

HASTINGS CANOE CLUB STRATEGIC PLAN

PURPOSE

This document provides a framework for the ongoing development of Hastings Canoe Club. It identifies five top-level aims, and for each aim, provides a series of goals, intended to help achieve the aim; a set of actions to achieve the goals, and a set of criteria to measure the progress towards success.

The document is intended to provide guidance to all club members to support the development and improvement of the club. It should be reviewed annually, and updated in line with progress made and emerging challenges.

AIMS

1. Increase participation in paddlesport
2. Increase membership and member participation
3. Develop paddler skills
4. Develop coaches, leaders, instructors and volunteers
5. Ensure the long-term viability of the club

ACTIONEES

The following abbreviations are used in the Action tables:

AG	Adrian Glazier
AV	Alan Vidler
AW	Adam Washford
DF	Diana Fisher
DH	Dave Hirst
DM	Dom Parrett
DW	Dave Waine
JM	Jon Miles
JN	Janey Nash
JR	Jason Richardson
MG	Mark George
MN	Maurice Nash
RW	Richard Ward
TM	Thomas Mucha

AIM 1 - Increase participation in paddlesport

Provide opportunities to introduce more people, from a wider demographic background, to a wide range of paddling opportunities.

Goals

1. Ensure more people are aware of paddlesport opportunities
2. Provide opportunities for more people to access paddlesport
3. Provide a greater variety of paddlesport opportunities

Actions

	Action	Who	By
1.1	Use social media and other forms of advertising to reach a wider audience	AW	Ongoing
1.2	Provide paddling opportunities for non-members with varied activities on different days and times [To be discussed at meeting 16 Dec 2024]	TBD	

Measures

1. Increased enquiries about opportunities
2. Increased attendance at non-member sessions
3. Attendance from a more varied demographic

AIM 2 - Increase membership and member participation

Increase the number of visitors who join the club and increase the number and variety of club activities attended by each member.

Goals

1. Ensure membership is an attractive option for visitors
2. Increase the number of club members in each demographic category
3. Increase the number and variety of sessions attended by each member
4. Improve retention of existing members

Actions

	Action	Who	By
2.1	Review the membership costs and benefits in line with competing options [alternatives, including Visitor costs, presented and selected at AGM]	JM	Complete
2.2	Focus recruitment on specific demographic categories	TM	TBD
2.3	Survey members and non-members about the types of sessions to run and the dates/times to run them [Complete for pool sessions with day/time changed and skill sessions scheduled]	JM	TBD

Measures

1. Overall numbers of members
2. Number of members in each demographic category
3. Number of members rejoining each year

AIM 3 - Develop paddler skills

Encourage members to experience different paddling disciplines and provide training opportunities for members in their chosen disciplines.

Goals

1. Ensure paddlers have opportunities to improve their paddling skills
2. Ensure paddlers have the opportunities to try new disciplines
3. Encourage paddlers to manage their own personal development plan

Actions

	Action	Who	By
3.1	Give paddlers the opportunity to establish a personal development plan [email sent to course participants and some members encouraged to join the mentor scheme]	JM	TBD
3.2	Provide a wide range of training and development opportunities		
	a. DH to develop a sea kayak training programme	DH	TBD
	b. JR to survey members about Winter activities [also to be discussed at meeting 16 Dec 2024]	JR	TBD
	c. JM to elicit support from Paddle UK	JM	TBD
3.3	Provide mentors to help paddlers with their personal development plan	JM	TBD

Measures

1. Improved ratings for paddlers on their skills profile

AIM 4 - Develop coaches, leaders, instructors and volunteers

Encourage members to acquire, and use, formal and informal skills to support other members.

Goals

1. To increase the number of qualified coaches, leaders and instructors
2. To increase the number of active volunteers

Actions

Action	Who	By
4.1 Identify candidates for coach/leader/instructor training [D Hirst and J Miles identified as candidate Leaders] [an output from the PDP process]	JM	TBD
4.2 Provide the necessary support for candidates to achieve formal qualifications [funding agreed for D Hirst and J Miles] [to be addressed once Action 4.1 is complete]	TBD	TBD
4.3 Recognise informal capabilities for members unwilling to take formal qualifications [an output from the PDP process]	JM	TBD
4.4 Encourage members to support the club by volunteering to assist when required	All	Ongoing

Measures

1. Number of qualified coaches/leaders/instructors
2. Number of informal coaches/leaders/instructors
3. Number of members volunteering to help the club

AIM 5 - Ensure the long-term viability of the club

Ensure that the club has the facilities, equipment, personnel and financial resources to meets its current and future needs.

Goals

1. Ensure the club is financially viable
2. Ensure the club facilities meet the ongoing needs of the club
3. Ensure the club maintains sound governance

Actions

	Action	Who	By
5.1	Produce an annual financial plan with predicted income and spend, requirements for grants etc	AG	TBD
5.2	Produce a facilities plan to identify any predicted facility developments and equipment repairs/replacements required [to be assessed on Maintenance Day]	MG	TBD
5.3	Maintain Quality Club accreditation and improve assessment score	DP	TBD

Measures

1. Difference between the annual bank balance and the prediction
2. Number of deficiencies identified in the facilities
3. Quality Club accreditation score