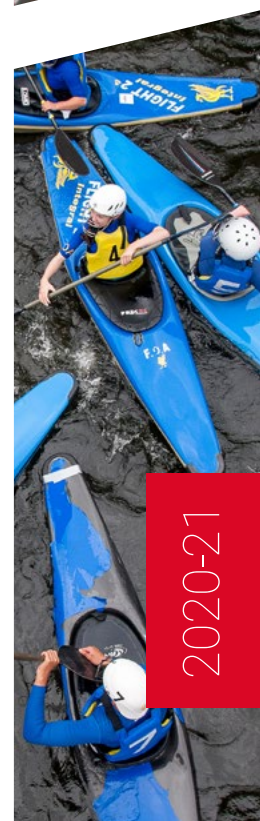
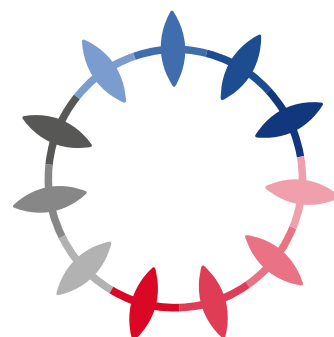


Stronger Together

A review of progress 2017-2020
and a look forward to 2021



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Foreword

2020 has been a most extraordinary year, but despite the many challenges we have made further progress towards the 11 ambitions, 20 key performance indicators (KPIs) and 67 targets which we set out in our strategic plan, Stronger Together (2017-21).

To the end of February 2021, we have achieved 50 of the specific actions and there are a further 16 'in progress.' We expect that many of these will be achieved before the end of 2021.

2020 should have been the final full year of delivery for this strategic plan, but due to impact of Covid-19, we extended this plan by a year and delayed the consultation for the next strategy by 12 months. We will now consult in 2021 and launch the next strategic plan, Stronger Together (2022-25) in March 2022.

So as we have now completed four years of delivery of our first strategy, this year's Review not only records progress over the last 12 months, but also confirms some new targets for this unexpected fifth year. Some of the headline achievements from 2020 are highlighted opposite.

UK Developments

- A full review of the coaching and leadership awards and qualifications was completed and the new Performance Coach Award and Leadership Awards launched.
- 3,500 coaches completed a needs analysis using the award winning Coach Self-Analysis Tool and there were 130,000 engagements within the digital library of coaching resources. 60,000 individuals accessed our 20 eLearning packages.
- The Canoe Sprint Performance Strategy was completed, following extensive consultation with clubs, coaches and athletes.
- Planning continued in preparation for hosting the 2021 ICF Freestyle and 2023 ICF Slalom World Championships, due to take place on home soil at Holme Pierrepont and Lee Valley White Water Centre respectively.
- Compliance with the UK Code for Sports Governance was retained together with the highest rating for safeguarding under the new assessment criteria from the Child Protection in Sport Unit.

English Developments

- British Canoeing membership increased to 62,044 On the Water and On the Bank members in 2020, a yearly increase of 61%. Membership retention rates also improved to an average of 85% across the year.
- Member satisfaction rates remained high with 75% of members satisfied with membership of

British Canoeing. The Net Promoter Score improved to 24 in 2020.

- The number of unique visitors to the Go Paddling website increased from 117,000 in 2019 to 415,000 in 2020, with very positive feedback from users of the site about the places to paddle information and the inspiring and useful content.
- The Go Paddling this Summer campaign was delivered, to connect with paddlers, share Go Paddling content, promote safety messages and encourage membership. The campaign led to increased media profile and messaging by key partners including the Environment Agency, Canal and River Trust, and RNLI.
- The Clear Access Clear Waters campaign continued to influence government policy and we engaged fully in the consultation of the Agriculture and Environmental Bills, in order to improve access to rivers and waterways for paddling activity.
- Several significant new digital products were developed and launched, including Paddles Up Training and the Clubhouse. A series of well received resources, webinars and podcasts were created and delivered in 2020.
- The number of followers on our social media channels continued to grow, with over 50,000 followers across Facebook, Instagram, Twitter and YouTube - a 25% increase compared to 2019.
- 73% of members remained satisfied or very satisfied with communications, compared to 64% in 2018.

Looking ahead to 2021 and 2022-25

2020 should have been the final full year in the delivery of this strategy, but due to the impact of Covid-19 delivery has been extended for a further year. A final review of this strategy will be published in March 2022.

During 2021, there will remain a focus on achieving the targets and ambitions still outstanding within this strategy, together with seven new targets that have been identified during the last year.

During 2021 British Canoeing will engage fully with its members and stakeholders to develop a new strategic plan for 2022-25. It is planned that the new strategy will be presented to the Board of British Canoeing for approval in December 2021 and launched in March 2022.

Thank you

We would like to record our thanks to the many volunteers, coaches, providers and staff who worked so hard during the last 12 months and to our many partners for their continued support. The challenges of 2020 once again demonstrated to us that we definitely are stronger together.

We look forward to another exciting year ahead in 2021 as we work not only to complete the delivery of this strategic plan, but also to consult and produce our next strategy, Stronger Together 2022-25.



Professor John Coyne CBE

Chair
British Canoeing



David Joy

CEO
British Canoeing

Introduction

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

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

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

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

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

The **vision** for British Canoeing is:

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

The 11 ambitions and 20 KPIs of Stronger Together:

KPI 20

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



Ambition Eleven

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



Ambition One

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

KPI 1

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

KPI 2

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

KPI 9

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



Ambition Six

Create more opportunities to paddle and improve access to the outdoors

KPI 10

Develop and promote digital resources to promote the public use of rivers in England and Wales. 100% of rivers included

KPI 11

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



Ambition Six

Improve access and promote **environmental awareness**

KPI 18

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

KPI 19

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



Ambition Eleven

Strengthen governance and financial sustainability within the sport



Ambition Two

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

KPI 3

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

KPI 4

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



Ambition Three

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



Ambition Five

More places
to paddle and
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 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 Ten

governance
sustainability
the sport

KPI 16

All coaching and leadership awards revised and relaunched by 2021

KPI 17

Improve the coach and coach educator satisfaction rating annually from 2018



Ambition Nine

Develop volunteers, **coaches and leaders**

KPI 14

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


KPI 15


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


National Actions

Progress on the 67 actions plans in 2019-2020

■ NOT STARTED
 ■ WORK STARTED AND ON TRACK
 ■ COMPLETED

 Action Plan 1					
Increase Regular Participation in Paddlesport		17-18	18-19	19-20	20-21
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
2.1	Complete a review of membership categories and benefits within British Canoeing and introduce changes (<i>by 2018</i>)	■	■	■	■
2.2	Improve the marketing of the membership offer to club members and independent paddlers, to increase membership annually (<i>from 2018</i>)	■	■	■	■
2.3	Improve the membership benefits to individuals and the levels of membership engagement (<i>from 2018</i>)	■	■	■	■
2.4	Establish an annual membership satisfaction survey and use the results to inform the improvements to membership services (<i>from 2017</i>)	■	■	■	■

 Action Plan 3					
Create and Promote More Opportunities for Exploration, Adventure and Challenge		17-18	18-19	19-20	20-21
3.1	Create and promote a calendar of events, challenges, tours and symposiums	■	■	■	■
3.2	Increase the number of registered mass paddles (with more than 100 participants) and develop three national mass paddle events (<i>by 2021</i>)	■	■	■	■
3.3	Develop and promote more multi-activity paddlefest events, with a focus on growing one national event (<i>from 2018</i>)	■	■	■	■

		17-18	18-19	19-20	20-21
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
4.1	Revise and promote new affiliation categories for clubs, centres and other delivery partners, including youth groups and canoe hire <i>(by 2018)</i>	■	■	■	■
4.2	Develop and promote resources, workshops and best practice examples to support club development planning <i>(from 2018)</i>	■	■	■	■
4.3	Actively encourage clubs, centres, youth groups and retailers to work better together to develop strong local networks designed to increase participation and engage new club members <i>(from 2017)</i>	■	■	■	■
4.4	Support clubs to deliver the Paddlesport Activity Assistant programme (PAA), other leadership and coaching awards and revised Star Awards <i>(from 2017)</i>	■	■	■	■



Action Plan 5

Create More Places to Paddle and Improve Facilities

		17-18	18-19	19-20	20-21
5.1	Develop the partnerships necessary to create national canoeing destinations which offer good access, social facilities, trails and events <i>(from 2017)</i>	■	■	■	■
5.2	Establish and promote a small number of national canoe trails that offer motivational challenges to paddlers <i>(from 2018)</i>	■	■	■	■
5.3	Research, develop and widely promote canoe trails which are spread throughout the country <i>(from 2017)</i>	■	■	■	■
5.4	Significantly improve the British Canoeing website with information around places to paddle so that this becomes one of the preferred sources of information for paddlers <i>(from 2018)</i>	■	■	■	■
5.5	Work in partnership with national and local agencies to improve the accessibility of access/egress points and in-water facilities and promote them <i>(from 2017)</i>	■	■	■	■
5.6	Provide information to clubs and centres about grants for facility developments and create a support structure for those making grant applications <i>(from 2017)</i>	■	■	■	■
5.7	Identify and continue to develop national and international level facilities for all our competition disciplines <i>(from 2017)</i>	■	■	■	■



Action Plan 6

Improve Access and Promote Environmental Awareness

		17-18	18-19	19-20	20-21
6.1	Manage public affairs to more effectively present the evidence of the existing Public Right of Navigation on all rivers which are physically capable of being navigated <i>(from 2017)</i>	■	■	■	■
6.2	Widely promote the existing places where people routinely paddle with uncontested shared access <i>(ongoing from 2018)</i>	■	■	■	■
6.3	Engage with a range of partners to improve access to those rivers and waterways where access is not disputed and promote them as places to paddle <i>(from 2018)</i>	■	■	■	■
6.4	Take a fresh approach where there is active disagreement about access, review access arrangements and develop shared use arrangements where possible <i>(from 2017)</i>	■	■	■	■
6.5	Strengthen and support the waterways volunteer service of regional and local level advisors who can highlight and engage with local access and environmental issues <i>(from 2017)</i>	■	■	■	■

		17-18	18-19	19-20	20-21
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
7.1	Each competition discipline committee to produce and publish a four year plan and annual plan, which will draw from the British Canoeing competition review completed in 2016 and the strategic plan for British Canoeing 2017-21 (<i>from 2018</i>)	■	■	■	■
7.2	All parties to fully explore opportunities for the competition disciplines to develop online entry systems, with the ability to draw from the British Canoeing membership database (<i>from 2018</i>)	■	■	■	■
7.3	Establish and publish a coordinated national calendar for competitions which promotes opportunities and helps to minimise clashes (<i>from 2017</i>)	■	■	■	■
7.4	Develop and launch comprehensive training and development programmes for technical officials at all levels within all the disciplines and which also supports the development of international technical officials (<i>from 2018</i>)	■	■	■	■
7.5	Create a comprehensive training and development programme, which seeks to support clubs and volunteer competition organisers to deliver local and regional events (<i>from 2018</i>)	■	■	■	■
7.6	Develop and deliver an International Events Strategy for British Canoeing (<i>published in 2017 with delivery from 2019</i>)	■	■	■	■



Action Plan 8

Improve Pathways to Performance **and International Success**

		17-18	18-19	19-20	20-21
8.1	Deliver the UK Sport funded Tokyo strategy and achieve the medal targets at the Tokyo Olympic and Paralympic Games in 2020	■	■	■	■
8.2	Manage the team plans in each non-Olympic discipline to achieve European and World Championship success with Great Britain becoming one of the top three most successful nations across the disciplines (<i>by 2021</i>)	■	■	■	■
8.3	Develop and manage strategies designed to continuously improve athlete and coach welfare, at all levels within the talent pathway (<i>from 2017</i>)	■	■	■	■
8.4	Develop and manage effective talent identification programmes around key facilities and locations, which complement the club environments (<i>from 2017</i>)	■	■	■	■
8.5	Establish and promote national, regional and area training squads within disciplines, according to their individual four year plans and resources available (<i>from 2018</i>)	■	■	■	■
8.6	Improve the sharing of best practice between club, regional and British Canoeing national and senior coaches, creating stronger communities of coaches in the competition disciplines (<i>from 2017</i>)	■	■	■	■



Action Plan 9

Develop Volunteers, **Coaches and Leaders**

		17-18	18-19	19-20	20-21
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>)	■	■	■	■

		17-18	18-19	19-20	20-21
9.2	Review the model of coach education delivery to ensure it best supports coach educators and provides best economic value for British Canoeing (<i>by 2018</i>)	■	■	■	■
9.3	Improve the training and support to national trainers and coach educators to ensure consistent standards and excellent delivery (<i>from 2017</i>)	■	■	■	■
9.4	Explore the development of a new eLearning platform to support the delivery of blended and flexible learning opportunities (<i>by 2018</i>)	■	■	■	■
9.5	Review and develop CPD modules to enhance coaching and leadership skills and support club and centre delivery (<i>from 2017</i>)	■	■	■	■
9.6	Establish and promote a resource bank of best practice to support all aspects of volunteering (<i>from 2017</i>)	■	■	■	■
9.7	Promote and encourage suitable recognition for volunteers at local, regional and national levels (<i>from 2017</i>)	■	■	■	■
9.8	Establish a volunteer recruitment and development programme for local, regional and national level volunteers (<i>from 2018</i>)	■	■	■	■



Action Plan 10

Strengthen Governance and Financial Sustainability within the Sport

		17-18	18-19	19-20	20-21
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
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>)	■	■	■	■

Our response to Covid-19

Managing the ongoing Covid-19 pandemic over the last 12 months has been hugely challenging for our athletes and staff, our members, clubs, centres and providers, coaches and leaders and the whole paddlesport community.

This is how British Canoeing responded to Covid-19 and developed paddling guidance for activity in England, fully aligned to government measures and policy. Guidance for activities in Scotland, Wales and Northern Ireland was taken by the devolved administrations.

From 16 March 2020

The government advised people to stay at home, avoiding social gatherings and all non-essential travel. In response British Canoeing;

- Cancelled the 2020 ECA European Canoe Slalom Championships at Lee Valley White Water Centre and the 2020 ICF Freestyle World Cup at the National Water Sports Centre
- Cancelled the Sprint and Paracanoe Olympic and Paralympic selection event. Performance athletes stopped training at the National Water Sports Centre, Lee Valley White Water Centre and Dorney Lake
- Cancelled all domestic competitions, events and gatherings, including the Annual Go Paddling Week
- Postponed the strategic plan regional workshops which were due to take place in spring. The development of a new strategic plan was pushed back by 12 months
- Began to successfully operate with all staff working at home. An internal Covid-19 group was set up to confirm arrangements in order to guide staff and athletes through the pandemic

British Canoeing also acknowledged the news of the postponement of the Tokyo 2020 Olympic and Paralympic Games, with Professor John Coyne CBE, Chair of British Canoeing stating:

“We must prioritise the health and wellbeing of our athletes, coaches and support staff, who have faced uncertainty and anxiety in recent weeks.”

From 26 March 2020

In light of new lockdown measures British Canoeing recommended that all paddlesport activity should cease on rivers, waterways and coastal areas until further notice.

British Canoeing confirmed it would not be entering athletes and teams into any international competitions for the 2020 season.

The Paddler's Portal was created to become a one-stop shop for digital content, including a series of coaching webinars and podcasts, the return of Paddlecast – with guests including Strictly winner Bill Bailey, engaging challenges and activities over social media and written content including the popular 'Forty Five Paddling Films To Watch' feature.

A series of webinars for British Canoeing affiliated clubs commenced.

From 13 May 2020

Following the easing of lockdown restrictions, British Canoeing issued new guidance for limited paddling activity in England, aligned with the government's Covid-19 recovery strategy.

Further updates for clubs, centres and hire providers, coaches and leaders, and deliverers of qualifications and awards were provided, in line with further changes to government measures.

British Canoeing developed an events toolkit to support competition and events organisers.

Performance programme athletes returned to training centres following government guidelines allowing for a phased return to training for elite sport.

From 2 July 2020

Canoe polo and rafting both produced guidelines for a safe return to competitive team based training and competition, in line with the return to recreational team sport framework issued by DCMS.

British Canoeing joined a range of organisations to support the recovery of the sports and activity sector, though the Save our Sports and the Save Outdoor Education campaigns.

From 2 November 2020

Following new government measures to return to national lockdown, British Canoeing and the waterway agencies announced that recreational paddling was permitted as a form of exercise within the new guidance. Clubs and centres were required to close their premises and cease activity.

In December organised and structured outdoor sport resumed, within the tiered system of government restrictions.

The winners of first-ever British Canoeing Virtual Awards were announced, celebrating individuals who went the extra mile during Covid-19 to make a significant difference in their communities.

From 5 January 2021

A third national lockdown was announced, with clubs and centres once again having to close. Recreational paddling remained as being permitted as a form of exercise under the new measures.

British Canoeing welcomed the announcement that structured outdoor sporting activity will return and facilities can reopen in England from 29 March, as part of the government's four-step roadmap out of lockdown.

Highlights from the last 12 months

MAR 20

British Canoeing hosts its Annual General Meeting, Stronger Clubs Conference and Volunteer Recognition Awards at Eastwood Hall in Nottinghamshire

British Canoeing signs an agreement with the Cam Conservators to extend the licence agreement for a section of the River Cam under their jurisdiction

British Canoeing announces an extension to its partnership with Jaffa, as Official Fruit Partner



British Canoeing achieves the highest rating of 'very good' from the Child Protection in Sport Unit in the annual review of the organisation's safeguarding framework

The new Performance Coach Award is launched

British Canoeing announces the new Delivery Partner Scheme open to all businesses that provide paddlesport activity

British Canoeing agrees a long-term deal with Energy Generator Hire as an Official Partner

APR 20

The British Olympic Association and British Canoeing confirm the five canoeing athletes already nominated to remain as selected to represent Team GB at the Tokyo 2020 Olympic Games in 2021



APR 20

JUL 20

The Go Paddling this Summer campaign inspires more people to paddle, to become members of British Canoeing and increase media profile for paddlesport through national coverage



MAY 20

Following the relaxing of lockdown measures British Canoeing issues guidance on a limited return to paddling in England

10 inspirational women from the world of paddlesport are announced as the #ShePaddles ambassadors for 2020



JUN 20

British Canoeing launches the new Leadership Awards, which aim to create more opportunities for people to paddle by increasing the number of qualified leaders



JUN 20

A landmark for the Clear Access, Clear Waters Campaign as amendments to the new Agriculture Bill, developed by British Canoeing and partners, are debated in the House of Lords

Go Green is launched, giving members an option whether they want to receive a membership card and pack, or choose a paperless digital membership



British Canoeing launches the Paddle to Tokyo website to mark a year to go to the rearranged Games

AUG 20

British Canoeing Awarding Body launches the new Introduction to Safeguarding eLearning, to replace the Paddlesafe course

Paracanoe athlete Hope Gordon is announced as the winner of the Young Scot Sport Award for 2020



SEP 20

The new Paddles Up Training website is launched to improve the Delivery Centre provision in England and further support learners and providers in England and internationally



British Canoeing joins forces with the government, environment organisations and other water-based groups to help halt the spread of a highly invasive floating pennywort



British Canoeing Awarding Body launches a new Safeguarding Refresher eLearning course

British Canoeing is shortlisted for a Learning Technology Award in recognition of the Coaching Self-Analysis Tool and Digital Library

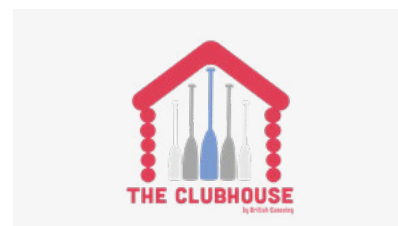
OCT 20

Slalom coaches Craig Morris and Gareth Wilson launch the Challenge Cards project, to support coach and paddler development across a variety of paddling disciplines

NOV 20

British Canoeing and the Canoe Foundation announce funding to support projects that create better access to water for recreational users and protect the paddling environment

The Clubhouse, a new digital, online resource and communications centre for British Canoeing affiliated clubs is launched



Canoe Slalom Coach Craig Morris wins a prestigious award at the UK Sport PLx Conference for 'Special Impact on High Performance in a Sport'



Paddlesport instructor Apple-Jane Hayward and Jim Armstrong, founder of Laburnum Boat Club, are awarded the British Empire Medal in the Queen's Birthday Honours

British Canoeing announces a new partnership with Igloo Energy as Official Energy Partner

British Canoeing has a record-breaking 62,044 members: a 61% growth based on figures (38,600) in October 2019

British Canoeing launches two new guidance documents on Nesting Birds and Spawning Fish to better help paddlers understand the impact of paddling in sensitive habitats

Athletes Noah Dembele and Emilia McAllister Jepps present a unique new game to break down barriers in diversity and equality at the UK Sport PLx Conference

DEC 20

The winners of first-ever British Canoeing Virtual Awards are announced, celebrating individuals who went the extra mile during Covid-19 to make a significant difference in their communities



The British Canoeing Awarding Body Coach Self-Analysis Tool and Digital Library wins the Best eLearning/Online Education category at the Association Awards



British Canoeing announces a new partnership with the Caravan and Motorhome Club as Official Accommodation Partner

British Canoeing signs a new long-term kit deal with hummel, to become the Official Teamwear Partner for the sport



British Canoeing is shortlisted for the 'Rights Holder of the Year' award at the 2021 European Sponsorship Association Awards

The online petition to extend access through the Clear Access Clear Waters campaign reaches 10,000 signatures

Three paddlers are recognised in the annual Queen's New Year Honours list, with Tamsin Phipps and Kelda Wood awarded MBEs, and Keith Axbey recognised with the British Empire Medal

JAN 21

British Canoeing launches the new Leadership and Raft Guide Awards, alongside two new Stadium Personal Performance Awards

Paracanoe Technical Support Coach Hannah Brown is one of 27 coaches to take part in a new UK Sport programme to increase female representation in high performance sport



FEB 21

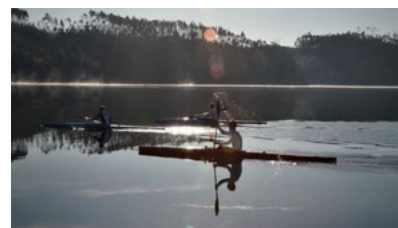
British Canoeing secures grant funding from Backing the Best for the Paracanoe Talent Club Partnership

Holme Pierrepont Leisure Country Park, home of the National Water Sports Centre is established as Centre of Excellence for GB Freestyle



The #ShePaddles Club Champion campaign is announced as a finalist for the Diversity and Inclusion Award at the Sport and Recreation Alliance's Community Sport and Recreation Awards

British Canoeing announces Elmbridge, Reading, Richmond, Royal and Royal Leamington Spa canoe clubs as Racing Talent Club Partners for the 2021-2025 cycle



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

- In 2019 the annual Active Lives Survey showed the number of regular paddlers has increased with 173,900 people paddling on average twice a month. The survey was not carried out in 2020 due to Covid-19.
- The National Watersports Survey indicated that 5.6 million 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.



415,000

unique visitors in
2020 to the **Go**
Paddling website

95

#ShePaddles
Club Champions
recruited



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 but will be completely redeveloped by early 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 30 ambassadors over three years with the majority active in helping to promote female paddling. As part of the Workforce Diversity Programme 95 #ShePaddles Club Champions have been recruited to deliver leadership and coaching programmes during 2021. In 2020 British Canoeing recruited an officer to lead and coordinate our Equality, Diversity and Inclusion work and a new action plan will be launched in 2021.

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 415,000 unique visitors to the site in 2020. Some scoping work has begun to develop the Let's Paddle Social paddling model, to encourage groups of paddlers to join each other in social, recreational paddling activities. This will be launched 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 piloted and delivered during 2020, including the creation of a new Champion Club module 'Recruiting and Developing Young Paddlers'. The Clubhouse, an intranet for club administrators was launched in 2020 and has over 300 clubs registered on it. Our club webinar series in 2020 was very well received.

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)

- Draft agreements have been put in place with a number of national organisations, including the Scouts, Sea Cadets and the Muslim Fellowship of Scouts. These are designed to increase participation and improve the skills of leaders and coaches. Progress towards agreements has also been made with other national organisations including the Canal and River Trust and the Environment Agency.

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 2020 British Canoeing had 62,044 members in the On the Water and On the Bank categories: a 61% growth from October 2019 (38,000).

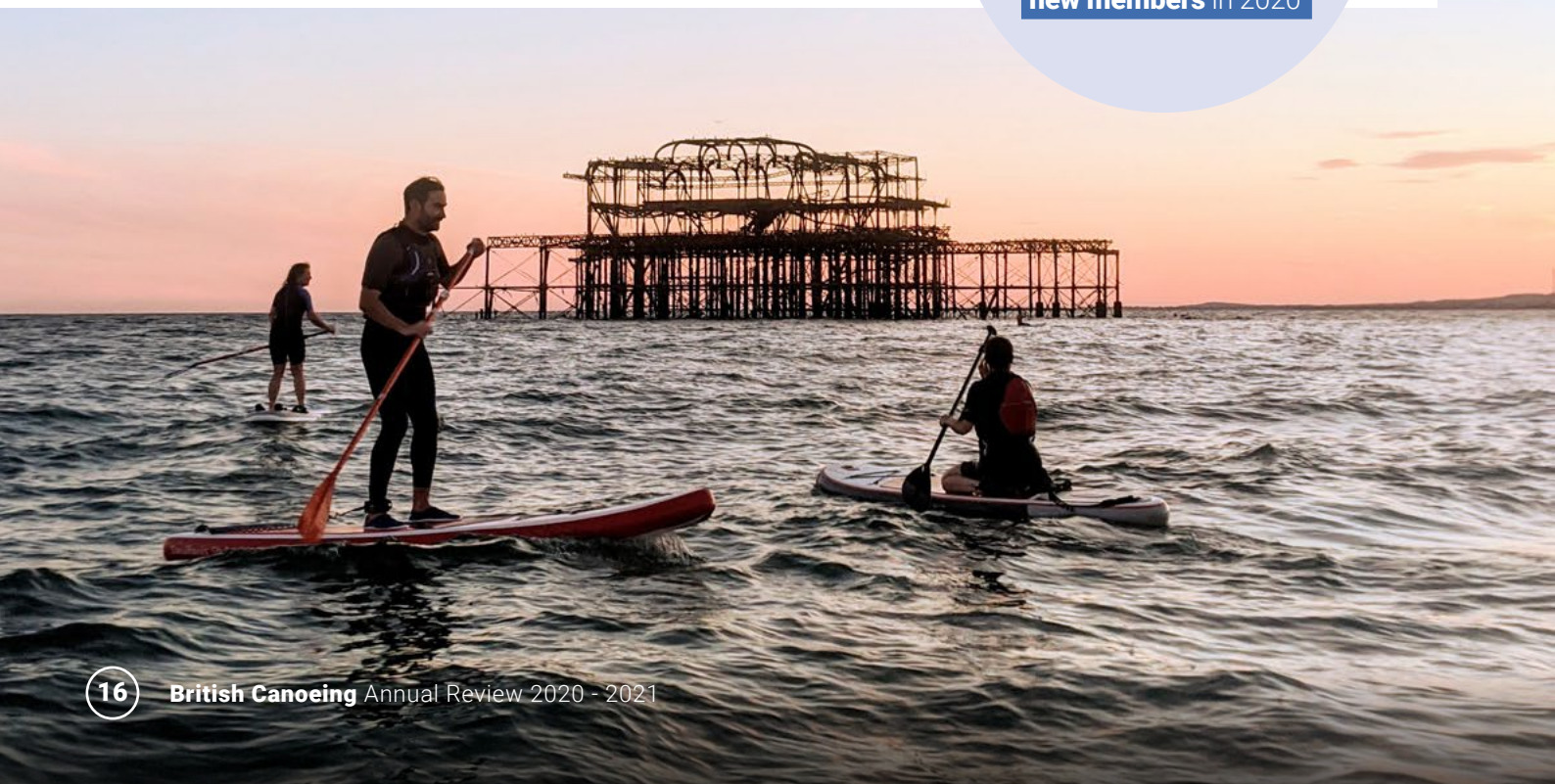
KPI 4 Increase the levels of member engagement within the services provided by British Canoeing annually from 2018

- 75% of members reported being satisfied with British Canoeing membership compared to 79% in 2019. The Net Promoter Score has improved from minus 4 in 2018 and 23 last year, to 24 in 2020.



29,881

new members in 2020



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 were launched in April 2018. A Go Green option was 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 Go Membership provided a better membership service, including offering an immediate e-card as proof of membership. New membership benefits with Aquapac and Ecoworks Marine have been added alongside existing offers. British Canoeing Rewards was launched to help members save money on a range of products, services and activities.

New action plan for 2021-22

Implement the personalisation of membership services, including membership emails and other communications to improve 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 was 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, and lapsed automated emails and better communication to products, services, benefits and exclusive discounts. The Club Associate membership was introduced in 2019 and has 638 current members. The free digital category has 4,462 subscribers.

2.3

2.4

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

■ 6,000 members completed the 2020 membership satisfaction survey with engagement rates and satisfaction levels remaining high at 75%. This survey provided insight about the services most valued and what else might be introduced. This will inform planning in 2021 for the next few years.

2.5

2.6

New action plan for 2021-22

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



62,044

On the Water and On the Bank
members - a **61% yearly increase**

85%



member retention rate
in 2020 was highest ever

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.

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

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

8 

challenge routes
developed

2  

annual Paddle Challenges
promoted in summer
and winter



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.

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)

- 13 regional mass paddle events were promoted in 2019 including Trent 100, Paddle to the Heart, Tyne Tour. Promotional support was also given to the Regatta London event, which had to be cancelled.

Events in 2020 have been impacted by Covid-19, but officer time was spent in developing an events toolkit and hosting webinars, to support event organisers plan and prepare for future activities.

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. The 2020 events calendar was impacted by Covid-19.

3.3

3.4

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

- Eight Challenge routes have been 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.

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 developing a recognition scheme.

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 will have begun to attract new members who perhaps want different things to the traditional members.

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

How are we measuring progress?

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

- In August 2019 Sport England withdrew its general support for the Club Mark programme. During 2020 work began 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 launched to all clubs towards the end of 2021.

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 2021.

25

clubs joined the new **British Canoeing Quality Club** pilot programme



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 2022-25 strategy.

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.

The Clubhouse, an online resource and communications centre for clubs was launched in November 2020. The site provides a library of templates, guidance documents and other useful information for club volunteers. It also includes a live chat facility for communicating with the Club Support Officer and a forum area for clubs to communicate with each other.

New action plan for 2021-22

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

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 2020, designed to support clubs across a range of topics and areas of interest. More than 260 clubs took part in around 40 webinars throughout the year. Many of these were updates and advice on guidance for assisting clubs through Covid-19.

During 2021 the new Club Improvement Programme will be made available to all affiliated clubs.

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)

■ In 2020, 44 affiliated clubs delivered the Paddle Awards, 778 Start Awards and 282 Discover Awards. Also in 2020 a survey was carried out in clubs to assess the demand for leadership and coaching qualifications. This information will be used to manage a Club Leadership and Coaching Bursary Programme in 2021 to improve and increase the number of qualified leaders and coaches in clubs.

4.5

260



clubs attended **40 online webinars**
hosted by British Canoeing



1 the Clubhouse intranet
and online resource was
launched in 2020

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 and has continued to add more. Improving the quality, accuracy and promotion of the trails and the information on PaddlePoints was the focus for 2020.



70,000

unique users visited
PaddlePoints in 2020



64,000

downloads of **175 Paddling**
trails on the Go Paddling
website in 2020



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 Transforming the Trent Valley that will be completed in 2021.

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 64,000 trails downloaded in 2020.

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

■ New paddle trails on the River Trent and River Severn were delayed by Covid-19 but will be completed in 2021. A new Paddle Trail guidance document is in development. Work was completed with the Canoe Foundation to encourage them to align with the Clear Access, Clear Waters Campaign and to provide grants to improve physical access to water, specifically launch and landings. This will be widely promoted in 2021.

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

■ Work scoped around some facilities. A new facility lead officer is to be appointed within British Canoeing in 2021 to accelerate work to create a facilities strategy and to support the management and development of our 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)

■ There is ongoing work to support the creation of multi section trails, such as the Severn Canoe Trail and Transforming the Trent Valley. Published routes on the River Wye, and in Birmingham and London remain popular on the Go Paddling website.

5.3

5.4

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

■ The Go Paddling website launched with new look trails pages. The PaddlePoints online resource launched in October 2019 aiming to become the hub of information around places to go paddling.

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 partners continues to be offered on demand.

5.7

5.8

New action plans for 2021-22

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

Ambition 6



Improve Access and Promote Environmental Awareness

Where do we want to be by 2021?

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

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

How are we measuring progress?

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

- PaddlePoints, a new digital resource covering all navigable rivers in the UK, was launched in October 2019 and has attracted 70,000 unique visitors to its rivers pages during 2020.

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

- There is a significant increase in members' satisfaction with the access campaign. In the 2020 membership survey 17% of members reported that Clear Access, Clear Waters was a reason for joining, and 36% of respondents had noticed an increase in environmental information from British Canoeing.



10,000+

signatures received on the **Clear Access, Clear Waters** online petition

11



Episodes of the **Paddlecast** podcast broadcast during 2020



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 was launched in Westminster in November 2018 and in 2020 British Canoeing worked with members of the House of Lords to propose amendments to the Agriculture Bill and the Environment Bill and used its voice around trespass legislation, the Countryside Code, Water Quality and recreation within the National Parks.

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. PaddlePoints promotes all places to paddle where access is not disputed.

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)

- 25 moderators have been added to the PaddlePoints team, checking and updating paddler generated information on the Go Paddling website.

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)

- New guidance documents have been produced on fish and spawning and nesting birds. A Paddlers Code remains work in progress.

6.1

6.2

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

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

6.4

6.3

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 has been taken, which has informed local discussions on rivers where there is active disagreement.

6.6

6.5

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.

6.8

6.7

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

- Work continues with Wildlife and Countryside Link on stopping the spread of Non Native Invasive Species and a Blueprint for Water working groups. A project to tackle INNS was agreed with the Environment Agency in 2020. Wash down stations to promote Check, Clean, Dry were in place at three major domestic events in 2019 and will continue once events are able to return.

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 2021.

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

- An International Event Strategy 2017-2027 has been published and developed. Six international events have been 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, 2020 ICF Canoe Freestyle World Cup, 2021 ICF Canoe Freestyle World Championships and 2023 ICF Canoe Slalom World Championships.

23



discipline officials
and classifiers have
attended **international**
courses

1

online events
toolkit launched



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 2021.

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 2021. Where discipline committees have their own online entry and event management systems, API links have been created to the membership database.

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.

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. Polo, Rafting and Freestyle have confirmed use of international federation or an existing resources/pathway. Wild Water Racing is supporting the ICF system development with an opportunity to align to this in future for domestic use. Slalom online resource development is underway. Sprint requirements confirmed through the roll out of Sprint Strategy Review.

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

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 will continue in 2021.

7.5

7.6

New action plan for 2021-22

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

7.7

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 over the last four years.

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

- In March 2020 the Tokyo 2020 Games were postponed and will now take place in 2021. The medal targets remain the same.

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

- Covid-19 had a major impact on the 2020 season and no British teams or athletes competed in any international events.

5 

slalom and sprint athletes
reselected by Team GB for
the **Tokyo 2020 Games**



Action Plan 8

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

□ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

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

- Four slalom athletes and one sprint athlete were reselected to Team GB for the Tokyo Olympic Games with further quota places available in early 2021. In Paracanoe athletes qualified seven boat quota places in 2019 with a further opportunity to qualify two places in 2021.

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. Most athletes and staff reported that they were satisfied with the measures taken to optimise mental health in the Culture Health Check survey in 2020.

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

- Six out of seven funded disciplines have developed four-year plans, which include some talent activity and talent development planning.

New action plan for 2021-22

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

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)

- Covid-19 had a major impact on the 2020 season and no British teams or athletes competed at international events. 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. Some work has been undertaken to create an international medal table across the disciplines as the ICF does not currently provide this.

8.3

8.4

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

- 16 Talent Club Partnerships in sprint and slalom and three Paracanoe Talent Club Partnerships have operated since 2018. In 2021 Talent Club Partnership phase 2 will be introduced. Most non Olympic disciplines now have talent pathways established.

8.5

8.6

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

- 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 practices, forums, digital resources, and library.

8.7

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. The launch of the new Performance Coach qualification completed this process in July 2020.
- The new Leadership Awards were launched in January 2021. These allow direct access to assessments, individualised approaches to learning and include new pathways for Stand Up Paddleboard, Stadium, and Touring Leadership awards.

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

- Satisfaction rates have improved annually and in 2020, satisfaction scores from learners on courses were recorded at 98.3% as satisfied with the support and 95% satisfied with communication.



129,967

engagements within
the **digital library**



3,500

coaches have completed
the **self-analysis tool**



5,786

individuals have
listened to the **coaching**
podcasts



60,000

individuals have
accessed **20**
eLearning 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 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 paddler's 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 self-analysis tools designed to support coaches and leaders in their continual development. 20 specific eLearning packages have been designed to support the work of instructors, coaches and leaders.

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 recognised individuals who went above and beyond to support the paddling community through Covid-19. 50 nominations were received with 3,900 votes cast. Four Vice Presidents have been appointed since 2017. The National Honours and Awards Panel has awarded 19 Awards of Honour, 23 Outstanding Contribution and one Award of Valour since 2017 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*)

- This model was revised and agreed between the national associations. Implementation began at the beginning of 2018.

9.4

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

- Continued work to provide development opportunities. By December 2020, the coaching resources within the digital library have had a total of 129,967 engagements, 60,000 individuals have accessed 20 eLearning packages and 3,500 coaches have completed the self-analysis tool.

9.3

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 delivered in 2020 and will continue into 2021.

9.5

9.8

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

- Domestic event volunteer opportunities were promoted to international event volunteers. The Future Leaders programme was run in 2019 to support volunteers to take on roles within the committees of British Canoeing.

9.7

9.9

New action plan for 2021-22

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

Ambition 10



Strengthen Governance and Financial Sustainability within the Sport

Where do we want to be by 2021?

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

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

How are we measuring progress?

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

- British Canoeing retained compliance with the UK Code for Sports Governance in 2020 and also 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

- £2.97 million of income was generated from non-public grant sources in 2019-20 through memberships, coaching and commercial activities - an increase of £553,813 compared to 2018-19.



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 reviews for 2017-18, 2018-19, 2019-20 and 2020-21 have been published.

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. In 2020 a new complaints procedure was introduced.

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 still in development with organisations such as the National Trust, Environment Agency and Canal and River Trust.

10.1

10.2

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

- British Canoeing became compliant with the UK Code for Sports Governance confirmed by UK Sport and Sport England in December 2017. Compliance was maintained in 2020.

10.3

10.4

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

- The review of the national and regional committee structure of British Canoeing, including the Terms of Reference for each Committee was completed in 2019.

New Advisory Groups for Equality, Diversity and Inclusion and also Environment and Sustainability are being scoped for introduction in 2021.

10.5

10.6

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

- £2.97 million of income was generated from non-public grant sources in 2019-20 through coaching, membership and commercial activities - an increase of £553,813 compared to 2018-19.

14 

new and retained **commercial partnerships** confirmed in 2020

1

new Introduction to **Safeguarding eLearning** resource launched



Ambition 11



Improve the profile of paddlesport and communications throughout the sport

Where do we want to be by 2021?

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

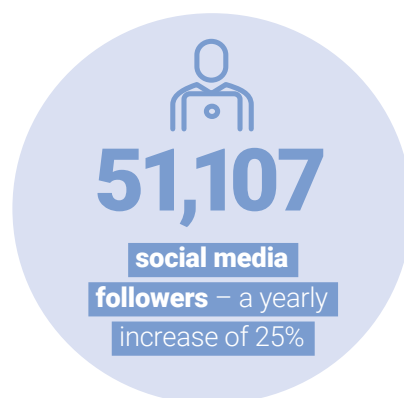
The disciplines' websites will be operating like microsites within the British Canoeing website, drawing from a central database and with efficient online entry and payments systems for competitions.

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

How are we measuring progress?

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

- The 2020 membership satisfaction survey showed that 73% of members were satisfied with communications, maintaining the levels of satisfaction recorded in the 2019 survey.



Action Plan 11

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

■ NOT STARTED ■ WORK STARTED AND ON TRACK ■ COMPLETED

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

- In 2020 British Canoeing websites received 3,644,970 page views, 1,929,377 session views and 1,045,897 unique visitors. New sites were created for Paddles Up Training – the delivery centre for England and internationally and the Clubhouse – an online resource for British Canoeing affiliated clubs.

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

- During 2020 there was increased and improved media profile for British Canoeing, which included national coverage on the access agenda and the athletes selected for Tokyo 2020. The Go Paddling this Summer campaign received high levels of national broadcast and press coverage, helped improve partner relationships with the Environment Agency, Canal and River Trust and RNLI, and was nominated at the UK Association Awards in the 'most effective voice' category.

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 emerging Delivery Partner Scheme, alongside a series of resources, webinars and podcasts delivered over the last 12 months, have greatly enhanced and improved the communications provision for clubs and centres.

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 with launch date scheduled for 2021.

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 2020 membership survey satisfaction with communication remained at 73%. In the last 12 months 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 2020 there were 51,107 social media followers across Facebook (24,685), Instagram (10,718), Twitter (11,064) and YouTube 4,640) - a yearly increase of 25%.

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.



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