

British Canoe Union National Canoeing Development Plan 2005 – 2009

“Helping and inspiring people to go canoeing”

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1. Introduction

The British Canoe Union was founded as the governing body of canoe sport in 1936, with the SCA being founded in 1939 and CANI in 1964. The federal agreement of 1979 saw the first UK agreement between the home nations and initiation of the WCA , while 2002 saw the updating of the federal agreement and emergence of Canoe England as a division of the BCU in England. The last 10 years have also seen considerable development of the sport itself, while the BCU has reacted to members' aspirations government initiatives and investment by creating sound projects to support competition, recreation and coaching, while attempting to address the needs of members and non members within an ever increasing sphere of influence and rising participation rates. The sport continues to grow and thrive, with investment at the grassroots with schemes such as Community club development programme and Olympic and World championship success.

The BCU consists of four constituent home nations:

Canoe England; Canoe Association of Northern Ireland; Scottish Canoe Association; Welsh Canoeing Association

The BCU takes responsibility for the overall administration of the sport at an International level, coordination of the competition structures, governance of UK representative teams, responsibility of the BCU coaching scheme and coordination of the federal union.

The home nations develop specific initiatives in participation, competition, access and facilities,

The sport itself takes in a number of competition and recreational disciplines:

Competition disciplines

Canoe Polo (ICF recognised discipline); Canoe Sailing (ICF recognised discipline); Freestyle (European Canoeing Association recognised discipline); Marathon (ICF recognised discipline); Slalom (IOC and ICF recognised discipline); Sprint Racing (IOC and ICF recognised discipline); Surf; Wild water racing (ICF recognised discipline)

Recreation disciplines:

Inland touring; Sea touring; Surf kayaking; Open canoeing; White water rafting; Lifeguarding; Expeditions

The delivery of these recreation disciplines is developed through the coaching qualifications supported by the BCU coaching service:

Inland kayaking; Sea kayaking; Surf Kayaking; Open canoeing.

Canoeing is also delivered within multi disciplinary activities such as adventure competitions, quadrathlons, while activities such as sit on tops, inflatable kayaks and whitewater rafts, Bellboats and other paddlesports bring the sport to many people outside the traditional structures of clubs, centres, schools and local authorities.

The broad nature of the sport is encapsulated in the BCU vision to:

“Enable our members, partner organisations and the wider paddling community the best available opportunity to achieve their potential in all aspects of Paddlesport”

The BCU mission is “helping and inspiring people to go canoeing”.

In order to achieve this, the BCU will:

Be successful at home and abroad supporting the vibrant, dynamic and diverse sport of canoeing.

Be creative, innovative, knowledge based organisation.

Have a clear set of core values.

Work with partners to provide excellent service to a growing membership.

Offer sustainable access for all into paddle sport at every level.

Have a responsibility to improve the environment in which we paddle and have a positive impact on society as a whole.

Have the highest standard of corporate governance.

This vision is built on the footprint that canoeing has built for itself and where it will go in the future through the delivery of defined strategies in a number of priority areas within the British Canoe Union and its’ federal Associations – Canoe Association of Northern Ireland (CANI), Canoe England (CE), Scottish Canoe Association (SCA) and the Welsh Canoeing Association (WCA)

The impact of the BCU and canoeing

The BCU has a good track record of development, with a number of factors that underpin the rationale for investment in this dynamic sport and organisation that has and will continue to win medals and deliver in the community:

Participation levels of 2 million paddlers, taking part in canoeing activity at least once a year (Mallabon and Taylor 2001; RYA 2001)

A growing membership that has exhibited growth of 4% per annum over the last five years.

A large number of coaches delivering coaching in 625 clubs and 790 AALA centres and other organisations.

An estimated number of 15000 volunteers running clubs, events, courses and committees.

Delivery of 3 Olympic medals in Athens in slalom and sprint and World and European championship winning performances in sailing, surf, canoe polo, marathon, wild water racing and freestyle in the last three years. Canoeing has potential to deliver more, with 16 gold medals available within competition at each Olympic games.

A diverse organisation that has a far larger footprint than its membership due to its impact in outdoor centres, local authorities, military establishments and commercial organisations.

A role in education, with the government and home nation assemblies and parliaments highlighting the value of outdoor education.

An important economic impact, especially in rural areas which host many of the natural resources required for the sport.

A proactive organisation that works cohesively across the home nations, consults with its members and provides detailed plans to deliver cost effective programmes.

An organisation that has supported and invested in facility development, necessary for the delivery of the sport. This can be further enhanced in England through the Community club development programme to provide facilities at a community level.

An organisation, that has through the home nations, addressed accessibility to inland waterways through the work of the SCA in involvement in the Land reform act, through the WCA with development of information services, through CANI with the development of canoe trails and through the BCU / Canoe England in raising awareness of the issues facing canoeists at a parliamentary level.

The BCU is confident it can deliver the targets it has set through consultation with the membership, in collating this plan for British canoeing. A detailed assessment of the BCU's structures is outlined in Appendix 1, with a review of BCU activity outlined in 1.1 (Mallabon and Taylor, 2001).

Strategic objectives

Building on experience gained we will work with our partners in sport and the wider community to deliver an integrated development plan. To achieve the objectives of the plan all sections of the organisation will work to focus on three strategic objectives.

Paddler focus: Working in partnership to help people paddle and enjoy the sport and recreation with the BCU.

International success: Working to support the development opportunities required for people to achieve high level performance in Paddlesport.

Raising the profile of Paddlesport: Working to inform and publicise to all people the full range of canoeing activity.

These broad objectives will be delivered by the BCU and the home nations governing bodies in six priority areas which will be delivered across Great Britain:

1. Participation, National and regional development

This priority area provides the foundations for a healthy sport in providing pathways for participants to enter the sport at a local level. It incorporates club development, which alongside outdoor centres and local authority provision, underpins the foundation and participation elements of developing canoeing. There are a number of initiatives to support clubs and coaches and integrate these with facility development and access to equipment. This is generally delivered by the home nations, while the one stop plan offers a chance for best practice to be implemented across the whole of Great Britain, while the home nations will deliver these programmes to support local development:

This is outlined in detail in Appendix 2 which provides detail on National and regional development and the operational programmes of the home nations.

Key strategies are outlined in:

SCA Development Plan 2004 – 2005 (Appendix 2.1), 2005 - 2009 plan to be completed by April 2005: Awards for all and target group initiatives within SCA development plan

WCA Development Plan 2005 - 2009 (Appendix 2.2) Detail to be completed by April 2005: Club Cymru, Local sports development initiatives, target group initiatives within WCA development plan

CANI Development Plan 2005 - 2009(Appendix 2.3): Awards for all, Library board provision and target group initiatives within CANI development plan

Canoe England Operational Plan (Appendix 2.4)

Canoe England Young Peoples Programme (Appendix 2.5): Top club and club mark (Appendix 2.5.1), Young peoples programme (2.5.2), Paddlesport Development Officers (2.5.3) and Paddlepower (2.5.4), County Sports Partnerships (2.5.5), Community Sports Coaches (2.5.6), PESSL (2.5.7), Outdoor centre initiatives (2.5.8) and target group initiatives within the Canoe England development plan, which will highlight developments within each region.

Canoe England regional development plan (Appendix 2.6)

2. Delivering quality coaching

The prime objective is to create a framework of support for coaches and paddlers where excellence becomes inevitable. At the centre of this strategy will be research and customer focus to ensure a more dynamic approach to coaching and paddler support, in order to provide direction, continuous learning and improvement.

There are over 12000 registered coaches within the BCU, of which 9600 are revalidated, providing opportunities for Paddlesport to over 2 million participants per year in a variety of contexts: Voluntary clubs and organisations, Local authority centres, Outdoor education centres (of which there are 790 registered with AALA to provide kayaking, 750 providing canoeing, white water rafting in 45 centres and 30 providing bell boating), charitable organisations, Ministry of

Defence establishments, schools, further education, uniformed groups as well as within structured performance programmes in both recreation and competition contexts

The coaching scheme provides opportunities for testing skills, educating coaches, educating coach educators and providing an assessment system. Additionally, the BCU provides a system of updating to underpin the continuous professional assessment.

The British Canoe Union has undergone a major review in the form of the Paddlesport review, undertaken by Manchester Metropolitan University in 2001. While the scheme is highly regarded in Great Britain and Internationally, it has developed over time into an unwieldy and complicated system that requires review and simplification in order to provide a quality assured service that delivers an integrated coaching system for recreation and competition coaches at all levels.

The Paddlesport review afforded this opportunity and the recommendations will be used to scope a modular coaching system to be introduced by April 2007, that will form the basis of the UK Coaching Certificate. The changes and recommendations are outlined within this section and detailed in the operational plans, which will be supported by the implementation of the Long Term Paddler Development Model (LTPD) model by April 2007 and the delivery of a quality assured coaching, education and assessment system supported by continuous professional development. Within this the needs of the voluntary sector must be addressed and integrated into the volunteering strategy.

Key strategies are outlined in:

UK Coaching Certificate (Appendix 3.1)

Coaching UK – Modular system (Appendix 3.2)

Long Term Paddler Development Model (Appendix 3.3)

Canoe England Operational Plan (Appendix 3.4)

3. World class Competition

The aim is: “To be the no. 1 canoeing nation with success and depth of excellence at every level”.

The philosophy will be Athlete driven, coach steered, with the objectives to win medals in significant International competitions (Olympic, World and European championships), while the delivery will be to provide athletes with best resources in the World

The home nations will focus on the development of representative structures for those athletes who aspire to Great Britain representation and elite World level performances and the pathways that need to be put in place to move athletes from club and regional structures into National and International representative sport. However there needs to be considerable investment in programmes, alongside facility development to realise this and keep pace with other countries who have invested heavily in competitive sport over a number of years.

With resourced structures in place the BCU will deliver a high level performance programme to ensure that International representative teams attend Olympic games, World championships, European championships and International events with realistic aspirations of global success. To this end, the integration of

the Long term athlete development model across all aspects of the competition discipline coaching scheme will be fundamental, while it will be augmented in certain disciplines with the further development of the Performer Development Model and Talent Search models.

All the disciplines of the BCU should be regarded as World class, while recognising that the Olympic disciplines will be provided additional resources to realise their goals. Olympic success will require investment from UK sport and the home nation sports councils to ensure that performance teams are supported regardless of nationhood, while memorandums of understanding will be set up between the nations to ensure a seamless transition along the elite performance pathway. This will support the initiation of a UK level development programme for aspirant global performers. As such the high level delivery of the Olympic disciplines and classes will be managed, without compromise, within the context of the Performance directorate. The non Olympic disciplines should be supported by the SMC officer, positioned within this department who can develop a "pass it on" philosophy that benefits all disciplines.

This will be supported by an International strategy to attract International events between 2005 and 2016, commencing with the organisation of the canoe sailing World championships in 2005 and the Wild water racing championships in 2006.

All the disciplines have a track record of producing global performances and delivering domestic structures run by volunteers to underpin this. Further detail is outlined in Appendix 4 which provides detail on the competition programmes of the home nations and UK as a whole.

Key strategies are outlined in

Competition discipline operational plans (Appendix 4.1)

BCU Olympic Performance Programme (Appendix 4.2)

BCU Olympic Development Programmes (Appendix 4.3)

SCA Slalom Olympic development programme (Appendix 4.4)

WCA Slalom Olympic development programme (Appendix 4.5)

BCU International Strategy (Appendix 4.6)

4. Access to water and developing facilities

Great Britain has a rich resource of waterways for potential use by canoeists. The coast and estuaries offer a natural environment that can host touring and recreational opportunities, while the canal network and navigable rivers offer opportunities for recreation across the country. However, the legal framework in England and Wales precludes public access to waterways which are not dedicated navigations. This limits legal access to less than 2% of the 55 000 km of waterways available in England and Wales. Governmental surveys have shown that over 50 % of the total waterways are being utilised for canoeing outside the current civil law. The situation is thankfully better in Scotland, where the Land reform act has enshrined the rights of canoeists in law, but will require careful management in the future (especially given the demands that may be placed upon rivers and lakes by visiting canoeists), and Northern Ireland, where there is access on the water as long as the paddler can legally enter and leave the water. This will also bring it's own demands of management as more people will be attracted to the legal access to waterways. Each of the home nations governing bodies faces its' own challenges that have to be resourced to meet the needs of members and non members who use the nation's waters.

The BCU in England and Wales has to respond to the DEFRA report on the provision for canoeing on inland waterways through the provision of a clear access policy that:

Outlines the need for a review of legislation for canoeing on inland waterways;

Invests in lobbying and raising awareness for such provision;

Provides an information service for all waterways;

Invests in a number of canoe trails on navigable waterways that supports the current demand for canoeing, while highlighting the possibilities available in the Scottish Land reform act to all of the United Kingdom and;

Provides an organisation that is perceived as supportive of paddlers' aspirations to go canoeing on all waterways.

The WCA and Canoe England needs to invest in development of the access policy, campaigning for change and political lobbying in order to raise awareness of the situation inside and outside the sport. Only by doing this will the WCA and CE engage with canoeists who currently feel disenfranchised by the governing body. This will require investment in this area of the WCA and CE to make the Union a credible vehicle for change, in much the same way that the SCA have done in Scotland.

The SCA will require investment in the communication with the local access forums that have been set up to manage the Land reform act on a practical level, while it will also need to be involved with the consultation on all proposed Hydro Electric Power schemes that have been identified on up to 15% of Scottish rivers. CANI is currently undertaking a pragmatic approach through the provision of dedicated trails.

While the natural environment offers great potential for canoeing in Great Britain, facility provision for canoeing is woefully inadequate in comparison with other nations. In order to meet the needs as linked to a spatial strategy, the BCU have set out objectives of

Provision of a facility to go canoeing within 30 minutes travel time and;

Provision of a discipline specific facility within 45 – 60 minutes

This would ideally be underpinned by provision of

A major white water facility for every 5 million people

A specialist competition facility in each region / Nation of the BCU

One club for every area hosting 70 – 90 0000 population

Access to inland waterways per se

In order to support these aims, there is a need to address in provision as outlined in the UK and home nations facilities matrix

Specifically the following issues must be addressed:

Establishment of classic routes on navigable waterways (canals, rivers, lakes, estuaries) across all home nations as marketable canoe trails, based on the National Cycle route model. This will benefit underpin all Paddlesport;

Development of club based local facilities. In England, the facilities department has overseen the delivery of the Community Club Development Programme in order to meet the demand for facilities at a local level. This scheme has been hugely successful and requires further investment over the next five years.

Appropriate key equipment in each region;

Investment in World class facilities through investment in new and upgrading of existing National facilities (Cardiff and Bala in Wales, Strathclyde and Grandtully in Scotland, Nottingham and London in England and provision in Northern Ireland), while also looking to positive management involvement in facilities of importance;

Investment in National Canoeing Development Centre in each of the home nations;

Develop of facility matrix– ensuring involvement of Regional Development Teams, Competition disciplines and BCU departments;

Links to river trusts and other organisations;

Agreement at key facilities (i.e. Teeside);

Ensuring that best practices with regard to the Environment are enshrined within the philosophy of the BCU;

Address issues regarding access to local authority facilities re canoeing access (i.e. canoe polo);

The governing bodies also have the expertise to run National level facilities and will be in a position to undertake this role as necessary.

This is outlined in detail in Appendix 5 which provides detail on National and regional development and the operational programmes of the home nations.

Key initiatives are outlined in

WCA Access and Facilities strategy (Appendix 5.1)

SCA Access and Facilities strategy (Appendix 5.2)

CANI Facilities strategy (Appendix 5.3)

Canoe England Facilities strategy (Appendix 5.4)

UK Facilities strategy to be initiated by April 2005 (Appendix 5.5)

Canoe England / WCA Access campaigning policy, to be initiated by January 2005 (Appendix 5.6)

5. Providing services for members

The membership services of the BCU, as delivered by the home nations should:

Provide a valued service to all members that is informative and beneficial.

The services must be easy to access, making use of traditional and electronic methods.

The benefits will be provided at lower cost than can be individually obtained by members.

The systems and processes used will be continually reviewed to maximise productivity and value.

In order to deliver these objectives the BCU will deliver a Membership strategy, Information technology strategy and Marketing strategy by April 2005, while looking to initiate this over the next four years.

Additionally a volunteering strategy will be resourced to support the voluntary contribution of participants, administrators and coaches in the sport – without which canoeing could not function to the level it does today. However, modern society has placed increasing pressures on volunteers to deliver quality assured products and the BCU must invest time and appropriate resource in the voluntary sector. There are over 40 forums and committees supporting the infrastructure of the sport, while the 620 clubs, 320 competitions, 200 recreational events and on going programmes require a high amount of voluntary time and effort from an estimated 7000 administrators and 5000 coaches, many of whom require support to meet these demands.

An accurate assessment is required to provide a more comprehensive volunteer support package. This should be done prior to April 2005.

While the BCU will look to fund a project officer to coordinate the delivery of a work programme for the initiation of a volunteering strategy, it is essential that such a project meets the needs of the existing volunteer base while meeting criteria identified against the UK Sport “National Governing Body Success criteria and model framework”.

The key objective will be to develop a UK wide education and training strategy to support the delivery of Paddlesport. The current situation is outlined in Appendix 6, which indicates the key requirements of the BCU.

Key initiatives are included in
Membership services strategy (Appendix 6.1)
Volunteering strategy (Appendix 6.2)
Information Technology strategy (Appendix 6.3)

6. Managing an effective and equitable governing body

This includes the delivery of an effective service, through auditing of spend, operating costs, retention of financial reserves and delivery of an effective decision making structure. This will be realised through the implementation of a modernisation strategy which will set the BCU up to attain level 2 standard of a sports governing body between 2005 and 2009

The BCU as a whole will work towards best practice in the following areas:

- Modernisation of the governing body
- Legal requirements of the governing body
- Democratic representation
- Measurement of Effectiveness
- Delivery of an Equity and equality policy
- Delivery of a child centred policy
- Risk analysis and investment in appropriate areas

Within the delivery of a modernisation strategy the BCU and its' constituent home nations will ensure that the following areas are prioritised within a modernisation strategy that promotes effectiveness:

Democratic representation and appropriate support of committee structures, working in partnership with each other and operational departments of the BCU;

Attainment of financial security;

Financial effectiveness;

Quality assurance through the attainment of set standards within the "investors in people" and "Quest" schemes;

Customer (member) satisfaction;

Staff satisfaction.

In relation to Equity, the BCU will:

Aim to ensure that all people, irrespective of their age, gender, disability, race, religion, ethnic origin, creed, colour, social status or sexual orientation, have genuinely equal opportunities to participate in Paddlesport at all levels and in all roles

In pursuing its equal opportunities policy, will take or support positive action in favour of any group that is under represented in its membership, the sport as a whole or its workforce.

Is committed to working towards the provision of services to members, potential members and volunteers in an equitable way for everyone.

Seeks to ensure appropriate treatment of all members, potential members and employees.

In its relationship with BCU members and employees seeks to avoid disadvantaging any person by conditions or requirements, which cannot reasonably be justified.

The policy represents the core values of the BCU in relation to equity and provides a framework to ensure that future policies and actions are fair and accessible.

Key initiatives include:

Modernisation strategy (Appendix 7.1)

Equity strategy (Appendix 7.2) a policy is in place, while an implementation strategy will be completed by April 2005

Racial equality action plan (Appendix 7.3) a policy is in place, while an implementation strategy will be completed by April 2005.

Child protection strategy (Appendix 7.4) a policy is in place, while an implementation strategy will be in place by April 2005

Critical success factors

The British Canoe Union and its' home nation constituents each have development plans to focus their aims to service canoeing and their members over the next four to five years. These plans build on good practice and local knowledge and should be used to further develop the sport, while the one stop planning process provides an opportunity to focus resources on the keys to success within paddle sport.

The plan and its' strategies will:

Reflect the needs of the sport and the members of the BCU.

Reconcile the BCU plan with the plans and aspirations of the home nations.

Reconcile plans and priorities of the BCU and home nations with external partners such as Sports Councils, government agencies and other key players.

Prioritise the development areas of the BCU, outlining key initiatives, priorities and key performance indicators.

Specifically we will ensure:

Effective committee and decision making structures;

Cross referencing within the sport, through the initiation of project oriented steering groups;

Support of volunteers, through initiation and delivery of a resourced volunteering strategy;

Priority is given to resourcing an effective strategy to provide access to waterways and facilities;

Effective intradepartmental initiatives, which are underpinned by agreements and regular review;

A higher investment in external partnerships to attract funding to support key initiatives;

Reconciliation of development plans with departmental responsibilities within the home nations and BCU;

Initiation of memorandums of understanding between the home nations;

Readiness through investment in the volunteering, equity and modernisation strategies by April 2005.

This plan needs to be set in the context of the DCMS Game plan, UK sport "Investing in change" document and home nation sports council documents, while being delivered at a local level, supported by the BCU and home nation governing bodies and representative structures.

The current position is outlined in Appendix 1, which outlines the strengths and weaknesses of the organisation, how it relates to partners (i.e. sports councils) and the structural and operational changes that need to be put in place to deliver the plan as defined by the initiatives and performance indicators of the six priority areas.

Proposed British Canoe Union Representative structures, 2005 – 2009

While there is a need to review the democratic structures within a modernisation strategy, the BCU and its' home nations has already undertaken structural changes within the federalisation process and further change would be restricted to making the decision making process more effective.

It is envisaged that:

A UK equity panel would be formed to oversee the delivery of an equity strategy.

A UK Modernisation and corporate governance group would be appointed to oversee these elements.

A UK Staff Management Group would be appointed to review the operational elements of the plan on a quarterly basis, reporting to the BCU Board.

The Olympic Management Group would oversee the UK management of Olympic competition disciplines on behalf of the BCU Board.

The SMC would have a UK specific responsibility for management of competition, supported by the International panels in each discipline.

The English elements of SMC and RDT would amalgamate to provide a comprehensive English Development Team forum.

The federal structure will be maintained through representation on the BCU Board by 5 representatives of Canoe England, 2 from the Scottish Canoe Association, 2 from the Welsh Canoeing Association and 1 from the Canoe Association of Northern Ireland.

The representative structures are outlined below (An organisational diagram is outlined in Appendix 1.2):

UK level representation	UK level committees	Home Nation representation	National forums	Regional representation	Departmental responsibility	Democratic responsibility	Programmes to be delivered
British Canoe Union	Board of Directors						
UK Coaching Management committee	Proposed UK Equity committee				UK Coaching Manager	UKCMC Chair	UK Coaching Service (Delivery of UK Coaching certificate, modular programme, continuous professional development programme, Long Term Paddler Development) Equity strategy
Olympic disciplines Management Group	Slalom Marathon Sprint				BCU Olympic Performance Director	WCMG chair	Olympic Performance Programmes
UK Sports	Canoe Polo				BCU Performance	SMC chair	Competition performance

Management Committee	Canoe Sailing Freestyle Marathon Sprint Slalom Surf Wild water				department (SMC)		programmes
Disciplinary panel					BCU CEO	BCU Chair	
Modernisation and corporate governance					BCU CEO	BCU Vice President	Modernisation strategy
Proposed UK Staff Management Group					BCU CEO	Home nation Chairs	National Canoeing Development plan 2005 - 2009
		Scottish Canoe Association Board of Directors	4 representative streams: Recreation Access Coaching Competition and discipline committees: Surf Slalom WWR Freestyle Polo		SCA CEO	SCA Chair	Nat Development plan Performance plan Facilities Strategy
		Welsh Canoeing Association	1 sub committee: National Coaching and Competition Committee and discipline committees: Slalom Surf Polo Freestyle		WCA CEO	WCA Chair	Nat Development plan Performance plan Facilities strategy
		Canoe Assoc. of Northern Ireland	2 sub committees Coaching panel Awards panel		CANI CEO	CANI Chair	Nat Development plan Facilities strategy
		English Council			Canoe England Membership services	Canoe England Chair	Membership strategy IT Strategy Marketing strategy

			English Development team	RDT (England) Cumbria East East Midlands London and South North North West South South West West Midlands Yorkshire and Humberside Canoe lifeguards Disabilities Sea Kayaking Rafting Expeditions SMC (England) Canoe Polo Canoe Sailing Freestyle Marathon Sprint Slalom Surf Wild water	Canoe England Coaching and Development And SMC officer	EDT Chair	Volunteering strategy Regional development plans Young Peoples Programme
			Access Forum (England and Wales)	Environment Panel. Access Think tank advisory panel	Canoe England Access and Facilities	Access chairs (England, Wales)	Access strategy Facilities matrix (England)
			Staff welfare panel (Canoe England)		Canoe England Chair	Canoe England Chair	

Investment in sport

Ideally the BCU requests the following investment from sports councils to deliver programmes over the next four years and prepare the organisation for further success. The figures are shown for 2005 – 06 and subsequent years may vary appropriately.

UK Sport

£1 318 000 to support the Olympic performance programmes in slalom and racing, which have delivered success at Olympic, World and European level (key performance indicator 3)

£120 000 to support the core management of the organisation and achieve the key performance indicator of achieving level 2 status of a governing body and its constituent parts that indicate an equitable and effective governing body (kpi 6)

£130000 to support competitive team activity in disciplines that deliver World success and a healthy domestic structure (kpi 3)

£71 000 in 2005 – 2006 and £30000 in years thereafter to support the increase in coaching support in the sport across the UK, introduction of the UK coaching certificate and the successful implementation of the Long term athlete development model and coaching development in the Olympic disciplines of racing and slalom (kpi 2)

Sport England

£1293000 to support the Olympic development programmes in racing and slalom that will provide success in the future for seniors and deliver success now at junior and under 23 level (kpi 3)

£372000 to support the Young Peoples Programme (including involvement in the County Sports Partnerships and Community Sports Coach schemes) and £45 000 to support PESSL schemes to ensure that young people move along the “Start, Stay and Succeed” pathway. This will be delivered through the employment of 10 regional Paddlesport Development Officers, 18 Community Sports Coaches (through partnership funding inside and outside the sport) and will impact on participation (kpi 1) and membership (kpi 5).

£105 000 to support Regional development, ensuring management of coaching and participation initiatives across the regions through the employment of regional managers, working closely with the regional sports boards. This will impact on kpis 1, 2, 4 and 5

£14000 to support coaching development in England, which will support voluntary delivery and coordination across the regions (kpi 2)

£26000 to support access development and £24000 to support facility development, which is essential for a sport such as canoeing, which is both a facilitator and a provider. This will be prioritised with investment from the BCU funds. This will assist to deliver kpi 4.

£4000 to support club development initiatives, which along with the Community Club Development Programme (£1.8 million) , which will be crucial to club development in England and will help to deliver kpi 1, 4, 5 and 6.

Sport Scotland

Investment in the core activities and staff of the SCA (£43000), which will deliver kpi 1, 5 and 6

Additional support is requested for the employment of a Coaching Development Officer (£35000) to deliver kpi 2 and investment in a Racing development programme (£10000) to deliver kpi 3

Investment in the Slalom and performance programme (£131 000) to deliver kpi 3

Additional investment is secured from Scottish National Heritage which underpins the employment of a National Access Officer (£14000) to deliver kpi 4

Sports Council for Wales

Investment in the core activities and staff of the WCA (£123000) to deliver kpis 1,2,4,5 and 6

Support of the Coach Cymru programme (£45000) and investment in competition preparation and International programme (£43000) to deliver kpi 3

Northern Ireland Sports Council

Investment in the core activities (Skillling: £10500 and competition: £10000) and staff of CANI (£15000) to deliver kpis 1, 3, 5 and 6

Additional support of a Coaching Development Officer within CANI, in order to deliver UKCC across the home nations (£12000) to deliver kpi 2

Support of the Countryside Management project is supported by external funding (£24000) to deliver kpi 4.

This will allow the BCU to undertake the following work programmes, which are outlined in appendices 2 - 7, which will address its priority areas of work and turn concept into reality through achievement of the key performance indicators between 2005 – 2009.

Summary of key performance indicators

Priority area	KPI	2005 (Baseline)	2006	2007	2008	2009	2005 - 2009	Data collection methods
1. Increase Participation	Raise level of participants in canoeing taking to the water 2 – 5 times per year by 2% per annum from 400 000 to 433000	400 000 (20% of 2 million paddlers participating at least once a year) take to the water 2 – 5 times per annum	2%	2%	2%	2%		DCMS cultural survey. Paddlesport review (every 3 years).
2. Deliver quality coaching	Increase number of active revalidated coaches from 9600 to 12000	9600 coaches	10100	10500	10900	11300	12000	Internal audit by BCU
3. Improve performance in competition	Deliver 93 medals at Olympic, World and European championships	129	129	1310	1410	1411	53 senior 40 junior	Internal audit by BCU
4. Improve Access and facilities	<p>Deliver a clear campaign to address the lack of legal access to inland waterways in England and Wales.</p> <p>Involvement in the local access forums in Scotland, measured by involvement in a set percentage of forums. Involvement in consultation on all HEP schemes.</p> <p>Access to a facility that offers year round opportunity within 30 mins travel time</p>	<p>Requires baseline of membership sample.</p> <p>Baseline measurement by SCA</p> <p>Requires baseline mapping exercise</p>	tbc	tbc	tbc	tbc	<p>80% satisfaction that BCU is providing a clear and communicated campaign.</p> <p>Access to water for canoeing within 30 mins. Access to discipline specific water within 60 mins</p>	<p>Membership survey of effectiveness of campaign. Requires investment)</p> <p>Mapping exercise (requires investment)</p>
5. Increase membership	Increase numbers of members and supporters from 51000 by 6% per annum	51 000 members	54000	57000	60000	64000		BCU membership monitored through returns. supported by Paddlesport review every three years
6. Improve effectiveness and equity	Initiate and deliver modernisation strategy to move towards level 2 standard for a sports governing body	Modernisation strategy to provide detailed audit of current situation			Level 2 standard			Annual review of progress in this and supporting activities by external audit

Key Performance indicator 1 - Increasing participation

The key priority area of the BCU and home nations and issues to be addressed.	Investment in this area is defined by this evidence.	In response the BCU and home nations will focus on these Key Performance Indicators,	Which will be delivered through these key initiatives,	Which will require these people to lead and partner,
<p>Participation, National and Regional development</p> <p>Young peoples programme – requires review from internal and external sources.</p> <p>Effective links between development programmes and the competition disciplines to be initiated and delivered.</p> <p>More introductory competitions and multidiscipline competitions, linked to L T P D model.</p> <p>Work with outdoor centres to underpin ethos of “Start, stay and succeed” and address target group participation.</p> <p>Use Community Sports Partnerships to underpin the employment of canoeing coaches and watersports development officers.</p> <p>More links with competition disciplines.</p>	<p>An annual participation base of over 2 million people every year. This figure is supported by the Paddlesport review, the Omnibus survey conducted by the RYA and the General Household Survey.</p> <p>A developing sport with new products that encourage mass participation – whitewater rafting, sit on tops, inflatable kayaks.</p> <p>Organised provision within outdoor education centres, catering for a diverse and representative population.</p> <p>790 outdoor centres deliver kayaking courses, while 740 centres deliver open canoeing courses and 60 centres run whitewater rafting as an activity and 25 run bell boating.</p> <p>230 BCU centres alone attract over 700000 participants per year. This reinforces the annual</p>	<p>Raise level of participants in Paddlesport taking to the water 2 – 5 times per year by 2% per annum from 400 000 to 433000</p> <p>Increase numbers of participants introduced to sport through BCU centres by 1 - 2% per annum.</p> <p>Increase number of clubs from 628 in 2005 to 675 in 2009.</p> <p>Increase number of clubs obtaining top club or equivalent status from 35 in 2005 to 67 in 2009.</p> <p>Increase number of juniors in individual and club BCU membership by 6% from 2005 to 2009.</p> <p>Increase number of women in BCU membership from 21.4% in 2005 to 24% in 2009.</p> <p>Increase number of members of ethnic minorities who are BCU members from 2.8% in 2005 to 4% in 2009.</p>	<p>Wales Clwb Cymru, Local sports development initiatives, target group initiatives within WCA development plan.</p> <p>Scotland Awards for all and target group initiatives within SCA development plan.</p> <p>N Ireland Awards for all, Library board provision and target group initiatives within CANI plan .</p> <p>England Regional Development plan and target group initiatives within Canoe England development plan</p> <p>Top club and top mark,</p>	<p>WCA CEO (lead) With WCA board of directors Clubs Discipline committees SCW</p> <p>SCA CEO (lead) With WCA Board of directors Clubs Discipline committees Sport Scotland</p> <p>CANI Board of Directors (lead) With Clubs Library boards and centres NISC</p> <p>Coaching and development department (lead) with EDT and relevant officers from RDT SMC Through partnership agreements</p> <p>Young Peoples programme</p> <p>Young peoples programme</p>

	<p>participation rates of 2 million people through cross referencing of data.</p> <p>A comprehensive calendar of events. Over 600 National recreational and competitive events are run by the BCU, while there are a greater number of local events run by clubs and centres that underpin regular participation.</p> <p>A comprehensive coaching scheme provides a recognised industry standard qualification that underpins delivery within a number of spheres – sport, recreation, education, business, defence training, local authority provision.</p> <p>Has a wide variety of activities – bell boating, lifeguarding, rafting, sea touring, inland touring that provide participation opportunities for all</p>	<p>Increase number of people with disabilities who are BCU members from 1.4% in 2005 to 2.2% in 2009.</p>	<p>Paddlesport Development Officers</p> <p>Paddlepower</p> <p>County Sports Partnerships,</p> <p>PESSL</p> <p>Community Sports Coaches</p>	<p>Young Peoples programme</p> <p>Young Peoples programme</p> <p>Young Peoples programme</p> <p>Young Peoples programme</p> <p>and partnership with Discipline committees and Home nations development programmes</p>
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Key performance indicator 2 – Delivering quality coaching

The key priority area of the BCU and home nations and issues to be addressed.	Investment in this area is defined by this evidence.	In response the BCU and home nations will focus on these Key Performance Indicators,	Which will be delivered through these key initiatives,	Which will require these people to lead and partner,
Coaching development				
<p>Investment required in home nations coaching schemes.</p> <p>Delivery of a quality assured coaching, education and assessment system, supported by continuous professional development system.</p> <p>Delivery of LTPD throughout coaching scheme.</p> <p>Address support of voluntary sector.</p> <p>Introduction of modular coaching system to – ensuring breadth and depth of knowledge.</p> <p>Greater breadth of coaching at appropriate times and locations.</p> <p>Integration of competition scheme within coaching and coach education system.</p> <p>Review of fast tracking in order to encourage potential coaches.</p> <p>Introduction of more effective coach mentoring system.</p> <p>Investment in resources to support coaches.</p> <p>Introduction of the UK coaching certificate.</p> <p>Formal Integration of Coaching and development departments.</p>	<p>A comprehensive coaching scheme provides a recognised industry standard qualification that underpins delivery within a number of spheres – sport, recreation, education, business, defence training, local authority provision</p> <p>12000 registered coaches, with 70% of these revalidated.</p> <p>Coaching provision in 240 BCU Approved centres and 790 AALA centres providing coaching in kayaking, canoeing, rafting, bell boating in a variety of disciplines.</p> <p>Over 3000 course run every year, providing support for a training and assessment scheme.</p> <p>Paddlesport review undertaken to consult with coaching scheme members and make recommendations for 2005 – 2009.</p>	<p>Increase number of active revalidated coaches from 9600 in 2005 to 12000 in 2009.</p> <p>Introduction of modular coaching system by April 2007.</p> <p>Following establishment of auditing procedures, increase number of structured coaching opportunities in top clubs from 2005 to 2009 to an agreed level.</p> <p>Following establishment of auditing procedures, increase number of structured coaching opportunities in BCU centres from 2005 to 2009.</p> <p>Increase number of competition coaches by 6% from 2005 to 2009.</p>	<p>UK Coaching Certificate.</p> <p>Paddlesport review – introduction of modular coaching scheme.</p> <p>Regional Continuous Professional development programme.</p> <p>Long term paddler development model.</p>	<p>UK Coaching committee and UK Coaching department (lead) with home nation coaching committees and representation through RDTs</p> <p>UK Coaching committee and UK Coaching department</p> <p>UK Coaching committee and UK Coaching department With home nation and RDT coaching forums</p> <p>UK Coaching committee and UK Coaching department (lead) with home nation coaching committees, extending across whole of sport</p>

Key performance indicator 3 – Improving competitive performance

The key priority area of the BCU and home nations, and issues to be addressed.	Investment in this area is defined by this evidence.	In response the BCU and home nations will focus on these Key Performance Indicators,	Which will be delivered through these key initiatives,	Which will require these people to lead and partner,
improving Competitive performances				
<p>Delivery of World class performance programme in all disciplines.</p> <p>Delivery of home nation development programmes.</p> <p>Bridge gaps between Performance Directorate and Community Sports Coaches to underpin development.</p> <p>Develop memorandums of understanding between home nation sports councils / governing bodies to ensure that GB performance teams are resourced without recourse to funding agencies.</p> <p>Develop memos of understanding between home nations to ensure that delivery of programmes is integrated at agreed standards across the disciplines.</p> <p>Development and maintenance of performance standards across all disciplines.</p> <p>Development of Talent Search</p>	<p>A comprehensive calendar of events. Over 300 National competitive events are run by the BCU, while there are a greater number of local events run by clubs and centres that underpin regular participation</p> <p>Number of World class competitors in all disciplines. Great Britain representatives perform consistently at Olympic, World and Olympic championships. All in all GB one of the leading world nations across all disciplines.</p> <p>Junior competition schemes have been developed to introduce new participants to the sport</p> <p>Specific competition disciplines provide training and competition opportunities at home and abroad.</p>	<p>Deliver 93 (53 senior and 40 junior) medals at Olympic, World and European championships by BCU representative teams between 2005 and 2009.</p> <p>Attain 84 senior and 60 junior top 10 World and European rankings between 2005 and 2009.</p> <p>Increase number of competitors from 10655 in 2005 to 13220 in 2009</p> <p>Maintain a domestic calendar of over 300 events.</p> <p>An International strategy to run major events (2005 – 2016) will be initiated by April 2005, with the target of delivering two World championships between 2005 and 2009 (Canoe sailing and Wild water racing), and a number of International ranking events between 2005 and 2009 in all disciplines.</p>	<p>BCU Olympic performance programme.</p> <p>BCU Olympic Development programmes in England.</p> <p>SCA Slalom Performance Programme and Talented Athlete Programme.</p> <p>WCA Coach Cymru programme.</p> <p>SMC non Olympic discipline project.</p>	<p>BCU Olympic performance director (lead) with Olympic management group and discipline committees</p> <p>BCU Olympic development director (lead) with Olympic management group and discipline committees</p> <p>SCA slalom performance coach (lead) with SCA CEO SCA Slalom comm.. Links to GB programme through GB performance coach</p> <p>WCA slalom performance coach (lead) with WCA CEO WCA Slalom comm.. Links to GB programme through GB performance coach</p> <p>SMC officer (lead) with SMC and discipline representatives</p>

<p>programmes. Investment and support of non Olympic competition programmes.</p> <p>Develop performance ethos across all disciplines and integrate disciplines into department through SMC officer.</p> <p>Support of non Olympic programme athletes.</p> <p>Integration with BCU coaching scheme.</p> <p>Consultation with committees through initiation of International panels to develop the sport.</p> <p>Development of Performer Development Models as an extension to the LTPD model.</p> <p>Investment in World class facilities</p> <p>Investment in equipment to ensure infrastructure of sport is supported.</p> <p>Resources to facilitate delivery of events.</p> <p>Development of an International strategy.</p>			<p>Talented Athlete Sport Scholarship.</p> <p>L T P D and Performer Development models.</p> <p>International events strategy</p>	<p>SMC officer (lead) with SMC and discipline representatives</p> <p>BCU Coaching service, LTPD project officer with all discipline coaches.</p> <p>BCU CEO (lead) With discipline committees</p>
<p>Canoe Polo Appoint a full time administrator</p>	<p>Canoe Polo team have</p>	<p>Number of Senior World and European</p>	<p>Canoe polo</p>	<p>Discipline committee</p>

<p>/ development officer .</p> <p>Investment in the refereeing structure and official education.</p> <p>Invest in supporting the BUSA championships,</p> <p>Invest in regional facilities to support development.</p> <p>Support regional development to integrate competition at this level with the National leagues.</p> <p>Ensure that facilities are available on a local level through liaison with local authorities</p> <p>Develop freestanding outdoor and indoor facilities at a local level.</p> <p>Work with PDO's to underpin participation.</p> <p>Improve marketing of sport world level</p> <p>Run National and International training / race events to support the development of International athletes.</p>	<p>consistently medalled at World level for 15 years.</p> <p>Canoe Polo delivers a calendar of over 70 events per year</p> <p>Canoe polo has an estimated 5000 participants within BCU structures</p> <p>There are many local and regional structures that can be involved in the BCU structures, possibly involving a further 5000 participants.</p> <p>Participation is growing rapidly within polo.</p>	<p>team medals: 6</p> <p>Number of Under 21 medals: 2 (World championships in alternate years)</p> <p>Number of top 10 World senior rankings (2005 – 2009): 4</p> <p>Number of top 10 World under 21 rankings (2005 – 2009) : 4 (Ranking list updated in alternate years)</p> <p>Increase number of participants from 5000 to 5500</p> <p>Maintain calendar of National 4 divisional system to provide opportunities for participants.</p>	<p>development plan, with the priorities being:</p> <p>Administrative support from BCU</p> <p>Increase club based participation</p> <p>Improve National and regional facilities</p> <p>Improve local facilities and address local authority restrictions in swimming pools</p> <p>Improve publicity and image</p> <p>Support performance teams</p>	<p>With support from SMC officer and, in time, dedicated administrative officer.</p> <p>Integration with Young peoples programme, BCU Coaching service, LTPD project officer and facility development departments through project specific groups / clubs</p>
<p>Canoe Sailing</p>	<p>Canoe Sailing team have</p>	<p>Targets (2005 – 2009)</p>	<p>Canoe sailing</p>	<p>Discipline committee</p>

<p>Prepare for 2005 World championships</p> <p>Organise training weekends</p> <p>Organise calendar of events</p>	<p>consistently performed and delivered World champions.</p> <p>Canoe sailing is a specialised activity that is hosted at key sailing clubs across the GB.</p> <p>There is a core of participants who compete at a GB calendar of events.</p>	<p>Number of Senior World medals: 8</p> <p>Number of Junior World medals: n/a</p> <p>Number of top 10 World senior rankings (2005 – 2009): 16</p> <p>Number of top 10 World junior rankings (2005 – 2009): n/a</p> <p>Increase number of participants from 120 in 2005 to 150 in 2009</p> <p>Maintain calendar of 7 events to provide opportunities for participants</p>	<p>development plan, with the priorities being:</p> <p>The successful running of the 2005 World championships</p> <p>Medal winning performances at the World championships.</p> <p>A development programme to attract new participants.</p> <p>Increase media opportunities.</p>	<p>With support from SMC officer.</p> <p>Integration with Young peoples programme, BCU Coaching service, LTPD project officer and facility development departments through project specific groups / clubs</p>
<p>Freestyle</p> <p>Run National and International training / race events to support the development of International athletes.</p> <p>Attendance and attainment of World level performances at World championships and European championships.</p> <p>Increase number of participants, through development of low level competition opportunities and liaison with BCU young people's programme.</p> <p>Address potential opportunities of application for ICF recognition.</p>	<p>Freestyle delivers medals at each World championships</p> <p>Freestyle provides a competition focus for a large no of recreational participants who are involved in whitewater kayaking.</p> <p>Freestyle has considerable untapped potential to develop competition at a local level.</p> <p>Freestyle is an attractive sport for marketing and sponsorship opportunities.</p>	<p>Targets (2005 – 2009)</p> <p>Number of Senior World and European medals: 8</p> <p>Number of Junior World and European medals: 6</p> <p>(World championships held in alternate years)</p> <p>Number of top 10 World senior placing: 8</p> <p>Number of top 10 World junior placings: 8 (World championships held in alternate years)</p> <p>Increase number of competitive participants from 400 in 2005 to 550 at</p>	<p>Freestyle development plan, with the priorities being</p> <p>Increase no of facilities / features</p> <p>Increase no / quality of coaches</p> <p>Increase junior participation</p> <p>Support team paddlers</p> <p>Improve media and publicity</p>	<p>Discipline committee</p> <p>With support from SMC officer and, in time, dedicated administrative officer.</p> <p>Integration with Young peoples programme, BCU Coaching service, LTPD project officer and facility development departments through project specific groups / clubs</p>

<p>Increase number of facilities and features available for competition and training.</p> <p>Increase number, quality and direction of coaches.</p> <p>Improve publicity through development of a variety of media,..</p> <p>Obtain administration support for discipline.</p>		<p>National events in 2009.</p> <p>Maintain calendar of 7 events to provide opportunities for participants, while integrating an introductory calendar of events to meet the need of a rapidly developing sport.</p>	<p>Administrative support from BCU</p>	
<p>Racing Run National and International training / race events to support the development of International athletes.</p> <p>Increase number of participants through targeting of juniors and clubs</p> <p>Increase number and quality of active coaches.</p> <p>Increase number and value existing volunteers,</p> <p>Facilities need development at a National level</p> <p>Additional investment at a regional level to support performance centres in five key regions.</p> <p>Local club facilities require</p>	<p>Marathon has a long track record of success at a World level, producing World champions at junior and senior level for many years.</p> <p>Sprint has delivered Olympic medals alongside consistent finalists for the length of its Olympic history.</p> <p>Marathon has an estimated 3000 participants, while there are a further 1000 – 1500 participants outside these competition structures</p> <p>Marathon has a well developed calendar at a regional level</p> <p>Sprint has a well organised structure with National regattas held on a regular basis.</p>	<p>Marathon Number of Senior World and European medals: 8</p> <p>Number of Junior World and European medals: 10</p> <p>Number of top 10 World senior placings (2005 – 2009): 12</p> <p>Number of top 10 World junior placings (2005 – 2009): 12</p> <p>Increase number of participants from 3000 to 3400.</p> <p>Maintain calendar of 90 events to provide opportunities for participants.</p> <p>Sprint Number of Senior World and European medals: 6</p> <p>Number of Junior World and European medals: 4</p>	<p>Racing development plan, with the priorities being:</p> <p>Increase no / quality of active coaches</p> <p>Increase junior participation</p> <p>Improve image and publicity</p> <p>Improve and develop local, regional and National facilities</p>	<p>Discipline committee With support from SMC officer and integration with National Development coach programmes (LTPD).</p> <p>Integration with Olympic performance and development programmes, Young peoples programme, BCU Coaching service, LTPD project officer and facility development departments through project specific groups / clubs</p>

<p>investment both on and off the water,</p> <p>Access for senior and junior athletes and coaches to gym facilities</p> <p>Maintenance of the quality calendar of events that underpins the sport.</p> <p>Improve image and public relations.</p> <p>Improve communications.</p>	<p>The lightning series is an adapted junior discipline that encourages junior participation.</p>	<p>Number of top 10 World senior rankings (2005 – 2009): 10</p> <p>Number of top 10 World junior rankings (2005 – 2009): 6</p> <p>Increase number of participants from 3000 to 3900, as defined by the number taking part in flat water racing as a whole.</p> <p>Maintain calendar of 6 events to provide opportunities for participants.</p>		
<p>Slalom Run National and International training / race events to support the development of International athletes.</p> <p>Increase number and quality of active coaches.</p> <p>Increase number and value of existing volunteers.</p> <p>Increase number of participants through targeting of key clubs and partnership initiatives.</p> <p>Improve image and public relations.</p> <p>Develop the sport and calendar to be in a position to run World championships.</p>	<p>Slalom has delivered Olympic, World cup and World championship medals.</p> <p>Slalom has a good calendar of events across GB, with increasing participation levels over the last three years.</p> <p>Slalom has well developed home nation programmes to support performance objectives</p>	<p>Number of Senior World and European individual and team medals: 10</p> <p>Number of Junior World and European individual and team medals: 8</p> <p>Number of top 10 World senior placings (2005 – 2009): 20</p> <p>Number of top 10 World junior placings (2005 – 2009): 10</p> <p>Increase number of ranked participants from 1200 in 2005 to 1600 in 2009</p> <p>Maintain calendar of 65 events to provide opportunities for participants:</p>	<p>Slalom development plan, with the priorities being:</p> <p>Increase no and quality of active coaches</p> <p>Increase no of volunteers</p> <p>Increase no of junior participants</p> <p>Improve image and publicity</p> <p>Improve and develop facilities / infrastructures</p> <p>Run World /</p>	<p>Discipline committee (Admin officer in place)</p> <p>Integration with Olympic performance and development programmes, Young peoples programme, BCU Coaching service, National Development coach, LTPD project officer and facility development departments through project specific groups / clubs</p>

<p>Improve and develop National and regional facilities,</p>			<p>European event</p>	
<p>Surf Increase number of participants (target groups of women and junior competitors) Increase number of active coaches through integration with recreational scheme Produce ranking list Run National and International training / race events to support the development of International athletes. Raise profile of BCU Surf. Produce promotional material, in the form of a DVD, that provides information on competition, judging and the discipline itself.</p>	<p>Surf has had a number of home nation World champions at senior and junior level over the last 10 years. Surf has a strong presence in the South West, while there are good structures in Scotland, Wales and Channel islands. There is strong potential for integration between recreation and competition disciplines.</p>	<p>Number of Senior World medals (all home nations): 10 Number of Junior World medals (all home nations): 8 (World championships held in alternate years) Number of top 10 World senior rankings (2005 – 2009): 24 Number of top 10 World junior rankings (2005 – 2009): 14 Increase number of participants from 100 in 2005 to 130 in 2006 Maintain calendar of 10 events to provide opportunities for participants, while a calendar of local events in Scotland and the Channel Islands will also provide localised opportunities.,</p>	<p>Surf development plan, with the priorities being: Increase participation and through club development Increase no of coaches Improve publicity and image Improve communications</p>	<p>Discipline committee With support from SMC officer . Integration with Young peoples programme, BCU Coaching service, LTPD project officer and facility development departments through project specific groups / clubs</p>
<p>Wild Water racing Run National and International training / race events to support the development of International athletes. Increase number of specialist WWR coaches and ICF qualified officials in preparation to run 2006 World championships.</p>	<p>Wild water racing has emerged with junior World performances having a good level of world performances. The committee has organised three world championships in the last 20 years. Planning in place to run the 2006 World</p>	<p>Number of Senior World and European individual and team medals: 6 Number of Junior World and European individual and team medals: 6 Number of top 10 World and senior placings: 6 Number of top 10 World junior placings (2005 – 2009) : 6</p>	<p>Wild Water Racing development plan, with the priorities being Increase no and quality of coaches Increase junior participation</p>	<p>Discipline committee With support from SMC officer. Integration with Young peoples programme, BCU Coaching service, LTPD project officer and facility development departments through project specific groups / clubs</p>

<p>5 – 7 development groups as hubs linked to facilities to underpin the pathways to performance.</p> <p>Develop division B races / Wavehopper challenge to encourage junior participation</p> <p>Inclusion of WWR in Top club junior events, develop initiatives alongside the BCU Young Peoples programme.</p> <p>Improve communications.</p>	<p>championships.</p> <p>Potential to develop regional hubs.</p> <p>Increasing junior participation through Wavehopper series.</p>	<p>Increase number of participants from 435 in 2005 to 550 in 2009</p> <p>Maintain calendar of 65 events to provide opportunities for participants</p>	<p>Improve access to suitable waters</p> <p>Improve performance</p> <p>Improve marketing of sport</p>	
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Key performance indicator 4 – Improving Access and developing facilities

The key priority area of the BCU and home nations and issues to be addressed	Investment in this area is defined by this evidence.	In response the BCU and home nations will focus on these Key Performance Indicators,	Which will be delivered through these key initiatives,	Which will require these people to lead and partner,
Improve access to inland waters				
<p>Develop policy in England and Wales with regard to access to inland waterways, with resourced campaigning and lobbying programme.</p> <p>Management of policy derived from Land Reform Bill in Scotland through development of Local Access Forums.</p> <p>Develop policy in Scotland with regard to HEP schemes, with resourced campaigning / lobbying programme.</p> <p>Development of membership services that are linked to the provision of an access orientated membership.</p> <p>Development of web based information services.</p> <p>Development / distribution of canoe access information. Links to river trusts and other organisations.</p>	<p>The DEFRA study outlines that there is over 50 000 km of water that could host canoeing in England and Wales. Less than 3% is legally usable by canoeist, despite the same study noting that over 50% of the waters are actually used by canoeists.</p> <p>In response the BCU should provide a clear access policy that:</p> <p>Outlines the need for a review legislation for canoeing on inland waterways;</p> <p>Invests in lobbying and raising awareness for such provision;</p> <p>Provides an information service for all waterways;</p> <p>Invests in a number of canoe trails on navigable waterways that supports the current demand for canoeing, while highlighting the possibilities available in the Scottish Land reform act and;</p> <p>Provides an organisation that is perceived as supportive of paddlers' aspirations to go canoeing on all waterways.</p> <p>In Scotland, the Land reform act (2001) enshrines the right of access to water in law, while appreciating the need to legally enter</p>	<p>Deliver a clear campaign to address the lack of legal access to inland waterways in England and Wales.</p> <p>Involvement in the local access forums in Scotland, measured by involvement in a set percentage of forums. Involvement in consultation on all HEP schemes.</p> <p>Legislation - Tabling of legislation / early day motion.</p> <p>Lobbying - Questioning of effectiveness of campaign.</p> <p>Information -Provision of web based information service to all inland waterways.</p>	<p>Access to waterways in England and Wales</p> <p>Access to waterways in Scotland</p> <p>Access to waterways in Northern Ireland</p>	<p>Access officers and English Council and Canoe England Access committee / WCA to provide strategy in England and Wales With RDT (Access forums) and WCA forum.</p> <p>National access officer, with Home nations river advisors to provide strategy in Scotland Liaison with local access forums representatives</p> <p>CANI board (lead)</p>

	<p>the water, through the encouragement of facility agreements.</p> <p>Economic impact. Canoeing makes quantifiable contributions to the economy, where there is a canoeing based tourist activity, as outlined in studies by Snowdonia Active and the north Wales Gateway Survey.</p>			
Improve facilities				
<p>Establishment of facilities in regions, commensurate with requirements of paddlers. Access and facilities – key issues</p> <p>Establish classic routes on navigable waterways across all home nations as marketable canoe trails.</p> <p>Development of club based local facilities.</p> <p>Appropriate key equipment in each region.</p> <p>Develop World class facilities through investment in new and upgrading of existing National facilities.</p> <p>Investment in National Canoeing Development Centre in each of the home nations.</p> <p>Develop of facility matrix– ensuring distribution to Regional Teams, Competition</p>	<p>A spatial strategy set outs the following needs:</p> <p>Provision of a facility to go canoeing within 30 minutes travel time</p> <p>Provision of a discipline specific facility within 45 – 60 minutes</p> <p>This would then be underpinned by provision of</p> <p>A major white water facility for every 5 million people</p> <p>Access to inland waterways per se</p> <p>A specialist competition facility in each region / Nation of the BCU</p> <p>One club for every area hosting 70 – 90 0000 population</p>	<p>Access to a facility that offers year round opportunities to participate in canoeing within 30 mins. travel time.</p> <p>Delivery of a home nation canoeing development facility. England: Nottingham / London; Scotland: Grandtully / Strathclyde; Wales: Cardiff. Northern Ireland: no .of sites</p> <p>Development of a National facility in each competition discipline.</p> <p>Access to a regional facility that offers year round opportunity in a given discipline within 45 – 60 mins travel.</p> <p>Development of National canoe trail network, that attracts 15000 users per trail per annum by 2009.</p>	<p>UK facility matrix, as a reconciliation of the home nation matrices (Spatial strategy)</p> <p>Scotland facilities matrix</p> <p>Wales facilities matrix</p> <p>Northern Ireland</p> <p>England facilities matrix</p> <p>Investment in community club development programme</p>	<p>Home nation facilities officers to coordinate matrix</p> <p>National officer to lead SCA board</p> <p>National officer to lead WCA board</p> <p>CANI board</p> <p>National officer to lead English Council / National access committee / RDT / SMC / clubs</p> <p>Facilities officer, in conjunction with club lead officer</p>

disciplines and BCU departments. Agreement at key facilities (i.e. Teeside) Address issues regarding access to local authority facilities re canoeing access (i.e. canoe polo)				
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Key performance indicator 5 – Delivering quality membership services

The key priority area of the BCU and home nations and issues to be addressed	Investment in this area is defined by this evidence.	In response the BCU and home nations will focus on these Key Performance Indicators,	Which will be delivered through these key initiatives,	Which will require these people to lead and partner,
Delivering quality membership services				
<p>External and internal communication need to be addressed urgently.</p> <p>Marketing and Public relations plan to be initiated on a proactive basis.</p> <p>Service recreational paddlers appropriately</p> <p>Address the attraction of non members – What should be done for them and how can they be attracted to the BCU.</p> <p>Improve communication and sell the benefits more effectively.</p> <p>Promotional material requires total overhaul.</p> <p>Retailer lead membership packages</p> <p>More direct benefits and affinities for membership</p>	<p>Membership is increasing. The home nations have seen increases of 3.5 – 6% per annum in their membership over the last five years.</p> <p>A good number of volunteers and a number of dynamic committees and forums to administer the sport.</p> <p>A comprehensive membership package that can be enhanced.</p> <p>Partnerships. A good track record of working with partners – tourist boards, heritage agencies, sports councils, - to deliver packages for members and non members.</p> <p>There are over 40 forums and committees supporting the infrastructure of the sport, while the 620 clubs, 320 competitions and 200 recreational events require a high amount of voluntary time and effort from an estimated 7000 administrators and 5000 coaches. An accurate assessment is required to provide a more comprehensive volunteer support package.</p> <p>Canoeing is a highly marketable sport, that has not optimised its earning potential. It consistently attracts high TV spectator figures at the Olympics and features in media advertising on an increasing frequency.</p>	<p>Increase no's of members and supporters from 53000 by 6% per annum</p> <p>Increase nos. of canoeists involved in BCU activity, star test returns and attendances at BCU centres) by 2% per annum from 670 000 individuals.</p> <p>Maintain nos. of volunteers in sport at in 2005, while measuring satisfaction and effectiveness.</p> <p>Attract 5% more new members per annum</p> <p>Reduce churn of members from 18.3% by 0.5% per annum.</p> <p>Initiate Membership strategy.</p> <p>Initiate communication strategy</p> <p>Initiate volunteering strategy</p> <p>Initiate marketing strategy</p>	<p>Membership services strategy</p> <p>Information Technology strategy</p> <p>Volunteering strategy</p> <p>Marketing strategy</p>	<p>Membership services manager (England) and home nation CEOs with BCU Board and Home nation boards</p> <p>Membership services manager (England) and home nation CEOs with BCU Board and Home nation boards</p> <p>Membership services manager (England) and home nation CEOs with BCU Board and Home nation boards</p> <p>Membership services manager (England) and home nation CEOs with BCU Board and Home nation boards.</p> <p>Additional investment should be made in specific initiatives through project funded schemes</p>

<p>packages</p> <p>Improve introductory membership packs / media packs</p> <p>Improve Media coverage.</p> <p>Employ a marketing and development officer</p> <p>Produce a strategy for exhibitions and promotion.</p> <p>Cheaper junior membership and recreational membership.</p>				
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Key performance indicator 6 – Effectiveness and equity

The key priority area of the BCU and home nations	Investment in this area is defined by this evidence.	In response the BCU and home nations will focus on these Key Performance Indicators,	Which will be delivered through these key initiatives,	Which will require these people to lead and partner,
Ensuring the BCU is an effective and equitable organisation				
<p>Global vision of BCU to be agreed.</p> <p>Agree operational plan – Improve or change products where required.</p> <p>Gaps in structures – good policies and products undermined by isolation</p> <p>A need to review the progress of the Union and its constituent home nations , through regular staff meetings.</p> <p>Invest in external partnerships.</p> <p>Invest in modernisation</p> <p>Invest in volunteers</p> <p>Implement and deliver equity plan</p>	<p>While there will be differences in delivery across the home nations, the BCU as a whole will work towards best practice in the following areas:</p> <p>Modernisation of the governing body</p> <p>Legal requirements of the governing body</p> <p>Democratic representation</p> <p>Measurement of Effectiveness</p> <p>Delivery of an Equity and equality policy</p> <p>Delivery of a child centred policy</p> <p>Risk analysis and investment in appropriate areas</p>	<p>Initiate and deliver modernisation strategy to level 2</p> <p>This will be measured as part of an effectiveness audit on an annual basis, by an external source.</p> <p>The democratic representation within the sport should be run to provide best practice within the context of modernisation and the BCU's aspirations to meet level 2 standards.</p> <p>The home nations have outlined an aspiration to become financially secure, and will aim to have reserves equal to the funding of core operating services for 9 months.</p> <p>The BCU and its home nations will ensure that the operating costs of the governing body do not exceed an agreed % per annum.</p> <p>Customer (member) satisfaction The BCU will look to attain satisfaction levels of 80% through a sample survey</p> <p>Staff satisfaction The BCU will look to attain staff</p>	<p>Modernisation strategy</p> <p>Equity and equality Strategy</p> <p>Women and girls' task force</p> <p>Canoeing for people with disabilities and Paddleability</p> <p>Achieving racial equality – a standard for sport</p> <p>Implementation of a child centred policy</p>	<p>BCU and home nation CEOs with BCU Board and home nation board of directors.</p> <p>BCU and home nation CEOs with BCU Board and home nation board of directors with UK equity panel</p> <p>BCU and home nation CEOs with BCU Board and home nation board of directors with UK equity panel</p> <p>BCU and home nation CEOs with BCU Board and home nation board of directors with UK equity panel</p> <p>BCU and home nation CEOs with BCU Board and home nation board of directors with UK equity panel</p>

		<p>satisfaction levels of 90% through a sample survey</p> <p>Initiate and deliver Equity Strategy to Intermediate level</p> <p>Initiate a child centred policy to the CPSU Standard by April 2006 and implement the policy to 2009, while reviewing the policy every three years.</p> <p>The BCU will attain the recognised "Investors in People" and "Quest" accreditation by April 2006 – BCU (Canoe England)</p>		<p>BCU and home nation CEOs with BCU Board and home nation board of directors with UK Coaching service and equity panel</p>
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