

## **DCKC Club Development Plan**

**2021-2025**

**Version 1.1**

Back in 2015, the club had put together a development plan spanning 5 years. The objective was to provide the committee and the members of the club a clearer picture of how the club was going forwards in terms of activities and development.

It is now 2021 and time for an updated plan. We have followed the same template as the previous document to make it easier to track our progress.

**Section 1** of this document outlines a background to the club itself. It also includes our vision for the future of the club – this has largely remained unchanged.

**Section 2** contains the development plan. There will also be mention of what the club has achieved until now.

As noted in the previous report, the Development Plan is not rigid. It is a flexible guide which is subject to constant review in order to accommodate the club's changing needs and directions as dictated by its members.

Although the plan has been written and put together by a small team of people, everyone's opinion will be sought before finalising the plan. We have done our best to integrate the suggestions into the plan so that everybody's needs and aspirations for the club and its members are recognised.



Version / Date	Notes
Version 1 April 2021	

## **Section 1 - Visions, Objectives and Values**

**Vision** – “DCKC aims to be one of Scotland's biggest, best and most welcoming kayak clubs with an exciting and varied program of trips and skills development, providing support for a number of paddling disciplines (sea kayak, white water, open boat and paddle boarding)”

### **Aims (also known as Mission – these are a part of the Club Constitution)**

1. The objects of the club shall be to promote the sports of canoeing and kayaking in the local community, to provide access to canoeing and kayaking, and to provide coaching for club members and other interested parties.
2. The club endorses the principle of sports equality and will strive to ensure that everyone who wishes to participate in canoeing and kayaking will have a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities, without regard to age, sex, gender identity, disability, marital or civil partnership status, pregnancy or maternity, religion/belief, race, ethnic origin, nationality, colour, sexual orientation. (*Note need gender reassignment and sexual orientation, religion or belief to match the equality act*)

### **Objectives (Sometimes known as Goals – these are part of Club Constitution)**

1. Provide regular outdoor trips and training sessions.
2. Encourage individual development both educationally and physically.
3. Encourage individuals to take part in the British Canoeing award scheme.
4. Affiliate to the Scottish Canoe Association (SCA) so allowing members access to the resources of, and competitions run by the SCA.
5. Support individuals to train as Coaches, thus creating a pool of Coaches to benefit the whole community.
6. Organise pool sessions for club members as and when funds allow.
7. Raise funds through grant applications and other activities.
8. Maintain a stock of equipment for the use of club members.
9. Hire or rent appropriate storage for club equipment and obtain appropriate insurance cover for such equipment.
10. Deal with matters of discipline following the process outlined in the *Club Rules and Guidelines*.
11. Publish and maintain policy documents in respect of the *Equity, Health and Safety, Data Protection* and *Child Protection* policies and the *Club Code of Conduct*.

## Section 2 - Development plan

### Objective 1: More and better trips

DCKC has a wide range of paddlers in terms of skills (different crafts), abilities, paddling aspirations (fair weather paddler or intrepid adventurer) and so on. The aim of the club is to provide a wide range of paddling trips which will cater for everyone in a safe and supported environment.

Strategic Outcomes	Key Performance Indicator (KPI)	As of August 2020	Work in progress/ to be done	Who?
1.1 More trip leaders planning and running trips.	1.1.1 Number of people running sea kayak trips at Novice/A/B/C grades.	10 active sea kayak leaders	Continue to develop new and current leaders	Current trip leaders and coaches and the coach coordinator
	1.1.2 Number of people running WW trips	5 active WW leaders	Continue to develop leaders to develop their skills	Current trip leaders and coaches and the coach coordinator
	1.1.3 Number of people running OC trips	3 active OC leaders	Encourage more OC trip leaders.	Current trip leaders and coaches and the coach coordinator
	1.1.4 Number of people running paddleboard trips	1 active leaders	Encourage more SUP trip leaders.	Current paddleboard trip leader and the coach coordinator

	1.1.3 Number of assistant trip leaders.	No list available yet	Compile a list of volunteer assistant trip leaders, and update annually	Committee
	1.1.4 Add a list of trip leaders and assistant trip leaders to the website.	Already on the members page	Update annually	Webmaster
1.2 Increased skill levels of leaders through formal and shadow training	1.2.1 Number of formally qualified and trained trip leaders.	10 active sea leaders 5 active WW leaders 3 active OC leaders	Continue to encourage leaders to develop their skills	Committee
	1.2.2 Number of informal club approved leaders	4 club approved leaders	Encourage more club approved leaders	Coach coordinator
1.3 Support systems for trip leaders including equipment, legal situation	1.4.1 A clear statement of trip leaders' responsibilities, potential liabilities, insurance situation	Currently available on the website are the Child Protection Policy Statement, the Club code of conduct, Club Rules and	Develop membership database or other system to allow easy access to emergency contact information on trips	Committee; membership secretary; child protection officer

		Guidelines.		
1.4 An annual program of day, weekend, week, and whole club outings	1.4.1 A published annual plan for major trips and activities	Trip planning meeting planned for 20 Jan 2020	Yearly trip planning meeting	Current trip leaders/coaches and all members wishing to participate
1.5 Running a range of skills specific sessions (i.e. not trips)	1.5.1 Establish a monthly Saturday skills session 1.5.2 Develop other skills sessions	Previously run on a monthly basis on a weekend for seekayakers	-Encourage more volunteers to help – extending to other crafts and other skills e.g. navigation / VHF -Annual introduction to moving water at Pinkston	Current trip leaders/coaches/ coaching coordinator

**Objective 2: More social opportunities**

The health of the club, the enthusiasm of the members relies on its social side.

<b>Strategic Outcomes</b>	<b>KPI's</b>	<b>As of August 2020</b>	<b>Work in progress/ to be done</b>	<b>Who?</b>
2.1 Run a range of “whole club” weekend paddling trips each year	2.2.1 Feb bunkhouse all discipline trip	Yearly bunkhouse river trip weekend– Venue decided yearly	Aim for yearly spring bunkhouse weekend for different crafts	Coaches and leaders
	2.2.2 Annual Summer sea kayaking club camping trip	Awesome sea kayaking expedition ran in August 2018 and 2019. and early summer expedition ran in 2019 around Lismore	Annual sea kayaking expedition for different abilities. August sea kayaking expedition planned for 2021	Leaders/ coaches
	2.2.3 November Lochawe weekend,	Annual Lochawe / “Lochawe on Tour” weekend held successfully, including sea, river and OC trips	Aim for annual Lochawe weekend	Trip Leaders

2.3 Run a range of “whole club” day events each year	2.3.2 September Loch Lomond fun day and BBQ	Successful Pinkston pool party 2018		Social secretaries
	2.3.3 December mince pie paddle.	Successful mince pie paddles held and organised by Janice Gow in last few years – we have had up to 25 attendees	Continue with annual mince pie paddle	Janice Gow
2.4 To run a number of talks and workshops each year	2.4.1 Evening talks/ workshops/ theory sessions in winter (sea)		To organise evening theory sessions in winter. Invite external coaches.	Leaders/coaches
	2.4.2 Evening talks/ workshops/ theory sessions in winter (river)		Arrange evening theory sessions in winter. Inviting external coaches	Leaders/coaches
2.5 Improved range of transport options to improve social aspects, inclusion and as a social enabler.	2.5.1. Car-pooling to reduce the environmental impact of trips.	2 trailers available for transport of boats. Car-pooling has been successful for many trips over the last few years	Ensure good communication. (messaging app and email) Encourage car pooling where/ when suitable.	Members



### 3: Robust training and development activities

Canoeing and kayaking are risk sports, therefore there is a need for skilful and experienced participants to run safe trips, who are willing to pass on knowledge and help others to progress.

Strategic Outcomes	KPI's	As of August 2020	Work in progress/ to be done	Who?
3.1 More use of external coaches to deliver both course and club sessions	3.1. Delivery Lottery 2014 grant	2014 Project completed	Continue to pursue grants.	Coaching Coordinator and Club secretary
3.2 Increase number of club members undertaking leader and advanced leader training (or training and assessment).	3.2.2 Increase in number of qualified BCU "leader" and "advanced leader" club members	5 advanced sea kayak leaders, 1 advanced WW leader, 2 advanced OC leader (5* or 5* trained)	Encourage interested members to undertake training and assessment. Where funds allow, provide contribution towards costs (see 3.7).	Committee and coaching coordinator
3.3 Encourage new coaches, create a pathway, with funding and fun deployment.	3.3.1 Number of paddlesport instructors	7 members passed the paddlesport instructor courses in 2019. 1 member completed "core coaching" and "sea	Continue to encourage interested members to progress with coaching qualifications.	Coaching Coordinator

		kayak coach training” 6 members currently undertaking core coaching training		
	3.3.2 A system to identify new coaches with clear club pathway to follow.	Many members have expressed an interest in coaching and supported by current leaders and coaches	To develop a system of mentorship and advice to those members interesting in coaching	Coaching Coordinator / Committee
3.4 Develop a better route to rolling - dry land, coaches, specific days in pools, Pinkston, Loch. (Rolling is a key element to a “safe person”)	3.4.1 Coaches at pool, Pinkston and Loch Lomond	Rolling practice is currently happening at the pool and Loch Lomond	Encourage more people to roll at Pinkston, especially in moving water. Investigate developing a sub-group of coaches interested in coaching rolling.	Coaching Coordinator
3.5 Provide emotional and psychological support to members	3.5.1 Regular debriefing sessions held after trips		Encourage debriefing sessions, especially after	Trip leaders and coaches

			challenging situations	
3.6 Develop and encourage opportunities for formal development opportunities across disciplines and skill levels (Novice, Beginner, Intermediate, Advanced.)	3.6.1 Mentoring scheme			All
	3.6.2 Extend coach and trip leader mapping to general club members			Coaching Coordinator
3.7 Ensure finance is not a barrier to development of club trip leaders /coaches	3.7.1 Continue to publish/promote club 25% contribution and SCA/Other awarding body grant schemes		Apply for funding, where available, to assist in financial aspect of training. Promote SCA subsidised courses to members. Encourage easyfundraising options	Coaching Coordinator

**Objective 4: Encourage and develop more volunteers**

A club should be run for its members by its members. However, to allow for some structure, all clubs have a committee. The biggest threat to any large group of individuals is fragmentation. In order to avoid this, the club would like to invite all its members in the running and organisation of its activities by creating opportunities that would encourage contribution by all its members. This is also a good opportunity for everyone to learn the skills required to run a club or even to mentor other members.

<b>Strategic Outcomes</b>	<b>KPI's</b>	<b>As of August 2020</b>	<b>Work in progress/ to be done</b>	<b>Who?</b>
4.1 Ensure the club has an active programme to encourage volunteers and involvement.	4.1 Develop volunteering programme	Volunteer Coordinator role developed, which is working well.		Volunteer coordinator
4.2 Develop, recruit and support a new member liaison team.	4.2.1 Create a list of club members willing to assist in early stages of a novice joining the club.	Paddlesport instructors		Paddlesport instructors
4.3 Ensure club volunteers are acknowledged internally and also nominated for external awards	4.3.1 Consider club awards for AGM	Action outstanding	Committee to consider integrating some level of awards at AGM	Volunteer coordinator

### Objective 5: Have the right equipment

To canoe and kayak safely and enjoyably needs equipment. Although many people will buy their own equipment, new paddlers and those from disadvantaged backgrounds will need access to club equipment.

Strategic Outcomes	KPI's	As of August 2020	Work in progress/ to be done	Who?
5.1 To be able to safely transport equipment to venues, ensuring that car owners and non-car owners have equal opportunities	5.1.1 Replace small 6 boat black trailer		To be completed by 2023	Committee
5.2 Have the right equipment for club activities and development of club members	5.2.1 Source more and better sea kayaks for members to use	Currently have 15 sea kayaks, 5 OC, 22 river kayaks, 4 SUPS, 41 pool boats, 2 SOTs	Replace 8 sea kayaks	Committee
	5.2.2 Source 2 x playboats	1 playboat acquired	Source another playboat	Committee

	5.2.3 Source further GP kayaks without pillar buoyancy (Diesels)		-Obtain more Diesel river boats. -Consider updating box trailer at Pinkston	Committee
5.3 Maintain equipment better with more volunteers and appropriate labour spending on maintenance.	5.3.1 A clearer shared maintenance ethos, supporting the club committee equipment officers		Engage a team of equipment officers to share the workload	Club Committee Equipment Officers And recruited volunteers
	5.3.2 Establish a regular annual maintenance day in Feb/March		Yearly maintenance day of club and personal craft, optionally combined with BBQ in spring or summer	Equipment officer

**Objective 6: Run the club from the right venues**

Location, location, location. Healthy watersports clubs run from good venues as access, facilities, storage, transport are key to people wanting to go kayaking and canoeing. They are also critical for groups who may find difficulties with ad-hoc access.

<b>Strategic Outcomes</b>	<b>KPI's</b>	<b>As of August 2020</b>	<b>Work in progress/ to be done</b>	<b>Who?</b>
6.1 Loch Lomond watersports hub. (Including steel shipping container before completion).	6.1.1 Container at Loch Lomond	Container up and running and full.	-Maintain good relations with Loch Lomond National Park	Club committee and members
6.2 Club run successful weekly club Pinkston sessions.	6.2.1 Increased attendance at Pinkston with session covering costs	1 pump session currently well subscribed but overall still generally undersubscribed	Encourage members on 1 pump to progress to 2 pump or 1,2,3 pump sessions.	Committee, Pinkston Liaison Officer
	6.2.2 Develop a variety of craft using Pinkston			Committee, Pinkston LO
6.3 Investigate and provide a members' boat store.	Develop contract with members for storage of boats including fee system and liability	Some members' boats are currently stored in the container	Formalise arrangement for storage of members' boats.	Committee

**Objective 7: Admin and infrastructure**

Good administration means that volunteers are not frustrated, time is used wisely and everything works smoothly. New online platforms for banking and membership will allow better tracking of membership and finances.

Strategic Outcomes	KPI's	As of August 2020	Work in progress/ to be done	Who?
7.1 Ensure lawful and secure storage of personal information	7.1 Only personal information that is accurate, adequate and relevant for the purposes of club membership will be stored and only for the duration of the membership	Data protection policy available on website		Committee / Membership secretary
7.2 Facilitating payment of fees by member and non-members	7.2.1 Setting up of electronic banking	Electronic banking has been set up and currently in use	Completed	Treasurer
7.3 Constantly improve communication	7.3.1 Improved, easier to use website forum	Website is up and running. Regular Newsletter		Committee
	7.3.2 Improved communication	Use of messaging app/Email	Continue appropriate use of messaging app/Email	



7.4. Access to library and resources for members	7.4.1 Establish published library and system to ensure borrowed items are returned	List currently on website	Setting up a list of everyone's books (with their permission) – can be included in newsletter. Advertise library and how to access on the website	Committee and club members
	7.4.2 Develop a “dream resources list” to work towards.		Setting up of a club Dropbox that would allow members access to online resources. Christmas newsletter – members' wishlist	Committee and club members
7.5 Setting up of a group in the club committee tasked with looking at SCIO (charity) status for the club <i>SCIO - Scottish Charitable Incorporated Organisation</i>	7.5.1 Set up an SCIO group	Group has been set up and draft SCIO documentation is in progress		Committee/ members/ volunteers
7.6 Robust process for development plan review day/evening	7.6.1 Development plan review meeting and v2 published		Development plan to be completed	Development Plan team/ Committee

### **Objective 8: Risk assessment and safety**

In order to ensure the safety of our members, we should perform risk assessment for every trip and regularly debrief as a club on incidents and

near misses. This will allow us as a club to learn from experience how to prevent mishaps and minimise risks in the future.

<b>Strategic Outcomes</b>	<b>KPI's</b>	<b>As of August 2020</b>	<b>Work in progress/ to be done</b>	<b>Who?</b>
8.1 Ensure lawful and secure storage of personal information	8.1.1 Risk assessment of every trip by the trip leader and the attendees	Documentation on website	Risk assessment form system	Safety officer
	8.1.2 Debriefing and recording of incidents and near misses in timely manner		Form for recording incidents and near misses	Committee members, members
	8.1.3 Use of emergency contact cards	Access on website by members to ICE/ emergency contact card template for on- water use	Encourage use of ICE card template by members	Trip Leaders to encourage use

## Appendix

### SWOT Analysis

<b>Strengths</b> Clydebank pool session Enthusiastic coaching team Large and active committee Large group of active sea paddlers Supportive NGB Large catchment area Well regarded club, locally and with NGB Regular Pinkston sessions Access to two containers at 2 sites with access to a number of keys (Loch Lomond and Clydebank). Good support for novice training and development Increasing number of trip leaders COVID 19 organisation	<b>Opportunities</b> Increased retention of kids (or return after uni) Trip scalability only limited by imagination Expand family activities beyond standard club activities Increasing number of river paddlers (river kayak and OC) Online club member platform to improve membership process Beginner course for new members COVID 19 – Increased interest in outdoor pursuit
<b>Weaknesses</b> No Competition stream Website a bit complex Large catchment area Accessibility to members with disabilities Low number of social events	<b>Threats</b> Sports Hub Project involves a team and a high budget Unstructured volunteer recruitment Increased difficulty of finding grants Poor recruitment of new members at the pool over winter COVID-19 Limited number of people willing to lead trips

**DCKC's Ethos :**

"Ethos" is *"the characteristic spirit of a culture, era, or community as manifested in its attitudes and aspirations"*.

The development plan detailed above is an expansion of the ethos of DCKC.

DCKC is a club whose overall aim is to bring together a group of people who have a shared interest in paddling so that they can have fun together, share their knowledge and learn together, regardless of their background (age, sex, gender identity, disability, marital or civil partnership status, pregnancy or maternity, religion/belief, race, ethnic origin, nationality, colour, socio orientation).

The club is committed to ensuring that all its members are able to reach their individual and joint aspirations in a safe, friendly and supported environment.

DCKC is run by its members for its members. We currently have more than 100 members and therefore, for administrative and practicality purposes as required by the Club Constitution, an overseeing committee has been established. Although the club's activities are run by a group of members, the opinion of every member is important and invited, and everyone is encouraged to volunteer in the running of the club. There is an Annual General Meeting to which everyone is invited to share their ideas about every aspect of the club and its activities. The committee meetings are open to all interested members. The committee ensures that different means of communication are put into place (social media, mobile phone numbers, emails, newsletter) so that the committee can be contacted easily should any member or prospective member wish to get in touch.

It is the club's aspiration that paddlers improve their skills as paddlers, leaders and coaches. Regular pool sessions and whitewater /moving water sessions at Pinkston have been set up to allow members to practice their skills in a safe environment. Regular trips in the different crafts are organised by trip leaders to allow progression into the "real" environment. These are again graded so that a wide range of trips are available for paddlers of different abilities. Where possible, the club will organise courses to satisfy the learning needs of its members and subsidise where possible.

The club encourages its members to gain leadership and coaching qualifications approved by the Scottish Canoe Association (SCA) so as to create a pool of leaders and instructors, thus benefitting the whole community.

The club depends mostly on its members for the funding of its activities. Contributions by the members in the form of membership fees, trip fees, equipment hire and course fees are therefore expected as these help to cover the running costs of the club for the benefit of all its paddlers.

The club pays close attention to the legal requirements of running the club and courses. It has therefore set up “Rules and Regulations” in line with local laws and policies which are available on the club website. This also includes a child protection policy. Additionally, the club is affiliated to Scottish Canoe Association (SCA) to allow members access to its courses, resources and competitions.

As with any sport, progress can at times be psychologically and emotionally challenging. The environment which the paddlers throw themselves into is unpredictable and can have a significant impact on a person’s self-confidence. The club encourages all its members to support each other in situations like these and promotes “debriefing sessions” especially after a challenging coaching session or trip.

### **Drumchapel and Clydebank Kayak Club – A Brief History**

There had been a strong history of kayaking and canoeing in the Clydebank area from the Second World War onwards where the workers at the various shipyards would take off for a weekend’s voyaging often in home-built boats made from wood frames and canvas. There was a Clydebank Canoe Club however by the late 70’s, early 80’s this club had ceased to exist as a going concern. In 1987 there were two groups operating in the local area, both of which were tasked with providing development opportunities for local people through outdoor sports. In Drumchapel, the Instructors from the Drumchapel Adventure Group (DRAG) were teaching kayaking and this was being mirrored by events in Clydebank where a region-sponsored Outdoor Education Initiative (OEI) was also using kayaking as a development medium. Instructors from both organisations soon realised that a local club was required to allow their students to develop their kayaking.

Towards the end of 1987 a joint initiative was established between these two groups and the Drumchapel & Clydebank Kayak Club was born. The club used the Drumchapel Swimming Pool as a base for pool sessions and boats were borrowed from OEI and DRAG for outdoor trips. Initially professional instructors provided instruction but as the level of skill held by members increased members themselves entered the BCU Coaching Scheme, obtained awards and so became responsible for the coaching of others within the club, setting a trend that has continued to the present day.

My early memories of the club during the winter of '87 involve learning to roll in the pool at Drumchapel Baths and then successfully rolling outside for the first time after a capsize on the wee stopper on the River Teith. The club started off as a mainly river and surf type club with not a lot of sea paddling going on. Looking back at old copies of newsletters, you can see that in April 1995 there was a club trip to Granton-on-Spey when 16 paddlers were out on the River Findhorn. However there was still some sea paddling going on as on 13th May 1995 Robin Lloyd-Jones (Yes, he of Argonauts of the Western Isles fame) was running a sea paddling trip starting off at Helensburgh. By 1995 the club had moved to the school pool at Drumchapel High School. We stayed there until 2001 when the club moved to the school pool at Cleveden Secondary and then in 2003 we moved to our current location at the Playdrome in Clydebank.

Over the years the focus of the club has changed with a greater emphasis on the purchase of our own equipment, through grants awarded by the Foundation for Sport and the Arts and the Lotteries Grants for small Groups schemes. We have also obtained our own storage container and sets of equipment so that we can outfit beginners. There is a lot more sea paddling taking place, but plenty of rivers as well with the odd sea trip thrown in for good measure. One of the highlights during the club's existence included a river paddling trip to the French alps in the summer of 1998. Unfortunately I missed out on this one despite having done most of the planning due to the eminent arrival of my oldest child....bad planning you might say! During the 90's the club also had a successful canoe polo team. We were SCA canoe polo div 3 champions in the 1997-98 season and in 2000 were the div 2 champions. The club still has a polo team that competes under the Partick title – div3 champions last year? This is due to Paddy who has held this team together through thick and thin. Other highlights have included the hundreds (it must be by now) of weekend sea trips paddling stretches of the coast and visiting islands. There have been once or twice a year trips to Machrihanish for the surf. There have also been a number of river tours such as the one described above.

Over the years there has always been a hard core of people who have kept the club running and have worked on the committee behind the scenes. Without their blood, sweat and tears the club would have folded a long time ago. I'll finish this short history by thanking them for their efforts and with a gentle reminder to everyone that a club doesn't run on its own. It has taken a lot of work over the years from a number of people to keep things going and it will take further effort to carry on the work in the future. The club is nothing more than the sum total of its members and you should think about what you as a club member can contribute towards the next decade of the club's history.

The following have all held posts on the club's committee at one time or another:-

Chris Simmonds Chairperson Late 80's, early 90's

Margaret Downie Chairperson Late 80's, early 90's

John Baraclough Chairperson 1993 –'95

Derek Blair Treasurer 1991 onwards

Sandy Johnston Secretary 1991 –'96

Chairperson 1997 - 2000

Maggie Johnstone Chairperson 1996-97

Graham Swanson Secretary 1997 – 2002

Rab Burns Chairperson 2000 onwards

Ron Downie Secretary 2002 onwards

As you can see Derek Blair has served the longest and our thanks should go to him. There were numerous other people who served on the committee at various times and I must apologise for leaving them out. I have just listed the holders of the main posts and hope that this will suffice. If I have the dates wrong for some of the above posts I am sure you will let me know. That is my version of the last 17 years, sorry I cannot remember precisely who did what in the early years but hey you know what they say, memories may fade but the good times always sparkle in the sunshine. Sandy