



Port of Plymouth Canoeing Association

Club Development Plan 2024 - 2028

Revision History

Date	Version	Author	Reason
-	-	-	-
10/11/2023	V4	M Perry	Updated Nov 2023
06/12/2022	V3	M Perry	Updated with proposals drawn from the survey of members Autumn 2022.
17/11/2021	V2.2	M Perry	Updated and re-issued for new 2121 – 2022 committee and post main Covid 19 restrictions. Previous Years moved to Appendix 1. Table of Contents added.
30/03/2021	V2.1	M Perry	Roll fwd and minor updates (ltd by Covid19)
07/01/2020	V2.0	M Perry	Updates following review by new Committee for 2020
14/08/2019	v1.0	M Perry	Published (H&S and kit sections expanded, updates added)
03/07/2019	v0.2	M Perry	2 nd draft for review and detailed input
12/06/2019	v0.1	M Perry	Initial draft

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PPCA is an affiliated member of the Moun Batten Watersports Centre (MBC). The club currently rents two storage sheds from MBC in Plymouth. One shed is dedicated for the storage of member’s personal boats and the second shed is for PPCA equipment which includes kayaks, canoes, paddles, buoyancy aids, spray decks and other associated equipment.....6

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Introduction

This Club Development Plan (CDP) is a document that outlines the future development of the Port of Plymouth Canoeing Association (PPCA).

It enables PPCA to consider :-

- Where it is now?
- Where it would like to be?
- How it will get there?

PPCA – Current position

Membership

The club is open to all members of the public who have a British Canoeing Discoverer Award (previously known as 1*) or are at an equivalent standard.

Membership can be obtained via the PPCA website, where the relevant fees are displayed.

The membership statistics as at December 2023 are :-

Full	?
Honorary	?
Youth	?
Family Secondary	?
Family Primary	?
Current Membership Total	?
Lapsed	?

Activities

The club organises a wide variety of activities all year round, they include:

- Coaching sessions held weekly for open boats, general purpose kayaks (GP kayaks), Sit on Tops (SoT), sea kayaks and, most recently, Stand up Paddleboards (SuPs) all at different levels of competence.
- Recreational trips (including overnight camping) in open boats, GP kayaks and sea kayaks.
- White Water river paddling (coaching and recreational) trips.
- Assessment awards in accordance with the BC guidelines.

- Beach cleans of the local area in association with other environmental groups.
- Scouts and Cub sessions.
- Currently developing links with Plymouth University and other clubs in order to help share opportunities and encourage inter-club liaison.
- Pool practice sessions arranged during the winter.

Coaches/Officials

PPCA has 15 coaches qualified at level 1 – 4 and 5 other leaders, with 3 others in training.

During 2021 a subset of these coaches attended courses covering Advanced WW Leader, WWSR, First Aid, BC Update.

Safeguarding – achieved via British Canoeing e-learning and DBS certification.

Helpers – there are a number of members who assist the qualified coaches.

Buildings/Equipment

PPCA is an affiliated member of the Mount Batten Watersports Centre (MBC). The club currently rents two storage sheds from MBC in Plymouth. One shed is dedicated for the storage of member's personal boats and the second shed is for PPCA equipment which includes kayaks, canoes, paddles, buoyancy aids, spray decks and other associated equipment.

MBC is on a level site providing member's and public (chargeable) car parking, including disabled bays.

MBC provides its' members with free parking, changing rooms and showers. Also available on a discounted, chargeable basis are accommodation, restaurant, meeting rooms and courses and bar facilities.

Club assets are evaluated as and when they are used, and also subject to an annual review to allow the asset register (spreadsheet and photos) to be updated. A snap-shot is reproduced below :-

Craft / Kit Type			
Sea kayak			
GP / WW / play			
Open boats			
SoT			
SuP			
Junior paddles			
Kayak paddles			
Split paddles			
Cags			
Spray decks			
PFDs			
Helmets			
Tow lines			
Throw bags			

Committee/Governance

The club is managed by a committee appointed annually at the Annual General Meeting (AGM). The committee meets monthly with the AGM taking place in October/November. The club is run by volunteers.

The Committee roles and responsibilities match those as defined by British Canoeing, and the descriptions, along with the current post holders can be found on the PPCA website.

The club also has 4 Trustees who hold PPCAs assets in trust.

SWOT Analysis

Strengths

Core of committed volunteers
Strong team of experienced, qualified Coaches and Leaders
Core of dedicated paddlers across many disciplines.
Location - ideal for sea, surf, river, estuary
Affiliation to MBC (facilities provided = parking, changing rooms, showers, slipways).
Large range of modern club equipment

Weaknesses

Membership age profile
Over-reliance on facilities at MBC
Lack of advanced level coaches – restricted by BC remit
Lack of appeal to younger paddlers or potential paddlers and their peers
Lack of opportunities for competitive sports
Difficulty getting responses and feedback from existing members

Opportunities

Increase range of activities to encourage younger members
Shared courses and coaching with other clubs
Formalise liaison with University kayaking club
Bringing in external coaches for advanced training (including and above the awards previously known as 3*)
Provide facilities for any new forms of paddlesport

Threats

Competition with MBC courses for new paddlers
Other local clubs vying for membership
Age profile – some older members hanging up their paddles

CLUB DEVELOPMENT OBJECTIVES 2024

Objective	Action	Owner	When	Progress
1.Finance				
Develop a robust 5 year Financial Plan for 2024 to 2028	Ensure sufficient visibility of predicted income and expenditure.	Treasurer	2024	
	Ensure sufficient savings to keep the club buoyant for 5 years ahead.	Treasurer	2024	As per 5yr financial plan
	Allocate a sum to invest in new / replacement equipment in line with membership numbers and paddlesport trends (subject to storage limitations)	Club Leader	2024	As per 5yr financial plan
Identify and obtain any new funding streams		Committee	2024	
Review costs vs benefits of remaining as a Community Amateur Sports Club	Tax returns (& fines) vs any tax savings (eg Gift Aid)	Treasurer	2024	
2.Diversity and Inclusion				
	Build on Paddleability with the vision of having / adapted regular sessions.	Chair / Club Leader	2024	Adaptations available :- <ul style="list-style-type: none"> - Blackwater out-riggers - Velcro seat - Gang plank - Double SoT (loaned by MBC) - use of open boats - potential purchase of double

3.Environmental				
Maintain and support the growing interest in our environmental paddles.	Organise Coastal Clean Up paddles, working closely with Plymouth City Council and other environmental groups to make Plymouth Sound marine-pollution free.	Chair (via Coaches)	2024	
	Collect jetsam as and when encountered on club paddles.	All members	On-going	
4.Activitues & Paddler Pathway Planning				
Existing programme	Continue to provide existing programme :- Tuesday evenings (skills & rec) Friday evenings (rec) Saturday (rec & sea) Sunday WW Winter pool sessions Cub & Scout taster sessions	Club Leader via Coaches	2024	Practiced every week
Short Saturday paddle on 1 st Saturday of month	Shorter duration rec paddle aimed at new member wishing to build their stamina / experience or existing members recovering from injuries.	Club Leader via Coaches	2024	As per club calendar
Saturday skills sessions on 3 rd Saturday of month	Aimed at members who wish to develop particular skills (rolling, tricks etc)	Club Leader via Coaches	2024	& Tuesdays
Formalise content of Tuesday Explore skills sessions	Run 6 week Explore 'course' with a published syllabus with the aim of members demonstrating all of the content.	Club Leader via Coaches	2024	No coaches
External coaching to Sea Kayak Award level	Arrange and promote to club members such a course	Chair (via President)	2024	

External coaching to WW Award level ???	Arrange and promote to club members such a course	Chair (via ???)	2024	
Coaching and Leadership	Positively encourage members to move into the areas of coaching and leading. This to be achieved by helping individuals to access funding and by committing club funds where appropriate to the same end.	Club Leader	2024	Id other potential coaches and leaders based on current awards Via Rick / James
Arrange specific courses	FSRT, First Aid			
5.Growth and Sustainability				
Membership	Continue recruiting new members via facebook, website, on-water contacts, publicity during recreational paddles etc.	All	2024	
	Consider options for developing links with canoeing clubs	Vice Chair	2024	Liaison with University
	????? Activities for young members ?????	Youth Development	2024	Review youth participation
	Continue building relationships and close liaison with MBC Management.	Chair	2024	22/11/22 attended MBC affiliates mtg
6.Health and Safety				
PPCA aims to uphold the club's excellent Health and Safety record over the next five years.	An annual review of all Risk Assessments will be undertaken and recorded to make sure they are up to date with best practice and current BC guide lines. Should circumstances change new Risk Assessments will be written or those already in	H & S Officer	2024	

	existence updated.			
	Record any incidents or accidents to show any trends so they can be addressed.	H & S Officer	2024	As required
	Any Health and Safety issues will be made known to the membership via email, the club newsletter, website, Facebook page or the club's noticeboard.	H & S Officer	2024	On-going
	BC Safety articles will be reproduced in the clubs newsletter / FB page	H & S Officer	2024	As available
	Club members will be encouraged to share their own experiences and safety tips via the clubs newsletter / FB page	H & S Officer	2024	As available
7.Review				
	Quarterly review (Mar, Jun, Sep, Dec) how the club has managed its goals as set out in this 5 year CDP and summarise the findings.	Full Committee	2024	

CLUB DEVELOPMENT OBJECTIVES 2025

Objective	Action	Owner	When	Progress
1.Finance				
Develop a robust 5 year Financial Plan for 2023 to 2027,	Ensure sufficient visibility of predicted income and expenditure.	Treasurer	2025	
	Ensure sufficient savings to keep the club buoyant for 5 years ahead.	Treasurer	2025	As per 5yr financial plan
	Allocate a sum to invest in new / replacement equipment in line with membership numbers and paddlesport trends (subject to storage limitations)	Club Leader	2025	As per 5yr financial plan
Identify and obtain any new funding streams		Committee	2025	
Review costs vs benefits of remaining as a Community Amateur Sports Club	Tax returns (& fines) vs any tax savings (eg Gift Aid)	Treasurer	2025	
2.Diversity and Inclusion				
	Build on Paddleability with the vision of having / adapted regular sessions.	Chair / Club Leader	2025	Adaptations available :- - Blackwater out-riggers - Velcro seat - Gang plank - Double SoT (loaned by MBC) - use of open boats - potential purchase of double
			2025	

3.Environmental			2025	
Maintain and support the growing interest in our environmental paddles.	Organise Coastal Clean Up paddles, working closely with Plymouth City Council and other environmental groups to make Plymouth Sound marine-pollution free.	Chair (via Coaches)	2025	
	Collect jetsam as and when encountered on club paddles.	All members	On-going	
4.Activitues & Paddler Pathway Planning				
Existing programme	Continue to provide existing programme :- Tuesday evenings (skills & rec) Friday evenings (rec) Saturday (rec & sea) Sunday WW Winter pool sessions Cub & Scout taster sessions	Club Leader via Coaches	2025	Practiced every week
Short Saturday paddle on 1 st Saturday of month	Shorter duration rec paddle aimed at new member wishing to build their stamina / experience or existing members recovering from injuries.	Club Leader via Coaches	2025	
Saturday skills sessions on 3 rd Saturday of month	Aimed at members who wish to develop particular skills (rolling, tricks etc)	Club Leader via Coaches	2025	
Formalise content of Tuesday Explore skills sessions	Run 6 week Explore 'course' with a published syllabus with the aim of members demonstrating all of the content.	Club Leader via Coaches	2025	
External coaching to Sea Kayak Award level	Arrange and promote to club members such a course	Chair (via President)	2025	

External coaching to WW Award level ???	Arrange and promote to club members such a course	Chair (via ???)	2025	
Coaching and Leadership	Positively encourage members to move into the areas of coaching and leading. This to be achieved by helping individuals to access funding and by committing club funds where appropriate to the same end.	Club Leader	2025	
Arrange specific courses	FSRT, First Aid			
5.Growth and Sustainability				
Membership	Continue recruiting new members via facebook, website, on-water contacts, publicity during recreational paddles etc.	All	2025	
	Consider options for developing links with canoeing clubs	Vice Chair	2025	Liaison with University
	????? Activities for young members ?????	Youth Development	2025	Review youth participation
	Continue building relationships and close liaison with MBC Management.	Chair	2025	3/11/21 attended MBC affiliates mtg
6.Health and Safety				
PPCA aims to uphold the club's excellent Health and Safety record over the next five years.	An annual review of all Risk Assessments will be undertaken and recorded to make sure they are up to date with best practice and current BC guide lines. Should circumstances change new Risk Assessments will be written or those already in	H & S Officer	2025	

	existence updated.			
	Record any incidents or accidents to show any trends so they can be addressed.	H & S Officer	2025	As required
	Any Health and Safety issues will be made known to the membership via email, the club newsletter, website, Facebook page or the club's noticeboard.	H & S Officer	2025	On-going
	BC Safety articles will be reproduced in the clubs newsletter / FB page	H & S Officer	2025	As available
	Club members will be encouraged to share their own experiences and safety tips via the clubs newsletter / FB page	H & S Officer	2025	As available
7.Review				
	Quarterly review (Mar, Jun, Sep, Dec) how the club has managed its goals as set out in this 5 year CDP and summarise the findings.	Full Committee	2025	

CLUB DEVELOPMENT OBJECTIVES 2026

Objective	Action	Owner	When	Progress
1.Finance				
Develop a robust 5 year Financial Plan for 2023 to 2027,	Ensure sufficient visibility of predicted income and expenditure.	Treasurer	2026	
	Ensure sufficient savings to keep the club buoyant for 5 years ahead.	Treasurer	2026	As per 5yr financial plan
	Allocate a sum to invest in new / replacement equipment in line with membership numbers and paddlesport trends (subject to storage limitations)	Club Leader	2026	As per 5yr financial plan
Identify and obtain any new funding streams		Committee	2026	
Review costs vs benefits of remaining as a Community Amateur Sports Club	Tax returns (& fines) vs any tax savings (eg Gift Aid)	Treasurer	2026	
2.Diversity and Inclusion				
	Build on Paddleability with the vision of having / adapted regular sessions.	Chair / Club Leader	2026	Adaptations available :- <ul style="list-style-type: none"> - Blackwater out-riggers - Velcro seat - Gang plank - Double SoT (loaned by MBC) - use of open boats - potential purchase of double

3.Environmental				
Maintain and support the growing interest in our environmental paddles.	Organise Coastal Clean Up paddles, working closely with Plymouth City Council and other environmental groups to make Plymouth Sound marine-pollution free.	Chair (via Coaches)	2026	
	Collect jetsam as and when encountered on club paddles.	All members	On-going	
4.Activitues & Paddler Pathway Planning				
Existing programme	Continue to provide existing programme :- Tuesday evenings (skills & rec) Friday evenings (rec) Saturday (rec & sea) Sunday WW Winter pool sessions Cub & Scout taster sessions	Club Leader via Coaches	2026	Practiced every week
Short Saturday paddle on 1 st Saturday of month	Shorter duration rec paddle aimed at new member wishing to build their stamina / experience or existing members recovering from injuries.	Club Leader via Coaches	2026	
Saturday skills sessions on 3 rd Saturday of month	Aimed at members who wish to develop particular skills (rolling, tricks etc)	Club Leader via Coaches	2026	
Formalise content of Tuesday Explore skills sessions	Run 6 week Explore 'course' with a published syllabus with the aim of members demonstrating all of the content.	Club Leader via Coaches	2026	
External coaching to Sea Kayak Award level	Arrange and promote to club members such a course	Chair (via President)	2026	

External coaching to WW Award level ???	Arrange and promote to club members such a course	Chair (via ???)	2026	
Coaching and Leadership	Positively encourage members to move into the areas of coaching and leading. This to be achieved by helping individuals to access funding and by committing club funds where appropriate to the same end.	Club Leader	2026	
Arrange specific courses	FSRT, First Aid			
5.Growth and Sustainability				
Membership	Continue recruiting new members via facebook, website, on-water contacts, publicity during recreational paddles etc.	All	2026	
	Consider options for developing links with canoeing clubs	Vice Chair	2026	Liaison with University
	????? Activities for young members ?????	Youth Development	2026	Review youth participation
	Continue building relationships and close liaison with MBC Management.	Chair	2026	3/11/21 attended MBC affiliates mtg
6.Health and Safety				
PPCA aims to uphold the club's excellent Health and Safety record over the next five years.	An annual review of all Risk Assessments will be undertaken and recorded to make sure they are up to date with best practice and current BC guide lines. Should circumstances change new Risk Assessments will be written or those already in	H & S Officer	2026	

	existence updated.			
	Record any incidents or accidents to show any trends so they can be addressed.	H & S Officer	2026	As required
	Any Health and Safety issues will be made known to the membership via email, the club newsletter, website, Facebook page or the club's noticeboard.	H & S Officer	2026	On-going
	BC Safety articles will be reproduced in the clubs newsletter / FB page	H & S Officer	2026	As available
	Club members will be encouraged to share their own experiences and safety tips via the clubs newsletter / FB page	H & S Officer	2026	As available
7.Review				
	Quarterly review (Mar, Jun, Sep, Dec) how the club has managed its goals as set out in this 5 year CDP and summarise the findings.	Full Committee	2026	

CLUB DEVELOPMENT OBJECTIVES 2027

Objective	Action	Owner	When	Progress
1.Finance				
Develop a robust 5 year Financial Plan for 2023 to 2027,	Ensure sufficient visibility of predicted income and expenditure.	Treasurer	2027	
	Ensure sufficient savings to keep the club buoyant for 5 years ahead.	Treasurer	2027	As per 5yr financial plan
	Allocate a sum to invest in new / replacement equipment in line with membership numbers and paddlesport trends (subject to storage limitations)	Club Leader	2027	As per 5yr financial plan
Identify and obtain any new funding streams		Committee	2027	
Review costs vs benefits of remaining as a Community Amateur Sports Club	Tax returns (& fines) vs any tax savings (eg Gift Aid)	Treasurer	2027	
2.Diversity and Inclusion				
	Build on Paddleability with the vision of having / adapted regular sessions.	Chair / Club Leader	2027	Adaptations available :- <ul style="list-style-type: none"> - Blackwater out-riggers - Velcro seat - Gang plank - Double SoT (loaned by MBC) - use of open boats - potential purchase of double

3.Environmental				
Maintain and support the growing interest in our environmental paddles.	Organise Coastal Clean Up paddles, working closely with Plymouth City Council and other environmental groups to make Plymouth Sound marine-pollution free.	Chair (via Coaches)	2027	
	Collect jetsam as and when encountered on club paddles.	All members	On-going	
4.Activitues & Paddler Pathway Planning				
Existing programme	Continue to provide existing programme :- Tuesday evenings (skills & rec) Friday evenings (rec) Saturday (rec & sea) Sunday WW Winter pool sessions Cub & Scout taster sessions	Club Leader via Coaches	2027	Practiced every week
Short Saturday paddle on 1 st Saturday of month	Shorter duration rec paddle aimed at new member wishing to build their stamina / experience or existing members recovering from injuries.	Club Leader via Coaches	2027	
Saturday skills sessions on 3 rd Saturday of month	Aimed at members who wish to develop particular skills (rolling, tricks etc)	Club Leader via Coaches	2027	
Formalise content of Tuesday Explore skills sessions	Run 6 week Explore 'course' with a published syllabus with the aim of members demonstrating all of the content.	Club Leader via Coaches	2027	
External coaching to Sea Kayak Award level	Arrange and promote to club members such a course	Chair (via President)	2027	

External coaching to WW Award level ???	Arrange and promote to club members such a course	Chair (via ???)	2027	
Coaching and Leadership	Positively encourage members to move into the areas of coaching and leading. This to be achieved by helping individuals to access funding and by committing club funds where appropriate to the same end.	Club Leader	2027	
Arrange specific courses	FSRT, First Aid			
5.Growth and Sustainability				
Membership	Continue recruiting new members via facebook, website, on-water contacts, publicity during recreational paddles etc.	All	2027	
	Consider options for developing links with canoeing clubs	Vice Chair	2027	Liaison with University
	????? Activities for young members ?????	Youth Development	2027	Review youth participation
	Continue building relationships and close liaison with MBC Management.	Chair	2027	3/11/21 attended MBC affiliates mtg
6.Health and Safety				
PPCA aims to uphold the club's excellent Health and Safety record over the next five years.	An annual review of all Risk Assessments will be undertaken and recorded to make sure they are up to date with best practice and current BC guide lines. Should circumstances change new Risk Assessments will be written or those already in	H & S Officer	2027	

	existence updated.			
	Record any incidents or accidents to show any trends so they can be addressed.	H & S Officer	2027	As required
	Any Health and Safety issues will be made known to the membership via email, the club newsletter, website, Facebook page or the club's noticeboard.	H & S Officer	2027	On-going
	BC Safety articles will be reproduced in the clubs newsletter / FB page	H & S Officer	2027	As available
	Club members will be encouraged to share their own experiences and safety tips via the clubs newsletter / FB page	H & S Officer	2027	As available
7.Review				
	Quarterly review (Mar, Jun, Sep, Dec) how the club has managed its goals as set out in this 5 year CDP and summarise the findings.	Full Committee	2027	

CLUB DEVELOPMENT OBJECTIVES 2028

Objective	Action	Owner	When	Progress
1.Finance				
Develop a robust 5 year Financial Plan for 2023 to 2027,	Ensure sufficient visibility of predicted income and expenditure.	Treasurer	2028	
	Ensure sufficient savings to keep the club buoyant for 5 years ahead.	Treasurer	2028	As per 5yr financial plan
	Allocate a sum to invest in new / replacement equipment in line with membership numbers and paddlesport trends (subject to storage limitations)	Club Leader	2028	As per 5yr financial plan
Identify and obtain any new funding streams		Committee	2028	
Review costs vs benefits of remaining as a Community Amateur Sports Club	Tax returns (& fines) vs any tax savings (eg Gift Aid)	Treasurer	2028	
2.Diversity and Inclusion				
	Build on Paddleability with the vision of having / adapted regular sessions.	Chair / Club Leader	2028	Adaptations available :- <ul style="list-style-type: none"> - Blackwater out-riggers - Velcro seat - Gang plank - Double SoT (loaned by MBC) - use of open boats - potential purchase of double

3.Environmental				
Maintain and support the growing interest in our environmental paddles.	Organise Coastal Clean Up paddles, working closely with Plymouth City Council and other environmental groups to make Plymouth Sound marine-pollution free.	Chair (via Coaches)	2028	
	Collect jetsam as and when encountered on club paddles.	All members	On-going	
4.Activitues & Paddler Pathway Planning				
Existing programme	Continue to provide existing programme :- Tuesday evenings (skills & rec) Friday evenings (rec) Saturday (rec & sea) Sunday WW Winter pool sessions Cub & Scout taster sessions	Club Leader via Coaches	2028	Practiced every week
Short Saturday paddle on 1 st Saturday of month	Shorter duration rec paddle aimed at new member wishing to build their stamina / experience or existing members recovering from injuries.	Club Leader via Coaches	2028	
Saturday skills sessions on 3 rd Saturday of month	Aimed at members who wish to develop particular skills (rolling, tricks etc)	Club Leader via Coaches	2028	
Formalise content of Tuesday Explore skills sessions	Run 6 week Explore 'course' with a published syllabus with the aim of members demonstrating all of the content.	Club Leader via Coaches	2028	
External coaching to Sea Kayak Award level	Arrange and promote to club members such a course	Chair (via President)	2028	

External coaching to WW Award level ???	Arrange and promote to club members such a course	Chair (via ???)	2028	
Coaching and Leadership	Positively encourage members to move into the areas of coaching and leading. This to be achieved by helping individuals to access funding and by committing club funds where appropriate to the same end.	Club Leader	2028	
Arrange specific courses	FSRT, First Aid			
5.Growth and Sustainability				
Membership	Continue recruiting new members via facebook, website, on-water contacts, publicity during recreational paddles etc.	All	2028	
	Consider options for developing links with canoeing clubs	Vice Chair	2028	Liaison with University
	????? Activities for young members ?????	Youth Development	2028	Review youth participation
	Continue building relationships and close liaison with MBC Management.	Chair	2028	3/11/21 attended MBC affiliates mtg
6.Health and Safety				
PPCA aims to uphold the club's excellent Health and Safety record over the next five years.	An annual review of all Risk Assessments will be undertaken and recorded to make sure they are up to date with best practice and current BC guide lines. Should circumstances change new Risk Assessments will be written or those already in	H & S Officer	2028	

	existence updated.			
	Record any incidents or accidents to show any trends so they can be addressed.	H & S Officer	2028	As required
	Any Health and Safety issues will be made known to the membership via email, the club newsletter, website, Facebook page or the club's noticeboard.	H & S Officer	2028	On-going
	BC Safety articles will be reproduced in the clubs newsletter / FB page	H & S Officer	2028	As available
	Club members will be encouraged to share their own experiences and safety tips via the clubs newsletter / FB page	H & S Officer	2028	As available
7.Review				
	Quarterly review (Mar, Jun, Sep, Dec) how the club has managed its goals as set out in this 5 year CDP and summarise the findings.	Full Committee	2028	

Appendix 1. PREVIOUS YEARS

CLUB DEVELOPMENT OBJECTIVES 2019

Objective	Action	Owner	When	Progress
1.Finance				
Develop a robust 5 year Financial Plan for 2020 to 2024,	Ensure sufficient visibility of predicted income and expenditure.	Treasurer	2019	5 th Aug = draft financial 5 yr income & expenditure projections produced for review
	Ensure sufficient savings to keep the club buoyant for 5 years ahead.	Treasurer	2019	As per 5yr financial plan
	Allocate a sum to invest in new / replacement equipment in line with membership numbers and paddlesport trends (subject to storage limitations)	Club Leader	2019	As per 5yr financial plan
2.Diversity and Inclusion				
	Build on Paddleability with the vision of having / adapted regular sessions.	Club Leader	2019	Adaptations available :- - Blackwater out-riggers - Velcro seat - Gang plank
3.Environmental				
Maintain and support the growing interest in our environmental paddles.	Organise Coastal Clean Up paddles, working closely with Plymouth City Council and other environmental groups to make Plymouth Sound marine-pollution free.	Vice Chair	2019	14 th Jul = water based coastal clean-up from Jennycliff to Bovisand, where PPCA met up with Plymouth Beach Clean Volunteers. 12 th Oct = = water based

				coastal clean-up from Jennycliff to Bovisand
	Collect jetsam as and when encountered on club paddles.	All members	On-going	
4. Personal Development				
Paddler pathway planning	Develop and promote the BC's new Personal Performance Awards and the new Paddlesport Instructor award launched in January 2019.	Club Leader	2019	Practiced every week
	Strongly support club members to participate in the BC's Personal Performance Awards.	Club Leader	2019	Practiced every week
	Fulfil the BC's requirements for the club to be a recognised Personal Performance Award Provider for current & aspiring paddlers.	Club Leader	2019	Practiced every week
Coaching and Leadership	Positively encourage members to move into the areas of coaching and leading. This to be achieved by helping individuals to access funding and by committing club funds where appropriate to the same end.	Club Leader	2019	George Jane Pete = Personal performance award, then Advanced WW leader award Marty Kevin etc
Skills	Develop a strategy for personal development beyond the previous BC 3* levels such that members have greater confidence to paddle in more challenging conditions. This might require the club arranging external coaches but also a framework for peer paddles.	Club Leader	2019	Jul = 2 sessions of advanced sea kayaking skills

5.Growth and Sustainability				
Membership	Continue recruiting new members via facebook, website, on-water contacts, publicity during recreational paddles etc.	All	2019	New A3 poster to be placed outside MBC 10 th Dec = On hold – waiting on MBC
	Continue building relationships and close liaison with MBC Management.	Vice Chair	2019	11 th Jun & 19 th Aug = V.Chair & Secretary attended MBC Affiliates Mtg
	Seek ideas on how the club should be represented at the Mayflower 400 celebrations.	Vice Chair	2019	5 th Aug = Facebook post generated some interesting ideas 11 th Sep = On hold – awaiting event confirmation by PCC
6.Health and Safety				
PPCA aims to uphold the club's excellent Health and Safety record over the next five years.	An annual review of all Risk Assessments will be undertaken and recorded to make sure they are up to date with best practice and current BC guide lines. Should circumstances change new Risk Assessments will be written or those already in existence updated.	H & S Officer	2019	11 th Jul = re-statement of rules w.r.t. changing in sheds & Guidance w.r.t. moving the central trolley
	Records will be kept of any incidents or accidents to show any trends so they can be addressed.	H & S Officer	2019	As occurs – none to record atm
	Any Health and Safety issues will be made known to the membership via email, the club newsletter, website, Facebook page or the club's noticeboard.	H & S Officer	2019	On-going eg feature on tow lines in August newsletter
	BC Safety articles will be reproduced in the clubs newsletter.	H & S Officer	2019	As available

	Club members will be encouraged to share their own experiences and safety tips via the clubs newsletter.	H & S Officer	2019	As available
7.Review				
	Quarterly review (Mar, Jun, Sep, Dec) how the club has managed its goals as set out in this 5 year CDP and summarise the findings.	Full Committee	2019	Completed @ 8 th Oct Committee Mtg

CLUB DEVELOPMENT OBJECTIVES 2020

Objective	Action	Owner	Timescale	Progress
1.Finance				
Review and extend 5 year Financial Plan	Ensure sufficient visibility of predicted income and expenditure.	Treasurer	2020	As per 5yr financial plan
	Ensure sufficient savings to keep the club buoyant for 5 years ahead.	Treasurer	2020	As per 5yr financial plan
	Allocate a sum to invest in new / replacement equipment in line with membership numbers and paddlesport trends (subject to storage limitations)	Club Leader	2020	As per 5yr financial plan
Identify and obtain any new funding streams		Treasurer	2020	???
2.Diversity and Inclusion				
	Build on Paddleability with the vision of having / adapted regular sessions.	Club Leader	2020	Postponed due to Covid 19 paddling restrictions
3.Environmental				
Maintain and support the growing interest in our environmental paddles.	Organise Coastal Clean Up paddles, working closely with Plymouth City Council and other environmental groups to make Plymouth Sound marine-pollution free.	Vice Chair	2020	Postponed due to Covid 19 paddling restrictions
	Collect jetsam as and when encountered on club paddles.	All	On-going	Postponed due to Covid 19 paddling restrictions

4. Personal Development				
Paddler pathway planning	Develop and promote the BC's new Personal Performance awards and the new Paddlesport Instructor award launched in January 2019.	Club Leader	2020	Postponed due to Covid 19 paddling restrictions
	Strongly support club members to participate in the BC's Personal Performance awards.	Club Leader	2020	Postponed due to Covid 19 paddling restrictions
	Fulfil the BC's requirements for the club to be a recognised Personal Performance Award Provider for current & aspiring paddlers.	Club Leader	2020	Postponed due to Covid 19 paddling restrictions
Coaching and Leadership	Positively encourage members to move into the areas of coaching and leading. This to be achieved by helping individuals to access funding and by committing club funds where appropriate to the same end.	Club Leader	2020	Postponed due to Covid 19 paddling restrictions
Skills	Develop a strategy for personal development beyond the previous BC 3* levels such that members have greater confidence to paddle in more challenging conditions. This might require the club arranging external coaches but also a framework for peer paddles.	Club Leader	2020	Postponed due to Covid 19 paddling restrictions
	Develop club Sea and WW leaders into Personal Providers			Postponed due to Covid 19 paddling restrictions
5. Growth and Sustainability				
	Consider options for developing links with canoeing clubs in other parts of the country ('twinning')	Ast Club Leader		University liaison initiated – bulk membership for students investigated but then

				<p>postponed due to Covid 19 paddling restrictions</p> <p>Review youth participation – postponed due to Covid 19 paddling restrictions</p> <p>Open invitations for WWSR and First Aid courses - postponed due to Covid 19 paddling restrictions</p>
	Participate in the Mayflower 400 celebrations.	Vice Chair	2020	Cancelled due to Covid 19 paddling restrictions
	Continue building relationships and close liaison with MBC Management.	Vice Chair	2020	On hold due to Covid 19 paddling restrictions. Many PPCA members did not feel valued by MBC during various lock-downs, with poor communication and little compensation
	Ensure that the club supports and is represented at Paddlefest 2020	Terry Calcott has offered to be liaison again	2020	Cancelled due to Covid 19 paddling restrictions
6.Health and Safety				
PPCA aims to uphold the club's excellent Health and Safety record over the next five years.	<p>An annual review of all Risk Assessments will be undertaken and recorded to make sure they are up to date with best practice and current BC guide lines.</p> <p>Should circumstances change new Risk Assessments will be written or those already in existence updated.</p>	H & S Officer	2020	????????????????????????????????

	Records will be kept of any incidents or accidents to show any trends so they can be addressed.	H & S Officer	2020	As occurs – none to record atm
	Any Health and Safety issues will be made known to the membership via email, the club newsletter, website, Facebook page or the club's noticeboard.	H & S Officer	2020	As occurs – none to record atm
	BC Safety articles will be reproduced in the clubs newsletter.	H & S Officer	2020	As available
	Club members will be encouraged to share their own experiences and safety tips via the clubs newsletter.	H & S Officer	2020	As available
7.Review				
	Quarterly review (Mar, Jun, Sep, Dec) how the club has managed its goals as set out in this 5 year CDP and summarise the findings.	Full Committee	2020	Reviews cancelled / deferred due to limited activity due to Covid 19

