

 2017
18

Annual Review

A progress report on Stronger Together

The Strategic Plan for British Canoeing 2017 -2021

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Foreword

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

If we are to achieve the challenging ambitions and targets agreed within our strategy, the many parts of British Canoeing will all need to commit to working together and playing their part in its delivery.

We have a vision for a more united British Canoeing. There is some way still to go to achieve this, but we feel that in 2017 there was positive progress. We have been encouraged by the many who have begun to align their efforts behind the ambitions and targets within Stronger Together.

Stronger Together is a four year strategy and we have completed only the first year. There is still much to do but some of the progress is pleasing.

- We have seen membership growth
- The review of membership categories has been completed and is due to be launched in April 2018
- We were able to reintroduce a printed magazine for members by establishing an exciting new partnership with The Paddler
- We have consulted and begun to design the Access Charter and campaign which will be

launched in 2018. We know this is the issue that concerns the majority of our members

- There has been some very positive developments around athlete welfare, with more planned for the year ahead
- We set a four year target to publish and promote 150 Canoe Trails. We started the year with 90 and added a further 50 this year and so already have 140 trails published on the website
- In October 2017 we achieved full compliance with the new UK Code of Sports Governance
- We published a new four year action plan for coaching, revised the funding arrangements between the national associations to better support the Awarding Body and launched the revised Coach Award and Paddlesport Leader in January 2018
- The milestones targets for the Olympic and Paralympic programmes were achieved with five UK Sport lottery funded athletes becoming senior World Champions during 2017

- Across all of the disciplines athletes from British Canoeing enjoyed remarkable success winning more than 90 European and World medals during the year including two further senior World Champions
- During 2017, British Canoeing also secured the rights to host four international events in the UK in 2019/2020/2021.

Many other very important areas of work were started in the last 12 months but have yet to be completed. These are identified within the action plan progress reports. We are confident that several more will be completed in 2018.

We would like to record our thanks to the many volunteers and staff who worked so well together during the year to start moving us towards achieving our challenging 11 ambitions.

We firmly believe that this is still the right strategy for British Canoeing and we look forward to another exciting and positive year in 2018/2019.



Professor John Coyne CBE

Chair
British Canoeing



David Joy

CEO
British Canoeing

Introduction

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

Stronger Together presents a clear and inclusive 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.

This annual review reports on the progress made during the first year of delivery of Stronger Together.

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”

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



Ambition Eleven

Strengthen governance and financial sustainability within 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

Develop volunteers, coaches and leaders

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

Improve pathways to performance and international success

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

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

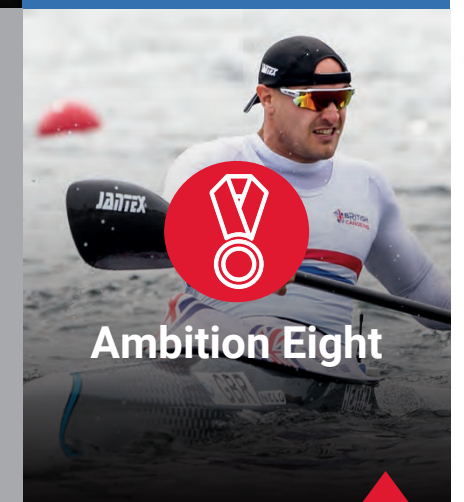


Ambition Eight

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 Seven

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 Six

Develop a stronger network of clubs and centres

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

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

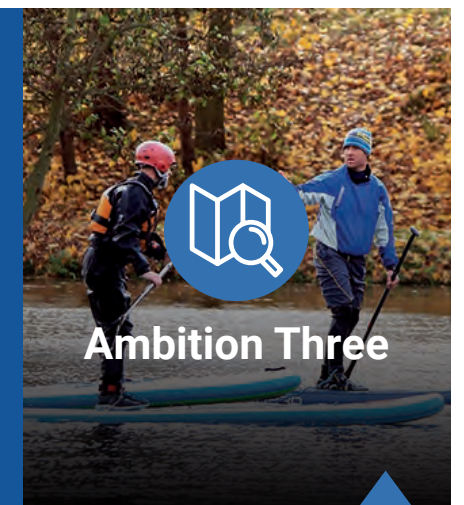


Ambition Five

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

Ambition Two

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

KPI 1 Increase in the number of regular participants as measured by Active Lives by 2021



Ambition One

Revisiting the context for Stronger Together

The strengths and opportunities

Large numbers of people of all ages, abilities and interests enjoy canoeing, kayaking and stand up paddleboarding. The breadth of paddlesport makes it attractive to many different people.

British Canoeing understands the motivations of paddlers and its members better than ever before.

We have a growing network of trails and an increased focus on challenges, social and participation events. Our consultation demonstrated a willingness to embark on a new strategy and to become a more united organisation.

Great Britain finished top of the combined Olympic and Paralympic

medal table at the Rio 2016 Games, winning four Olympic and five Paralympic medals.

We are one of the most successful countries in international competitions, winning more than 90 medals across the disciplines in European and World Championships in 2016, and again in 2017.

46%

of participants in paddlesports are female¹.

Over two million

adults and children take part in the sport each year in the UK².

There are strong competition pathways in most disciplines.

There are over 40,000

active club members.

Research evidence confirms that many more people are interested in taking up the sport⁴.

In England around 196,000

core participants will paddle twice a month³.

Over 12,000

registered coaches operate within an established coach education system.

There are 384

clubs spread throughout England.

There are 35,000

members engaged directly with British Canoeing.

There is an excellent base of volunteers at club, regional and national level.

The threats and weaknesses

Lifestyles are changing with more people now paddling independently of clubs and the governing body.

Whilst the gender balance in participation is strong, more must be done to make the sport more accessible to under represented groups such as black and ethnic minority communities and disabled people.

There are new and higher expectations of quality membership services that must be addressed.

Digital communications and services to members need to be enhanced.

There is a lack of clarity around the legal right to paddle on inland waterways in England which is a barrier to participation.

Signposting to existing places to paddle could be significantly improved.

There is dissatisfaction with some aspects of the coach education and coach development offer.

The breadth of the sport presents a challenge in resourcing all developments.



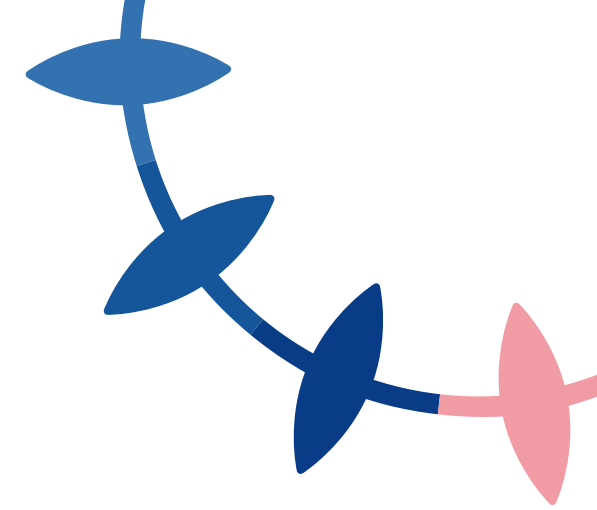
The clubs, centres, regions, disciplines and many partners are not yet united behind a single vision and shared goals.

The sport at national level is over reliant on too few sources of funding, particularly public funding.

Whilst some clubs are thriving, others feel the need to change and are wanting more support to make the right changes.

Research shows that there are more people involved in the sport now than in 2005, but during this period regular participation in canoeing has been static.

Media coverage and the public perception of canoeing are a weakness rather than a strength.



The external influences

Political

The political landscape within canoeing is relatively complex, with many organisations involved in the development and delivery of the sport and recreation within England and the UK. The potential exists for British Canoeing to take a greater role in coordinating the work of partners and in managing the delivery of the strategy.

There has been a new government strategy for sport and physical inactivity – Sporting Future. This has led to changing priorities within Sport England and will in turn influence the British Canoeing strategy.

British Canoeing is a key member of the International Canoe Federation (ICF). It has several representatives on ICF committees and British Canoeing accepts its responsibility to be an active voice in determining the direction of ICF and the sport at world level.

Economic

Paddlesports make an important contribution not only to the health of the nation but also to the economy of the UK through its trade, retail and many commercial activity centres.

The slow recovery in the economy has provided a difficult backdrop to plans to increase participation and club membership.

Local government spending cuts have been severe and have significantly reduced the ability of councils to support community, club and volunteer developments and outdoor activity centres. Whilst public funding for sport at national level has been relatively protected we cannot take it for granted.

British Canoeing’s UK Sport funding award is dependent upon continued Olympic and Paralympic success. A change of emphasis in Sport England is moving funding away from NGB activities which will result in less investment in increasing participation over the next four years.

Many parts of the sport such as clubs, regions, non Olympic disciplines and events are under resourced. New funding models at all levels need to be explored during the next four years.

We lack the economic means at present to invest as widely as we would like across the sport as a whole.

Social

Participation in paddlesports can have a very positive impact on an individual’s physical and mental health.

It is now more important than ever that we better understand the needs of current and potential participants and take action to retain and attract regular participants of all ages and abilities. Increasing participation and membership are key ambitions within this strategy.

Club membership is a key indicator of the health of the sport in England.

37% of our club membership is female and the number of juniors has increased by around 6,000 since 2009.

Research evidence suggests that there are a significant number of people who want to try canoeing.⁵ To grasp this opportunity, we need a clear understanding of the real or perceived barriers to entering the sport.

More work is required for our participants and workforce to more closely reflect the demographics within communities.

We need to understand the social drivers that will bring more people into membership of British Canoeing.

Technological

Members and participants now expect organisations to have good digital capacity including modern websites and online processes such as competition entries. Canoeing generally has some ground to make up in this area.

Other sports have advanced the use of technology to enhance the enjoyment of participants. We need to accelerate progress in this area. The sport has made good progress around innovations in equipment.

This has helped both training and competition in performance programmes and further pushed boundaries for recreational paddlers.

The impact of new materials for boats and stand up paddleboards (SUPs) is increasing accessibility and the ease with which people can engage in the sport.

Legal

All sports now have to pay more attention to governance and compliance matters at national level but also within clubs.

British Canoeing is required to achieve nationally agreed standards in safeguarding and equality and to show progress annually across a large number of governance and compliance measures.

Clubs and voluntary committees face similar requirements and the NGB should provide some support in these areas to the voluntary leaders within the sport.

British Canoeing is committed to putting strong and transparent governance in place and will need to establish and review several of its policies and procedures during the next four years.

It will be important to strengthen the focus on training, qualifications, risk assessment and insurance over the next four years, to support and protect members and the organisation.

Environmental

There are political issues around access and the environment which have the potential to impact on the growth of the sport. It is critical that there are robust plans in place to address these important matters over the next few years.

Our community is a positive contributor to environmental protection and enhancement and we should do much more to promote this. Canoeing can have a very positive impact on the environment.

¹ Watersports Participation Survey 2015 – Arkenford

² A Participant Model for Paddlesport 2011 – Further analysis 2015– Fusion Research Limited 2012

³ Active Lives Survey 2015-16 – Sport England

⁴ Getting Active Outdoors: A study of Demography. Motivation, Participation and Provision of Outdoor Sport and Recreation in England 2015– Sport England and Outdoor Industry Association. www.sportengland.org/media/871842/outdoors-participation-report-v2-lr-spreads.pdf

⁵ Getting Active Outdoors: A study of Demography. Motivation, Participation and Provision of Outdoor Sport and Recreation in England. 2015– Sport England and Outdoor Industry Association

Highlights from the last 12 months

March 2017

- British Canoeing launches its new four year strategic plan, Stronger Together
- Former marathon World Champion Ivan Lawler MBE is elected as the new President of British Canoeing



- British Canoeing wins the bid to host the 2021 ICF World Freestyle Championships in Nottingham

April 2017

- British Canoeing wins the bids to host an ICF Slalom World Cup in 2019 and the 2020 ECA European Championships at Lee Valley
- The Paddlesport Leader Award is launched



- Research from British Marine shows that participation in water sports is on a high

May 2017

- Adventurer and TV presenter Steve Backshall launches National Go Canoeing Week



June 2017

- British Canoeing announce a new partnership with the international sportswear company Errea
- Go Canoe! a brand new series on Sky Sports featuring paddlesport is launched
- A record breaking 54,633 miles are logged during National Go Canoeing Week



- British Canoeing takes a roadshow to 12 locations to consult on membership

July 2017

- The Worcester Ring, a brand new 21 mile challenge route is launched



- British Canoeing and Canoe Wales promote and support the Welsh Government's consultation on natural resources

August 2017

- Jeanette Chippington, Liam Heath and Emma Wiggs claim a 'Grand Slam' with gold medals at the ICF Sprint and Paracanoe World Championships. Jonny Young wins gold in the Va'a (VL3)



- British Canoeing forms a Performance Wellbeing Group to support and develop athlete, staff and volunteer welfare
- British Canoeing host an ICF freestyle judges seminar in Nottingham
- British Canoeing launch a new trade partnership with some of the biggest brands in paddlesport

September 2017

- Five national championships and finals, featuring seven disciplines, take place across Super September



- British Canoeing announce the formation of the Stand Up Paddleboard Technical Group

- Lani Belcher wins gold in the women's K1 at the ICF Canoe Marathon World Championships

- British Canoeing and trade partners support the Stand up to Cancer Great Canoe Challenge

- Chelmsford Canoe Club win the annual Marathon Hasler Final for the third consecutive year

- Mallory Franklin wins her first senior individual slalom World Championship title in the C1 event



- Proposals for new membership categories are confirmed by the British Canoeing Board

October 2017

- Presenter Gemma Hill paddles from London to Birmingham in the Heart Radio Kayak Challenge

- The Club Engagement Strategy is launched to provide further support to sprint and slalom clubs

- British Canoeing representatives attend a House of Lords reception to celebrate the Check Clean Dry campaign

- Membership figures reach a high of 35,187 by October 2017



November 2017

- Paracanoe athlete Tim Lodge is elected as Chair of the ICF Athlete Committee

- 144 delegates from over 25 clubs attend the Racing Seminar in Oxford

December 2017

- British Canoeing announce a new partnership with GoMembership on the delivery of digital systems and membership services

- Claire O'Hara sets a new freestyle world record in the women's kayak to secure her tenth World Championship title

- British Canoeing agrees a new partnership with the Paddler magazine, bringing a return to a print magazine for members

- British Canoeing achieves full compliance with the new UK Code for Sports Governance

January 2018

- The new Coach Award is launched



- British Canoeing starts the consultation on the Access Charter

- The new British Canoeing Awarding Body (BCAB) website is launched

February 2018

- UK Sport awards the paracanoe programme an extra £268,000 for Tokyo 2020 for the new events in the Va'a

- Over 170 delegates attend the National Coaching and Leadership Conference

March 2018

- 140 canoe trails are published on the British Canoeing website



- Freestyle coach Dennis Newton wins the Foundation Award at the World Paddle Awards

- Charlotte Henshaw is elected onto the British Paralympic Association Athletes' Commission

- British Canoeing launches a new Supporters Club for travelling fans

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 as measured by Active Lives by 2021

- The baseline data from the Active Lives Survey in 2017 showed that 350,000 people participated in canoeing at least once in the 28 days prior to them being surveyed.
- The Active Lives Survey data will next be updated in May 2018
- The National Water Sports Survey for 2017 showed that nearly 1.9 million people canoed at least once in 2017

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

- The baseline number of Paddle Power and Star Awards issued between April 2017 and March 2018 was 7,933



1.9 million

people took part in paddlesports at least once in 2017

7,933

Paddle Power and Star Awards issued in 2017-18

350,000

people participated in canoeing at least once in the last 28 days (Active Lives Survey May 16/17)

72

recognised Paddle-Ability Clubs and Centres

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 Star Awards and Paddle Power began as planned in 2017 and is on track. The review will be completed in 2018 and the new personal performance awards will be launched in early 2019.

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)

- Some website improvements and migration of Go Canoeing into the British Canoeing website were completed in 2017, with major site redevelopment planned for 2018 and 2019.

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

- 23 clubs were supported to develop school links. New guidance for clubs is in development and will be launched in 2018.

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

- A women's paddlesport engagement initiative has been launched with an ambassador programme, advisory group and online network launching in March 2018.

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)

- Work underway to repackage Go Canoeing for clubs and centres. Resources to support clubs to deliver 4-6 week blocks designed and launched in March 2018.

13,008 participants took part in National Go Canoeing Week with a record breaking 54,633 miles paddled.

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)

- An introductory Go Canoeing offer for clubs and centres has been developed and will be launched in March 2018.

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)

- Partnership discussions underway but no formal agreements established.

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

- Baseline membership data of 32,157 was collected in October 2016
- Membership grew to 35,187 by October 2017, a 9% increase

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

- In the 2017 membership baseline survey the membership satisfaction rating was 60%
- In the survey 64% stated that membership was important and 88% would consider renewing

60%

overall satisfaction rate with membership services

12

regional roadshows delivered engaging members in the membership review

35,187

members of British Canoeing as of 31 October 2017

3,300

members involved and engaged in the membership review

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)

- Membership review completed in September 2017. The new membership categories will be launched from April 2018.

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

- The membership satisfaction conducted in 2017 identified opportunities and provided a benchmark score to measure progress. The priority in 2017 was securing a new membership digital platform which will improve membership services from April 2018.

2.1

2.2

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

- New membership categories to be introduced from April 2018 together with new campaigns to better promote membership in clubs and commercial centres, through trade and retail outlets and a digital marketing campaign.

2.3

2.4

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

- The first membership satisfaction survey was completed in June 2017. More than 1,000 responded and the average satisfaction rating was 60%. This is to be repeated annually.

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

- No reportable progress was made towards this in 2017/2018

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

- The number of published challenges increased from 4 to 5 during the year. These are promoted on the website and through other channels

13,008

participants took part in National Go Canoeing Week showing an increase of 60% from 2014

14,000

participants took part in challenges and recreational events within 2017

5

Challenge Routes now established

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 (from 2017)

- More events and tours were promoted through the 'Canoe Near You' search engine and a calendar of events published on the website.

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

- The Paddle in the Park event in Nottingham is being developed as a national flagship paddlefest event for 2018.

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

- Work started in 2018 to establish a Touring Working Group who will begin the work to revise the Touring and Challenge recognition scheme by 2019.

3.1

3.2

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

- Five regional paddles were supported in 2017, with more already planned for 2018. Planning for national mass paddle events will start in 2019.

3.3

3.4

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

- The 21 mile Worcester Ring was launched in July 2017 to bring the number of published national challenge routes up to five.

3.5

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 begun to attract new members who perhaps want a 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 the number of quality marked clubs and centres in membership of British Canoeing annually from 2018

- The baseline number of quality marked clubs in March 2018 was 133

KPI 8 Improve the annual club satisfaction rating year on year from 2018

- No baseline data was collected in 2017. The baseline survey will take place in 2018

133

Quality Mark clubs

384

Clubs affiliated to British Canoeing

157

Quality Mark centres

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)

- Club affiliation consultation is scheduled to begin 2018.

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)

- Some preliminary work undertaken in Lee Valley, South Yorkshire and Southampton.

4.1

4.2

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

- Some initial work completed to produce a Club Services guide. To be launched in mid-2018.

4.3

4.4

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

- Area Development Officers supported 56 clubs and centres to deliver the Paddlesport Activity Assistant programme.

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

- The number of canoe trails published on the British Canoeing website increased from 90 to 140 during the year.

140

canoe trails published on the British Canoeing website

2

new printed waterproof trail maps created for Birmingham and Manchester

10

British Canoeing owned Places to Paddle developed and promoted

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)

- Multi section trails mapped and launched in Manchester and Birmingham. Plans for trails in 2018 in the Lee Valley Regional Park Authority, and on the Rivers Wye, Soar and Avon.

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

- 50 new canoe trails created and promoted in 2017 bringing the total to 140. Campaigns delivered to promote canoe trails and encourage more engagement including Trail of the Month, Winter Warmers and Spooky Trails.

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)

- Some initial conversations with national partners, but more work to be done in this area.

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

- Significant discussions undertaken with funding agencies and stakeholders with a commitment made to complete a British Canoeing facility strategy by the end of 2018. Renewed the lease agreement with Dorney Lake and the Tim Brabants High Performance Centre on the site.

5.1

5.2

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

- Scoping work has taken place to develop trails for challenges and will be rolled out in 2018.

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)

- Places to paddle content added. Access and facilities information relocated and reconfigured. More content required on facilities. Information on the British Canoeing places to paddle areas was improved, including new signage at all sites and online content to promote and encourage usage. The River Washburn in Yorkshire, one of 10 British Canoeing places to paddle, held 22 events with over 1,500 participants participating.

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)

- More guidance required but demand is being met when advice or support is requested.

5.7

Ambition 6



Improve Access and Promote Environmental Awareness

Where do we want to be by 2021?

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

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

How are we measuring progress?

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

- Scoping work was completed in 2017 to determine how best to establish these digital resources. It is anticipated that a places to paddle digital resource will be available from late 2018 or early 2019

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

- The 2017 baseline survey reported that 61% of members were aware of environmental issues and best practice

1

new environmental guide module created

30

waterways volunteers recruited

1,500

responses to the Welsh Government consultation from paddlers

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)

- 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).

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

- Work is in progress with the Canal and River Trust, Environment Agency and local authorities to promote access and create more canoe trails.

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)

- Increased capacity through the recruitment of 30 waterways volunteers. Project plan under development to better connect with waterways advisors and to engage more as part of the campaign and Access Charter in 2018.

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

- Work not yet started with partner agencies. Launched the environmental guide module to embed sustainable practice within the coaching scheme.

6.1

6.2

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

- 50 new canoe trails have been published bringing the total to 140. New trails are in development on rivers that are contested, but have a strong case for a public right of navigation. Work has begun to establish a digital platform for places to paddle.

6.3

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)

- Developing specific good practice guides for rivers, in consultation with local partners to ensure sustainable paddling.

6.5

6.6

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

- Work commenced in 2017 to consult on an Access Charter with a campaign to be launched in 2018.

6.7

6.8

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

- Continued to be an active member of DEFRA Boating Pathway Action Plan Group and recognised as one of the leading organisations to highlight the issues of Invasive Non Native Species. Regular promotion of the initiative through communications channels.

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 be 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

- 50% of funded discipline committees have four year plans developed

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

- International Events Strategy to 2021 was published in 2017. British Canoeing successfully bid for four international events – 2018 ECA Canoe Polo European Club Championships, 2019 ICF Canoe Slalom World Cup, 2020 ECA Canoe Slalom European Championships and 2021 ICF Canoe Freestyle World Championships

4

international events secured

413

events included in the British Canoeing calendar

2,000

number of paddlers entered Super September national events series



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)

- 50% of funded disciplines developed four year plans, providing clear objectives 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 on the British Canoeing website, providing a one stop shop to see what's happening across the sport.

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

- Work not yet started.

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 available in some disciplines but not all. Work still to be completed to link these to the British Canoeing database from 2018.

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)

- Not due to start until 2018. A scoping exercise planned to identify current training and development programmes for training officials.

7.5

7.6

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

- Consultation with discipline committees and external partners held to inform the British Canoeing International Events Strategy 2019-2027. International Events Strategy published in 2017. Four international events awarded for the next 4 years to 2021.

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 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 in 2020

- UK Sport milestone targets for 2017 were achieved in the slalom, sprint and paracanoe disciplines.

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

- British Canoeing athletes won 90 medals at major World, European and international competitions during 2017 across eight competition disciplines.
- The comparative data with other countries has still to be developed but will be in place for 2018.

7

British Canoeing athletes became senior World Champions

1

new Athlete Wellbeing plan created and implementation began in 2017

90

medals won at major World, European and international competitions by British Canoeing athletes

3

athletes - Emma Wiggs, Liam Heath and Jeanette Chippington - achieved the Grand Slam of Olympic/Paralympic, World and European titles

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

- Tokyo strategy submitted and approved. UK Sport milestone targets achieved in 2017. UK Sport awarded the paracanoe programme an extra £268,000 in 2018 for the Tokyo 2020 Games cycle for the new events in the Va'a.

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

- Good progress made in 2017. Performance Wellbeing Group established and Performance Wellbeing Coach recruited. The new UK Sport Culture Health Check produced insights into each programme which will be used to inform work being undertaken by the Performance Leadership Team. An action plan was developed and updated to inform priority work areas. Many actions within the plan progressed in 2017.

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

- 50% of funded disciplines developed four year plans. More work on talent development planning in each discipline required.

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 90 medals at major World, European and international competitions during 2017 across eight competition disciplines, including seven 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)

- New Talent Club Programme devised for slalom and sprint clubs. Initial engagement with clubs is underway.

8.6

8.5

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)

- Some limited examples including Sprint Clubs' Coaches Conference held on November 2017, but more to be done from 2018.

Ambition 9

Develop Volunteers, Coaches and Leaders



Where do we want to be by 2021?

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

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

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

How are we measuring progress?

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

- The Coach Award was reviewed and then launched in January 2018. The reviews of the Paddlesport Instructor and Personal Performance Awards began in 2017

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

- The baseline data was collected in October 2017. The overall satisfaction rate was 67%

1,315

discipline support modules delivered

7,933

Personal Performance Award certificates issued in 2017-18

170

delegates attended the National Coaching and Leadership Conference

17,000

members have accessed the new e-learning packages

Action Plan 9

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

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

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

- The British Canoeing Awarding Body confirmed its compliance in September 2017 to the regulators Ofqual, CEAA and Qualification Wales. Four year Coaching Action Plan approved which outlines this work to 2021. Work is on track. New Coach Award launched in 2018. Paddlesport Leader Award also launched in 2018.

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

- A new website was launched in January 2018 to support coach educators and providers of all British Canoeing awards. 14,500 unique users have visited the site in the first three months of 2018.

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

- More courses and workshops have been recognised as CPD for coaches, including academic studies, wider sport initiatives and specifically designed workshops.

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

- The Coaching and Leadership Awards recognised the role of coaches, leaders and volunteers. Case studies are regularly posted through communication channels. More to be developed for wider recognition schemes.

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 economic model established in 2017 between the national associations. Implementation began at the beginning of 2018 and will provide more sustainable income to the Awarding Body to better support qualification and award developments.

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

- e-learning platform, created. Seven e-learning packages have been released and accessed by over 17,000 members.

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

- Work on the resource bank has commenced.

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

- Work has not yet started.

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 achieved compliance with the UK Code for Sports Governance in October 2017 and also retained its “green” rating 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

- British Canoeing’s self-generated income grew by 7% in the financial year 2016-17 due to developments in membership, coaching and commercial activities

80%

open rates on Club Welfare Officer newsletters

92%

of canoeing clubs have at least one registered Club Welfare Officer

30

cases on average live each month within British Canoeing case management

285

clubs have registered to use the British Canoeing online DBS application service

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 progress annually (from 2017)

- The strategic plan Stronger Together was published in March 2017 and year one progress reported in March 2018.

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

- Many policies were revised in 2017 as part of the UK Code requirements. More work in this area to be completed in 2018. British Canoeing maintained its ‘green’ rating from the Child Protection in Sport Unit for the Safeguarding Framework Annual Review.

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

- Discussions began in 2017 to revise the “Federal Agreement”. There has been good collaboration between the national associations and this work is due to be completed in 2018.

10.1

10.2

Review the Gap Analysis for British Canoeing against the UK Code of Sports Governance, deliver and action plan against this within each year and be fully compliant with the code by March 2021 (from 2017)

- British Canoeing fully compliant with UK Code for Sports Governance confirmed by UK Sport and Sport England in December 2017. Ongoing commitment to maintain compliance from 2018.

10.3

10.4

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

- The process for reviewing the structure commenced in 2017 and will continue in 2018. Work with most committees has commenced. On track to be completed by 2019.

10.5

10.6

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

- Self-generated income grew by 7% in the financial year 2016-17 due to developments in membership, coaching and commercial activities.

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 membership satisfaction survey in 2017 provided baseline data showing that 57% of members were satisfied with communication
- In the volunteer satisfaction survey in 2017 38% of volunteers were satisfied about the promotion of the sport

718,587

visits to the British Canoeing website, an increase of 54% on 2016.

27,825

followers on Facebook, Instagram and Twitter, an increase of 23% on 2016.

54%

open rate for the members' e-newsletter, an increase of 17% on 2016.

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)

- Work completed to increase the quality and quantity of content posted on the British Canoeing website. In 2017 there were 718,587 visits to the website, an increase of 54% on 2016.

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

- British Canoeing promoted 8 episodes of a magazine programme Go Canoe! on Sky Sports throughout the summer of 2017. BBC Sport broadcasted the ICF Slalom World Championships, which also included highlights from the Sprint and Paracanoe World Championships. Adventurer and TV presenter Steve Backshall joined British Canoeing at Lee Valley White Water Centre to launch National Go Canoeing Week. This was covered by Chris Evans on the BBC Radio 2 Breakfast Show.

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)

- Not yet started.

11.1

11.2

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

- Initial visioning work has taken place with discipline committees. First phase being scoped with slalom and canoe polo.

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)

- Some early progress. Increased social media following – in 2017 there were 27,825 followers across Facebook, Instagram and Twitter – an increase of 23% on 2016. Regular tailored newsletters to coaches, members and clubs. 54% open rate recorded for the members' e-newsletter, an increase of 17% on 2016. A printed magazine became available to members through a new partnership with The Paddler magazine.

11.5

11.6

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

- The Stronger Clubs Conference to be held in March 2018.

Actions Dashboard

National actions dashboard (2017-2021)

Progress on the 67 actions plans in 2017-18

■ NOT STARTED
■ WORK STARTED AND ON TRACK
■ COMPLETED



Action Plan 1

Increase Regular **Participation in Paddlesport**

■ 1.1 ■ 1.5
■ 1.2 ■ 1.6
■ 1.3 ■ 1.7
■ 1.4



Action Plan 2

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

■ 2.1 ■ 2.3
■ 2.2 ■ 2.4



Action Plan 3

Create and Promote More Opportunities **for Exploration, Adventure and Challenge**

■ 3.1 ■ 3.4
■ 3.2 ■ 3.5
■ 3.3



Action Plan 4

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

■ 4.1 ■ 4.3
■ 4.2 ■ 4.4



Action Plan 5

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

■ 5.1 ■ 5.5
■ 5.2 ■ 5.6
■ 5.3 ■ 5.7
■ 5.4



Action Plan 6

Improve Access and Promote **Environmental Awareness**

■ 6.1 ■ 6.5
■ 6.2 ■ 6.6
■ 6.3 ■ 6.7
■ 6.4 ■ 6.8



Action Plan 7

Provide Excellent **Competitions**

■ 7.1 ■ 7.4
■ 7.2 ■ 7.5
■ 7.3 ■ 7.6



Action Plan 8

Improve Pathways to Performance **and International Success**

■ 8.1 ■ 8.4
■ 8.2 ■ 8.5
■ 8.3 ■ 8.6



Action Plan 9

Develop Volunteers, **Coaches and Leaders**

■ 9.1 ■ 9.5
■ 9.2 ■ 9.6
■ 9.3 ■ 9.7
■ 9.4 ■ 9.8



Action Plan 10

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

■ 10.1 ■ 10.4
■ 10.2 ■ 10.5
■ 10.3 ■ 10.6



Action Plan 11

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

■ 11.1 ■ 11.4
■ 11.2 ■ 11.5
■ 11.3 ■ 11.6





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