

A final progress report on

Stronger Together

Annual
Review | 2021



The strategic plan for British Canoeing 2017-2021

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Foreword

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

Stronger Together set out a clear vision for a more united and a more successful British Canoeing. We have been hugely encouraged by the many who have aligned their efforts behind the plan's ambitions and targets and the growing sense of purpose and coordination within British Canoeing.

As we mark the conclusion of this strategic plan, we can record that we have achieved 53 of the 67 key actions that we initially set out to deliver in March 2017. The period of this strategy was extended by a year due to the pandemic and seven additional actions were agreed for 2021 at the start of the year. Progress is also reported against these.

Notable highlights and measures of progress during the last five years include;

- Increasing the number of British Canoeing members annually and over 75,000 by 2021

- Launching the Clear Access, Clear Waters manifesto in Westminster, calling for change in legislation for the public right to access rivers and inland waterways
- Publishing an international event strategy and winning the rights to host six World and European major events
- Winning 325 international medals across nine competition disciplines over the last five years
- Completing a full review of all regulated coaching qualifications and awards, including the development of 24 eLearning modules
- Increasing our digital platforms and new websites including Go Paddling, PaddlePoints, Paddles Up Training, the Clubhouse and Members' Hub
- Improving our governance, with all major policies and procedures reviewed and compliance with the UK Code for Sports Governance retained
- Becoming financially stronger, with increased income achieved through membership, and commercial sources
- Increasing our membership satisfaction rating, with our Net Promoter Score improving from - 4 in 2018 to 44 in 2021

During the last 12 months we have continued to deliver against the action plans, and there have been some notable achievements during the year.

UK Developments

- 2 Olympic and 7 Paralympic medals won at the Tokyo 2020 Games by Emma Wiggs (gold and silver),

Charlotte Henshaw, Laura Sugar (gold), Mallory Franklin (silver) and Jeanette Chippington, Liam Heath, Rob Oliver and Stuart Wood (bronze)

- A return to domestic and international competition, with 62 medals won by British Canoeing athletes across six disciplines, including nine World Champions
- Ongoing plans continue to deliver the 2022 Freestyle World Championships and 2023 Slalom World Championships
- 373 paddle sport activity providers joining the new Delivery Partner Scheme, created for outdoor centres, hire providers, tour guides, charities and organisations
- A major review of safety qualifications, which will result in the relaunch of these qualifications in 2022

English developments

- By October 2021 we recorded 90,705 On the Water and On the Bank members of British Canoeing, an annual growth of 46%
- Progressing the Clear Access, Clear Waters campaign, including influencing the Agriculture Act & Environment Act alongside key partners and providing ongoing support for river clean-ups and activities from partners such as Surfers Against Sewage
- New commercial partnerships introduced, with Gill as title partner for Go Paddling and with AquaPlanet, Visit Cayman Islands and Paddle Logger

- The Go Paddling website continuing to grow, with 633,000 unique visitors during the year
- Developing the new Inclusion Advisory Group, to drive the inclusion strategy for England, and launching the new equality, diversity and inclusion initiative #WePaddleTogether
- Expanding the England Talent Programme with new paracanoe and sprint club partners
- Membership satisfaction of communication increasing to 79% in the annual members' survey

Thank you

We would like to record our thanks to the many volunteers and staff who worked so hard and so effectively during this year and over the last five years to deliver so much of what we set out to achieve within this strategy. This has been against a challenging backdrop of the pandemic over the past two years.

Looking ahead to Stronger Together 2022-26

As our delivery of Stronger Together 2017-21 draws to an end, the success and achievements over the last five years has put us in a great position to move forward again over the next few years.

We look forward to launching Stronger Together 2022-26 which will once again guide all of our work for the next four years.



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**

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 Five

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

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 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

KPI 20

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

National Actions

Progress on the 74 action plans in 2017-2021

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED



Action Plan 1

Increase Regular Participation in Paddlesport		17-18	18-19	19-20	20-21	2021
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	19-20	20-21	2021
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>)	■	■	■	■	■
2.5	(<i>New in 2021</i>) Implement the personalisation of membership services including membership emails and other communications to improve membership services	■	■	■	■	■
2.6	(<i>New in 2021</i>) Develop and activate a campaign to maintain the high levels of membership retention	■	■	■	■	■



Action Plan 3

Create and Promote More Opportunities for Exploration, Adventure and Challenge		17-18	18-19	19-20	20-21	2021
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>)	■	■	■	■	■
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	19-20	20-21	2021
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>)	■	■	■	■	■
4.5	(<i>New in 2021</i>) Develop and deliver the new Club Improvement Programme pilot and make it available to all affiliated clubs	■	■	■	■	■



Action Plan 5

Create More Places to Paddle and Improve Facilities		17-18	18-19	19-20	20-21	2021
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>)	■	■	■	■	■
5.8	(<i>New in 2021</i>) Align the Canoe Foundation and Clear Access Clear Waters Campaign with a fundraising strategy, developed to guide and generate future investment for the charity	■	■	■	■	■



Action Plan 6

Improve Access and Promote Environmental Awareness		17-18	18-19	19-20	20-21	2021
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>	■	■	■	■	■
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	20-21	2021
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>	■	■	■	■	■
7.7	<i>(New in 2021)</i> Develop and launch a Domestic Events Strategy for roll out in 2022-25	■	■	■	■	■



Action Plan 8

Improve Pathways to Performance and International Success		17-18	18-19	19-20	20-21	2021
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>	■	■	■	■	■
8.7	<i>(New in 2021)</i> - Work in collaboration with key stakeholders across the sport to devise and begin to implement the Canoe Sprint Performance Strategy	■	■	■	■	■



Action Plan 9

Develop Volunteers, Coaches and Leaders		17-18	18-19	19-20	20-21	2021
9.1	Complete the review of coaching and leadership 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>	■	■	■	■	■
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>	■	■	■	■	■
9.9	<i>(New in 2021)</i> Develop and launch a Delivery Partner Scheme that supports and promotes the services of commercial paddlesport activity across the UK and internationally.	■	■	■	■	■

Action Plan 10

Strengthen Governance and Financial Sustainability within the Sport		17-18	18-19	19-20	20-21	2021
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	19-20	20-21	2021
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 2021

MAR 21

Dee Paterson is elected as the new British Canoeing President at the Annual General Meeting, to become the first female President for the organisation.



A new partnership announced with leading international marine technical apparel brand Gill, to become the title partner for 'Go Paddling'.



Broadway's Meadow in Leicestershire, is announced as a new addition to the places to paddle sites to give access to sections of the River Soar.

A new bursary aimed at financially supporting the development of coaches and leaders in English affiliated clubs is launched.

APR 21

The new Delivery Partner Scheme, available for outdoor centres, hire providers, tour guides, charities and organisations that provide paddlesport activity, is officially launched.

British Canoeing supports the Surfers Against Sewage 'Million Mile Clean' that aims to inspire, empower and support 100,000 volunteers walking 10 miles whilst cleaning the places they love.



British Canoeing gives oral evidence to the Environmental Audit Committee, as part of an inquiry into water quality in rivers.

The England Talent Programme announces that Fladbury, Leamington Spa and Norwich are appointed as Paracanoe Talent Club Partners.

The England Talent Programme also announces Frome, Stafford & Stone Canoe Club and Wydeanas as Slalom Talent Club Partners.

The new Introduction to Fitness in Paddlesport eLearning, aimed at paddlers, parents, instructors, coaches and leaders, is launched.

The launch of the new Talent Club Champion programme is announced.

MAY 21

British Canoeing joins water-based recreational groups, environment organisations and the Government to help halt the spread of the highly invasive non-native Floating Pennywort.



JUN 21

Eight individuals are appointed to the new Inclusion Advisory Group, which will drive the inclusion strategy for England.



The sprint racing community make a welcome return to the National Water Sports Centre in Nottingham, with over 200 athletes from 42 clubs competing at the June Regatta.

New safety videos and resources aimed at new paddlers, covering SUP, canoes and kayaks, getting on and off the water safely, preparing for weather, wind and tides are published.

A new partnership with award winning app provider Paddle Logger is announced.

On World Oceans Day a new initiative called Fill Ya Hatch is launched to help clean up untouched beaches off the beaten track, which are visited by sea kayakers.



The new Members' Hub - the latest offering for members that provides a dedicated online space for personalised membership information and content – is published.

The Risk Management and Risk Assessment eLearning resource for instructors, coaches, leaders and providers is launched.

28th June marks one year to go before the rescheduled 2022 ICF Canoe Freestyle World Championships, to take place at the National Water Sports Centre in Nottingham.

JUL 21

Mallory Franklin wins the silver medal in the inaugural women's C1 event at the Tokyo 2020 Olympic Games, becoming the second British woman to win an Olympic medal in canoe slalom.



Bethan Forrow and Nikita Setchell both claim world titles in women's C1 and extreme slalom at the Junior and Under 23 Slalom World Championships in Ljubljana.

Bridgewater Canal in the North West marks its 260th anniversary by welcoming paddle boarders to the waterway via British Canoeing membership.

British Canoeing supports the Canal & River Trust to shape a new Waterway Code for paddlers, boaters and anglers in response to the increase of people using the waterways for activities.

The England Talent Programme announces a new partnership with the University of Nottingham and Nottingham Trent University to invest into Canoe Slalom.



AUG 21

Liam Heath wins the bronze medal in the men's K1 200m final at the Tokyo 2020 Olympic Games, a fourth medal in three consecutive Games to become the most decorated British Olympic paddler.



Two silver medals in the classic races for Kerry Christie in the Junior K1 and Under 23 canoe double with sister Emma at the ECA Junior & Under 23 Wild Water Racing European Championships.

Kingston Kayak Club claim two titles at the Canoe Polo National Championship, the first event for the polo community after a break of two years.



SEP 21

The paracanoe team deliver its best ever Paralympic performance at the Tokyo 2020 Games with three golds, a silver and three bronze medals, with Charlotte Henshaw, Laura Sugar and Emma Wiggs all becoming Paralympic Champions, and Emma the first two-time medallist at a single Games.



Ten days later the GB team win 10 medals at the ICF Paracanoe World Championships, with two titles for Charlotte Henshaw, and golds for Jack Evers, Laura Sugar and Emma Wiggs.

Lizzie Broughton wins silver in the K1 1000m and bronze in the K1 5000m at the ICF Sprint World Championships.

The new equality, diversity and inclusion initiative #WePaddleTogether is launched.



Paddleboard specialist Aquaplanet is announced as official SUP partner.



British Canoeing, Canoe Wales and the Scottish Canoe Association announce the sixteen new inspirational #ShePaddles Ambassadors for 2021.

The Introduction to Equality, Diversity and Inclusion eLearning resource is launched.

After over 140 days on the water, Brendon Prince becomes the first person to circumnavigate Great Britain on a SUP, with his epic challenge 'The Long Paddle 2021'.

The British Women's K1 team claim team gold to retain their world title from 2019 on day one of the World Championships in Bratislava.

Joe Clarke wins the extreme slalom gold medal at the 2021 ICF Slalom World Championships. Silver for Mallory Franklin (C1) and bronze for Kimberley Woods (K1).



Laura Milne qualifies for the women's K1 final at the Wild Water Racing World Championships in Bratislava.



OCT 21

Two more medals for Richmond's Lizzie Broughton, with silver and bronze, at the ICF Canoe Marathon World Championships in Romania.



Great Britain's freestyle team wins two gold medals and one silver at the 2021 ECA Canoe Freestyle European Championships in Paris, Vaires-sur-Marne.

GB's under 21 women's team finish in fourth place at the 2021 ECA Canoe Polo European Championships in Catania, with all four of the GB teams placing in the top ten.

Eilidh Gibson is appointed to the ICF Athletes Committee as one of two slalom representatives.

The 2023 ICF Canoe Slalom World Championship website is launched, with the event just less than two years away.

NOV 21

Marathon and Canoe Polo secure spots for the World Games, being held in Birmingham, USA in 2022.

The Canoe Foundation awards over £50,000 in grant funding to local access projects during autumn.

The International Paralympic Committee announces the inclusion of the women's VL3 event to the paracanoe programme for the Paris 2024 Games.



British Canoeing welcomes the announcement by the Environment Agency and OFWAT that a major investigation into sewage treatment works is to be launched.

A new commercial partnership with Visit Cayman Islands is announced.

Thomas Konietzko is voted as the new President of the ICF at Congress in Rome. Greg Smale retains his role as Chair of Canoe Polo, with fellow Brit Terry Best appointed as Freestyle Chair.

DEC 21

Matt Lawrence and Colin Radmore are awarded the Mussabini medal by UK Coaching, in recognition of their achievements at the 2020 Tokyo Paralympic Games.

The second British Canoeing Virtual Awards recognises paddlers, clubs, coaches, leaders and volunteers who went the extra mile to make a significant contribution to their community.



British Canoeing receives further UK Sport investment in the paracanoe and Olympic canoeing programmes for the Paris 2024 Games.

Clubs, delivery partners, groups and individuals remove over 1,000 sacks of rubbish and plastic from blue spaces in 2021, in a paddle clean up to champion Clear Access, Clear Waters.



Paracanoe medalists Jeanette Chippington, Charlotte Henshaw and Laura Sugar are recognised, alongside British Canoeing Vice President Alan Laws, in the Queen's New Year honours list.

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 Active Lives Survey 2020-21 showed that 127,500 people stated that they had paddled twice in the past 28 days - a decrease compared to 173,900 recorded in 2019.
- These figures do not reflect the growth in British Canoeing membership, largely due to the 'activity' within the survey is referred to as canoeing and not the wider terms of paddling or paddlesport.
- The last National Watersports Survey indicated that 5.2million people took part in a range of paddling activities during 2020.

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.
- In 2020 only 5,030 Start and Discover Awards were delivered, lower than the previous year due to Covid-19. In 2021 this figure increased to 14,994 Awards.


633,000
unique visitors in
2021 to the Go
Paddling website

16 

new #ShePaddles
Club Champions
recruited in 2021

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 review of the Personal Performance Awards was completed in 2019. 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)

- The Go Paddling website has become the destination for recreational paddlers and those new to paddlesport. Traffic and feedback is very positive. Other micro sites have been developed. The main British Canoeing website has been improved, and will be redeveloped in 2022.

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

- In 2019 10 Satellite Clubs were developed, introducing 224 young people to canoeing including 115 females, 29 people from diverse ethnic communities and 25 people with a disability. In 2020 the satellite clubs programme was suspended as a result of Covid-19.

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)

- #ShePaddles has recruited 46 ambassadors to promote female paddling. As part of the Workforce Diversity Programme 95 #ShePaddles Club Champions were recruited to deliver leadership and coaching programmes. In 2020 British Canoeing recruited an officer to lead and coordinate on Equality, Diversity and Inclusion work. In 2021 the Inclusivity Action Group was formed and the #WePaddleTogether campaign launched.

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)

- The launch of the new Go Paddling website and PaddlePoints in 2019 has improved information on clubs, centres, providers, equipment hire and trails. There were 633,000 unique visitors to the site in 2021. Research has commenced to develop social paddling models, with the findings to be published in 2022.

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)

- Clubs, centres and providers offering introductory sessions are listed on the Go Paddling website. Webinars and resources designed to help clubs recruit new members, incorporating the Paddle Awards, were introduced in 2020 and included the new Champion Club module 'Recruiting and Developing Young Paddlers'. The Clubhouse, an intranet for club administrators was launched in 2020. The club webinar series was developed in 2020 and delivers 40 sessions per year.

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)

- A jointly funded position with the National Trust (NT) was established to audit and create improved opportunities for paddlers at NT sites across the country. A partnership with the Port of London Authority saw joint funding of projects to improve access to paddling for disadvantaged communities. Draft agreements are in place with the Scouts, Sea Cadets and the Muslim Fellowship of Scouts, to increase participation and improve the skills of leaders and coaches.

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

- By October 2021 British Canoeing had 90,705 members in the On the Water and On the Bank categories: a 46% growth from October 2020 (62,044).

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

- 79% of members reported being satisfied with British Canoeing membership compared to 75% in 2020. The Net Promoter Score has improved from minus 4 in 2018 and 24 last year, to 44 in 2021.



48,000

new members in 2021



90,705

On the Water and On the Bank members in 2021, a 46% yearly increase

37%

of On the Water and On the Bank members are female, compared to 28% in 2018

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 was completed and signed off in September 2017. Four new membership categories launched in April 2018. A Go Green option introduced in 2020 allowing members to choose a membership option that reduced the amount of printed materials sent out.

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

- The launch of the Go Membership provided a better service, including offering an immediate e-card as proof of membership. New membership benefits in 2021 with Gill, AquaPlanet and Paddle Logger added alongside existing offers. Members Hub launched in June 2021 to provide a dedicated space for members to their own dashboard. It has exclusive content, a 7-day tides timetable, 7-day weather forecast, and river levels to plan paddling, as well as a downloadable member card.

NEW Implement the personalisation of membership services including membership emails and other communications to improve membership services

- During 2021 a series of welcome emails for new members were implemented to provide more information and signposting to British Canoeing services and benefits. These include dynamic content that changes depending on purchases made by members. Personalised birthday emails were introduced. Members Hub also provides personalised content, with Coach, Leaders and Guides seeing additional discounts and offers to On the Water members. New questions have been added to the Join and Renewal forms to understand the types of paddling members do and will be used to further inform membership services.

2.1

2.2

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

- Increased levels of membership in 2020 and 2021 supported by content creation on the Go Paddling website, reflecting the interests of recreational and new paddlers, particularly around places to paddle. There have been improvements made to encourage retention with new welcome, renewal, lapsed automated emails and better communication to products, services, benefits and exclusive discounts. The Club Associate membership has 1,976 current members. The free digital category has 5,070 subscribers.

2.3

2.4

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

- 4,500 members completed the 2021 membership satisfaction survey with engagement rates and satisfaction levels remaining high at 79%. This survey provided a lot of member insight about the services most valued and what else might be introduced.

2.5

2.6

NEW Develop and activate a campaign to maintain the high levels of membership retention

- Three retention offers were introduced from July 2021 in conjunction with Aquapac and Paddle Logger to encourage retention. Renewal communications were updated to demonstrate the value of membership. Membership retention averaged at 77% for the year. A survey to lapsed members has been introduced and will inform membership services during 2022. As part of the 85th anniversary, we sent special membership letters and cards to long-standing members of British Canoeing.

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 work. Covid-19 had a significant impact on all events and activities involving groups of people in 2020 and 2021. A virtual Spring Paddle Challenge is to be launched in February 2022 in association with Visit Cayman Islands.

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 British Canoeing website and through other channels.



National Challenge
routes developed

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.

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

- Multi-activity paddlefest events have been promoted through the online calendar and communications channels. Paddle in the Park was delivered in 2018 and 2019 as a national paddlefest, with 1,000 participants taking part.

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. No further progress has been made in developing a recognition scheme.

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

- 13 regional mass paddle events were promoted in 2019 including Trent 100, Paddle to the Heart, Tyne Tour. The 2020 and 2021 seasons were impacted by Covid-19 but events that could take place have been supported through the launch of the events toolkit and hosting webinars, and specific Covid-19 guidance. Virtual challenges have been promoted during the pandemic and a virtual Spring Paddle Challenge is to be launched in February 2022 in association with Visit Cayman Islands.

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

- Eight Challenge routes have been developed and promoted since 2017. Both the seasonal Winter Paddle Challenge and August Paddle Challenge were held in 2019. The Take Time to Paddle Challenge was launched in December 2020, within government guidelines and encouraging more people back on the water to paddle for 10, 25, or 50 hours.

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

- During 2020 work commenced on the British Canoeing Quality Club programme with 25 pilot clubs. This is designed to provide clubs with resources and tools to help assess the standard of their governance and safety. This will be made available to all clubs during 2022.
- In April 2021 British Canoeing launched the new Delivery Partner Scheme, available for outdoor centres, hire providers, tour guides, charities and organisations that provide paddlesport activity.

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

- The first Club Benchmarking survey was carried out in 2019. The follow up Club Satisfaction survey planned for 2020 was postponed due to Covid-19 and will now take place in October 2022.

338 
British Canoeing
affiliated clubs

373 
registered providers
on the **Delivery
Partner Scheme**

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)

- Revisions to the affiliation process were included in a consultation with clubs during 2019. Revisions were postponed due to Covid-19 and will be reconsidered as part of the new 2022-26 strategic plan.

In April 2021 the new Delivery Partner Scheme was launched for outdoor centres, hire providers, tour guides, charities and organisations that provide paddlesport activity. So far 373 registered providers and centres have joined the scheme.

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 continue to develop, encourage and improve local networks with a range of voluntary, educational and commercial organisations.

685 key volunteers from 269 clubs are registered on the Clubhouse, an online resource and communications centre launched in November 2020, providing templates, guidance documents and useful information for club volunteers. It also includes a live chat facility for communicating with Club Support Officers and a forum for clubs to communicate with each other.

NEW Develop and deliver the new Club Improvement Programme pilot and make it available to all affiliated clubs

- The new Club Improvement Programme, including Quality Club and Champion Club were successfully piloted in 2020 and will be available for all affiliated clubs in 2022.

4.1

4.2

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

- A series of online webinars were successfully delivered during 2021, designed to support clubs across a range of topics and areas of interest. Over 40 webinars held throughout the year. Many of these were updates and advice on guidance for assisting clubs through Covid-19.

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)

- The Club Leadership and Coaching Bursary Programme was launched in 2021, with £50,000 of funding made available to improve and increase the number of qualified leaders and coaches in clubs.

4.5

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

- British Canoeing exceeded its target of 150 trails in 2019, with 175 currently published. Continuing to improve the quality of content of the PaddlePoints digital platform on the Go Paddling website and the user experience has been the focus for 2021. British Canoeing will be appointing a dedicated Trails Officer in 2022.

428,000
unique users of
PaddlePoints in 2021

175



paddle trails published



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)

- Work continues towards this, with projects such as the Severn Canoe Trail and the Transforming the Trent Valley. Both projects are not completed, due to the impact of Covid-19 over the last two years.

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

- 175 paddling trails are now published on the Go Paddling website, with 60,000 unique trail downloads in 2021. There were 428,000 unique users of PaddlePoints in 2021.

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)

- The Canoe Foundation awarded £135,000 for new access points and facilities during 2021. Over the year nine projects were completed and a further 25 projects worked towards completion across the UK.

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

- A new facility lead officer was appointed in 2021 to accelerate work to create a national facilities strategy and to support the management and development of Places to Paddle sites.

5.1

5.2

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

- British Canoeing has continued to work proactively with partners to make paddling more accessible on our most popular waterways, such as the Medway, Wye, Thames and Trent.

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 in January 2019 with new look trails pages. There were 633,000 unique visitors to Go Paddling in 2021. The PaddlePoints online resource launched in October 2019 and has become the hub of information around places to go paddling – with 428,000 unique users in 2021.

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)

- Support for clubs and delivery partners around grant applications continues to be offered on demand.

5.7

5.8

NEW Align the Canoe Foundation and Clear Access Clear Waters Campaign with a fundraising strategy, developed to guide and generate future investment for the charity

- As part of its new funding strategy, the Canoe Foundation recruited a Fundraising and Marketing Lead in July 2021. The website was redesigned and relaunched in late 2021, with more opportunities for people to donate to the charity. The Foundation is now fully aligned with the Clear Access, Clear Waters Campaign, improving the environment and accessibility of our waters.

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, the digital resource covering all navigable rivers in the UK, was launched in October 2019 and in 2021 attracted 428,000 unique users to its rivers pages.

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

- In the 2021 member satisfaction survey, members continued to report that they had seen an increase in environmental and access related news and information from British Canoeing. Clear Access, Clear Waters is referenced as one of the top three benefits of British Canoeing membership.



2 major new pieces of legislation were influenced by British Canoeing alongside partners (Agriculture Act & Environment Act)

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)

- The Clear Access, Clear Waters Charter launched in Westminster in November 2018. During 2021 British Canoeing continued to raise its profile on access and environment policy, through the Agriculture Act and the Environment Act.

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. These partners are becoming more proactive in the promotion of paddling.

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)

- 12,506 people have signed up as supporters of the Clear Access, Clear Waters Campaign. Monthly Clear Access, Clear Waters Champion Awards have been presented and sponsored by Peak UK.

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)

- Several joint initiatives have taken place, and work has begun on a Paddlers Code, to be launched in summer 2022.

6.1

6.2

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

- 175 canoe trials are available on the British Canoeing website. The online resource PaddlePoints was launched in October 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)

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

6.3

6.6

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

- The Access Charter launched in 2018, has established our clear position on historic rights, access policy and arrangements and environmental protection.

6.5

6.8

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

- Funding from Defra was used to recruit a Project Officer for the Thames region in 2021 to tackle Floating Pennywort. There has been six voluntary action days so far on three different rivers with at least 127 volunteers, including 13 clubs, represented.

6.7

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

- All seven funded disciplines have developed plans, providing clear objectives, actions and priorities through to 2022.

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

- Developed and published an International Events Strategy 2017-2027.
- Six international events awarded to British Canoeing since 2017 - 2018 ECA Canoe Polo European Club Championships, 2019 ICF Canoe Slalom World Cup, 2020 ECA Canoe Slalom European Championships (cancelled due to Covid), 2020 ICF Canoe Freestyle World Cup (cancelled due to Covid), 2022 ICF Canoe Freestyle World Championships and 2023 ICF Canoe Slalom World Championships.

6

international events awarded to **British Canoeing**

7

disciplines have developed **long-term plans**



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)

- All seven funded disciplines have developed plans, providing clear objectives, actions and priorities through to 2022.

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

- An integrated calendar was published in 2017 on the British Canoeing website, and has been regularly updated and improved.

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

- An online events toolkit was launched in 2020 to support event organisers at all levels. Event organiser webinars were delivered in 2020 and 2021.

NEW Develop and launch a Domestic Events Strategy for roll out in 2022-25

- A domestic events strategy is being developed with disciplines and key partners in readiness for launch in 2022.

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)

- An online entry system is under development with a launch date scheduled for March 2022. Where discipline committees have their own online entry and event management systems, API links have been created to the membership database.

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. 8 Wild Water Racing, 4 Sprint and 7 Slalom technical officials and 4 Paracanoe classifiers have attended international courses since 2017.

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 published in 2017. Six international events have been awarded to British Canoeing by the International Canoe Federation and European Canoe Association. The ICF Canoe Freestyle and Canoe Slalom World Championships will be held in Nottingham and Lee Valley in 2022 and 2023.

7.7

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

- Two Olympic medals and seven Paralympic medals were won by British Canoeing athletes at the Tokyo 2020 Games, held in 2021.

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

- 325 medals have been won in nine disciplines between 2017-2021. 62 international medals were won across six different disciplines in 2021, in a competition season impacted by Covid-19.

2

Olympic medals won at the 2020 Tokyo Games

7

Paralympic medals won at the 2020 Tokyo Games

62

international medals were won across six different disciplines



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

- Medal targets achieved at the 2020 Tokyo Olympic and Paralympic Games. 1 silver medal and 3 extra finals were achieved in Canoe Slalom. 1 bronze medal and 1 final was achieved in Canoe Sprint. Paracanoe achieved 3 gold, 1 silver and 3 bronze medals and 2 finals.

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

- Strategies are in place to support athlete and coach welfare facilitated by the Performance Wellbeing Group, the Mental Health/Psychosocial Team, Athlete Rep Group, and Staff Wellbeing Group.

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

- All funded disciplines have developed four-year plans, which include some talent activity and talent development planning.

NEW Work in collaboration with key stakeholders across the sport to devise and begin to implement the Canoe Sprint Performance Strategy

- In response to the findings with the 2020 Situational Analysis the Canoe Sprint Performance Strategy was developed. The Strategy is now being implemented across the whole system, led by the World Class Programme, the implementation of the Strategy is also owned, supported and driven with the support of clubs.

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)

- Covid-19 impacted the season for a second year in a row with a number of events cancelled. British teams won 62 medals across 6 different disciplines in 2021 including the crowning of 9 World Champions and 3 European Champions.

British Canoeing athletes have previously won 68 medals in 2019, 105 in 2018 and 90 in 2017 at major World, European and international competitions across 9 disciplines.

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 have operated since 2018. In 2021 Talent Club Partnership phase was introduced, including the Paracanoe Talent Academy Programme. Most non Olympic disciplines now have talent pathways established.

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)

- There has been a sharing of knowledge across the coaching provision of the athlete pathway, as well as developing resources and mechanisms for collaborative learning and development including webinar series, community of practice, forums, digital resources and online library.

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

- All regulated coaching qualifications have now been reviewed and relaunched including a periodic three year review of the Coach Award where changes have been made to staffing ratios and a revised eLearning module.

KPI 17 Improve the coach and coach educator satisfaction rating annually from 2018

- Satisfaction rates have improved annually and in 2021, satisfaction scores from learners on courses were recorded at 98.4% as satisfied with the support and 94.4% satisfied with communication.



229,607

total engagements within the digital library



79,964

individuals have accessed 24 eLearning packages



12,111

individuals have listened to the coaching podcasts

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 and leadership 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)

- All coaching and leadership awards have been reviewed, designed and launched and are aligned with our educational philosophy allowing for direct access and an individualised approach to a paddlers development.

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 tools designed to support coaches and leaders in their continual development.

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

- A new points based CPD system was designed and introduced in September 2020, enabling a personalised approach to continuous learning and development.

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

- The annual Volunteer Recognition Awards were held in March 2017, 2018 & 2019. The Virtual Awards in 2020 and 2021 recognised individuals who went above and beyond to support the paddling community.

Four Vice Presidents have been appointed since 2017. The National Honours and Awards Panel has awarded 19 Awards of Honour, 28 Outstanding Contribution and one Award of Valour in recognition of volunteers operating for 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)

- A new four year economic model for implementation in 2022 has been agreed by National Associations and British Canoeing Awarding Body.

9.4

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

- By December 2021, the resources within the digital library have had a total of 229,607 engagements, 79,964 individuals have accessed 24 eLearning packages, 8,178 coaches have completed the self-analysis tool and 12,111 individuals have listened to the coaching podcasts.

9.3

9.5

9.6

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

- An events toolkit and national teams' toolkit were developed and released in 2020. The Clubhouse was launched to provide resources to support Club Officers. Regular club webinars have been delivered in 2020 and 2021.

9.7

9.8

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

- The Canoe Crew was formed to support international and domestic events. The Future Leaders programme ran in 2019 to support volunteers to take on roles within the committees of British Canoeing.

9.9

NEW Develop and launch a Delivery Partner Scheme that supports and promotes the services of commercial paddlesport activity across the UK and internationally

- The UK Delivery Partner Scheme was successfully launched in April 2021 and to date there are 373 paddlesport activity providers engaged on the scheme.

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 has retained compliance with the UK Code for Sports Governance and attained the highest available 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

- £4.95 million of income generated from non-public grant sources in 2020-21 through membership, coaching and commercial activities.

18 
new and retained commercial partnerships confirmed in 2021

2 
new advisory groups for Inclusion and Sustainability formed

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 published each year since 2018.

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

- By 2019 all major policies had been revised, including the update of the Governance Policy, Disputes and Disciplinary Policy and Athlete Disciplinary Process.

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

- A new UK Agreement was entered into between the National Associations and British Canoeing in 2019. Other national partnership agreements are in development with organisations such as the National Trust, Environment Agency and Canal and River Trust.

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 became compliant with UK Code for Sports Governance in December 2017. Compliance has been maintained over the last four years.

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 was completed in 2019.

New Advisory Groups for Equality, Diversity and Inclusion and Environment and Sustainability were formed in 2021.

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

- £4.95 million of income was generated from non-public grant sources in 2020-21 through membership, coaching and commercial activities. This includes revenue from 18 new and retained commercial partnerships confirmed in 2021.

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 2021 membership satisfaction survey showed that 79% of members were satisfied with communications, an increase of 6% compared to the 2020 survey.

1.5 million
unique users of all British Canoeing websites in 2021

58,000
followers of British Canoeing social media channels



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)

- During 2021 British Canoeing websites received 4,760,750 page views, 2,432,447 sessions and 1,485,095 unique users. This compared to 3,644,970 page views, 1,929,377 sessions and 1,045,897 unique users in 2020. In 2021 the new Members' Hub website has been created, to add to Go Paddling, Clear Access Clear Waters, Paddles Up Training and the Clubhouse sites.

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

- During 2021 there was increased and improved media profile for British Canoeing, which included significant coverage of the medal success achieved at Tokyo 2020 Games, including features with several medal winning athletes with their family and friends on BBC, ITV and Channel 4 and national newspapers. There was also further media profile achieved via Go Paddling, through local BBC radio and national interest in the Clear Access Clear Waters campaign.

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)

- New digital products and services, including Paddles Up Training, the Clubhouse and the Members' Hub, alongside more targeted and frequent newsletter, and a series of resources, webinars and podcasts, have greatly enhanced and improved the communications provision for clubs and delivery partners. More personalisation for members will be developed in 2022.

11.1

11.2

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

- Work to scope the new British Canoeing website has begun and the new site will be launched in 2022. An online entry system is now under development to launch in spring 2022. Where discipline committees have online entry and event management systems, API links have been created to the membership database.

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 the 2021 membership survey, satisfaction with communication increased to 79%. In the last two years the members' e-news was more tailored in response to the growth of recreational and SUP paddlers. Open rates for the newsletter remains high at 35%.

By the end of 2021 there were 58,066 social media followers on British Canoeing channels across Facebook (27,956), Instagram (12,600), Twitter (11,800) and You Tube (5,710) - a yearly increase of 14%. In 2021 Instagram became the second most popular channel, overtaking Twitter.

11.5

11.6

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

- The third annual Stronger Clubs Conference was held in March 2020, with 143 delegates in attendance. The Conference was also held in 2018 and 2019. The first Delivery Partners Conference was held virtually in January 2022.



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