

Ambitions (what needs to be done)	How (how you intend to achieve objective)	Who (responsibility)	When (timescale)	Finance (cost - if any)	Measure of Success	Achieved (month & year completed)
1. Increase Regular Participation	Go Canoeing: <ul style="list-style-type: none"> DCC to Run 'Go Canoeing' events Other clubs to be encouraged to develop & run Go Canoeing events 	DCC Committee RDT	Ongoing Annual Ongoing	Bursaries of £3 per candidate Grant assistance may be available	Press reports. Participants join Clubs. # of events, attendees & joining clubs	<i>Achieved & Ongoing</i> <i>Not so far</i>
	Slalom: <ul style="list-style-type: none"> Carlisle to support their Slalom event at the Sands by club training sessions 	Club Coaching Officer	Thurs evenings until end of August	Nil	# of new Club competitors	<i>Achieved & Annual</i>
	Open Canoeing: <ul style="list-style-type: none"> Programme of Open Canoe skills training for Novices and for Intermediate paddlers Liaise with the Open Canoe Association to promote Open Canoeing in the region 	Open Canoeing Rep & ACR Open Canoeing Rep & Jamie Magee	October to April Ongoing	Self-funded Nil	6 Participants per event # Participants & events	<i>2017/18: 7 events</i> <i>2017/18 1 event</i> <i>2018/19 1 event</i>
	WAGS: <ul style="list-style-type: none"> Run 2 Wags courses (SK, Kayak & Canoe) at Killington 	WAGs Rep	Dates as Calendar	Self-funded	6 Participants per event	<i>2017/18: 2 events</i>
	River Running: <ul style="list-style-type: none"> Work with clubs to use Mid-week paddling group and other inter-club mechanisms to provide more training and participation opportunities for river running for regional paddlers 	WW Rep / RCR	Ongoing	£300 travel costs	# of events & participants (# new)	
	Sea-Kayaking: <ul style="list-style-type: none"> Run up to 12 skill coaching events to increase the capability of a core group of Cumbrian sea paddlers as a key mechanism to build participation 	Sea Kayak Rep & ACR	Dates as calendar	Self-funded	Over 80 event Participant slots	<i>2016:76</i> <i>2017:147</i> <i>2018:92</i>

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2. Attract new members and improve member Engagement & Satisfaction	RDT <ul style="list-style-type: none"> Policy on insurance for participation in CC events has acted as BC recruitment mechanism Consider purchase of selection of cags & dry suits for use by introductory novice paddlers in getting started events Develop a series of Youth engagement events with clubs, local schools, youth groups, scouts and others Support BC and Clubs in running try-out events at local Mountain festivals and similar events 	RDT RCR RDT with Clubs (LCC) ideally via a Youth & Schools Officer RDT/RCR	Ongoing As Required from 2019 Ongoing from 2019 Ongoing	None From Capital Fund Start up priming funds - £750 None	New & Repeat BC members # of paddlers using kit on CC intro events # of Events held, new youth members # of participants	<i>Significant numbers (>30) recruited annually</i>
	WW / Youth River Running Project <ul style="list-style-type: none"> Support Cumbria clubs & individuals who do not have youth members or coaches by running 6 coaching kayak workshops and practical park n play and river runs on local grade 3 rivers Purchase entry level WW kayaks & kit for introduction of new paddlers to Cumbria Canoeists River running events & training 	RCR & ACR WW Rep RCR	Annual in Autumn / Spring As Required	£300 Travel expenses From Capital Fund	# of participants, repeats & subsequent club /BC membership. # of paddlers using kit on CC intro events	2017/18: 6 events, 12 paddlers & 5 coaches involved 3 Purchased 2017
	WAGS <ul style="list-style-type: none"> Introductory Events for new paddlers 	WAGs Rep	4 events as calendar		# of participants & new club members	2017/18:11 events
	Sea Kayaking <ul style="list-style-type: none"> Program of Specific events and coaching aimed at novices & new to discipline paddlers Purchase of complete entry level Sea-Kayaks & kit for introduction of new paddlers to Cumbria Canoeists Sea-Kayaking events & training 	Sea Kayak Rep Sea-Kayak Rep	Ongoing as calendar As Required	Self-Funding From Capital Fund	# of participants, new & repeat # of new sea paddlers on CC events.	2017:6 Coaching sessions 2018:5 specific events and 8 coaching sessions 2017:3 purchased
	Open Canoeing <ul style="list-style-type: none"> Purchase of light solo boat and various other sailing accessories to enhance offer of OC coaching to new participants & WaGs 	OC Rep	2018	From Capital Fund	# of new paddlers at OC events	2018 OC & Sailing accessories purchased

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3. Create and promote more opportunities for exploration, adventure and challenge	RDT: <ul style="list-style-type: none"> Cumbria WW and Lake journeys promoted on new regional website 	Comms Officer; Sea Kayaking Rep, Open Canoeing Rep.	Dec 2017 and ongoing	None	New website pages released	<i>Achieved & Ongoing additions</i>
	WAGs Events: <ul style="list-style-type: none"> Programme of Open Canoe skills, aimed particularly at u 25s Continue to develop programme for Sea kayaking, Intro to moving water, Fun Family events Introduce Open Canoeing/ Sea Kayaking camping trip to include kids 	Open Canoeing Rep & ACR Sea Kayak Rep & WAGs Rep	Dates to be confirmed 3 events	Self-funding Self-funding	6 paddlers per session 6 participants per event	2017/18:11 events 2017/18:1 SK joint event promoted 2017/18 2017/18:1 SK joint event promoted
	Open Canoe Touring Group: <ul style="list-style-type: none"> Programme of Trips: <ul style="list-style-type: none"> One day trip on flat water One day trip on a river One two-day trip with overnight camp, suitable for families. One multiday flat-water trip One multiday touring river trip 	Open Canoe Rep	May to October as per Calendar	Self-funding	6 participants per event	2017/18:8 events
	Sea Kayak: <ul style="list-style-type: none"> Run a programme of around 20 trip events throughout the year Run a subsidised VHF radio training event for sea paddlers. Run a specific trip planning / weather and Navigation training event for sea paddlers. 	Sea Kayak Rep Sea Kayak Rep Sea Kayak Rep	Dates as calendar Spring Annually Spring Annually	Self-funding £30/head participant grant Self-Funding	Over 200 event Participant slots # of paddlers trained # of paddlers trained	2016:8 events, 104 participants 2017:16 events, 158 participants 2018:21 events, 177 participants 2016; 21 2017:8 2018:8 2017:15 2018:5

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4. Develop a Stronger Network of Clubs & Centres	RDT: <ul style="list-style-type: none"> Organise a Cumbria Inter Club Forum at RDT meetings. Coach and Commercial operator 'Wikibases' and contact details on new Regional website 	RDT & Clubs officers Comms Officer	Jan 2019 - Dec 2017	£100 None	10 clubs attending Website operational	<i>In place but low uptake so far.</i>
	New Clubs / Satellite clubs: <ul style="list-style-type: none"> Support Satellite Clubs (Copeland CC) Duddon CC Satellite is now integrated with the club, sessions with special schools continue. 	RDT	Ongoing	Grants	Successful programmes run	<i>No grant aid requested as yet. Low numbers</i>
	Clubs & Outdoor Centre Interaction: <ul style="list-style-type: none"> Use Inter Club Forum to develop more multi club events (like Tiger Boat Racing, Polo series) like river tours, coach sharing workshops, other inter club race events. 	RDT & Cumbria Club Reps		Self-funding		
5. Create more places to paddle & Improve Facilities	RDT: <ul style="list-style-type: none"> Develop storage Facility at Killington Lake to allow secure and easier storage of RDT boats for support of events 	RCR	Winter 2018	£1500 from Capital Fund	Completion of works	
	Polo: <ul style="list-style-type: none"> Develop new venues for outdoor polo (Killington Lake, Whitehaven, Barrow) Support Duddon CC in setting up an outdoor pitch, and help with polo in their pool sessions Support Duddon CC to set up Polo pitch in Barrow pool and train referees 	Polo Rep Polo Rep	Ongoing When Outdoor venue available	None Grant from Polo Committee applied for £200 from DCC	Events Run Outdoor pitch set up. Events Run & participation. Events Run & Participation; Number of new referees	<i>Outdoor pitch set up. No response to grant application</i>
	<ul style="list-style-type: none"> Provision of floating goals for event use. 	Polo Rep	By EOY	£500		<i>Status?</i>

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6. Improve Access and Promote Environmental Awareness	Access: <ul style="list-style-type: none"> Develop, maintain & communicate access arrangements for local rivers and lakes consistent with BC policy. Present/communicate the NEW "BC Charter" to Rivers Trusts, Conservation groups, Councils?, fishing groups and riparian landowners Trouble shoot access hot spots/issues as they arise 	RWA (RDT caretaking role)	Ongoing	Travelling Expenses £500	Increased fair shared access arrangements that are environmentally based.	
	<ul style="list-style-type: none"> Historic Rights of Way Project 	RWA (RDT caretaking role)	Ongoing	Nil	Clubs adopt river sections & submit evidence to BC	
	<ul style="list-style-type: none"> Promote Check Clean Dry at all regional events 	RWA (RDT caretaking role)	Ongoing	£100	Evidence on event promotional material	
7. Provide excellent competitions	Slalom: <ul style="list-style-type: none"> Carlisle CC to run Div.4 Slalom at Sands Rapid; Region to add support for development of the event. 	CCC	Aug	Self-funding	4 other clubs participating	
	Polo: <ul style="list-style-type: none"> Continue Cumbria Tournaments and widen the net of clubs involved. 	Polo Rep	Ongoing	Self-Funding	At least 4 Cumbria Clubs involved	<i>Ongoing with involvement of 4 clubs</i>
	Marathon: <ul style="list-style-type: none"> Hasler Marathon was on Coniston, now will be run on Lancaster canal - clubs Invited to attend 	Racing Rep/DCC	Annual (April/May)	DCC	Attendance by 3 or more other local clubs	<i>Annual event not run recently due to weather issues</i>
	WWR: <ul style="list-style-type: none"> Run regional entry level events 	Racing Rep & DCC WWR coaches	May / August & Nov/Jan	Self-funding or cost covered by DCC	Representatives taking part from other Cumbria Clubs	<i>Annual events; Some cancelled due to lack of water, race added in November.</i>

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8. Improve pathways to performance and international success	RDT: <ul style="list-style-type: none"> Run a series of Start-up competition events Provide links to competition pathways on RDT media platforms 	Regional discipline representatives or Competition focussed clubs Webmaster	Sept 2018 Spring 2019	£500 Nil	Participants moving to divisional events Competition section populated on website	
	WWR / Marathon /Slalom: <ul style="list-style-type: none"> Assist clubs to enable more paddlers to attend events at unfamiliar venues through provision of coaching & discipline support. 	Event organisers Clubs	Autumn 2017	Self-financing	Increased event participation	
	Polo: <ul style="list-style-type: none"> Run a series of coaching sessions for top polo players in the county Support young high achievers (usually member of U23 GB Squad) with "Achievement Grants". 	Polo Rep RDT	When outdoor venue available Annual	Venue fees and deliverer's expenses £600	Players competing in higher divisions and national squads / teams Report back from supported players	<i>Reports back from young Polo players & delivering coaching at CM events</i>
	WWR: <ul style="list-style-type: none"> Encourage attendance at out-of-county races. Encourage juniors to attend National training camps / selection events Run a youth white water event series Run "Come & Try "event 	WWR coaches Racing Rep Racing Rep & DCC WWR coaches	Ongoing Ongoing May / June	Grants from RDT, and local Sports Council for paddlers in GB teams Self-funding Self-funding or covered by DCC	Attendance at National training camps Repeat Attendance & subsequent club & BC membership. Reps taking part from other Cumbria Clubs	<i>DCC attended several out of county events</i> <i>Ongoing</i> <i>Annual events</i>

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	<p>Marathon:</p> <ul style="list-style-type: none"> Encourage promotion in the Hasler league, and direct committed paddlers to National Development squads Training day at Barrow for all local clubs. Two Lightening events for U 12s 	<p>Race coaches</p> <p>Racing Rep & DCC Committee & Race Coaches</p>	<p>Ongoing</p> <p>July through summer 2018</p>	<p>DCC fund to support paddlers reaching GB standard. Self-funding or no cost</p>	<p>Attendance by 3 or more other local clubs Attendance by 6 or more juniors from other local clubs</p>	<p><i>Achieved</i></p> <p><i>Annual Event</i></p>
	<p>Slalom:</p> <ul style="list-style-type: none"> Support Junior slalom paddlers with National Squad membership. Support active slalom paddlers through coaching course or endorsement to coach junior members 	<p>RDT Achievement Grant</p> <p>Slalom rep</p>	<p>Ongoing</p> <p>Sept 2019</p>	<p>RDT Grant if required</p> <p>RDT grant if required</p>	<p>Report to RDT from recipients</p> <p>4 / 6 paddlers complete Disc. Support module</p>	

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9. Develop Volunteers, Coaches & Leaders	RDT: <ul style="list-style-type: none"> Organise 2 Coaching Matters Update events “Coaching 4 Coaches” - CPD Project using practical coaching workshops on their home sites to share good practices & provide networking opportunities. Launched June 2017. Add Discipline support modules to Coaching Matters events. Develop specialist Leadership CPD to leaders / coaches, qualifying as a 3yr Update Personal Performance Awards – “Practical NEXT STEP” workshops in partnership with BC coaching dept Plan and consider Further CPD workshops for coaches and leaders Subsidise Funding of coaching & leadership training costs for Cumbrian paddlers who commit to Club and regional event support. 	RCR / ACRs RCR & ACRs ACR & Discipline Reps ACR & Discipline Reps RCR & ACRs RCR & ACRs RCR & Grants Officer; Discipline Reps. Treasurer.	Annual 4 events as Calendar Ongoing By Autumn 2019 for delivery 2019/20 Spring 2019 By Autumn 2019 Ongoing	Self-funded £200 expenses Nil Nil Self-funding Self-funding 50% of fees; Grants to be sought from time to time.	More updated coaches Number of attendees Modules available; Attendance; Modules available; Attendance; Attendees Attendees Grant support provided, numbers of individuals	<i>Annually Achieved</i> 2018:2 events Sea Kayaking Open Boat Sailing Polo WWSR Sea Kayaking Open Boat Sailing Polo WWSR 2015/16: £2.4k-37 2016/17: £2.5k-18 2017/18: £2.4k-22
	Slalom: <ul style="list-style-type: none"> Offer active slalom paddlers a Coach type course or endorsement to encourage them into competition coaching. 	Slalom Rep	By October 2018	£200	No of slalom paddlers taking up the offer of training	
	Polo: <ul style="list-style-type: none"> Support Polo Specific Coach Module Run a polo Ref's course OR advertise and promote in county the NW regional course in September Run training for new coach award 	RCR & Polo Rep Polo Rep Polo Rep	Oct 2018 September 2016 When outdoor venue available	£500 Grant from RDT Subsidised by RDT Subsidised by RDT	5-6 trainees complete 1 Ref per club trained 1 coach per club trained.	

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	<p>Sea Kayaking:</p> <ul style="list-style-type: none"> Aim to double the number of Sea & Advanced Sea leaders in the region over the next three years (2016-2019). Increasing the number and capability of qualified Sea kayaking leaders, coaches and event organisers in the region by providing assistant leader opportunities on events. Theory and practical training on weather, navigation, rescues and self-help, and trip planning. Run a subsidised Advanced Sea Leader Training and Assessment course via 3rd party aimed specifically at the existing sea leaders within the region Subsidise ISKGA & BC training/leadership and guiding modules for Sea Kayak Leaders in the region Run a subsidised Sea Leader Training and Assessment course via 3rd party aimed specifically at the existing sea leaders within the region 	<p>Sea Kayak Rep</p> <p>Sea Kayak rep & ACR</p> <p>Sea Kayak Rep</p> <p>Sea Kayak Rep</p> <p>Sea Kayak Rep</p> <p>Sea Kayak Rep</p>	<p>Ongoing</p> <p>Ongoing from Jan 2018</p> <p>Spring Annually</p> <p>Triennially (2017)</p> <p>Triennially (2016)</p> <p>Triennially (2018)</p>	<p>50% grant on training & assessment fees; Free event participation & camping fees;</p> <p>Self-funding</p> <p>50% Grant to £200/head</p> <p>50% Grant to £100/head</p> <p>50% Grant to £200/head</p>	<p>Increase in number of sea and advanced sea leaders</p> <p>Increase in number of leaders</p> <p>Attendees</p> <p>Increase advanced sea leaders</p> <p>Attendance and completion</p> <p>Increase sea leaders</p>	<p>2017:5 2018:2</p> <p>2018:11 paddlers involved in Leader Development group 2017: 15 2018: 5</p> <p>2016: 1 2017:6.</p> <p>2016:6</p> <p>2016:1 2017:1 2018:2.</p>
	<p>Marathon & WWR:</p> <ul style="list-style-type: none"> Put those with racing coach / discipline module through new racing coach award 	<p>DCC & RDT</p>	<p>Through 2019/2020</p>	<p>DCC & RDT grant (£300)</p>	<p>2 Marathon & 2 WWR Coach awards</p>	

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10. Strengthen governance and Financial Sustainability within the Sport	RDT: <ul style="list-style-type: none"> Publish RDT minutes within 2 weeks of meeting 	RDT Leadership	Ongoing	Nil	On Website, FB, email to clubs. Request BC circulation Cumbria members Completed in advance of AGM Completed	2017/18: <i>Achieved</i>
	<ul style="list-style-type: none"> Review RDT Terms of Reference & merge Cumbria Canoeists into Cumbria RDT 	RDT Officers	Annually	Nil		2017/18: <i>Achieved</i>
	<ul style="list-style-type: none"> Extend the RDT Team & participation for key strategic planning processes 	RDT Officers	March	Nil		2016/17: <i>Achieved</i>
	<ul style="list-style-type: none"> Improve the Financial sustainability by giving improved forecast projections / guidance to extended RDT as part of planning process and by providing improved financial performance updates divided by discipline at every RDT meeting 	Treasurer	Ongoing	Nil		Achieved – see attached Appendix 2&3 for latest report and projections.

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11. Improve the profile of paddlesport and communications throughout the sport	RDT Communications <ul style="list-style-type: none"> Maintain CC website, review content and keep up to date. Maintain a FB page for Cumbrian Paddlers across all disciplines Introduce automatic FB, Twitter & Instagram feeds from Website Blog Support & advertise local events that promote paddlesport (Film Festival, invited talks etc) 	Comms Officer	Autumn 2017 & Ongoing	Web hosting & platform costs £100 pa	Views	<i>Ongoing</i>
		Comms Officer	Ongoing	Nil	Members, feedback & contributions	<i>Ongoing</i>
		Comms Officer	Spring 2019	Nil	Number of posts, Views, sharing and liking stats.	
		Comms Officer	Ongoing	£200	Number of events & attendees	
	<ul style="list-style-type: none"> Produce Website Blog posts, Press & Social Media Releases & reports for local newspapers for all events, especially events open to the public, or school or youth group sessions. Publish open events via BC Go Canoeing Events board. 	Comms Officer, Cumbria Club Press Officers	Ongoing	Nil	4 / 5 Articles published	
<ul style="list-style-type: none"> Publicise more information, details and entry requirements for competitive disciplines. 	WWR, Marathon, Slalom, Polo reps; Comms Officer	In advance of specific events	Nil	2 - 4 new participants		

Cumbria Canoeist's Regional Development Plan 2018-2019



Appendix 1 - Grants Application Form

Committee: **Cumbria Regional Development Team**
Amount Requested: **£1000**

Brief description of previous RDT Development expenditure

See **Appendix 2**. – Coaching and national level representative athlete grants, discipline and event subsidies.

Brief description of intended areas of investment

See **Appendix 3** for the latest development plan for the coming financial year, and the development plan for details of intended programs and where the grants and capital are intended to be used. Key areas are like prior reporting period, with the greatest majority of funds being allocated to coaching and leadership development.

Chairperson: Mike Sunderland

Handwritten signature of Mike Sunderland in black ink.

Date 3 Feb 2019

Treasurer: Alan Ashby

Handwritten signature of Alan Ashby in black ink.

Date 3 Feb 2019

Cumbria Canoeist's Regional Development Plan 2018-2019



Appendix 2 – Development Investment Report 2017-2018

Treasurer's report for the year shows the investment in grants for leadership awards and events under the respective disciplines (13 individuals – total £1827), as well as a Polo grant to our two young U-23 GB Polo players. We have also invested in an Open Canadian Canoe to enhance the OC training and WaGs offer.

<u>Combined BC & Local Accounts</u>	<u>Income</u>	<u>Expenses</u>	<u>Capital</u>	<u>Grants</u>	<u>Net A/C Position</u>
<i>Balance as @ 31 October 2017</i>					£ 3,734.61
BC Grant	£ 1,000.00	£ -	£ -	£ -	£ 1,000.00
Coaching Matters Events	£ 2,196.67	£ 1,867.59	£ -	£ -	£ 329.08
Coaching	£ -	£ 38.40	£ -	£ 150.00	-£ 188.40
Sea Kayaking	£ 11,385.50	£ 7,199.18	£ -	£ 1,527.50	£ 2,658.82
Open Canoeing	£ 1,709.50	£ 608.34	£ 500.00	£ 150.00	£ 451.16
WW / River Running	£ 185.00	£ 434.90	£ 100.00	£ -	-£ 349.90
Polo	£ -	£ -	£ -	£ 600.00	-£ 600.00
WAGs	£ 636.50	£ 331.20	£ 500.00	£ -	-£ 194.70
Other	£ -	£ 1,221.72	£ -	£ -	-£ 1,221.72
VAT		-£ 598.90			£ 598.90
	£ 17,113.17	£ 11,102.43	£ 1,100.00	£ 2,427.50	£ 2,483.24
	100%	65%	6%	14%	15%
Balance @ 31 Oct 2018					£ 6,217.85

Cumbria Canoeist's Regional Development Plan 2018-2019



Appendix 3 – Financial Projections 2018-2019 (Vat not included in analysis)

We have made our financial initial projections for the development period of this plan with the aim of improving our financial transparency and sustainability.

<u>Budget 2018-19</u>	<u>Income</u>	<u>Expenses</u>	<u>Capital</u>	<u>Grants</u>	<u>Surplus</u>	<u>Depreciation</u>	<u>ECG Contribution</u>	<u>Net</u>
BC Grant	£ 1,000				£ 1,000		£ 1,000	£ -
Coaching Matters Events	£ 3,500	£ 1,733			£ 1,767		£ 1,112	£ 656
Coaching					£ -		£ -	£ -
Sea Kayaking	£ 11,500	£ 6,900			£ 4,600	£ 904	£ 3,652	£ 44
Open Canoeing	£ 1,400	£ 840			£ 560	£ 100	£ 445	£ 15
WW / River Running	£ 500	£ 500			£ -	£ 584	-£ 234	-£ 350
Polo					£ -		£ -	£ -
WAGs	£ 650	£ 328			£ 322	£ 100	£ 206	£ 16
Other		£ 1,181	£ 2,500	£ 2,500	-£ 6,181		£ -	
	£ 18,550	£ 11,481	£ 2,500	£ 2,500	£ 2,069	£ 1,688	£ 6,181	£ 381
	100%	62%	13%	13%	11%			