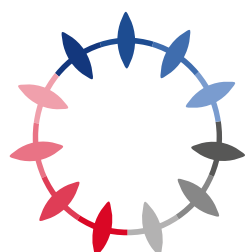


Annual Review

2018 - 2019



A progress report on Stronger Together

The Strategic Plan for British Canoeing 2017 - 2021

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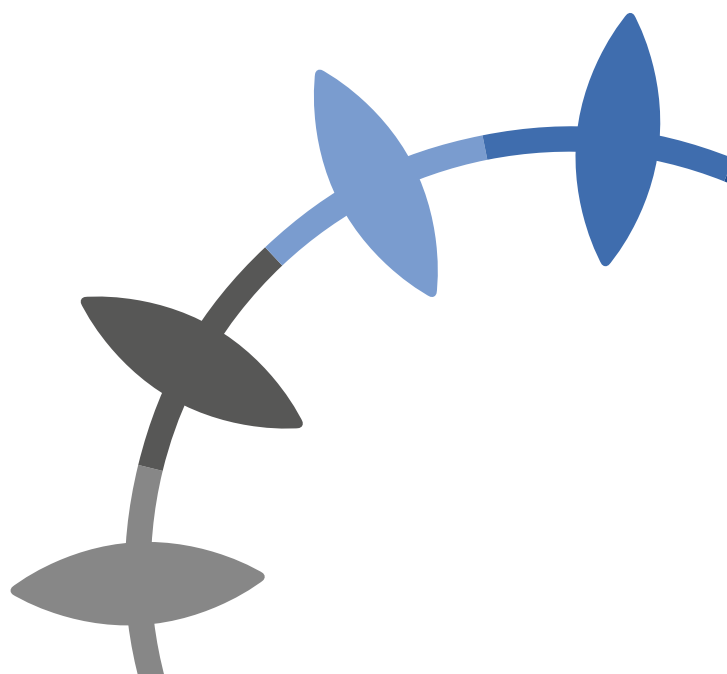
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Foreword

We are pleased to introduce this Annual Review for 2018/2019 which provides a comprehensive progress report on the delivery of Stronger Together, the Strategic Plan for British Canoeing 2017-2021.

Stronger Together sets out a clear and ambitious vision for a more united and a more successful British Canoeing. Success requires harnessing the collective efforts of our community and we have been hugely encouraged by the alignment of efforts behind the plan's ambitions and targets and the growing sense of purpose and coordination within British Canoeing.

Once again we made great strides towards the published targets within Stronger Together;

UK Developments

- The review of the Star Awards was completed and the new Personal Performance Awards launched
- Positive improvements continued around athlete welfare and culture which were confirmed through the confidential Culture Health Check
- The Slalom and Paracanoe teams both finished top of their medal tables at the World Championships in 2018

- Athletes and teams across all competition disciplines enjoyed remarkable success by winning more than 100 European and World medals during the year
- The UK Agreement, defining the relationship between the four National Associations, was reviewed and signed
- The review of the committee structure of British Canoeing was completed and the terms of reference for each committee were revised.

English developments

- The new Go Paddling website targeting recreational paddlers and new participants to the sport was launched
- Membership increased by more than 3% to 36,233
- A new membership data and management system was introduced on time and budget and membership satisfaction rates improved

- More canoe trails were published with 165 trails now promoted through the website
- The Access Charter - Clear Access Clear Waters was launched in Westminster and great strides were made in raising awareness of the issue around the rights of navigation
- In partnership with Surfers against Sewage we delivered the biggest beach and river clean-up campaign in Europe
- A new e-learning platform was launched and 29,000 modules were completed.

There were many other great developments during the year and these are identified within this Report.

We would like to record our thanks to the many volunteers and staff who worked so hard and so effectively during the year to deliver so much. We firmly believe that this is still the right strategy for British Canoeing and that we remain on track to deliver it. We look forward to another exciting and positive year in 2019/2020.



Professor John Coyne CBE

Chair
British Canoeing



David Joy

CEO
British Canoeing



Introduction

British Canoeing launched its strategic plan - Stronger Together in Manchester on 25 March 2017.

It presents a clear plan for the whole of British Canoeing; clubs and centres, coaches and volunteers, regions and disciplines, national committees, staff and the Board.

It sets out a clear purpose and vision, 11 ambitions, 20 key performance indicators and 67 actions.

The **purpose** of British Canoeing is to:

“Inspire people to pursue a passion for paddling; for health, enjoyment, friendship, challenge and achievement”

The **vision** for British Canoeing is:

“A united British Canoeing, focused on our people and ambitions and excellent in delivery”

The 11 ambitions and 20 KPIs of Stronger Together:

KPI 20

To improve key volunteer and member satisfaction levels about the promotion of the sport and internal communications annually from 2018



Ambition Eleven

Improve the profile of paddlesport and **communications** throughout the sport



Ambition One

Increase regular **participation** in **paddlesport**

KPI 1

Increase in the number of regular participants by Active Lives by 2021

KPI 2

Increase participation in 2 Star Awards (or equivalent) annually from 2018

KPI 9

Annually increase the number of registered canoe trails promoted on the British Canoeing website to reach a target of 150 by 2021



Ambition Six

Create more opportunities to paddle and improve environmental awareness

KPI 10

Develop and promote digital resources to promote the public use of rivers in England and Wales of rivers included in the list

KPI 11

Annually improve environmental awareness among members of environmental best practice from 2018



Ambition Six

Improve access and promote **environmental awareness**

KPI 18

To comply with the UK Code of Sports Governance and annually retain a “green” rating for governance from UK Sport and Sport England

KPI 19

To annually increase the percentage of income into British Canoeing from non-public grant sources from 2018



Ambition Eleven

Strengthen governance and financial sustainability within the sport

number of
clubs as measured
by 2021

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r equivalent)
18



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facilities

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l by 2021

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greatest members
issues and
n 2018



on Ten

governance
sustainability
the sport



Ambition Two

Attract new members to
British Canoeing and improve
member **engagement**
and satisfaction

KPI 3

Increase the number of people in
membership of British Canoeing
annually and to 75,000 by 2021

KPI 4

Increase the levels of member
engagement within the
services provided by British
Canoeing annually from 2018



Ambition Three

Create and promote more
opportunities **for exploration,**
adventure and challenge

KPI 7

Increase the number of quality
marked clubs and centres
in membership of British
Canoeing annually from 2018

KPI 8

Improve the annual club
satisfaction rating year
on year from 2018



Ambition Four

Develop a stronger
network of clubs
and centres

KPI 5

Increase the number of
registered mass paddles (with
more than 100 participants)
and develop three national
mass paddle events by 2021

KPI 6

Increase the number of
national challenges annually
to at least eight by 2021



Ambition Seven

Provide excellent
competitions

KPI 12

National competition discipline
committee plans produced and
published annually from 2018

KPI 13

International Events Strategy
approved in 2017, updated
annually and delivered to plan



Ambition Eight

Improve pathways
to performance and
international success

KPI 14

Achieve a minimum of
three Olympic medals and
three Paralympic medals
in Tokyo in 2020

KPI 15

Consistently be in the top
three nations in terms of
medal success at World and
European Championships across
all classes and disciplines of
international competition

KPI 16

All coaching and leadership
awards revised and
relaunched by 2021

KPI 17

Improve the coach and
coach educator satisfaction
rating annually from 2018






Ambition Nine

Develop volunteers,
coaches and leaders

National Actions

Progress on the 67 actions plans in 2018-2019

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

 Action Plan 1			
Increase Regular Participation in Paddlesport		17-18	18-19
1.1	Review and relaunch the Paddle Power and Star Awards to attract and engage new and existing paddlers and encourage regular participation (<i>by 2018</i>)	■	■
1.2	Further develop Go Canoeing to encourage the creation and promotion of local and regular social paddling groups around the country (<i>from 2017</i>)	■	■
1.3	Develop the British Canoeing website and signpost to other sites, to make it simpler for people to find out how and where to get started and where to paddle (<i>from 2018</i>)	■	■
1.4	Provide improved support and resources to clubs and centres to support them in offering regular introductory sessions for new participants (<i>from 2018</i>)	■	■
1.5	Support clubs and centres to develop links to schools/youth groups and to develop junior sections and increase junior participation (<i>from 2018</i>)	■	■
1.6	British Canoeing to enter into formal partnerships with other national organisations to deliver joint participation programmes and to attract new participants and increase participation in paddlesports (<i>from 2017</i>)	■	■
1.7	Develop and activate targeted promotions to engage more young people, disabled people, females and black and ethnic minority groups in paddlesport clubs and participation programmes (<i>from 2018</i>)	■	■
 Action Plan 2			
Attract New Members to British Canoeing and Improve Member Engagement and Satisfaction		17-18	18-19
2.1	Complete a review of membership categories and benefits within British Canoeing and introduce changes (<i>by 2018</i>)	■	■
2.2	Improve the marketing of the membership offer to club members and independent paddlers, to increase membership annually (<i>from 2018</i>)	■	■
2.3	Improve the membership benefits to individuals and the levels of membership engagement (<i>from 2018</i>)	■	■
2.4	Establish an annual membership satisfaction survey and use the results to inform the improvements to membership services (<i>from 2017</i>)	■	■
 Action Plan 3			
Create and Promote More Opportunities for Exploration, Adventure and Challenge		17-18	18-19
3.1	Create and promote a calendar of events, challenges, tours and symposiums	■	■
3.2	Increase the number of registered mass paddles (with more than 100 participants) and develop three national mass paddle events (<i>by 2021</i>)	■	■
3.3	Develop and promote more multi-activity paddlefest events, with a focus on growing one national event (<i>from 2018</i>)	■	■

		17-18	18-19
3.4	Increase the number of national challenges annually to at least eight by 2021 <i>(from 2017)</i>	■	■
3.5	Revise the distance touring awards to develop a British Canoeing Touring and Challenge recognition scheme <i>(from 2018)</i>	■	■



Action Plan 4

Develop a Stronger Network of Clubs and Centres

		17-18	18-19
4.1	Revise and promote new affiliation categories for clubs, centres and other delivery partners, including youth groups and canoe hire <i>(by 2018)</i>	■	■
4.2	Develop and promote resources, workshops and best practice examples to support club development planning <i>(from 2018)</i>	■	■
4.3	Actively encourage clubs, centres, youth groups and retailers to work better together to develop strong local networks designed to increase participation and engage new club members <i>(from 2017)</i>	■	■
4.4	Support clubs to deliver the Paddlesport Activity Assistant programme (PAA), other leadership and coaching awards and revised Star Awards <i>(from 2017)</i>	■	■



Action Plan 5

Create More Places to Paddle and Improve Facilities

		17-18	18-19
5.1	Develop the partnerships necessary to create national canoeing destinations which offer good access, social facilities, trails and events <i>(from 2017)</i>	■	■
5.2	Establish and promote a small number of national canoe trails that offer motivational challenges to paddlers <i>(from 2018)</i>	■	■
5.3	Research, develop and widely promote canoe trails which are spread throughout the country <i>(from 2017)</i>	■	■
5.4	Significantly improve the British Canoeing website with information around places to paddle so that this becomes one of the preferred sources of information for paddlers <i>(from 2018)</i>	■	■
5.5	Work in partnership with national and local agencies to improve the accessibility of access/egress points and in-water facilities and promote them <i>(from 2017)</i>	■	■
5.6	Provide information to clubs and centres about grants for facility developments and create a support structure for those making grant applications <i>(from 2017)</i>	■	■
5.7	Identify and continue to develop national and international level facilities for all our competition disciplines <i>(from 2017)</i>	■	■



Action Plan 6

Improve Access and Promote Environmental Awareness

		17-18	18-19
6.1	Manage public affairs to more effectively present the evidence of the existing Public Right of Navigation on all rivers which are physically capable of being navigated <i>(from 2017)</i>	■	■
6.2	Widely promote the existing places where people routinely paddle with uncontested shared access <i>(ongoing from 2018)</i>	■	■
6.3	Engage with a range of partners to improve access to those rivers and waterways where access is not disputed and promote them as places to paddle <i>(from 2018)</i>	■	■
6.4	Take a fresh approach where there is active disagreement about access, review access arrangements and develop shared use arrangements where possible <i>(from 2017)</i>	■	■
6.5	Strengthen and support the waterways volunteer service of regional and local level advisors who can highlight and engage with local access and environmental issues <i>(from 2017)</i>	■	■

		17-18	18-19
6.6	British Canoeing to update and publish waterways and environment policies and documents <i>(by 2018)</i>	■	■
6.7	Work with key partners such as Royal Society for the Protection of Birds, Canal and River Trust, Environment Agency, Angling Trust and Wildlife Trusts to produce and widely promote joint guidance on environmental codes. This will be embedded within the coaching and leadership schemes and widely promote to paddlers <i>(from 2018)</i>	■	■
6.8	Widely promote the Check, Clean, Dry initiative to prevent the spread of invasive species <i>(from 2017)</i>	■	■



Action Plan 7

Provide Excellent **Competitions**

		17-18	18-19
7.1	Each competition discipline committee to produce and publish a four year plan and annual plan, which will draw from the British Canoeing competition review completed in 2016 and the strategic plan for British Canoeing 2017-21 <i>(from 2018)</i>	■	■
7.2	All parties to fully explore opportunities for the competition disciplines to develop online entry systems, with the ability to draw from the British Canoeing membership database <i>(from 2018)</i>	■	■
7.3	Establish and publish a coordinated national calendar for competitions which promotes opportunities and helps to minimise clashes <i>(from 2017)</i>	■	■
7.4	Develop and launch comprehensive training and development programmes for technical officials at all levels within all the disciplines and which also supports the development of international technical officials <i>(from 2018)</i>	■	■
7.5	Create a comprehensive training and development programme, which seeks to support clubs and volunteer competition organisers to deliver local and regional events <i>(from 2018)</i>	■	■
7.6	Develop and deliver an International Events Strategy for British Canoeing <i>(published in 2017 with delivery from 2019)</i>	■	■



Action Plan 8

Improve Pathways to Performance and International Success

		17-18	18-19
8.1	Deliver the UK Sport funded Tokyo strategy and achieve the medal targets at the Tokyo Olympic and Paralympic Games in 2020	■	■
8.2	Manage the team plans in each non-Olympic discipline to achieve European and World Championship success with Great Britain becoming one of the top three most successful nations across the disciplines <i>(by 2021)</i>	■	■
8.3	Develop and manage strategies designed to continuously improve athlete and coach welfare, at all levels within the talent pathway <i>(from 2017)</i>	■	■
8.4	Develop and manage effective talent identification programmes around key facilities and locations, which complement the club environments <i>(from 2017)</i>	■	■
8.5	Establish and promote national, regional and area training squads within disciplines, according to their individual four year plans and resources available <i>(from 2018)</i>	■	■
8.6	Improve the sharing of best practice between club, regional and British Canoeing national and senior coaches, creating stronger communities of coaches in the competition disciplines <i>(from 2017)</i>	■	■



Action Plan 9

Develop Volunteers, **Coaches and Leaders**

		17-18	18-19
9.1	Complete the review of coaching, leadership and safety awards to ensure best content and delivery and ensure qualifications are relevant, high quality and accessible <i>(first awards reviewed in 2017, all completed by 2021)</i>	■	■

		17-18	18-19
9.2	Review the model of coach education delivery to ensure it best supports coach educators and provides best economic value for British Canoeing (<i>by 2018</i>)	■	■
9.3	Improve the training and support to national trainers and coach educators to ensure consistent standards and excellent delivery (<i>from 2017</i>)	■	■
9.4	Explore the development of a new e-learning platform to support the delivery of blended and flexible learning opportunities (<i>by 2018</i>)	■	■
9.5	Review and develop CPD modules to enhance coaching and leadership skills and support club and centre delivery (<i>from 2017</i>)	■	■
9.6	Establish and promote a resource bank of best practice to support all aspects of volunteering (<i>from 2017</i>)	■	■
9.7	Promote and encourage suitable recognition for volunteers at local, regional and national levels (<i>from 2017</i>)	■	■
9.8	Establish a volunteer recruitment and development programme for local, regional and national level volunteers (<i>from 2018</i>)	■	■



Action Plan 10

Strengthen Governance and Financial Sustainability within the Sport

		17-18	18-19
10.1	Develop and publish the Strategic Plan for British Canoeing 2017 – 2021 and report annually on progress (<i>from 2017</i>)	■	■
10.2	Review the Gap Analysis for British Canoeing against the UK Code for Sports Governance, deliver and action plan against this within each year and be fully compliant with the code by March 2021 (<i>from 2017</i>)	■	■
10.3	Review and revise as required all major policies and procedures within British Canoeing (<i>by 2019</i>)	■	■
10.4	Review and revise appropriately the national and regional committees structure with British Canoeing, including the Terms of Reference for all committees to clarify areas such as purpose, delegated powers, accountability and appointment of committee members (<i>by 2019</i>)	■	■
10.5	Establish service level agreements with all national partners involved in the delivery of the strategic plan for British Canoeing 2017-2021 (<i>from 2017</i>)	■	■
10.6	Diversify income streams with a greater percentage of income to come from non-public funding sources (<i>from 2017</i>)	■	■



Action Plan 11

Improve the Profile of Paddlesport and Communications throughout the Sport

		17-18	18-19
11.1	Further develop the British Canoeing website to provide more information, news, features, advice and templates to members, non-members and clubs (<i>from 2017</i>)	■	■
11.2	All parties fully explore proposals to consolidate all competition websites within an improved and redeveloped British Canoeing site (<i>from 2017</i>)	■	■
11.3	Improve the media profile of the whole sport through a series of campaigns and a more developed PR programme (<i>from 2017</i>)	■	■
11.4	Improve communications to members via social media, website and newsletters which are more targeted and based on individual shared interests and preferences (<i>from 2017</i>)	■	■
11.5	Improve communication to clubs and centres through the development of the database; with more contacts, use of social media, website and club mailings and which are more targeted to club interests and preferences (<i>from 2017</i>)	■	■
11.6	Host a national conference each year to celebrate success and provide case study examples of development (<i>from 2017</i>)	■	■

Highlights from the last 12 months

MAR 18

The first ever British Canoeing Stronger Clubs Conference takes place – with **88% of attendees rating it as helpful**.

The first print edition of The Paddler magazine, incorporating a 24-page Canoe Focus insert, is published.

APR 18

British Canoeing launches **four new membership categories** and a new membership portal to bring a host of positive benefits and changes for members, coaches and clubs.



8 athletes from the 3 high performance programmes are selected to the newly formed **Athlete Representative Group**.

More than **1.8 million UK adults** have been canoeing or kayaking over the past 12 months, according to the annual Watersports Participation Survey.

The latest Challenge route is launched. The six and a half mile **London Legacy Loop**.

The inaugural **Extreme Slalom selection event** takes place at Lee Valley White Water Centre.

MAY 18

10 Women's Paddling Ambassadors are recruited to promote the **#shepaddles campaign**.

Emma Wiggs, Tim Brabants and Fiona Pennie are announced as

Paddle Clean Ambassadors to promote clean sport.

JUN 18

A record-breaking **57,674 miles** are paddled in National Go Canoeing Week.

Over **700 people** visit the National Water Sports Centre to participate in the annual Paddle in the Park event.



JUL 18

British Canoeing announces the first ten clubs as partners in the new **Talent Club Programme**.

Lee Valley Regional Park Authority and British Canoeing launch a range of commercial opportunities to support the growth of paddlesport at the **'Big Idea' event**.

10 people are recruited to **Future Volunteer Leaders** - a new programme aimed at supporting new volunteers interested in making a difference in paddlesport.

AUG 18

The paracanoe team top the medal table at **2018 ICF World Championships in Portugal** with seven medals – including six in Paralympic Games events.



Britain's under 21 men's team retain their title at the **2018 ICF Polo World Championships** in Canada, with the senior women claiming the silver medal.



Lizzie Broughton wins gold and silver medals at the **2018 ICF Sprint World Championships** in Portugal.

Juniors Otilie Robinson Shaw and Harry Price claim gold and bronze medals at the **2018 ECA Freestyle European Championships** in Slovakia.



SEP 18

The slalom team top the medal table at the **2018 ICF World Championships** with seven medals – three in Olympic events.



Emma Russell, Freya Peters and Sam Rees-Clark claim bronze medals at the **2018 ICF Marathon World Championships** in Portugal.



Liverpool based Friends of Allonby win gold and silver medals at the **2018 ECA Polo European Clubs Championships**, held in Nottingham.

30 teams at the European Clubs Championships pro-actively support the **Check, Clean Dry initiative** to stop the spread of invasive non-native species.

The Personal Performance Awards Provider e-learning and course content is launched on the Awarding Body website.



Hundreds of competitors paddle for national titles across eight disciplines at **Super September** events held at Holme Pierrepont and Lee Valley.

The Canoe Foundation, the charity that supports paddling projects, launches a new website and a refreshed set of objectives.



Chelmsford Canoe Club win the **Marathon Hasler Finals** for the fourth consecutive year.

OCT 18

By the end of the financial year there are 36,233 members of British Canoeing, a **yearly increase of 3.5%**.

60 clubs sign-up to support the Surfers Against Sewage Autumn Beach and River Clean Series.



NOV 18

British Canoeing launches its Access and Environment Charter - **Clear Access, Clear Waters** - at the Houses of Parliament.



The women's rafting team claim gold in the final of the head-to-head competition at the **2018 IRF World Championships in Argentina**.

British Canoeing receives funding from **Sports Aid's Backing the Best** to deliver a paracanoe talent club partnership programme.

Two Awards picked up at the **UK Coaching Awards** – British Canoeing wins Coaching Culture Organisation and Matt Lawrence wins High Performance Coach of the Year.



Eilidh Gibson leads the first ever **'Slalom Inspires' event**, held at Lee Valley White Water Centre, with 60 female paddlers from around the UK taking part.

The British Canoeing **online store** is launched.

DEC 18

Freestyle World Champion Claire O'Hara and highly regarded coach Ray Goodwin are both awarded an **MBE for services to canoeing** in the New Year Honours list.

JAN 19

The new **Personal Performance Awards and the Paddlesport Instructor Award** are officially launched.

Go Paddling website launched targeting recreational paddlers and those new to the sport.

Leading fruit brand **Jaffa announced as principal partner** for the 2019 ICF Canoe Slalom World Cup and 2020 ECA Canoe Slalom European Championships.



FEB 19

4 national associations revise and publish the **new UK Agreement**.

The 165th Paddling Trail is published on the British Canoeing website.



Over **3,000 tickets sold** in advance for the 2019 ICF Canoe Slalom World Cup presented by Jaffa.



Ambition 1



Increase Regular Participation in Paddlesport

Where do we want to be by 2021?

More people will be paddling more often and paddlesport will feel more accessible than ever before. The demographic within the sport will have begun to shift with more young people, more women, more disabled people and more participants from black and ethnic minorities.

How are we measuring progress?

KPI 1 Increase in the number of regular participants (1 x month) – as measured by Active Lives

- The baseline data from the Active Lives Survey in 2017 showed that 349,500 people participated in canoeing at least once per month in the 28 days prior to them being surveyed
- In 2018, the Active Lives Survey showed 292,400 people participated in canoeing at least once per month in the May 2017/18 period, a decrease of 57,000 on the previous year

KPI 2 Increase participation in Paddle Power and 1 & 2 Star Awards (or equivalent) annually from 2017

- The New Personal Performance Awards, including the entry level Paddle Awards, were launched in 2018
- Participation data will be reported from 2018 onwards and compared to the previous Star Award data for 2019/2020

3 

New Paddle Awards

– Start, Discover,
Explore – launched


57,674

Miles paddled in
National Go
Canoeing Week

1.8m 

People went canoeing
or kayaking over
the past 12 months

10 

Female active
ambassadors
recruited for the
#shepaddles
campaign

Action Plan 1

National actions to increase regular participation (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Review and relaunch the Paddle Power and Star Awards to attract and engage new and existing paddlers and encourage regular participation (by 2018)

- The new Personal Performance Awards launched. The Awards include three introductory Paddle Awards (Start, Discover & Explore) and 36 performance awards across 12 disciplines.

Develop the British Canoeing website and signpost to other sites, to make it simpler for people to find out how and where to get started and where to paddle (from 2018)

- Launch of a new Go Paddling website for recreational paddlers and new participants. The site has improved information on clubs, centres, providers, equipment hire and trails - allowing visitors to find out where they can go paddling. The site also contains 'how to' and 'top tips' articles.

Support clubs and centres to develop links to schools/youth groups and to develop junior sections and increase junior participation (from 2018)

- 8 new satellite clubs were formed in 2018.

Develop and activate targeted promotions to engage more young people, disabled people, females and black and ethnic minority groups in paddlesport clubs and participation programmes (from 2018)

- Women's engagement initiative #ShePaddles launched in 2018, which included the recruitment of 10 female ambassadors, an online women in paddlesport community, an advisory women's group, guidance workshops and documentation for clubs and centres.

1.1

1.2

Further develop Go Canoeing to encourage the creation and promotion of local and regular social paddling groups around the country (from 2017)

- Record breaking participation in National Go Canoeing Week with 14,000 participants, paddling 57,674 miles.

Name changed to Go Paddling. 2 new websites launched - Go Paddling and Go Paddling Week.

New Go Paddling provider offer released with the aim of signing 120 providers.

Touring Working Group formed and a toolkit developed to support localised delivery of social touring paddles.

Regional tours have grown within regional development teams.

1.3

1.4

Provide improved support and resources to clubs and centres to support them in offering regular introductory sessions for new participants (from 2018)

- Go Paddling offer for clubs and centres launched giving providers access to a great range of support and materials. The Go Paddling programme complements the delivery of the new Paddle Awards, giving providers clear pathways for their participants to progress.

1.5

1.7

1.6

British Canoeing to enter into formal partnerships with other national organisations to deliver joint participation programmes and to attract new participants and increase participation in paddlesports (from 2017)

- New partnerships explored at national level with organisations including; the Scouts, Sea Cadets, PGL, Kingswood, Canal and River Trust. All still to be finalised.

Ambition 2



Attract New Members to British Canoeing and Improve Member Engagement and Satisfaction

Where do we want to be by 2021?

Membership will have increased to around 75,000 and be growing as a result of the introduction of several new categories of membership, improved marketing and benefits.

Members will be much more satisfied with membership services, perceiving good value for money and recommending membership to others.

Membership income will have increased by 20%.

How are we measuring progress?

KPI 3 Increase the number of people in membership of British Canoeing annually and to 75,000 by 2021

- Membership grew from 35,187 to 36,233 (Nov 17 - Oct 18) a 3.5% growth over the year

KPI 4 Increase the levels of member engagement within the services provided by British Canoeing annually from 2018

- 72% of members satisfied with British Canoeing membership in the 2018 satisfaction survey, an increase of 12%
- Over the course of the year a second series of 12 roadshows were completed to meet with members, clubs and club members
- An average 35% open rate recorded over 12 month (Jan – Dec 2018) for the members enews



New **Go Membership** platform launched

72%

Members satisfied with **British Canoeing** membership

Action Plan 2

National actions to attract new members to British Canoeing and improve member engagement and satisfaction (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Complete a review of membership categories and benefits within British Canoeing and introduce changes (by 2018)

- The Membership review completed and signed off in September 2017. The relaunch of four new membership categories took place in April 2018.

Improve the membership benefits to individuals and the levels of member engagement (from 2018)

- New membership packs designed to include inserts on campaigns and benefits. The Paddler magazine gives members the opportunity to purchase the print magazine at a discounted rate.

The launch of Go Membership has provided a better system including offering an e-membership card to give immediate proof of membership, whilst waiting for the printed licence to be sent out.

2.1

2.2

Improve the marketing of the membership offer to club members and independent paddlers, to increase membership annually (from 2018)

- Membership materials distributed to clubs, centres and waterways authorities. Social media was also utilised to promote membership to independent paddlers.

Introduced the Club Associate membership - with over 500 club members joining, and the free 'Sign-Up' subscriber category.

2.3

2.4

Establish an annual membership satisfaction survey and use the results to inform the improvement of membership services (from 2017)

- 1,026 members completed the 2018 membership satisfaction survey, with input from a mix of paddlers, coaches, volunteers and competitors. Membership satisfaction increased from 60% to 72% in 2018.

Feedback provided to be used to make improvements to services and benefits.



36,233

Active members – a **3.5% growth** over last 12 months

4

New membership
categories launched



Ambition 3



Create and Promote More Opportunities for Exploration, Adventure and Challenge

Where do we want to be by 2021?

The large numbers of people who are seeking new experiences in canoeing and kayaking and are interested in challenges, exploration, fitness and nature will find information and opportunities more easily.

Several mass participation events will be promoted each year as will a series of challenges such as The Three Lakes Challenge.

How are we measuring progress?

KPI 5 Increase the number of registered mass paddles (with more than 100 participants) and develop three national mass paddle events by 2021

- Other strategic priorities have limited the capacity to progress this ambition to increase the number of mass paddles. Planning is underway to make progress in 2019

KPI 6 Increase the number of national challenges annually to at least eight by 2021

- 8 Challenge routes have been developed alongside 2 seasonal mileage challenges
- These are promoted on the website and through other channels



The new **London Legacy Loop** Challenge launched

700



People attended
Paddle in the Park

Action Plan 3

National actions to create and promote more opportunities for exploration, adventure and challenge (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Create and promote a calendar of events, challenges, tours and symposiums

- A new events finder and section developed within the British Canoeing website, with further enhancements planned for 2019.

Develop and promote more multi-activity paddlefest events, with a focus on growing one national event (from 2018)

- The Paddle in the Park event further developed as a national paddlefest with 700 participants taking part. This included a new offer around white water workshops and skill development sessions.

Revise the distance touring awards to develop a British Canoeing Touring and Challenge recognition scheme (from 2018)

- A new Distance Award is being developed with support from the newly formed Touring Working Group and will be launched in 2019.

3.1

3.2

3.3

3.4

3.5

Increase the number of registered mass paddles (with more than 100 participants) and develop three national mass paddle events (by 2021)

- Several regional mass paddle events, such as the Trent 100 and Paddle to the Heart, were organised and promoted. Involved in early discussions around national mass paddle event in London in 2019.

Increase the number of national challenges annually to at least eight by 2021 (from 2017)

- Eight Challenge routes developed with two new ones to be launched in 2019. New challenges in 2018 were on routes where paddling equipment hire is available, making them accessible for both new and existing paddlers. Two seasonal mileage challenges were also launched.

30 and 60 +

mile August **Paddle**
Challenges developed



85

mile River Wye Challenge – **the**
first multi day challenge launched

Ambition 4



Develop a Stronger Network of Clubs and Centres

Where do we want to be by 2021?

There will be stronger links between clubs, centres and youth groups in their local areas to make it easier for people to find a suitable range of opportunities to paddle.

There will be more partners delivering entry level sessions to new participants who want to be introduced to the basics.

There will be a similar number of clubs, but more will have begun to develop a plan for their future, will better understand their members and will have begun to attract new members who perhaps want different things to the traditional members.

Retailers, trade companies and commercial centres will be operating more closely with British Canoeing.

How are we measuring progress?

KPI 7 Increase in the number of quality marked clubs and centres in membership of British Canoeing annually from 2018

- In 2018 there were 133 Quality Mark clubs (static, no increase on 2017 due to a review by Sport England) and 160 Quality Mark centres (an increase from 157 in 2017)

KPI 8 Improve the annual club satisfaction rating year on year from 2017

- No baseline data was collected in 2017 or 2018, but this will be collected in 2019

384



Affiliated clubs
by October 2018

160



Quality Mark
centres by
October 2018



Action Plan 4

National actions to develop a stronger network of clubs and centres (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Revise and promote new affiliation categories for clubs, centres and other delivery partners, including youth groups and canoe hire (*by 2018*)

- A new club and centre affiliation offer will be developed and launched in 2019 or early 2020.

Actively encourage clubs, centres, youth groups and retailers to work better together to develop strong local networks designed to increase participation and engage new club members (*from 2017*)

- Clubs and Regional Development Teams continuing to develop and improve local networks.

4.1

4.2

Develop and promote resources, workshops and best practice examples to support club development planning (*from 2018*)

- The Club Services guide and the PaddleSafer guidance were published. The first Stronger Clubs Conference was held.

4.3

4.4

Support clubs to deliver the Paddlesport Activity Assistant programme (PAA), other leadership and coaching awards and revised Star Awards (*from 2017*)

- Area Development Officers supported 64 clubs to deliver the Paddlesport Activity Assistant programme.

18

Local forums delivered

to 36 clubs by the ADO network



1st



ever Clubs Conference held - with

88% of attendees rating it as helpful

Ambition 5



Create More Places to Paddle and Improve Facilities

Where do we want to be by 2021?

There will be over 150 canoe trails created and promoted and in locations throughout England.

There will be greater clarity around the right to paddle on inland waterways with more miles of rivers, with uncontested access and improved partnership working with other water users.

How are we measuring progress?

KPI 9 Annually increase the number of canoe trails promoted on the British Canoeing website to reach a target of 150 by 2021

- The number of paddling trails published on the British Canoeing website increased from 140 to 165 during the last 12 months

7

Paddling trails on the River Wye made available in **1 waterproof printed guide**

1

Acquisition and development of a **Places to Paddle website**

20+

Brand **new paddling trails** published online

165

Paddling trails available on the British Canoeing website



Action Plan 5

National actions to create more places to paddle and improve facilities (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Develop the partnerships necessary to create national canoeing destinations which offer good access, social facilities, trails and events (from 2017)

- Published a paddling trail multi map for the River Wye, as well as a 100 mile challenge route. Focus on London and the Norfolk Broads in 2019.

Research, develop and widely promote canoe trails which are spread throughout the country (from 2017)

- 165 paddling trails now published on the British Canoeing and Go Paddling websites, with more than 20 new routes being added in 2018.

Work in partnership with national and local agencies to improve the accessibility of access/egress points and in-water facilities and promote them (from 2017)

- New Paddling Trail guidance to be published Spring 2019, developed in partnership with Sport England. Relaunch of the Canoe Foundation has opened up opportunities for people to access funding to improve physical access to water.

Identify and continue to develop national and international level facilities for all our competition disciplines (from 2017)

- Little progress in 2018. British Canoeing 'Facilities Strategy' to be developed in 2019.

5.1

5.2

Establish and promote a small number of national canoe trails that offer motivational challenges to paddlers (from 2018)

- Several major trail projects, including facility improvements, are in progress. The Desmond Family Canoe Trail (Coast2 Coast) due to be completed August 2019. Transforming the Trent Valley project to get underway in 2019/20. Work continuing with the Avon Navigation Trust on the Lower Avon.

5.3

5.4

Significantly improve the British Canoeing website with information around places to paddle so that this becomes one of the preferred sources of information for paddlers (from 2018)

- The Go Paddling website launched, with new look trails pages. Work commenced on a new digital resource which maps the rivers in the UK and will be launched in Spring 2019.

5.5

5.6

Provide information to clubs and centres about grants for facility developments and create a support structure for those making grant applications (from 2017)

- Little progress in 2018. More work required in 2019 to improve the information on the British Canoeing website around facilities.

5.7

Ambition 6



Improve Access and Promote Environmental Awareness

Where do we want to be by 2021?

Currently only 4% of rivers in England and Wales have an uncontested right of navigation for paddlers. By 2021 we want this to have changed and for the right to paddle on inland waterways to have been firmly agreed in legislation or for this to be work in progress.

Paddlers will continue to promote sustainability and there will be far greater recognition that canoeists are good for the waterways environment and local businesses.

How are we measuring progress?

KPI 10 Develop and promote new digital resources which promote the public rights to rivers in England with 50% of rivers covered by 2021

- An exciting new places to paddle digital resource has been in development in 2018 and will be launched in Spring 2019, covering all navigable rivers in the UK

KPI 11 Annually improve the awareness amongst members of environmental issues and best practice from 2018

- 80% of respondents to the membership survey felt British Canoeing promotes sustainable and environmentally friendly paddling practices well
- 35% of respondents had noticed an increase in the amount of information shared on environmental issues and best practice over the last 12 months

1

British Canoeing's
'Clear Access, Clear Waters' Charter
launched in Parliament

30+

Individual letters sent
by clubs and regions
to local MPs to
promote access

60

Clubs signed up to
support **Surfers
Against Sewage**
clean-up campaign

3

**Major Government
inquiries** responded
to by British Canoeing

Action Plan 6

National actions to improve access and promote environmental awareness (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Manage public affairs to more effectively present the evidence of the existing Public Right of Navigation on all rivers which are physically capable of being navigated (from 2017)

- Clear Access, Clear Waters Charter launched in Westminster. MPs, Ministers and key Government departments engaged. The Charter clearly asserts the position for a general Public Right of Navigation (PRN). British Canoeing is adopting a more robust position towards access on water.

Engage with a range of partners to improve access to those rivers and waterways where access is not disputed and promote them as places to paddle (from 2018)

- Work commenced in 2018 on a new digital resource which maps the rivers, to be launched in Spring 2019.

Strengthen and support the waterways volunteer service of regional and local level advisors who can highlight and engage with local access and environmental issues (from 2017)

- Following the launch of the Charter, gaps within the Regional Waterway team have been identified and steps taken to recruit those roles. Building a strong and proactive waterway volunteer team is a priority for 2019.

Work with key partners such as Royal Society for the Protection of Birds, Canal and River Trust, Environment Agency, Angling Trust and Wildlife Trusts to produce and widely promote joint guidance on environmental codes. This will be embedded within the coaching and leadership schemes and widely promoted to paddlers (from 2018)

- British Canoeing has worked with Wildlife & Countryside Link to jointly publish guidance on a wide range of topics from water quality, to Agriculture & Environment Bills.

6.1

6.2

Widely promote the existing places where people routinely paddle with uncontested shared access (ongoing from 2018)

- More than 20 new canoe trials launched in 2018, including a new waterproof multi map route on the Wye. Work commenced in 2018 on a new digital resource which maps the rivers, to be launched in Spring 2019.

6.4

Take a fresh approach where there is active disagreement about access, review access arrangements and develop shared use arrangements where possible (from 2017)

- Established a clear vision for fair, shared, sustainable open access for all within the Access Charter published in 2018, focussing on the benefits of collaborative working rather than disagreement with other water users. Taken a clear position on access arrangements, which has informed local discussions on rivers where there is active disagreement.

6.3

6.5

6.6

British Canoeing to update and publish waterways and environment policies and documents (by 2018)

- The Access Charter has established a clear position on access and environment policy. The Charter sets out a clear direction of travel and clear position on historic rights, access arrangements and environmental protection. More work to be done in 2019 to publish a 'Paddlers Code of Conduct'.

6.7

6.8

Widely promote the Check, Clean, Dry initiative to prevent the spread of invasive species (from 2017)

- British Canoeing has worked closely with Wildlife & Countryside Link on Invasive Species and Blueprint for Water working groups. There were Check, Clean, Dry wash down stations at three major domestic events in 2018.

Ambition 7



Provide Excellent Competitions

Where do we want to be by 2021?

Competition disciplines will be seen as a part of British Canoeing and not separate from it.

More people will be entering competitions, with more entry level events in most disciplines, more crossover of athletes between disciplines and the British Championships within all disciplines will have a bigger event feel.

British Canoeing will host an international event every couple of years and will have a stronger relationship with the international federations.

How are we measuring progress?

KPI 12 National competition discipline committee plans produced and published annually from 2018

- 6 out of 7 funded disciplines have developed four year plans, providing clear objectives, actions and priorities through to 2021

KPI 13 International Events Strategy approved in 2017, updated annually and delivered to plan

- International Events Strategy 2017-2027 has been published and reviewed annually
- Successful bids were submitted for the 2018 ECA Canoe Polo European Club Championships, 2019 ICF Canoe Slalom World Cup, 2020 ECA Canoe Slalom European Championships and 2021 ICF Canoe Freestyle World Championships

6 

Disciplines developing
and **delivering**
four-year plans

9 

National
Championships
held with **3038 entries**
from **1940 paddlers**



Action Plan 7

National actions to provide excellent competitions (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Each competition discipline committee to produce and publish a four year plan and annual plan, which will draw from the British Canoeing competition review completed in 2016 and the strategic plan for British Canoeing 2017-21 (from 2018)

- 6 out of 7 funded disciplines developed four year plans, providing clear objectives, actions and priorities through to 2021.

Establish and publish a coordinated national calendar for competitions which promotes opportunities and helps to minimise clashes (from 2017)

- An integrated calendar published in 2017 on the British Canoeing website, and updated and improved in 2018.

Create a comprehensive training and development programme, which seeks to support clubs and volunteer competition organisers to deliver local and regional events (from 2018)

- Little progress to date. An online toolkit under development for publication in 2019.

7.1

7.2

All parties to fully explore opportunities for the competition disciplines to develop online entry systems, with the ability to draw from the British Canoeing membership database (from 2018)

- Online entry systems now available in some disciplines but not all. 3 discipline entry systems linked to live membership data.

7.3

7.4

Develop and launch comprehensive training and development programmes for technical officials at all levels within all the disciplines and which also supports the development of international technical officials (from 2018)

- Little progress to date. A scoping exercise is planned for 2019 to identify current training and development programmes for training officials.

7.5

7.6

Develop and deliver an International Events Strategy for British Canoeing (published in 2017 with delivery from 2019)

- International Events Strategy published in 2017 and reviewed annually. Four international events awarded so far. Bids submitted to the ICF for two more events in January 2019, with a decision made in March 2019.



discipline committee entry systems
linked to live membership data



bids submitted to host further international events in the UK

Ambition 8



Improve Pathways to Performance and International Success

Where do we want to be by 2021?

Our athletes will continue to achieve international success in the Olympic, Paralympic and non-Olympic disciplines.

British Canoeing will be one of the top three nations in the world medal table and recognised as a sport that has focus on the welfare of its athletes and coaches.

How are we measuring progress?

KPI 14 Achieve the minimum target of three Olympic medals and three Paralympic medals in Tokyo 2020

- UK Sport milestone targets for 2018 were exceeded in the Slalom and Paracanoe programmes, in the Sprint programme the milestone target was not achieved

KPI 15 Consistently be in the top three nations in terms of medal success at the World and European championships across all classes and disciplines of International competition

- British Canoeing athletes won 105 medals at major World, European and international competitions during 2018 across 8 competition disciplines
- In 2018 Great Britain finished in sixth place in terms of medal success at Senior World and European championships across all classes and disciplines of International competition

2 

medal table topping performances by Paracanoe and Slalom at their respective World Championships



100+

International medals won by British paddlers

16 

Clubs in England announced as British Canoeing Talent Club Partners

Action Plan 8

National actions to improve pathways to performance and international success (2017-2021)

□ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Deliver the UK Sport funded Tokyo strategy and achieve the medal targets at the Tokyo Olympic and Paralympic Games in 2020

- Exceeded UK Sport milestone targets in both Slalom and Paracanoe. Sprint milestone target not achieved in 2018.

Develop and manage strategies designed to continuously improve athlete and coach welfare, at all levels within the talent pathway (from 2017)

- Improved scores in the 2018 UK Sport Culture Health Check Survey. The Slalom programme was recognised by UK Sport as industry leading and an example of best practice and the Sprint and Paracanoe programmes both showed significant improvements over the year.

Positive work completed during the year by athletes and coaches on values and behaviours.

Establish and promote national, regional and area training squads within disciplines, according to their individual four year plans and resources available (from 2018)

- 85% of funded disciplines have developed four year plans. Some activity and programmes initiated in 2018, with more work on talent development planning to take place.



World Championship titles

won across 5 disciplines

8.1

8.2

Manage the team plans in each non-Olympic discipline to achieve European and World Championship success with Great Britain becoming one of the top three most successful nations across the disciplines (by 2021)

- British Canoeing athletes won 105 medals at major World, European and international competitions during 2018 across 8 competition disciplines, including 7 World Champions. Great Britain finished in sixth place in the overall medal table for Senior World and European championships across all classes and disciplines.

8.3

8.4

Develop and manage effective talent identification programmes around key facilities and locations, which complement the club environments (from 2017)

- 16 Talent Club Partnerships established to support talented athletes in Sprint and Slalom and ensure developments are aligned to the World Class Programme.

Backing the Best funding from Sports Aid was awarded to support clubs and coaches to strengthen the talent pipeline into the Paralympic Programme.

8.5

8.6

Improve the sharing of best practice between club, regional and British Canoeing national and senior coaches, creating stronger communities of coaches in the competition disciplines (from 2017)

- A number of opportunities were available for the sharing of best practice including the Coaching Conference and coaching seminars in Sprint and Slalom.

Ambition 9



Develop Volunteers, Coaches and Leaders

Where do we want to be by 2021?

Coach education within British Canoeing will have been through transformation, with fewer prerequisites for courses, more e-learning, high quality delivery and more coach focussed making awards quicker and simpler to complete.

There will be an excellent coaching conference every year and regular and varied opportunities for coaches' CPD.

There will be more support available to the 6,000 volunteers who are active in supporting clubs, centres and the regional and national committees within British Canoeing.

How are we measuring progress?

KPI 16 All coaching and leadership awards revised and relaunched by 2021

- The Personal Performance Awards and the new Paddlesport Instructor were developed over 2018 and launched in January 2019
- Work began in 2018 on the development of the SUP Coach Awards and a review of the Performance Coach qualification

KPI 15 Improve the coach and coach educator satisfaction rating annually from 2018

- The annual members survey indicated 77% of members were satisfied with the level of service received from the British Canoeing Coaching and Qualifications department
- Feedback from coach education programmes showed 97% satisfaction

11

e-learning packages
developed and
accessed by over
29,000 paddlers

12,076

Members currently hold
a **coaching/
leadership
qualification**

5

**nominations and 2
Awards** at the UK
Coaching Awards

10

recruits for new
**Future Leaders
Programme**

Action Plan 9

National actions to develop volunteers, coaches and leaders (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Complete the review of coaching, leadership and safety awards to ensure best content and delivery and ensure qualifications are relevant, high quality and accessible (*first awards reviewed in 2017, all completed by 2021*)

■ The new Personal Performance Awards and Paddlesport Instructor were reviewed in 2018 and launched in January 2019. Work began on the SUP Coach Awards and the thorough review of the Performance Coach Award, both to be launched in 2019.

Improve the training and support to national trainers and coach educators to ensure consistent standards and excellent delivery (*from 2017*)

■ The British Canoeing Awarding Body has received over 167,000 visitors, accessing a variety of documents and resources to support their delivery of qualifications and awards. Since May 2018, the monthly newsletter 'Catch up with Coaching' has been accessed 56,978 times by instructors, coaches and leaders.

Review and develop CPD modules to enhance coaching and leadership skills and support club and centre delivery (*from 2017*)

■ 531 coaches attended 23 Coaching Matters events, being recognised as appropriate CPD. A specific CPD e-learning module has been designed and accessed by Personal Performance Awards providers.

Promote and encourage suitable recognition for volunteers at local, regional and national levels (*from 2017*)

■ The annual Volunteer Awards are held in March - as part of the Stronger Clubs Conference. A new National Honours and Awards Panel has been set up to ensure regular recognition of volunteers operating for many years at the highest levels within the sport.

9.1

9.2

Review the model of coach education delivery to ensure it best supports coach educators and provides best economic value for British Canoeing (*by 2018*)

■ This model was revised and agreed between the National Associations. Implementation began at the beginning of 2018.

9.4

Explore the development of a new e-learning platform to support the delivery of blended and flexible learning opportunities (*by 2018*)

■ Continual development of the e-learning platform, with 11 packages created to develop coach learning. Packages have been accessed by 29,356 visitors.

9.3

9.6

Establish and promote a resource bank of best practice to support all aspects of volunteering (*from 2017*)

■ Work is ongoing in the development of a bank of best practice, including a Stronger Clubs Guide launched to provide a 'one stop shop' guide to the support available to clubs, and the development of an online toolkit for volunteer event organisers.

9.5

9.8

Establish a volunteer recruitment and development programme for local, regional and national level volunteers (*from 2018*)

■ The Future Leaders programme was launched in 2018 to support volunteers to take on roles within the committees of British Canoeing. Wider work on volunteer strategy is still required.

9.7

Ambition 10



Strengthen Governance and Financial Sustainability within the Sport

Where do we want to be by 2021?

British Canoeing will look and feel much more like a joined up and united organisation.

British Canoeing will be recognised as having excellent governance in place at Board and national committee level.

How are we measuring progress?

KPI 18 To comply with the UK Code of Sports Governance and annually retain a 'green' rating for governance from UK Sport and Sport England

- British Canoeing retained compliance with the UK Code for Sports Governance in 2018 and also retained its 'green' rating from UK Sport and Sport England for safeguarding

KPI 19 To annually increase the percentage of income into British Canoeing from non-public grant sources from 2018

- £253,000 of new revenue created through membership and coaching, an increase of 13%
- 5 new commercial partnerships signed during the last 12 months

4

National Associations
Revised the
UK Agreement

753

DBS checks
completed Jan
18 – Dec 2018

1

Online Store
launched

5

new commercial
partnerships

Action Plan 10

National actions to strengthen governance and financial sustainability within the sport (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Develop and Publish the Strategic Plan for British Canoeing 2017 – 2021 and report annually on progress

- The strategic plan 'Stronger Together' was launched in March 2017 and annual progress reports for 2017-18 and 2018-19 have been published.

Review and revise as required all major policies and procedures within British Canoeing (by 2019)

- All major policies have been revised including whistle blowing policy, safeguarding procedures, disciplinary procedures and coaches code of conduct.

All data protection policies were also revised and a privacy centre was created in line with GDPR requirements.

Establish service level agreements with all national partners involved in the delivery of the strategic plan for British Canoeing 2017-2021 (from 2017)

- Some progress with the National Associations and signing of the UK Agreement. Other national partnership agreements still in development with organisations such as the National Trust, Canal and River Trust.

10.1

10.2

Review the Gap Analysis for British Canoeing against the UK Code for Sports Governance, deliver an action plan against this within each year and be fully compliant with the code by March 2021

- British Canoeing remains fully compliant with UK Code for Sports Governance confirmed by UK Sport and Sport England in December 2017. Compliance maintained in 2018.

10.3

10.4

Review and revise appropriately the national and regional committees structure with British Canoeing, including the Terms of Reference for all committees to clarify areas such as purpose, delegated powers, accountability and appointment of committee members (by 2019)

- The review of the committee structure was completed in 2018, but for some minor adjustments planned for 2019.

10.5

10.6

Diversify income streams with a greater percentage of income to come from non-public funding sources (from 2017)

- £253,000 of new non-grant revenue created through membership, coaching and commercial partnerships. The British Canoeing online store was launched.

Ambition 11



Improve the profile of paddlesport and communications throughout the sport

Where do we want to be by 2021?

Information about places to paddle will be far easier to find from many sources including the British Canoeing website.

The disciplines' websites will be operating like microsites within the British Canoeing website, drawing from a central database and with efficient online entry and payments systems for competitions.

The profile of the sport will be higher in broadcast, streaming and print media and the commercial income into British Canoeing will have increased by more than 300%.

How are we measuring progress?

KPI 20 To improve key volunteer and member satisfaction levels about the promotion of the sport and internal communications annually from 2017

- The 2018 membership satisfaction survey showed that 64% of members were satisfied with communications, an increase of 7% from 2017

31,667

Social media followers - a yearly increase of 15%



300%

Increase in online views for the Paddler/Canoe Focus magazine

64%

of members satisfied with communications

2.98



Million web page views - a yearly increase of 60%



Action Plan 11

National actions to improve the profile of paddlesport and communications throughout the sport (2017-2021)

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

Further develop the British Canoeing website to provide more information, news, features, advice and templates to members, non-members and clubs (from 2017)

- New sites created for the British Canoeing Awarding Body, International Events and Go Paddling. The British Canoeing website received 2.98 million web page views – a yearly increase of 60%.

Improve the media profile of the whole sport through a series of campaigns and a more developed PR programme (from 2017)

- Increased and improved media profile for British Canoeing and the whole sport, delivered through campaigns including the launch of the Access and Environment Charter and National Go Canoeing Week.

BBC Sport broadcasted the ICF Slalom World Championships, which also included highlights from the Sprint and Paracanoe World Championships. Ongoing discussions with media and key stakeholders taking place to ensure increased coverage for canoeing in the build up to the Tokyo 2020 Games.

Improve communication to clubs and centres through the development of the database; with more contacts, use of social media, website and club mailings and which are more targeted to club interests and preferences (from 2017)

- Clubs and Centres newsletter has improved and has more targeted content. The new Club Together newsletter launched for Club Plus/Associate members. Case studies created for newsletter, website, Canoe Focus features.

11.1

11.2

All parties fully explore proposals to consolidate all competition websites within an improved and redeveloped British Canoeing site (from 2017)

- Initial visioning work has taken place with discipline committees. Online entry systems now available in some disciplines. 3 discipline entry systems linked to live membership data.

11.3

11.4

Improve communications to members via social media, website and newsletters which are more targeted and based on individual shared interests and preferences (from 2017)

- In 2018 there were 31,667 social media followers across Facebook, Instagram and Twitter - a yearly increase of 15%. The printed Paddler/Canoe Focus magazine received over 700 subscribers and a 300% increase in online views.

11.6

Host a national conference each year to celebrate success and provide case study examples of development (from 2017)


- The first Stronger Clubs Conference was held in 2018 – with 88% of attendees rating it as helpful. The second Clubs Conference is planned for March 2019.


11.5

National Actions Dashboard


Progress on the 67 actions plans in 2018-2019

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

 Action Plan 1		
Increase Regular Participation in Paddlesport		
	2017-18	2018-19
1.1	■	■
1.2	■	■
1.3	■	■
1.4	■	■
1.5	■	■
1.6	■	■
1.7	■	■

 Action Plan 2		
Attract New Members to British Canoeing and Improve Member Engagement and Satisfaction		
	2017-18	2018-19
2.1	■	■
2.2	■	■
2.3	■	■
2.4	■	■

 Action Plan 3		
Create and Promote More Opportunities for Exploration, Adventure and Challenge		
	2017-18	2018-19
3.1	■	■
3.2	■	■
3.3	■	■
3.4	■	■
3.5	■	■

 Action Plan 7		
Provide Excellent Competitions		
	2017-18	2018-19
7.1	■	■
7.2	■	■
7.3	■	■
7.4	■	■
7.5	■	■
7.6	■	■

 Action Plan 8		
Improve Pathways to Performance and International Success		
	2017-18	2018-19
8.1	■	■
8.2	■	■
8.3	■	■
8.4	■	■
8.5	■	■
8.6	■	■

 Action Plan 9		
Develop Volunteers, Coaches and Leaders		
	2017-18	2018-19
9.1	■	■
9.2	■	■
9.3	■	■
9.4	■	■
9.5	■	■
9.6	■	■
9.7	■	■
9.8	■	■



Action Plan 4

Develop a Stronger **Network of Clubs and Centres**

	2017-18	2018-19
4.1	■	■
4.2	■	■
4.3	■	■
4.4	■	■



Action Plan 5

Create More Places to Paddle and **Improve Facilities**

	2017-18	2018-19
5.1	■	■
5.2	■	■
5.3	■	■
5.4	■	■
5.5	■	■
5.6	■	■
5.7	■	■



Action Plan 6

Improve Access and Promote **Environmental Awareness**

	2017-18	2018-19
6.1	■	■
6.2	■	■
6.3	■	■
6.4	■	■
6.5	■	■
6.6	■	■
6.7	■	■
6.8	■	■



Action Plan 10

Strengthen Governance and Financial **Sustainability within the Sport**

	2017-18	2018-19
10.1	■	■
10.2	■	■
10.3	■	■
10.4	■	■
10.5	■	■
10.6	■	■



Action Plan 11

Improve the Profile of Paddlesport and **Communications throughout the Sport**

	2017-18	2018-19
11.1	■	■
11.2	■	■
11.3	■	■
11.4	■	■
11.5	■	■
11.6	■	■



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