

# Annual **Review**

2019-20



**A progress report on Stronger Together**

The Strategic Plan for British Canoeing 2017-2021

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# Foreword

**During 2019 we made further progress towards the 11 ambitions, 20 key performance indicators (KPIs) and 67 targets presented within our strategic plan, Stronger Together. We are making good progress towards the 20 KPIs, we have achieved 34 of the specific actions and there are a further 32 'in progress'. We expect that many of these will be achieved before the end of 2021.**

It is pleasing that our members in England are recognising this progress. 79% of members are satisfied with being a British Canoeing member compared to 72% in 2018. Our Net Promoter Score (how likely is it that you would recommend British Canoeing to a friend or colleague) has improved from -4 in 2018 to +23 in 2019.

## UK Developments

- As part of our commitment to reviewing all of our coaching and leadership qualifications by 2021, we launched the new Coach Award and completed the review of the Performance Coach Award.
- The new Coach Analysis Tool was launched, together with the digital library of coaching resources. Our eLearning platform for coaches was used 54,000 times by coaches engaging with our digital learning resources.
- We launched our International Events Strategy focussed on attracting events beyond 2023.
- Athletes in all disciplines performed exceptionally well on the international stage, securing quota places for Tokyo and winning more than 60 medals in World and European Championships, with nine Junior and Senior World Championship titles.
- We hosted the ICF Slalom World Cup in Lee Valley. The athletes excelled and the whole weekend was a super success.

## English Developments

- In England, the number of participants in paddlesport increased during the year, with 2.1 million people participating at least once in the year (up from 1.4m in 2016). The number of regular paddlers also increased with 173,900 people now paddling on average twice a month.
- Significant progress has been made in our work to connect with these paddlers. We launched the Go Paddling website in January 2019. This provides lots of essential information about how to start paddling and where to paddle. Over 117,000 unique users engaged with the Go Paddling website during the first 12 months.
- Our membership increased again during the year by 6%. The year high figure was 38,600. In addition, we attracted 1,500 Club Associate members and a further 3,500 'free digital sign ups.' Membership retention rates also improved to an average of 75% across the year.
- With the development of the new websites, there have been improvements to our eNewsletters and social media campaigns. 73% of members are now satisfied or very satisfied with communications compared to 64% in 2018.
- Our work around access to waterways continued at pace during the year with the launch of the Clear Access Clear Waters website and the campaign to engage MPs in our work

to bring clarity within the legislation around the right to paddle on rivers and inland waterways in England.

- We have continued to develop and promote canoe trails and with 175 now published on the website, we have already exceeded the target of 150 we set for 2021.
- We launched the excellent PaddlePoints web resource, in response to one of the most frequent requests from members, to have clear information about where to paddle available on the British Canoeing website.

There were many other really positive 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 year in 2020 as we work not only to deliver on the remaining targets agreed in 2017, but also to manage the consultation and drafting of our next strategic plan for 2021-2025.



**Professor John Coyne CBE**

*John Coyne*

Chair  
British Canoeing



**David Joy**

*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:**



## Ambition One

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

### KPI 1

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

### KPI 2

Increase participation in 1 & 2 Star Awards (or equivalent) annually from 2018



## 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**



## Ambition Five

Create more places to paddle and **improve facilities**

### KPI 9

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

### 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 Six

Improve access and promote **environmental awareness**

### KPI 10

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

### KPI 11

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



## 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**



## Ambition Eleven

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

### KPI 20

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

### 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 Ten

Strengthen governance and financial **sustainability** within the sport

### 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**

### 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











# National Actions

## Progress on the 67 actions plans in 2019-2020














■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED


 <b>Action Plan 1</b>					
Increase Regular <b>Participation in Paddlesport</b>		17-18	18-19	19-20	
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>				

 <b>Action Plan 2</b>					
Attract New Members to British Canoeing and Improve Member <b>Engagement and Satisfaction</b>			17-18	18-19	19-20
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>				

 <b>Action Plan 3</b>					
Create and Promote More Opportunities <b>for Exploration, Adventure and Challenge</b>			17-18	18-19	19-20
<b>3.1</b>	Create and promote a calendar of events, challenges, tours and symposiums				
<b>3.2</b>	Increase the number of registered mass paddles (with more than 100 participants) and develop three national mass paddle events ( <i>by 2021</i> )				
<b>3.3</b>	Develop and promote more multi-activity paddlefest events, with a focus on growing one national event ( <i>from 2018</i> )				


		17-18	18-19	19-20
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>	■	■	■

 <b>Action Plan 4</b>				
Develop a Stronger <b>Network of Clubs and Centres</b>		17-18	18-19	19-20
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 <b>Improve Facilities</b>		17-18	18-19	19-20
5.1	Develop the partnerships necessary to create national canoeing destinations which offer good access, social facilities, trails and events <i>(from 2017)</i>	<div></div>	<div></div>	<div></div>
5.2	Establish and promote a small number of national canoe trails that offer motivational challenges to paddlers <i>(from 2018)</i>	<div></div>	<div></div>	<div></div>
5.3	Research, develop and widely promote canoe trails which are spread throughout the country <i>(from 2017)</i>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
5.7	Identify and continue to develop national and international level facilities for all our competition disciplines <i>(from 2017)</i>	<div></div>	<div></div>	<div></div>



# Action Plan 6

Improve Access and Promote <b>Environmental Awareness</b>		17-18	18-19	19-20
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>	<div></div>	<div></div>	<div></div>
6.2	Widely promote the existing places where people routinely paddle with uncontested shared access <i>(ongoing from 2018)</i>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>



		17-18	18-19	19-20
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 promoted 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	19-20
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	19-20
8.1	Deliver the UK Sport funded Tokyo strategy and achieve the medal targets at the Tokyo Olympic and Paralympic Games in 2020	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
8.4	Develop and manage effective talent identification programmes around key facilities and locations, which complement the club environments <i>(from 2017)</i>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>



## Action Plan 9

Develop Volunteers, Coaches and Leaders		17-18	18-19	19-20
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	19-20
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 eLearning 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	19-20
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 <b>Communications throughout the Sport</b>		17-18	18-19	19-20
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>	<div></div>	<div></div>	<div></div>
11.2	All parties fully explore proposals to consolidate all competition websites within an improved and redeveloped British Canoeing site <i>(from 2017)</i>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
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>	<div></div>	<div></div>	<div></div>
11.6	Host a national conference each year to celebrate success and provide case study examples of development <i>(from 2017)</i>	<div></div>	<div></div>	<div></div>

# Highlights from the last 12 months

## MAR 19

Over 140 officers and representatives attend the second annual Stronger Clubs Conference at Eastwood Hall, with a 40% increase in attendees.

**British Canoeing is awarded the 2023 ICF Canoe Slalom World Championships, following an announcement by the International Canoe Federation.**



World and European Freestyle Champion Otilie Robinson-Shaw wins Junior of the Year at the annual World Paddle Awards.

British Canoeing and the Scout Association work to ensure a clearer link between Scouting paddle sport activity with qualifications and awards.

**Scouts**

Double Olympic medallist Jon Schofield announces his retirement from competition after securing a coaching role with the Scottish Canoe Association.



## APR 19

Canoe Slalom Head Coach Mark Ratcliffe joins some of the biggest names in British coaching by graduating from the UK Sport Elite Programme.



**British Canoeing announces the 10 Women's Paddling Ambassadors for 2019, chosen to represent paddle sport across a range of different levels and disciplines.**



## MAY 19

The British team top the medal table at the Paracanoe European Championships, with nine medals including gold for Emma Wiggs (VL2) and Charlotte Henshaw (KL2).



Wiltshire Youth, Falcon, Banbury and Southampton are announced as the second wave of clubs to join the British Canoeing Talent Club Partnership.



British Canoeing supports Invasive Species Week 2019, aiming to raise awareness of invasive non-native species (INNS) and how they can impact on the waterways.

Bayley Sidall from Sheffield Hallam University Canoe Club is announced as British Canoeing's first ever Clear Access Clear Waters Community Champion.



## JUN 19

British Canoeing successfully hosts the ICF Canoe Slalom World Cup 1 at Lee Valley White Water Centre, with the British team recording their best ever result with seven medals.



**16,878 people go on the water during Go Paddling Week 2019, smashing the target of 10,000.**



The trio of Mallory Franklin, Kimberley Woods and Sophie Ogilvie win C1 team gold at the Slalom European Championships. Franklin and Woods add gold and bronze in the C1 individual.



Royal Leamington Spa, Norwich and Wey sign up to Paracanoe Talent Club Partnership Programme, aimed at developing the next generation of elite athletes.

## JUL 19

**Otilie Robinson-Shaw retains her junior title at the Freestyle World Championships recording 540 points, over 150 points ahead of her nearest rival.**



Labour Party Deputy Leader Tom Watson completes a paddling challenge in his West Midlands constituency, as part of his Adventures 4 Health campaign.



With one year to go until the Tokyo 2020 Games, Liam Heath hosts a group of school pupils from Japan, in partnership with the British Olympic Association.



British Canoeing and the Canoe Foundation continue the partnership with Surfers Against Sewage for their Autumn Beach Clean campaign.



## AUG 19

Reigning Olympic Champion Liam Heath becomes K1 200m World Champion once again, winning gold at the Canoe Sprint World Championships.



Double gold for Charlotte Henshaw and another World title for Emma Wiggs sees the British paracanoe team top the medal table at the World Championships in Szeged.

The Desmond Family Canoe Trail, 162 miles of waterways stretching from Liverpool to Goole, is officially launched by the Canal and River Trust.



Reading's Daniel Atkins powers his way to victory in the Junior K1 200m at the Sprint World Championships, to become World and European gold medallist in 2019.



British Canoeing announces a new partnership with Halfords where members receive a 10% discount on in store products.

## SEP 19

Three medals for Great Britain at the Canoe Polo Euro Championships, including gold for the senior women's team with a 2-1 overtime victory against Germany.

International Technical Officials Colin Woodgate, Mark Delaney and Andrew Grudzinski (slalom) and Cathy Wynne (sprint) are appointed for the Tokyo 2020 Olympic Games.

Tim Ward, Kevin East and Douglas Caffyn receive the Award of Honour, three of several individuals to receive British Canoeing Awards this year.



## OCT 19

PaddlePoints, a new, online digital map to help navigate paddlers on rivers and waterways, is launched on the Go Paddling website.



British Canoeing launches a brand new podcast, Clear Access, Clear Waters – The Paddler's Podcast, hosted by Olympic Champion Etienne Stott.



Mallory Franklin, Kimberley Woods and Fiona Pennie win the K1 team gold at the Slalom World Championships in La Seu d'Urgell.

The Paddle Clean Up toolkit is launched on World Rivers Day, to help paddlers look after and maintain the waterways.



Team GB announce the selection of Liam Heath, Adam Burgess, Bradley Forbes-Cryans, Mallory Franklin and Kimberley Woods for the Tokyo 2020 Olympic Games.



British Canoeing launch the new Coach Self Analysis Tool and Digital Library to support learning and development amongst instructors, coaches, leaders and guides.

By the end of October 2019, British Canoeing has 38,600 members, an increase of 6% over the last 12 months.



## NOV 19

International slalom paddler Eilidh Gibson wins the Social Impact Award at the UK Sport PLx Conference, for developing the Slalom Inspires programme.



The British Canoeing Coaching and Leadership Conference is successfully delivered with 250 delegates attending across the weekend, the biggest conference to date.

British Canoeing announce commercial partnerships with Dryrobe and VOW Nutrition, to support performance athletes and offer benefits to members.

## DEC 19

Etienne Chappell wins the Young Sportsman of the Year at the BBC Wales Sports Personality of the Year Awards.



Mike Moffitt from Friends of Allonby CC is awarded the British Empire Medal in the Queen's New Year Honours List for voluntary service to canoe polo.

## JAN 20

British Canoeing launches a new website to support its ground breaking campaign, Clear Access, Clear Waters.



British Canoeing Awarding Body announces the new Performance Coach Award.

England Talent Canoe Sprint launch a new athlete development framework, based on the What It Takes To Progress (WITTP) model.

British Canoeing invites members to attend consultation events, being held across the country, to help shape the next strategic plan for paddlesport.



British Canoeing supports the launch of a new Over-The-Top (OTT) broadcast platform for Olympic and Paralympic sports.

## FEB 20

Go Paddling Week is officially launched. Taking place in May, the Go Go Tokyo! themed week will present the opportunity to paddle in the run up to the Tokyo 2020 Games.



British Canoeing secures funding from Sport England for a new #ShePaddles Club Champion programme for clubs to engage more women and girls, particularly from BAME backgrounds.

British Canoeing and the Canoe Foundation to support Surfers Against Sewage for their Spring Beach Clean Summit to Sea.

British Canoeing announces Energy Generator Hire as an event partner for three major international events.

Tom Mason and Jon White win two gold medals for the GB team at the 2020 Ocean Racing World Cup in Lanzarote.

## 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 annual Active Lives Survey showed the number of regular paddlers has increased with 173,900 people now paddling on average twice a month.
- Sport England no longer measures 1 x month in the Active Lives Survey.

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

- The new entry level Paddle Awards were launched in 2019 with a total of 27,472 Start and Discover Certificates issued. 4,467 Discover Awards were delivered in 2019, with plans in place to increase the figures for 2020.



117,645

Unique visitors to the new **Go Paddling** website

16,878

People registered their miles during **Go Paddling Week**

10

New Women's **Paddling** Ambassadors selected



## 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 and 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)

- The Go Paddling website has become the place 'to go' for those new to paddlesport and is signposted on the main British Canoeing site. A wide range of articles and videos have been produced for the website, answering many 'getting started' questions and driving traffic to the site.

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

- 10 Satellite clubs have been developed, introducing 224 young people to canoeing including 115 females, 29 people from a BAME background and 25 people with a disability.

### 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)

- The #ShePaddles programme has been further developed and promoted with ten new ambassadors, a clothing range, the expansion of the Facebook Women's Paddling Community, a promotional video and the first #ShePaddles meet up. A successful funding bid to Sport England will support plans to develop more female coaches and BAME leaders to develop outreach work in inner city areas.

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)

- Launch of the new Go Paddling website has improved information on clubs, centres, providers, equipment hire and trails - allowing visitors to find out where they can go paddling. 16,878 people registered their miles during the annual Go Paddling Week.

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)

- A booklet was sent to all clubs and centres at the start of the year to coincide with the launch of the new Go Paddling website. Clubs, centres and providers offering introductory sessions are listed on the Go Paddling website.

1.5

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 are being explored at national level with organisations including the Scouts, Sea Cadets, PGL, Kingswood, Canal and River Trust.

1.7

## 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 to 38,600 (Nov 18 - Oct 19) from 36,233 - a 6% growth over the year.

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

- 79% of members are satisfied with British Canoeing membership in the 2019 satisfaction survey, an increase of 7%. 93% of respondents also stated they would be likely to renew membership.
- The Net Promoter Score for how likely is it you would recommend British Canoeing to a friend or colleague has improved from -4 in 2018 to 23 in 2019.



3,500

Digital members receiving regular communication



## 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 following consultation with members.

### 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 a print magazine at a discounted rate. New member benefits with Halfords, Dryrobe and VOW Nutrition agreed in 2019.

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

Engagement rates and satisfaction levels increased by 7% to 79% in the annual membership survey.

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.

The Club Associate membership was introduced, with 1,500 club members joining so far, and the free digital category which has 3,500 subscribers.

2.3

2.4

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

- 2,990 members completed the 2019 membership satisfaction survey, an increase of 191% based on the 2018 survey. Engagement rates and satisfaction levels increased to 79%.

The results show three of the top six reasons for joining British Canoeing are now focussed on being part of the community, rather than transactional benefits such as insurance.



38,600

On the Water and On the Bank members - a 6% yearly increase

79%



Members satisfied with British Canoeing membership and engagement

## 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 make progress. Organisational support was given to the Regatta London mass paddle event scheduled in 2019, which was cancelled due to water conditions. Support is planned again for 2020.

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

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

2  

**Annual Paddle Challenges**  
for Summer and Winter  
developed and promoted

## 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

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

- A new events finder and section developed within the British Canoeing website.

### 3.3 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 1,000 participants taking part.

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

- A new Distance Touring Award has been proposed and a working group formed. In the last 12 months no further progress has been made developing a recognition scheme.

3.1

3.2

### 3.2 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 were organised and promoted. Support to promote the Regatta London mass paddle event which was cancelled in 2019, but scheduled to take place in 2020.

3.3

3.4

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

- Eight Challenge routes developed since 2017. Both the seasonal Winter Paddle Challenge and August Paddle Challenge held in 2019. Over 350 participants took part on Challenge Routes and Seasonal Challenges.

3.5

350 

Participants across all Challenge Routes

1,000 

Participants at Paddle in the Park

## 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 August 2019 Sport England withdrew its general support for the Club Mark programme. As a result only 20 clubs went through the programme. A total of 139 Centres received the equivalent Quality Mark accreditation, a decrease from 160 in 2018.

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

- The first Club Benchmarking Survey was carried out between October to December 2019. Results indicated a high level of satisfaction with services and products provided by British Canoeing. A new Club Satisfaction Survey will be carried out in the latter half of 2020.

**384**   
**Affiliated clubs**  
in 2019

## Action Plan 4

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

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

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

- Revisions to the affiliation process were included in a consultation with clubs during 2019. The new affiliation process will be implemented during 2020.

#### 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 (from 2017)

- Clubs, Regional Development Teams and Area Development Officers continuing to develop, encourage and improve local networks with a range of voluntary, educational and commercial organisations.

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

- New resources and workshop content were commissioned in 2019. These will be piloted from March 2020 and available for all clubs from September 2020.

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

- 1,861 Start Awards and 629 Discover Awards were delivered in clubs. 44% (738) of the candidates completing the Paddlesport Instructor qualification took the award for a voluntary role. 46% (105) of candidates completing the Paddlesport Leader Award took the qualification for use in a voluntary role.

**140** 

Delegates attend the second annual **Stronger Clubs Conference**

**139** 

**Quality Mark centres** in 2019

## 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 has increased from 165 to 175 during the last 12 months, exceeding the target of 150.

165

Individual river profile pages published on PaddlePoints

175

Paddling trails now available on the British Canoeing website

1

New PaddlePoints online digital resource launched on the Go Paddling 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)**

- A paddling trail multi map for the River Wye has been published and a 100 mile challenge route. A new London trail waterproof map was launched in conjunction with the 2019 ICF Slalom World Cup.

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

- 175 paddling trails are now published on the British Canoeing and Go Paddling websites.

**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 paddle trails on the River Trent and River Severn are under development and on track to be completed in late 2020. Both include launch and landing facilities for paddlers and involve multi agency working with the Wildlife Trust, Canal and River Trust, Environment Agency and local authorities.

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

- Little progress in 2019. British Canoeing 'Facilities Strategy' to be developed in 2020.

**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. British Canoeing supported the development of the Desmond Family Canoe Trail, which launched in August 2019. The Transforming the Trent Valley project is underway and set to be completed in summer 2020. Work is continuing with the Avon Navigation Trust on the Lower Avon. A project on the River Severn by the Shropshire Wildlife Trust is also in progress.

**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. The PaddlePoints online resource launched in October 2019 aiming to become the hub of information around places to go paddling.

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

- Support for clubs and partners continues to be offered as and when requested, but no new content or guidance has been added to the British Canoeing website in the last 12 months.

## 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**

- PaddlePoints, a new digital resource covering all navigable rivers in the UK, was launched in October 2019.

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

- 35% of respondents in the 2019 membership satisfaction survey had noticed an increase in environmental information from British Canoeing.
- There was a significant increase in members' satisfaction with the access campaign - 30% of members reporting that Clear Access, Clear Waters was a reason for joining.

8



Volunteers recognised as **Clear Access Clear Waters** Community Champions

3



Political parties committed to access in their 2019 General Election manifestos

5



Editions of the **Paddler's Podcast** produced and published

## Action Plan 6

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

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

**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 (from 2017)**

- Considerable progress has been made through lobbying MPs, meeting key Ministers and Peers, securing manifesto pledges and raising the profile amongst our members. Commitments were secured with three political parties in the run up to the 2019 General Election.

**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 (from 2018)**

- British Canoeing continues to work closely with Canal and River Trust, Environment Agency and Port of London Authority to enhance and promote places to paddle around the inland waterway network. More work is being done through Rivers Trusts and Catchment Partnerships to be actively protecting the paddling environment.

**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 (from 2017)**

- Eight volunteers have been selected for the 'Clear Access, Clear Waters' Community Champion Award. The Regional Waterways Volunteers met twice in 2019 and continue to be a valuable point of contact into regions. A team of moderators for PaddlePoints will be recruited early in 2020.

**6.7 Work with key partners 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)**

- Work is underway to build on relationships with key partners. Membership to Wildlife & Countryside Link has enabled British Canoeing to be involved in high-level consultations and policy discussions affecting many aspects of the environment and public access to the countryside. Work still underway in embedding codes within qualifications.

6.2

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

- 175 canoe trails now available on the British Canoeing website. The online resource PaddlePoints was launched in October 2019 with 165 individual river profile pages published including licensing information, river levels and gradings.

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, focussing on the benefits of collaborative working rather than disagreement with other water users. A clear position on access arrangements has been taken, which has informed local discussions on rivers where there is active disagreement.

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.

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 2019.

## 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**

- Six out of seven 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 published. Successful bids submitted for the 2018 ECA Canoe Polo European Club Championships, 2019 ICF Canoe Slalom World Cup, 2020 ECA Canoe Slalom European Championships, 2020 ICF Canoe Freestyle World Cup, 2021 ICF Canoe Freestyle World Championships and 2023 ICF Canoe Slalom World Championships.



**Slalom World Championships**  
awarded to British Canoeing



## 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)

- Six out of seven funded disciplines have 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, updated and improved in 2018-19.

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

- Content has been developed for an online event toolkit, which will be launched as part of the new web based resource in 2020.

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 developed and in use by a number of disciplines with an additional, internally administered system to be developed in 2020. Some API links now created to the member database for competition purposes.

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)

- A review of the technical official requirements for competition disciplines took place in 2019, with initial scoping of development opportunities in 2020.

7.5

7.6

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

- The International Events Strategy was approved. Six international events awarded so far. In 2019 British Canoeing won the rights to host the 2023 ICF Canoe Slalom World Championships.

68

International medals won across 9 competition disciplines

9

National championships with 3,175 entries from 1,845 paddlers

## 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 target was achieved in Paracanoe with six medals won at the World Championships (five in Paralympic Games boats) and seven boat quota spots qualified out of a maximum of nine.
- UK Sport milestone target of one medal at the World Championships and three boat quota spots qualified for the Olympic Games was not achieved in Sprint. The squad achieved one medal and one boat qualified - with opportunities to qualify further spots in May 2020.

- UK Sport milestone target for 2019 of one medal at the World Championships and four boats qualified was not achieved in Slalom. The team achieved the four boat qualifications and four finals including two sixth placed finishes, one fifth place and one fourth place.

**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 68 medals at major World, European and international competitions during 2019 across nine competition disciplines.

5

Sprint and Slalom athletes selected by Team GB for Tokyo 2020

21

International medals won by the World leading Paracanoe team

7

Medals won at the Canoe Slalom World Cup at Lee Valley White Water Centre



## 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**

- Four slalom athletes and one sprint athlete were selected to Team GB for Tokyo 2020 in 2019 with further qualification opportunities available in 2020. Paracanoe qualified seven boat quota spots with further opportunity to qualify two more.

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

- The British Canoeing Mental Health Team launched in 2019 to raise awareness of mental health issues in sport, support the development of coping strategies, and provide better care to those in need. In the annual Culture Health Check survey, the majority of staff and athletes agreed that measures have been taken to improve their mental health and wellbeing.

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

- Six out of seven funded disciplines have developed four year plans which include some talent activity and programmes. Further work on talent development planning to take place.

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 68 medals at major World, European and international competitions during 2019 across nine competition disciplines, including nine Junior and Senior World Champions.

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 in sprint and slalom and three Paracanoe Talent Club Partnerships were supported. Frameworks and resources continue to be developed in support of club, coach and athlete development throughout the pathway.

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)**

- Continued sharing of knowledge across the coaching provision of the athlete pathway as well as developing resources and mechanisms for collaborative learning and development. British Canoeing restructured the coach development provision in late 2019 and created two full time positions to support the delivery of the Developing People Strategy.

## 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 eLearning, 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 new Paddlesport Instructor and Coach Award have both exceeded the previous year's figures of individuals engaging in the programmes.

- The Performance Coach qualification has been comprehensively reviewed in 2019 and is ready for launch in June 2020.
- A review of the Leadership suite of awards has started, with shaping and design to be carried out in 2020 ready for January 2021 launch.

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

- Continual feedback throughout 2019 was received with an increase from 2018 satisfaction rates with Courses 98%, Support 97% and Communication 97%.

54,301

Paddlers have accessed **digital resources**

250

Delegates attend the most successful **Coaching and Leadership Conference** to date

43,629

Individuals engaged in British Canoeing **Qualifications and Awards**

## 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)**

- Progress is on track for full completion by 2021. The SUP Coach Awards were launched in Summer 2019 with sheltered water, white water, open water and race all options for individuals to specialise. The Performance Coach Award has been reviewed and designed, with providers trained for a launch date of June 2020.

**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 website has been improved with the addition of both a digital library and coach self-analysis tool designed to support coaches in their continual development. Specific eLearning packages have been designed to support the work of coach developers and mentors.

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

- Over 500 coaches attended 20 regional coaching events and 1700 accessed the Personal Performance Awards eLearning. CPD systems have been reviewed and are due to be launched in 2020 with a view on an individual's development, enabling a personalised approach aligned with the British Canoeing philosophy.

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

- The annual Volunteer Recognition Awards held in March. The National Honours and Awards Panel meets twice a year and has awarded eight Awards of Honour and 10 Outstanding Contribution Awards in 2019 in 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 eLearning platform to support the delivery of blended and flexible learning opportunities (by 2018)**

- Continued work to provide development opportunities. 54,301 paddlers have accessed resources with the inclusion of a coach self-analysis tool and digital library hosting over 350 individual resources.

9.3

9.6

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

- A Stronger Clubs Guide launched to provide a 'one stop shop' guide to the support available to clubs. Content has been developed for an online toolkit for volunteer event organisers that will be launched in 2020.

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 2019 to support volunteers to take on roles within the committees of British Canoeing.

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 2019 and also attained an 'excellent' rating for Safeguarding under the new assessment criteria from the Child Protection in Sport Unit (CPSU).

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

- £2.4 million of income was generated from non-public grant sources in 2018-19 through coaching, membership and commercial activities - an increase of £212,648.
- £103,713 of additional income was secured by the newly formed British Canoeing Events through commercial activities, ticket sales and event entry payments.



# £103,713

Generated by British Canoeing Events Ltd

## 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, 2018-19 and 2019-20 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 the update of the Governance Policy, Disputes and Disciplinary Policy and Athlete Disciplinary Process. In addition, a new complaints procedure has been implemented.

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

- A full UK Agreement was entered into between the National Associations and British Canoeing in 2019. Other national partnership agreements still in development with organisations such as the National Trust and 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 2019.

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 national and regional committee structure of British Canoeing, including the Terms of Reference for each Committee, concluded in 2019.

10.5

10.6

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

- £2.4 million of income was generated from non-public grant sources through coaching, membership and commercial activities - an increase of £212,648. £103,713 of additional income secured by British Canoeing Events through commercial activities, ticket sales and event entry payments.

# 4

**National Associations signed** and entered into the UK Agreement



# 6

**New commercial partnerships signed** during the last 12 months



## 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 2019 membership satisfaction survey showed that 73% of members were satisfied with communications, an increase of 9% from 2018.



41,926

Social media followers – an increase of 32%



4,089,386

Page views across the British Canoeing websites

73%

Of members satisfied with communications

## 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)**

- In 2019 British Canoeing websites received 4,089,386 page views, 1,358,452 visits and 676,901 unique views. New sites were created for Go Paddling and Clear Access Clear Waters.

**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 Clear Access Clear Waters and National Go Canoeing Week.

BBC Sport broadcast the ICF Slalom World Cup at Lee Valley and 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)**

- The Clubs and Centres newsletter has improved with more targeted content. The new Club Together newsletter launched for Club Associate members. More targeted and segmented content for members is a key ambition for the next 12 months as part of the wider clubs and centres work.

11.1

11.2

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

- Online entry systems developed and in use by a number of disciplines with an additional central system to be developed in 2020.

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 2019 there were 41,926 social media followers across Facebook, Instagram, Twitter and YouTube – a yearly increase of 32%

11.6

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

- The annual Stronger Clubs Conference was held in March 2019, with 140 delegates in attendance. The third conference is scheduled for March 2020.

11.5



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