the school summer holidays. Aspiration is to achieve 2 to 3 weeks of camps.
  - c. **Winter training.** Session plans will be given in September time, allowing parents to make the proper arrangements with other activities.
    - Winter sessions will be held at Ratho, according to the SCA rules and minimum requirements (U14 with 4 sessions a week, wanting to progress to the SPS)
    - Winter sessions for U8,10,12 will be organised in the 2018 Summer time.

2019...tbc

## 2.4 Slalom

Delivered by the Slalom representative on the committee

2018

- 1 Slalom to be an integral part of our paddler development flow stream.
  - a. Building a tailorable paddler development pathway starting with the summer courses and ending in the Olympics
- 2 Refurbish boats and gates.
- 3 Utilise and imbed (formally) development pathway with other clubs, notably Panthers and CRCats.
- 4 Identify a new slalom coach to take over from Andrew Thomson.
- 5 Run Grantully Slalom as a FCC event.

2019

To be confirmed

## 2.5 Winter Pool Sessions

Delivered by the Pool Session Officer

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.

2018	<ul style="list-style-type: none"><li>• Run regular kayak pool sessions Oct-April</li></ul>
2019	<ul style="list-style-type: none"><li>• Run regular kayak pool sessions Oct-April</li></ul>

Pool sessions are both time consuming to organise and resource hungry in terms of the ratio of coaches to participants. Pool sessions are also costly and have run at a four figure loss for the last 2 years as the number of paddlers FCC can put in a pool at any one time is far fewer than that of a swim club. **The club want to continue to offer pool sessions but this will be reliant on finding an individual willing to take over the organisation and liaison with Edinburgh Leisure.**

## 2.6 Events

Delivered by co-opted event organisers

2018

The club will run the Grantully slalom event and the Edinburgh Paddle Race in 2018

2019

To be confirmed

## 3. Club Operational Activities

### 3.1 Communication with Members

- **Facebook**
- **Website**
- **Advertising**

Delivered through the Secretary – by the Communications sub group

2018

1. Ensure Members are kept up to speed with Club Activities and offerings
  - a. Monthly communication of activities to membership via membership list
  - b. Website updated on a weekly basis with news items and notices
  - c. Website documents to be 'cleaned up' ensuring all relevant links to documents are available
  - d. Facebook updated on a weekly basis with news items and notices
  - e. Plan of social events created and circulated to members
2. Two website editors trained
3. Website strategy created including
  - a. Security
  - b. Sustainability – fall back if our host parts ways
4. Boathouse advertising renewed allowing the local community to see what we do

2019

To be confirmed



## 3.2 Membership

Delivered by the Membership Secretary

2018

1. Make committee aware of GDPR ([https://en.wikipedia.org/wiki/General\\_Data\\_Protection\\_Regulation](https://en.wikipedia.org/wiki/General_Data_Protection_Regulation)) which all companies and clubs/organisations have to comply with by May 2018. Due to the changes it introduces, the current process of membership management is no longer suitable and will be replaced by a more secure one
2. Implement a tool to automatically read spreadsheet files and produce report with a list of new members to be added to SCA database - this should cut the amount of time required to add new members (short term)
3. Investigate whether the memberships and events administration can be moved entirely to GoMembership and whether GoMembership has the functionality required by the club and the committee (long term)

2019

To be confirmed

Our membership and target projections for future members are

Year	Adult Members/Target	Actual Adult	Junior Members/Target	Actual Junior
2012	142		71	
2013	148		89	
2014	196	196	79	79
2015	200	195	180*	110
2016	200	173	188	200
2017	200	166	196	208
2018	200		200	
2019	200		200	

### 3.3 Finances

Delivered by the Treasurer

2018

1. Explore eliminating cash and cheques from payments. All payments to the club either through EntryCentral or via BACS.
2. Cashbox – this is a financial and audit risk. Cash kept at the club is open to theft and also requires a member to unlock the box, count the cash and pass it to the Treasurer. In 2017 The Commodore has performed this role and has flagged this as a risk.
3. Produce a quarterly financial summary including tracking to agreed disciplinary budgets
4. Rolling audits. Each quarter, another member will review bank payments. This is another pair of eyes sitting alongside the Treasurer for 20 mins, scrolling down the screen and asking "what's that one for?"

2019

To be confirmed

### 3.4 Facilities

Delivered by the Hut Custodian

2018

1. Tag boats and make sure the Boat House is kept in a clean and tidy state (in conjunction with the Assistant Coach)
2. Organise spring clean of Boat House
3. Organise end of year clean-up of boat house
4. Encourage a rota of members willing to help with boat house tasks
  - a. Cutting the grass
  - b. Emptying bins
  - c. Painting
  - d. Mending the infrastructure
5. Ensure keys are cut for the new club year and they are distributed to members as per key policy
6. Look after the toilet contract and act as a point of contact for Scot Loo
7. Act in an oversight capacity for the Boat House re-development sub group which will seek to re-develop the boat house creating additional storage and toilet facilities and re-modelling the existing boat house to create more space for changing rooms, a small kitchen and a gym/meeting room
8. Complete annual review of Boat House risk assessment

2019

To be confirmed

### 3.5 Equipment

#### Delivered by the Hut Custodian

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

2018	<ul style="list-style-type: none"><li>• Replace 10% of equipment</li><li>• Insure equipment for the correct amount</li><li>• Complete annual inventory</li></ul>
2019	<ul style="list-style-type: none"><li>• Replace 10% of equipment</li><li>• Insure equipment for the correct amount</li><li>• Complete annual inventory</li></ul>

## 3.6 Coaching

### Delivered by the Coach Co-Ordinator

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 (following the policy documented on our website). 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.

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 active coach numbers is summarised in the table below:

	2017	2018	2019
FSRT / L1 In training		4 Male 2 Female	tbc
Level 1 Coaches	6 Male 4 Female <b>1 Paid</b>	3 Male 4 Female <b>1 Paid</b>	tbc
Level 2 Coaches	5 Male 5 Female	2 Male 1 Female	tbc
Level 3 Coaches	<b>1 Paid and Training</b>	<b>1 Paid and Training</b>	tbc
<b>Total</b>	<b>22</b>	<b>18</b>	<b>tbc</b>

### 2018

- 1 Produce documents that show the progression through the coaching awards and that show the procedure for becoming a club coach. Organise spring clean of Boat House
- 2 To have professional development plans drafted with coaches who wish to progress further in their skills/coaching.
- 3 Bolster the number of active coaches, particularly focusing on adding 2-3 more Level 2 coaches and 2-3 paddlesport leader award holders by the end of the year in order that we can meet the demand for 2\* and organise trips on sheltered water in progression to white water.

### 2019

To be confirmed

### 3.7 Organisational Infrastructure

#### Delivered by the Secretary

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 behaviors, boat house risk assessment etc. The Secretary is responsible for making sure the appropriate officers monitor and review their working practice and that the Committee has a rolling process for reviewing and recording policies and procedures.

Annual tasks for organisational infrastructure include

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>• 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>
2019	<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>• 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>

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

#### 2018 Strategic Tasks

1. Review club legal status and decide if FCC should become a SCIO

#### 2019

To be confirmed

## **4. 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.