



# STRONGER TOGETHER

The Strategic Plan for British Canoeing

2017-2021

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# Foreword

**We are delighted to introduce Stronger Together – the new strategic plan for British Canoeing, which will guide our work until 2021.**

During 2016, in developing this strategy, we consulted widely, listened carefully and are confident that it responds well to the challenges presented within the consultation.

**Stronger Together** presents a clear purpose and vision for British Canoeing. It also sets out 11 ambitions and within these are some very significant new approaches and developments to be delivered by 2021. There are measurable targets and 20 key performance indicators which will be reviewed annually within the Annual Report.

Most importantly, **Stronger Together** presents a plan for the whole of the sport. It is not only for the Board and the executive team but also for the clubs and centres,

regions and disciplines and many other committees, for the national associations and for our many national and regional partners – because it is through working cooperatively that we will be stronger together.

This is a plan for British Canoeing which incorporates some aspects of UK significance, but more which will impact only in England. This is in keeping with the devolved management structure for canoeing in the UK. The national associations in Scotland, Wales and Northern Ireland each have their own complementary strategies which also focus on home country delivery.

**Stronger Together** provides the blueprint for us all to work better together, with each of us being

much clearer about the direction of travel and our respective roles and responsibilities. It seeks to better harness the skills, enthusiasm and commitment of all of those individuals and organisations who want to play their part in building an even brighter future for the sport in England and throughout the UK.

This strategy document is of course just the beginning, but it's an essential and strong start. We very much look forward to working with you in its delivery and to the exciting developments which will come as a result during the next four years.



**Professor John Coyne CBE**

A handwritten signature in black ink, appearing to read 'John Coyne'.

Chair  
British Canoeing



**David Joy**

A handwritten signature in black ink, appearing to read 'David Joy'.

CEO  
British Canoeing



# Why does British Canoeing need a Strategic Plan?

**British Canoeing is one of the recognised national governing bodies (NGBs) of sport in the UK. It is neither the biggest nor the smallest, but with its many disciplines and the varied motivations of its participants, it is certainly more complex than many.**

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Good strategic planning is essential to steer the right path through this complexity.

British Canoeing is a company limited by guarantee and also a membership organisation.

The Board is accountable to the members for managing the strategy for the sport and does this through the production, delivery and review of the strategic plan. This needs to be a published strategy with a clear purpose, vision and measurable outcomes. Progress must be reported annually.

British Canoeing is a voluntary organisation, made up of many constituents including but not limited to; clubs, centres, committees, volunteers, coaches, officials, the Board and the staff.

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With so much voluntary effort and with so many people contributing to the success of the organisation, a quality plan which has clear targets and that brings clarity to roles and responsibilities is essential.

British Canoeing is also a publicly funded organisation which brings with it certain obligations. In 2016 around 80% of its income was from public funding through UK Sport and Sport England. A high quality and active strategy is one of the crucial expectations from these funding bodies. It is what will give them enhanced confidence.

British Canoeing has finite resources and is operating in a changing world.

There has been little significant growth in the organisation for some time, it is over reliant on

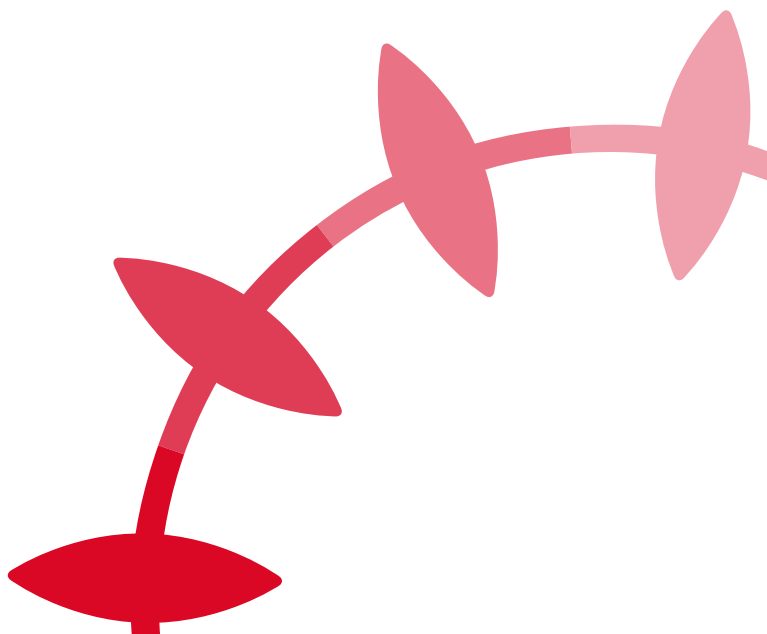
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too few sources of income and some of its key programmes and initiatives are in need of review.

Now is definitely the right time to create and deliver an excellent strategic plan which drives the work of the whole of British Canoeing.

The process began in 2015 and there was extensive consultation throughout 2016. The strategy was further informed through desk analysis of the strengths, opportunities, weaknesses and threats facing the sport, together with consideration of the political, economic, social, technological, legal and environmental issues facing the sport as a whole.

Some of the headlines from this work are presented in the following pages.





Now is definitely the right time to **create and deliver an excellent strategic plan** which drives the work of the whole of British Canoeing

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## Strengths and Opportunities

**Large numbers of people** of all ages, abilities and interests enjoy canoeing, kayaking and stand-up paddleboarding.

The breadth of the sport and the disciplines makes it **attractive to many different people**.

British Canoeing understands the motivations of paddlers and its members better than ever before - **46%** of participants in paddlesports are **female**.<sup>1</sup>

Over **two million** adults and children **take part** in the sport each year in the UK.<sup>2</sup>

In England around **196,000** core participants will paddle **twice a month**.<sup>3</sup>

Research evidence confirms that many more people are **interested in taking up the sport**.<sup>4</sup>  
There are **384** clubs spread throughout England.

There are over **40,000** active club members.

There are **33,000** members engaged directly with British Canoeing.

Over **12,000** registered coaches operate within an established coach education system.

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

There are **strong competition pathways** in most disciplines.

We have a **growing network of trails** and an increased focus on challenges, social and participation events.

Our consultation demonstrates 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 **90 medals across the disciplines** in European and World Championships in 2016.

<sup>1</sup> Watersports Participation Survey 2015 – Arkenford

<sup>2</sup> A Participant Model for Paddlesport 2011 – Further analysis 2015– Fusion Research Limited 2012

<sup>3</sup> Active Lives Survey 2015-16 – Sport England

<sup>4</sup> 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](http://www.sportengland.org/media/871842/outdoors-participation-report-v2-lr-spreads.pdf)

## Weaknesses and Threats

**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**.

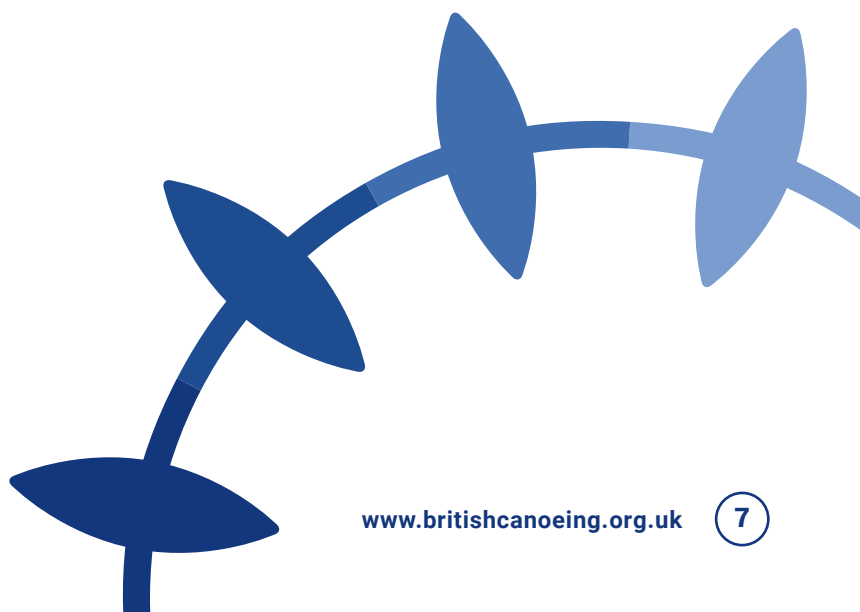
Media coverage and the public perception of canoeing are a **weakness rather than a strength**.

## Political

The **political landscape** within canoeing is relatively complex, with many organisations involved in the development and delivery of the sport 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

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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.

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

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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.

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Whilst **public funding** for sport at national level has been **relatively protected** we cannot take it for granted.

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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.

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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**.

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

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## Social

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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.

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

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

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

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

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

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<sup>5</sup> 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



## Technological

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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**.

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Other sports have advanced the use of technology within the sport to **enhance the enjoyment of participants**. Again canoeing needs to accelerate progress in this area. The sport has made good progress around **innovations in equipment**.

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

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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

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

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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.

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

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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.

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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.

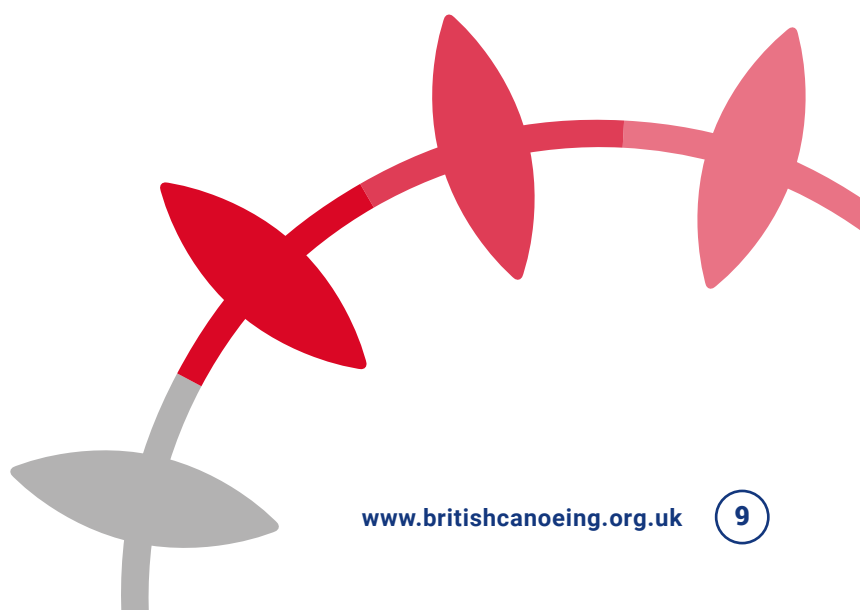
## Environmental

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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**.

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Our community is a **positive contributor** to environmental protection and enhancement and we should **do much more to promote this**.



# How will British Canoeing be different by 2021?

For this strategy to really work, the many parts of British Canoeing including clubs and centres, volunteers and coaches, regional and national committees, the Board and staff will all need to commit to working together, playing their part in its delivery.

If this is the case by 2021;

## Membership

Membership will have increased to around **75,000** and be growing as a result of the introduction of **several new categories of membership** and revised 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%**.

## Partners and Clubs

More partners will be delivering **entry level sessions** to new participants who want **help with 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.

Its **reputation** with members, clubs and external partners will be **improving year on year**. Retailers, trade companies and commercial centres will be **operating more closely** with British Canoeing.

All will be working to **encourage regular paddling**, connections to clubs and events, and membership.

## Demographic

The demographic within the sport will have begun to shift with **more participants** from **black and ethnic minorities**.

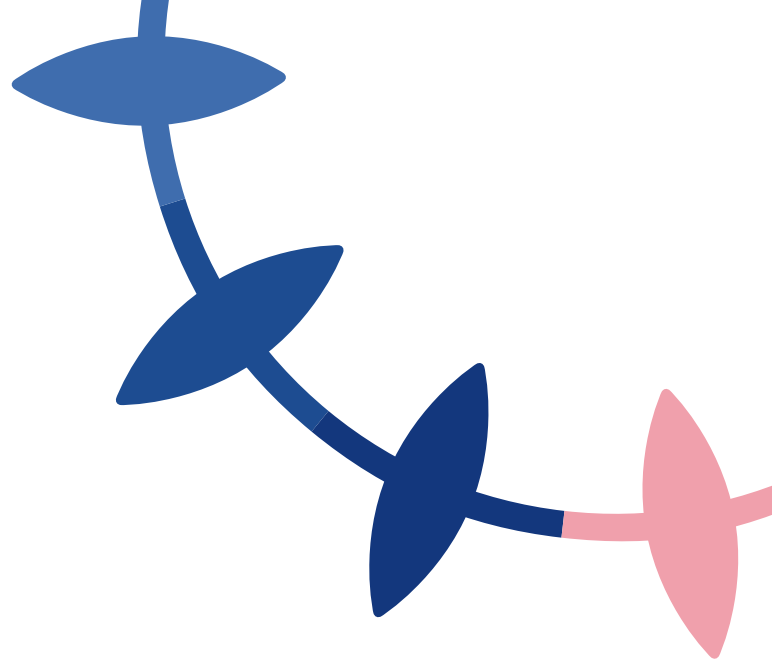
## Communication

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.

## Profile

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%**.



## Coaching

**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 cheaper** to complete.

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

## Competitions

**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.

## Governance

**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.

## Places to Paddle

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.

## Participation

There will be several large and high mass **participation events** each year and a **series of challenges** promoted such as the Three Lakes, which are growing in popularity.

More people will be **paddling more often** and the sport will feel **more accessible** than ever before.

## International Success

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.

# Purpose, Vision, Ambitions and Performance Measures

## Our Purpose

**Our Purpose defines our “Why” – why we all do what we do.**

The purpose is not just for the Board or staff and national committees, but is a purpose for all of those responsible for driving this strategy within every part of British Canoeing.

The purpose of British Canoeing is to;

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



## Our Vision

**Our vision describes the organisation we want to become.**

Action will be required at every level in the sport for the vision to be achieved.

The new vision for British Canoeing is;

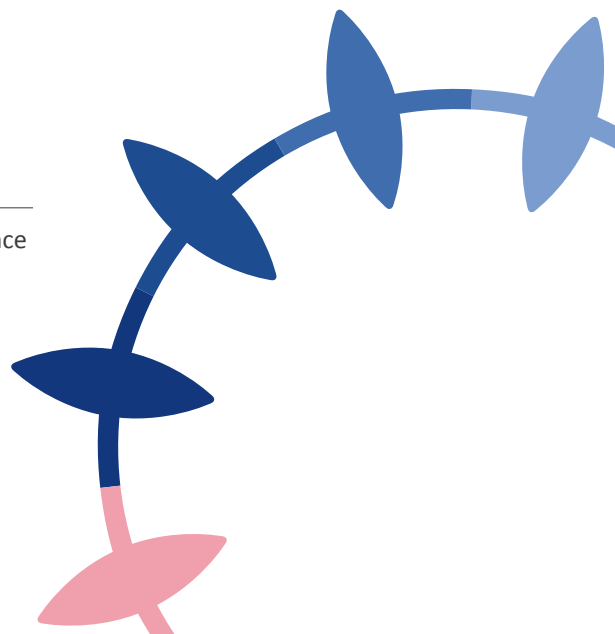
*“A united British Canoeing, focused on our people and ambitions and excellent in delivery”*

# Our 11 Ambitions and 20 KPIs

**The 11 ambitions have been thoughtfully crafted and set an agenda for action for the next four years, designed to put the sport in a better place.**

We have also set out 20 clear and measurable targets (KPIs) as measures of these ambitions which we plan to achieve by 2021 (20 by 21). These 20 KPIs are presented in the following pages.

Progress on these 20 key performance indicators and 67 actions will be reported each year within the Annual Report of British Canoeing.





# 20 Key Performance Indicators by 2021



## Ambition One

Increase regular participation in paddlesport

- KPI 1** Increase in the number of regular participants as measured by Active Lives by 2021
- KPI 2** Increase participation in 1 & 2 Star Awards (or equivalent) annually from 2018

## Ambition Two

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

- KPI 3** Increase the number of people in membership of British Canoeing annually and to 75,000 by 2021
- KPI 4** Increase the levels of member engagement within the services provided by British Canoeing annually from 2018



## Ambition Three

Create and promote more opportunities for exploration, adventure and challenge

- KPI 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 Four

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 Five

Create more places to paddle and improve facilities

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

## Ambition Six

Improve access and promote environmental awareness

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

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



## Ambition Seven

Provide excellent competitions

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

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



## Ambition Eight

Improve pathways to performance and international success

**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 Nine

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 Ten

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 Eleven

Improve the profile of paddlesport and communications throughout the sport

**KPI 20** To improve key volunteer and member satisfaction levels about the promotion of the sport and internal communications annually from 2018

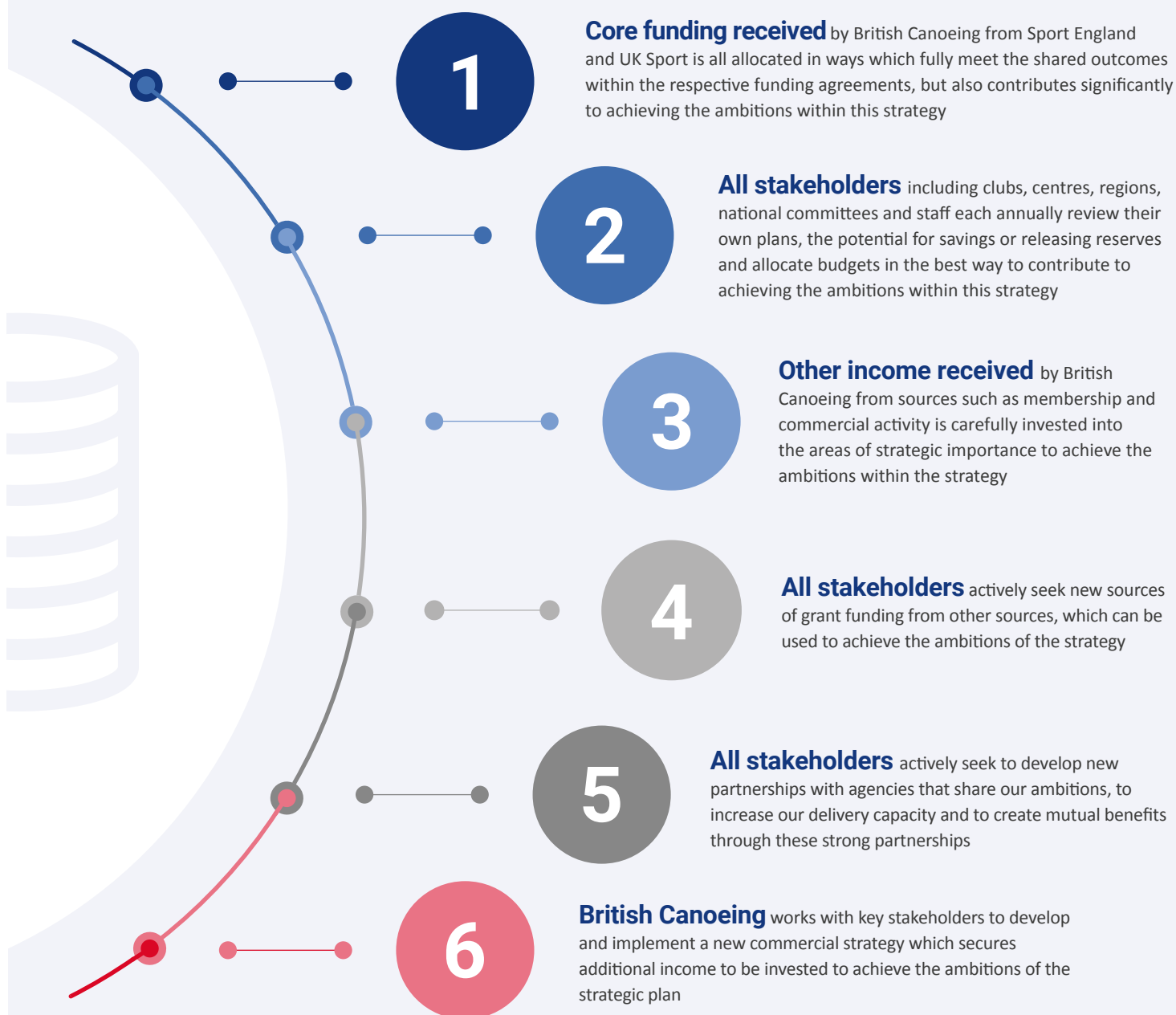
# Funding Delivery

This is a strategic plan for the whole of British Canoeing, requiring coordinated action at all levels within the sport. There is not going to be a single organisation which underwrites the cost of delivery nor is it possible

to precisely cost out the delivery of all the actions at national, regional and club levels.

However, the actions presented are achievable within the resources which

can realistically be expected to be available over the next four years. To achieve this the following funding principles are proposed;





# The National Action Plans

This section of the strategy presents the national actions required to deliver the vision and eleven ambitions. The delivery of these national action plans will be coordinated and delivered by British Canoeing staff, home country associations and national partners, national committees and national level volunteers.

These action plans do not attempt to include all of the work of those involved, nor every action that will be carried out in a year, but are intended to provide a focus on the areas where most improvement or attention is required. They set a national agenda for change over the next four years.

The delivery of the vision and ambitions within the strategy will also require coordinated action at club and regional levels. The recommendations for action at club and regional levels are also shared within Appendices 1 and 2 on pages 40 to 47.



## Action Plan 1

# Increase Regular Participation in Paddlesport

### Introduction

The number of people who participate in some form of paddlesport has been steadily increasing over the last decade and there are now around 1.5million adults (aged 16+) across the UK who participate at least once a year.<sup>6</sup> We know that around 196,000 adults paddle regularly in England.<sup>7</sup> We also know that there is growth potential as research tells us that there are as many as 800,000 people who are already active in the outdoors and who have an interest in taking up canoeing.<sup>8</sup>

The retail offer around canoeing has changed dramatically in the last few years, with new participants taking up the sport using sit-on top kayaks, stand up paddleboards and inflatables.

The sport has become much more accessible and attractive, encouraging greater diversity of participants. The patterns of participation and the motivations of paddlers have become more varied and we know that new participants are now more likely to be independent of clubs than previously.

Deliberate actions are required to engage with independent paddlers and encourage them into more regular participation.

Clubs, centres and youth groups will also continue to play a vital role in introducing new people to the sport and increasing regular participation. Maintaining these existing networks is also very important if we are to achieve an increase in regular participation.

**Where do we want to be by 2021 and how will we measure success?**

#### KPI 1

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

#### KPI 2

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



<sup>6</sup> Watersports Participation Survey 2016- Arkenford

<sup>7</sup> Active Lives 2015-16 – Sport England. [www.sportengland.org/media/11498/active-lives-survey-yr-1-report.pdf](http://www.sportengland.org/media/11498/active-lives-survey-yr-1-report.pdf)

<sup>8</sup> Getting Active Outdoors: additional data analysis for British Canoeing 2016. – KG Sport



# National actions to increase regular participation (2017-2021)

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

1.1

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

1.2

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)

1.3

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

1.4

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

1.5

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)

1.6

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)

1.7

## Action Plan 2

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

### Introduction

Each national association (England, Scotland, Wales and Northern Ireland) manages its own membership programme. British Canoeing has responsibility for the growth of membership in England. English membership numbers have remained very static during the last five years.

There are around 33,000 individual members of British Canoeing and a further 30,000 paddlers who are members of clubs, but who are not individual members of British

Canoeing. With 196,000 people in England paddling each month, there appears to be potential for clubs and for British Canoeing to attract new members.

Membership satisfaction levels vary considerably, but there has been no regular member satisfaction survey to track this. This will be introduced from 2017.

**Where do we want to be by 2021 and how will we measure success?**

#### 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





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

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

2.1

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

2.3

2.2

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

2.4

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

## Action Plan 3

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

### Introduction

We know that the motivations of paddlers are varied and that more are interested in touring, exploring and challenge than competition. It is estimated that around 250,000 adults and young people will enjoy touring in a canoe or kayak each year and that over 80,000 will seek challenge and adventure in white water, surf or sea environments.

Creating and promoting more offers to satisfy this growing demand is a real ambition within this strategy.<sup>9</sup>

The Getting Active Outdoors research also identifies that there are large numbers of people who are seeking new experiences in canoeing and kayaking and are interested in challenges, exploration, fitness and nature.

### Where do we want to be by 2021 and how will we measure success?

#### 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



<sup>9</sup> A Participant Model for Paddlesport 2011 – further analysis 2015 – Fusion Research



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

Create and promote a calendar of events, challenges, tours and symposiums (from 2017)

3.1

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

3.2

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

3.3

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

3.4

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

3.5

## Action Plan 4

# Develop a Stronger Network of Clubs and Centres

### Introduction

Canoe and kayak clubs, centres, youth groups, retailers and hire providers do a great job in introducing thousands of people to canoeing every year, as well as providing opportunities for existing paddlers to keep paddling and enjoying their sport. There are around 40,000 members of clubs in England and this number has been stable for some time.

There is a strong club structure with around 400 clubs affiliated to British Canoeing. Of these 153 have achieved Club Mark accreditation, a further 150 centres are Activity Quality Mark providers and 63 are accredited Paddle-Ability providers

in the last four years. The number of members within clubs has been stable for some time and during the next four years clubs and centres will be supported to share thinking around their business planning and how best to understand the needs of their current and potential members and customers.

The opportunity also exists to create much stronger links between clubs, centres and youth groups in local areas so that they work together more effectively to build pathways and create a varied offer to the local community.

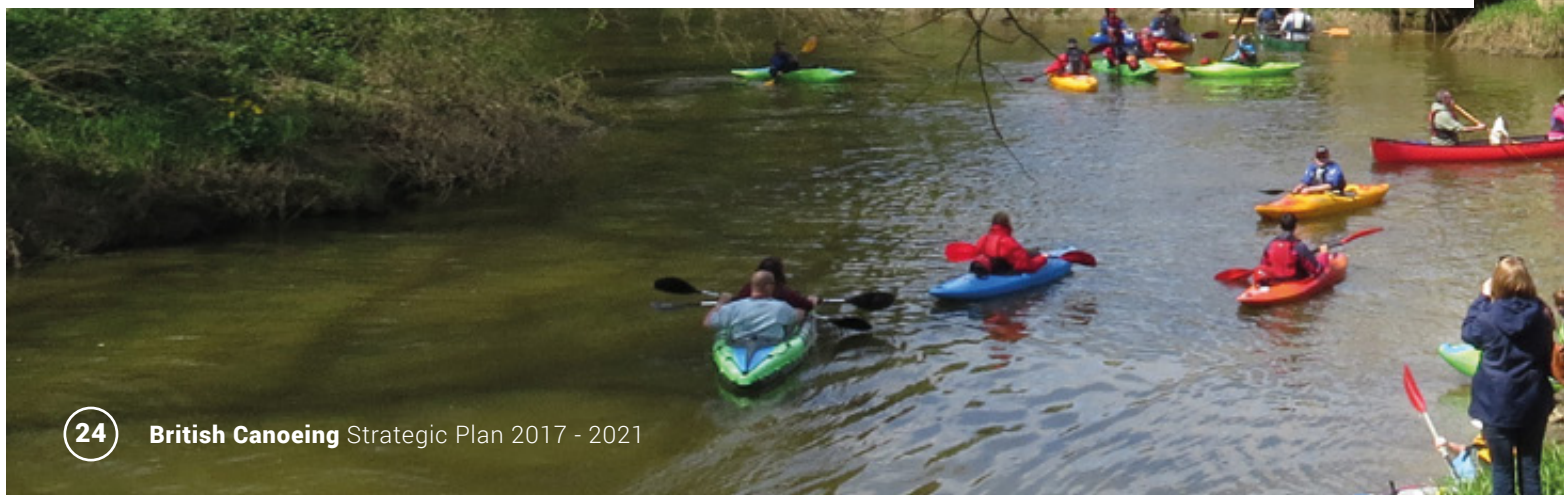
**Where do we want to be by 2021 and how will we measure success?**

#### 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





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

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

4.1

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

4.2

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)

4.3

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

4.4





## Action Plan 5

# Create More Places to Paddle and Improve Facilities

### Introduction

Having suitable and inspiring places to paddle is really important for the growth of the sport. This involves not only improving the physical access on waterways and time in swimming pools, but also developing new destinations and trails, signposting existing places to paddle and developing great competition venues. Much more can be done to better promote the existing places to paddle, as well as working with key partners to develop new places to paddle, new canoe trails and destinations.

In recent years, there has been significant investment channelled to clubs by British Canoeing from the Sport England Community Club Development Fund and Capital Grants programmes which has led to a range of successful club and regional facilities and developments. Although this funding source is changing, there will still be opportunities for community clubs to access public grants and British Canoeing will continue to support clubs to take advantage of these opportunities.

**Where do we want to be by 2021 and how will we measure success?**

#### KPI 9

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



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

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

5.1

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

5.2

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

5.3

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)

5.4

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)

5.5

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

5.6

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

5.7

## Action Plan 6

# Improve Access and Promote Environmental Awareness

### Introduction

The growth of canoeing and the satisfaction of members relies on paddlers having sufficient access to rivers and waterways.

This is an area which has been contested in recent times. British Canoeing now believes that a very strong case has been made to demonstrate that there is an existing Public Right of Navigation (PRN) on all rivers which are physically capable of being navigated. Until such time as the law is clarified either in a court

case or through new legislation being enacted, British Canoeing will support the right of paddlers to use our inland waterways and promote opportunities for everyone to canoe. This will mean some very positive actions will be taken by British Canoeing over the next four years.

Added to this, British Canoeing will continue to encourage and promote the responsible and sustainable use of waterways by all river users including paddlers.

**Where do we want to be by 2021 and how will we measure success?**

#### 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





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

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)

6.1

6.2

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

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)

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)

6.5

6.6

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

6.7

6.8

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



## Action Plan 7

# Provide Excellent Competitions

### Introduction

There are ten competition disciplines organised within British Canoeing, including the Olympic and Paralympic disciplines of sprint, slalom and paracanoe.

This provides a wide range of choice for participants and presents lots of opportunities to attract new people to the sport by providing competitions for all interests and ability levels.

The majority of these competitions in all disciplines are managed through the British Canoeing discipline committees and each committee is planning to develop their competition frameworks further over the next four years.

In recent years, this activity has been separated from British Canoeing, but these developments are intended to be joined up during the next few years.

British Canoeing successfully hosted a number of international events in the run up to and post the London 2012 Olympic Games, culminating in the ICF World Slalom Championships in 2015. A new International Events Strategy is being created for the period to 2025 and will look to include events in many of the recognised disciplines. The first international event bid for is in 2019.

**Where do we want to be by 2021 and how will we measure success?**

#### 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



# National actions to provide excellent competitions (2017-2021)

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)

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)

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

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)

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

7.5

7.6

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





## Action Plan 8

# Improve Pathways to Performance and International Success

### Introduction

British Canoeing has achieved significant international success at World and European level in many disciplines in recent years and we must plan for this to continue.

The Olympic and Paralympic programmes will receive UK Sport funding over the next four years and this will be used at a national level for the development of these disciplines. There will continue to be a focus on canoe slalom, canoe sprint and paracanoe due to the additional public investment they receive and the raised profile for the whole sport which can come with Olympic and Paralympic

success. It will be important to build greater depth in canoe sprint in particular in the next four to eight years and to be more competitive internationally in more sprint disciplines than in recent years.

Talent development programmes in Olympic and non-Olympic disciplines will continue to be developed and delivered within each of the national associations, designed to nurture and support talented performers and coaches and create the right links to those clubs investing in talent development.

**Where do we want to be by 2021 and how will we measure success?**

#### KPI 14

Achieve the minimum target 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 to improve pathways to performance and international success (2017-2021)

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

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)

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

8.3

8.4

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

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

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)





## Action Plan 9

# Develop Volunteers, Coaches and Leaders

### Introduction

Volunteers and coaches play vital roles at every level and are critical to the delivery of this strategy and the growth of the sport.

It is estimated that around 6,000 volunteers are active in supporting clubs, centres and the regional and national committees within the sport. It will be important to continually recruit new volunteers, to support their development, to plan for succession and to create clarity in roles and responsibilities. In addition, to encourage and support greater diversity.

Canoeing also has a very committed workforce of coaches, leaders and coach educators.

Over the last 10 years a strong qualification framework has been delivered, but some aspects of this now needs review and this will be a priority over the next four years. This will lead to some significant changes being introduced to the coaching qualifications programme.

Course delivery and coach updates will continue to be delivered in traditional ways, but in addition new e-learning platforms will be introduced and there will be a greater focus on coach updates, mentoring and peer learning.

**Where do we want to be by 2021 and how will we measure success?**

#### 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



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

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)

9.1

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

9.2

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

9.3

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

9.4

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

9.5

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

9.6

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

9.7

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

9.8



## Action Plan 10

# Strengthen Governance and Financial Sustainability within the Sport

### Introduction

Good governance - planning, structure, appointments, decision making, clarity of roles, risk management - is essential at every level, including club, regional and national, if the sport is to operate effectively. The new UK Code of Sports Governance sets out a very clear framework of standards for national governing bodies.

British Canoeing has undergone a period of positive change at national level and currently complies with many of the requirements of the new code and will be working towards the remaining standards in the next two years. This will include work to review the national committee structure and the terms of reference within all of the national committees.

British Canoeing has the Advanced Standard for Safeguarding Children in Sport and the Intermediate Equality Standard for Sport and will be working to embed these in the practices of the sport at all levels. More support is required at club level in these areas.

British Canoeing is perhaps too reliant on public funding to deliver its core programmes and is seeking to increase the percentage of non-grant income into the organisation over the next four years. This is likely to involve making changes to increase income from membership, coaching and qualifications and from commercial activity.

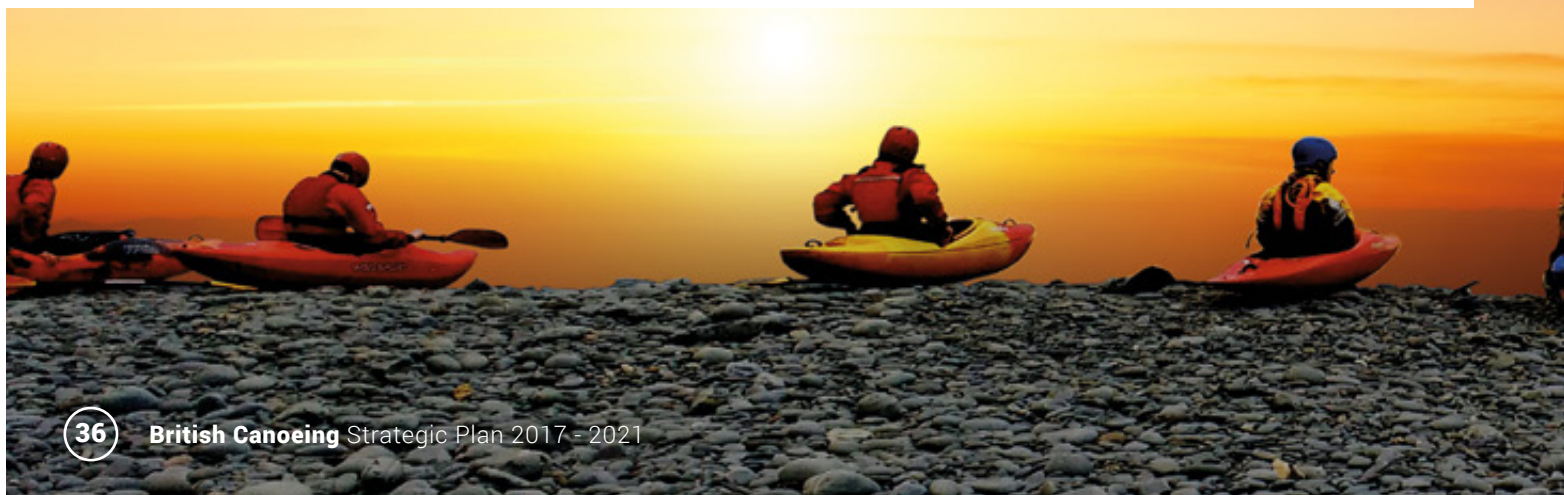
**Where do we want to be by 2021 and how will we measure success?**

#### 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



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

Develop and publish the Strategic Plan for British Canoeing 2017-2021 and report progress annually (from 2017)

10.1

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)

10.2

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

10.3

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)

10.4

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

10.5

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

10.6





## Action Plan 11

# Improve the Profile of Paddlesport and Communications throughout the Sport

### Introduction

The profile and image of canoeing and kayaking is key to future participation and commercial growth. Progress can be made in this area over the next four years. The Olympic and Paralympic Games do provide a great shop window for the sport every four years, but more opportunities must be taken to promote the breadth of activity within the sport through the many existing media channels.

It will be important to increase the TV and streaming coverage of the sport during the next four years with more coverage of events, but also to create more magazine features about the sport.

It is also important that we improve the internal communications between clubs and centres, committees and staff. There is a lot in place with websites, digital newsletters and social media channels all working well. There are opportunities to improve and target national communications more effectively, to develop more positive engagement with members and clubs and to develop efficient online processes for administration within the sport.

**Where do we want to be by 2021 and how will we measure success?**

### KPI 20

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



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

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

11.1

11.2

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

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

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)

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)

11.5

11.6

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



## Appendix 1

# Recommendations for Action within Local Areas and Regions

This strategy is designed to guide the work of all those who make up British Canoeing and encourage coordinated actions at national, regional and club levels.

These actions are presented as recommendations, which could be delivered at a regional level by paid staff and volunteers working together to strengthen the regional

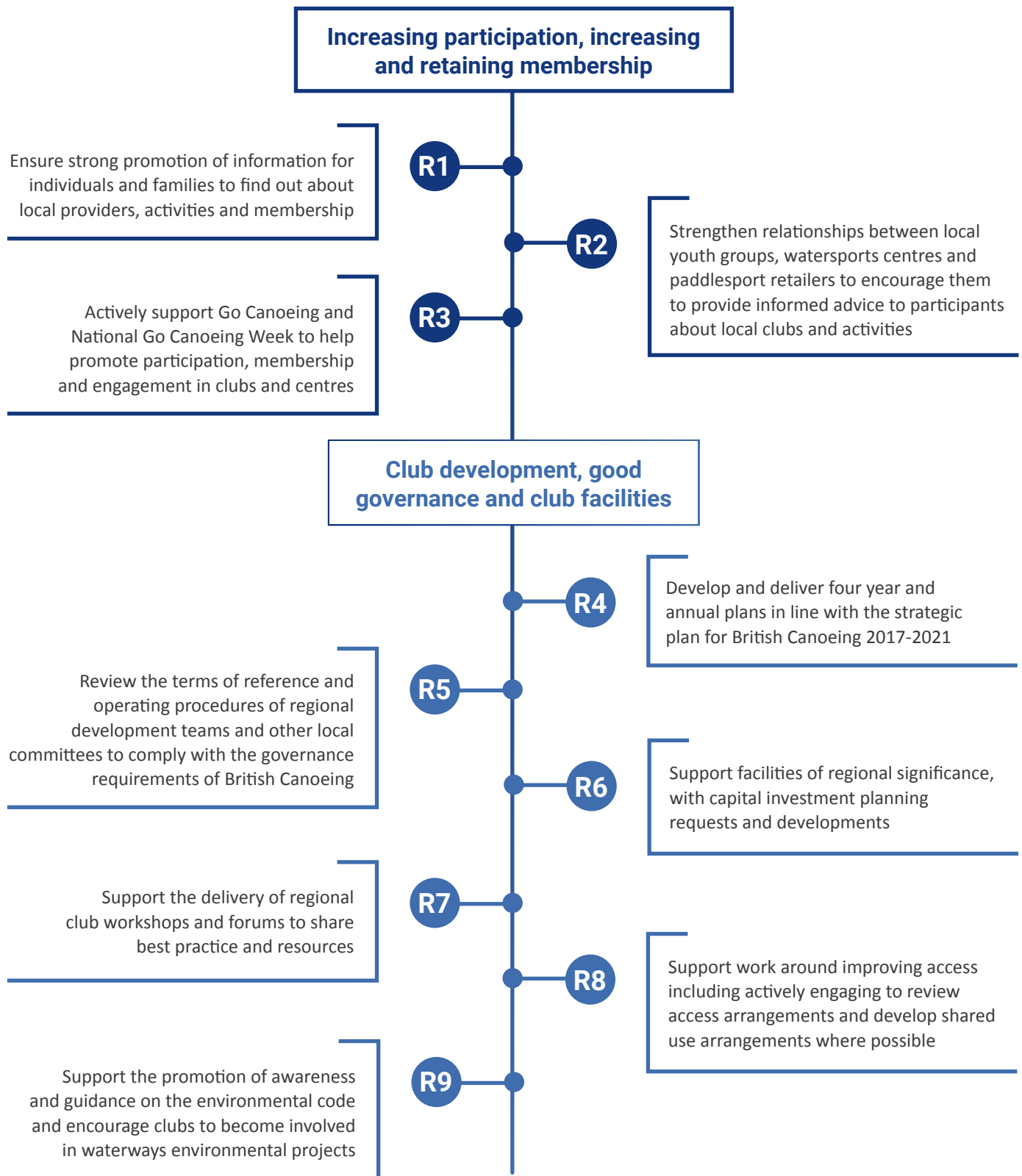
and local delivery. They should not be interpreted as requirements, but rather as suggestions which have been generated through consultation with those most closely involved in regional delivery. They are intended to provide a starting point for the planning and discussions at regional and local levels for partners who wish to play their full part in the delivery of this strategy.

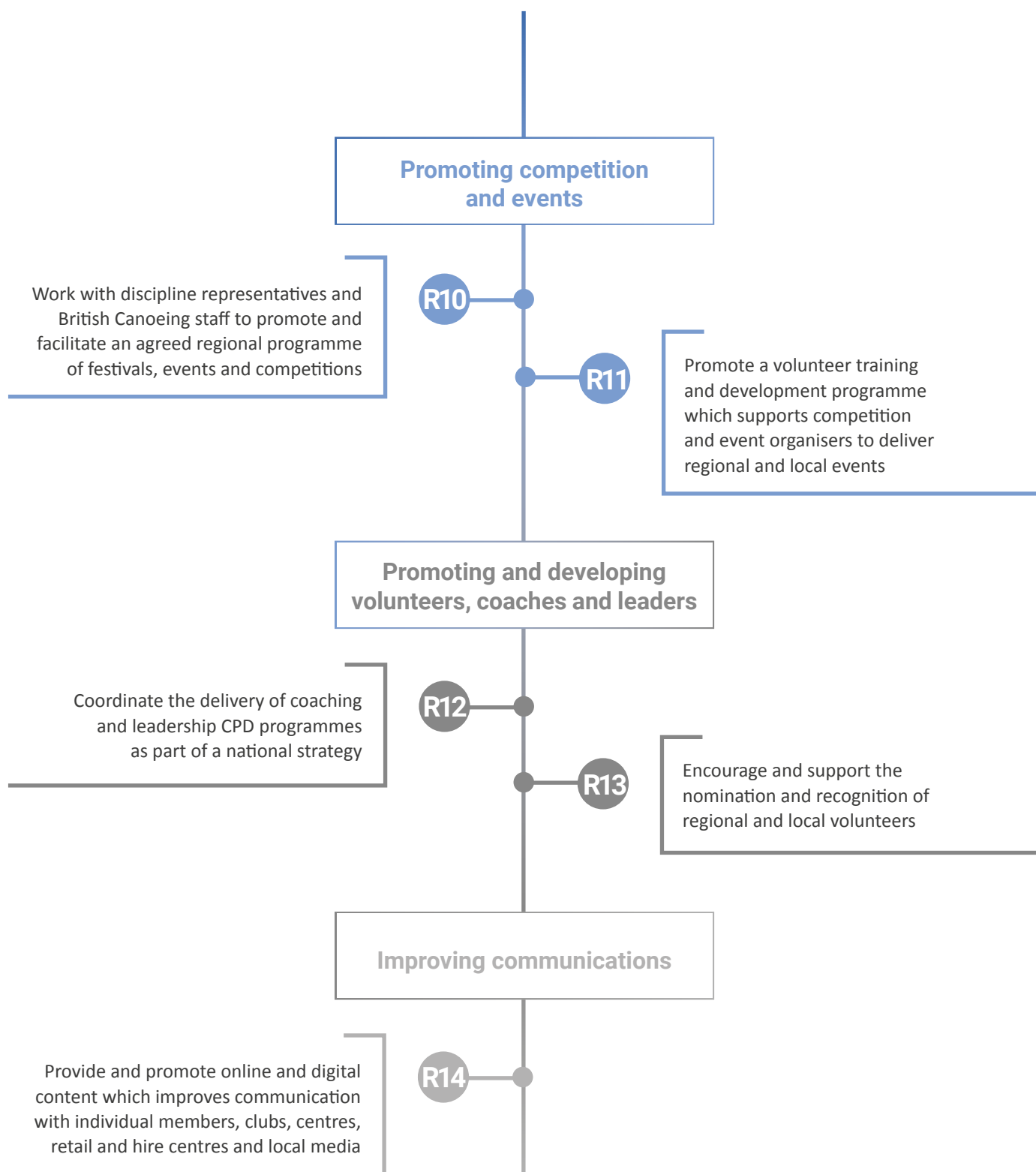
It is proposed that the actions are carried out by regional development teams. This is a general term used to reflect any regional or local grouping of paid and volunteer teams who come together to strengthen the planning and delivery of the sport across a geographical area.





# Recommendations for action within local areas and regions to support the delivery of the strategic plan for British Canoeing (2017-2021)





## Appendix 2

# Recommendations for Action for Clubs and Centres

This strategy is designed to guide the work of all those who make up British Canoeing and encourage coordinated actions at national, regional, local and club levels.

These actions are presented as recommendations, which could be delivered by clubs and centres. They should not be interpreted as requirements or instructions, but

rather as suggestions which have been generated through consultation with those most closely involved in clubs and centres. They are intended to provide a starting point for the planning and discussions within those clubs that wish to play their full part in the delivery of this strategy.

It is fully recognised that there are many clubs and centres, each with

their own individual identity and each may be operating in distinctive ways. These recommendations for action are intended to provide a starting point for the planning and discussions within those clubs that wish to play their full part in the delivery of this strategy.





# Recommendations for action for clubs and centres to support the delivery of the strategic plan for British Canoeing (2017-2021)

## Increasing participation, increasing and retaining membership

Consider how best to provide information which is more easily available for individuals to find out about clubs and centres; what is offered, how people may get involved in activities and become a member

C1

Strengthen relationships with local centres and paddlesport retailers to enable them to make recommendations and signpost their customers to clubs and local events

C2

Explore strengthening links to schools and youth groups as a potential source of new members

C3

Use Go Canoeing materials and promotions to attract new participants and National Go Canoeing Week as a social focus for the club

C4

Proactively promote and encourage British Canoeing membership and its benefits as a way of enhancing their own membership

C5

Conduct an annual club member satisfaction survey, review the results and develop action plans for improvements

C6

Understand and provide for the paddlers with interests other than competition who are inspired by challenges, tours and symposiums and promote the national canoeing destinations, trails and events

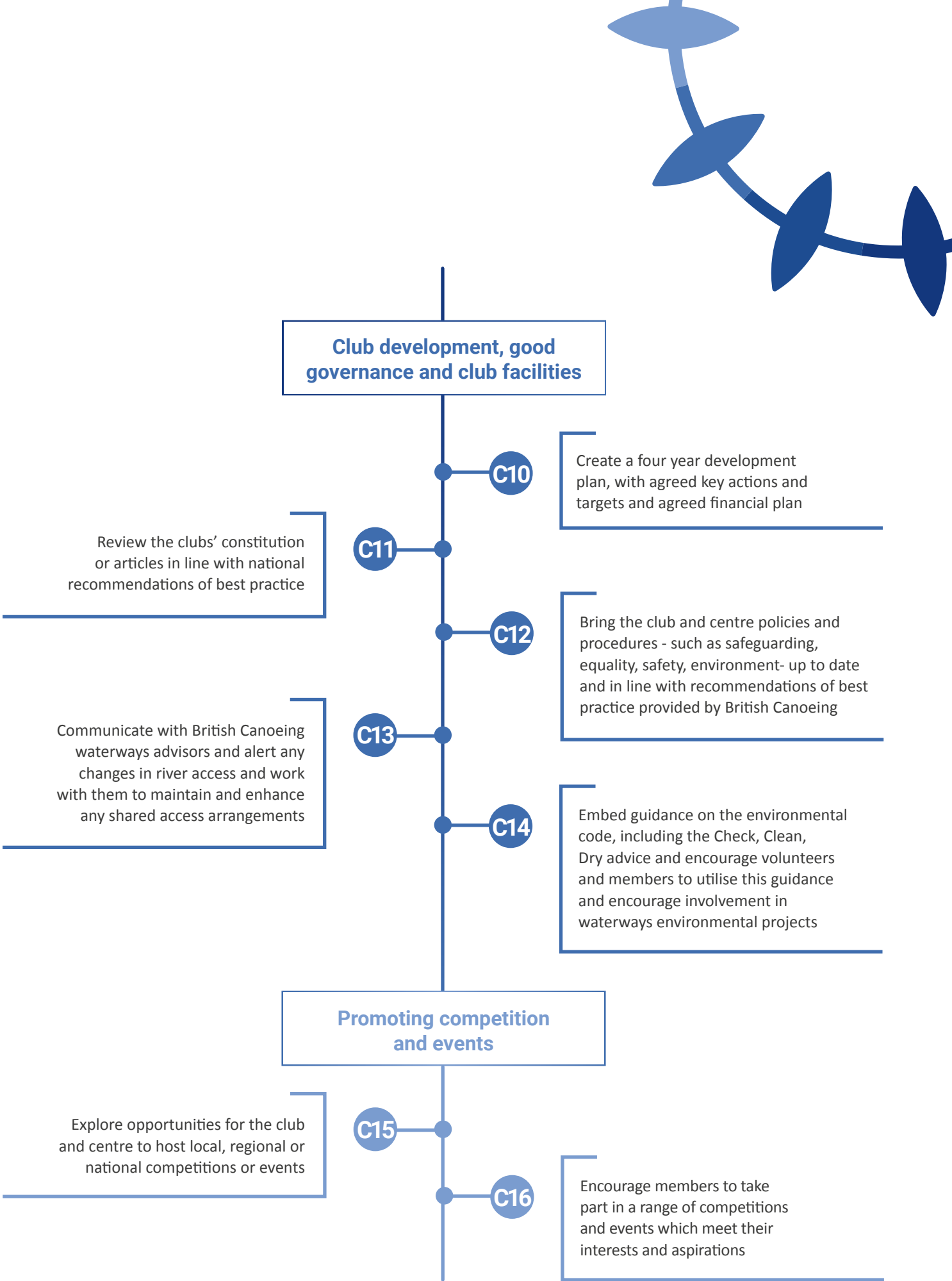
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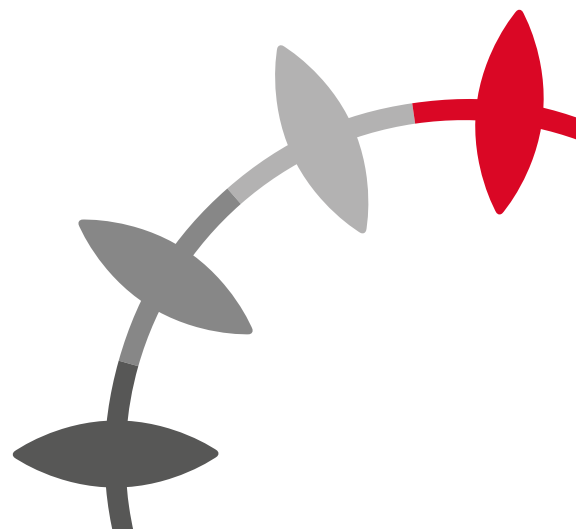
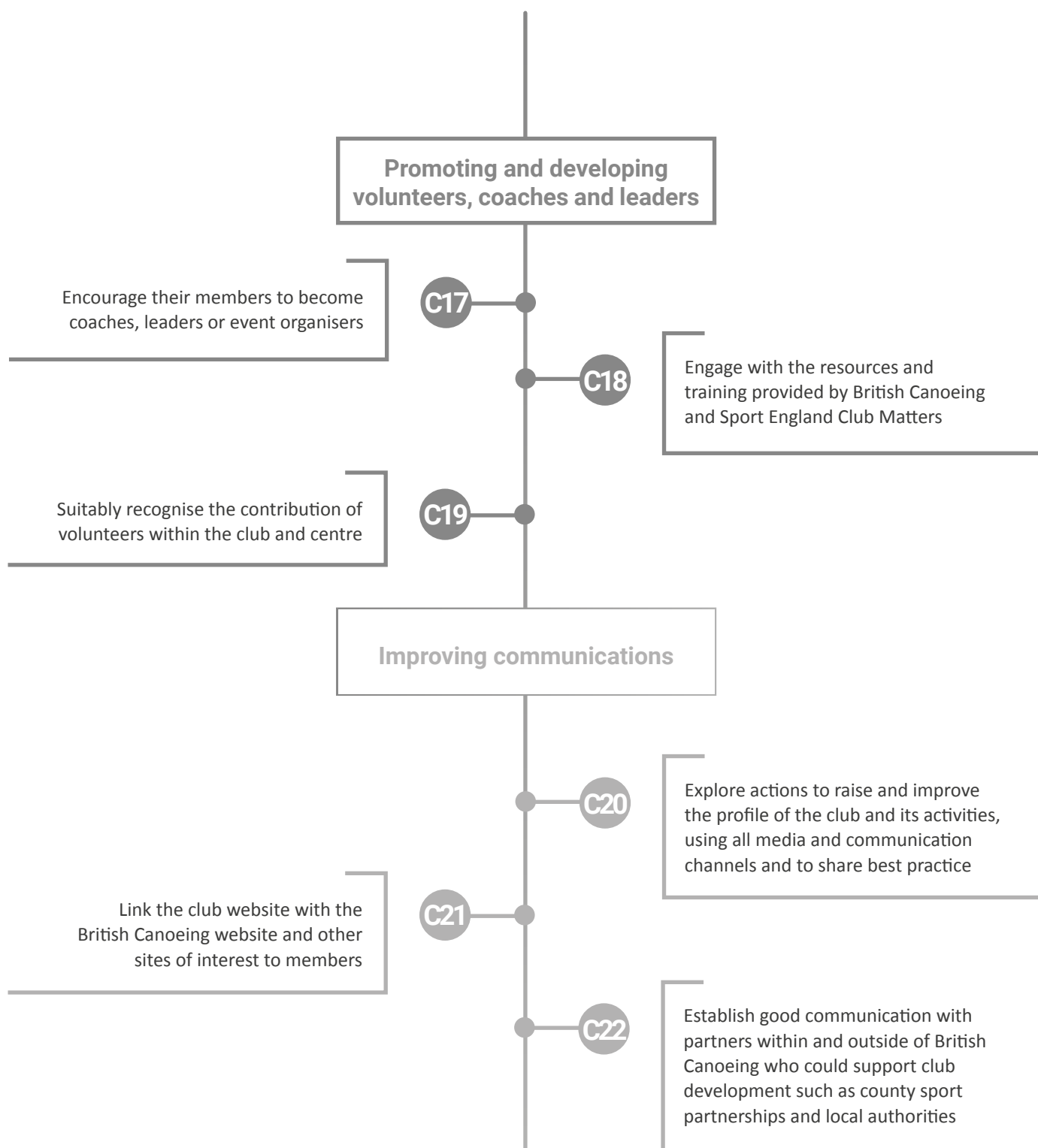
Promote the use of Star and Paddle Power Awards within the club to motivate and develop new and established participants

C8

Provide and promote regular introductory sessions to attract new members

C9











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