

**BRITISH CANOE UNION
DEVELOPMENT PLAN
November 2002 – October 2005**

**Helping and inspiring people
to go canoeing**

CONTENTS

1.0	Introduction	2
2.0	Vision	5
3.0	Mission	5
4.0	Strategic Objectives	6
5.0	Our Strategies	7
6.0	Our Plans	8
7.0	Key Audiences	13
8.0	Core Values	14
9.0	Key Outcomes	15
10.0	The Operational Plan	19
11.0	Finance	20
12.0	Our Organisation	21
13.0	Monitoring and Review	22
14.0	Why Our Strategy Works	23

**British Canoe Union
John Dudderidge House
Adbolton Lane
West Bridgford
Nottingham
NG2 5AS**



1.0 INTRODUCTION

- 1.1 This Development Plan covering the period from 1st November 2002 to 31st October 2005 has been produced by the British Canoe Union.
- 1.2 The British Canoe Union (BCU) has both a UK and an English role. The two roles are separated within this Development Plan.
- 1.3 This Development Plan will be monitored through the strategies and action plans of the BCU committees and paid staff. An annual report will be produced for BCU members and the information contained will form the basis for the annual monitoring report to our various funding agencies.
- 1.4 This Development Plan seeks to provide direction to increase participation in a wide range of competitive and recreational canoeing activities. It gives priority to young people and volunteers. It also aims to improve the opportunities for raising the level of performance amongst competitors and others. It seeks to link all initiatives into a cohesive framework so that everyone is clear on what role each provider and scheme plays within the performance pathway.
- 1.5 The sport and recreation of canoeing continues to expand. Canoeing provides opportunities for young and old of both sexes to enjoy an adventurous, competitive, recreational and healthy activity pursued by all groups in society and not confined solely to the able-bodied. The BCU actively pursues an equal opportunities policy.
- 1.6 The craft used are kayaks with small cockpits, based on the Inuit skin boats used for hunting, and open canoes which are derived from the birch bark craft developed in America and Canada. Kayaks are propelled by double bladed paddles and open (Canadian) canoes by single bladed paddles. Naturally strokes and techniques differ.
- 1.7 Table 1 below sets out the different types of competition disciplines practised, the letter K indicates a Kayak and C a Canoe. The number indicates the number in the crew, i.e. K2 means a two seater kayak.
- 1.8 The BCU co-ordinates and controls the establishment and monitoring of standards for coaching. This includes a system of vetting and approval for outdoor centres and the establishment of a comprehensive structure for ability tests and coaching awards for both competitive and recreational canoeing. These awards include specialist safety training targeted specifically at operations within the canoeing environment.

Table 1

Event	Distance / Facility	Craft
Canoe Polo	25 metre (Minimum) Swimming Pool/Outdoor Pool	Special short single kayaks
Marathon Racing	5Km - 200 Km on any water with/without portages	K1, K2, K4, C1, C2 Touring craft
Racing (Sprint) *	200 - 10,000 metres on flat water	K1, K2, K4 C1, C2, C4
Freestyle	Standing waves on turbulent water	Short, low volume, high performance kayaks and canoes
Sailing	Open Water, Estuary, Lake	International 10 sq m canoes + touring canoes
Slalom *	Approx 800 metres - 25 gates	K1 C1, C2
Surf	Clean beach or reef break	Surf kayaks and surf skis
Wild Water Racing	3 - 6 Km rough water	K1 C1, C2

* Olympic sports 2004

1.9 In addition to the above list canoeing activities include:

- ✍ Recreation, instruction and fun activities
- ✍ Touring - both on inland rivers and on the sea
- ✍ Expeditions - both at home and abroad, either inland or sea
- ✍ Lifeguard units to provide rescue/safety cover at both inland sites and on beaches
- ✍ Environmental studies from the water including bird counts

- 1.10** There are over 23,500 individual members of the British Canoe Union and over 550 affiliated clubs. Of these 20,000 individuals and 450 clubs are located in England. Estimated club membership is 30,000.
- 1.11** Canoeing appeals to many young people as an enjoyable and exciting activity. The BCU has invested considerable resource into Paddlesport Development Officers (PDO's) ensuring that young people are well catered for as a priority group in all its various programmes of events and activities.
- 1.12** In England and Wales, apart from 4,678 kms of canals and major rivers with navigation rights, of the remaining 55,463 kms only 812 kms have access agreements. These rivers are as important to canoeists as footpaths are to walkers and this lack of legal access severely restricts the development of canoeing.
- 1.13** Competitive and Recreational Canoeing Activity
- 1.13.1** Canoeing is a sport which delivers both recreational participation and sporting excellence. The BCU does not consider the two as mutually exclusive, rather that one complements the other.
- 1.13.2** Without well developed and funded recreational programmes international success is unlikely to be achieved. International success does have an important impact on participation which in turn stimulates recreational demand.
- 1.13.3** The two are considered separately in the following text for ease of understanding. In practice and in development terms recreational participation and sporting excellence in canoeing are closely interlinked.
- 1.14** The last four years has increasingly seen the BCU more clearly define its UK and English roles and a positive consensus is emerging on a best way forward. The BCU has also extensively reviewed and simplified its internal management structure to ensure a more efficient organisation.

2. VISION

Our long term goal is to become the best possible National Governing Body of sport, successful at home and abroad supporting the vibrant, dynamic and diverse sport of canoeing. As a creative, innovative, knowledge based organisation with a clear set of core values the BCU will work with its partners to provide excellent service to a growing membership, offering sustainable access for all into paddlesport at every level. The BCU also recognises its responsibility to improve the environment in which we paddle and to work to have a positive impact on society as a whole.

The BCU vision is to:

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

3. MISSION

Over the period of the next plan in working towards our long term goals we believe that our mission is quite simply ***“helping and inspiring people to go canoeing”***

4. 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.

~~2.2~~ **Paddler focus**

Working in partnership to help people paddle and enjoy the sport and recreation of canoeing with the BCU

~~2.3~~ **International success**

Working to support the long-term paddler development opportunities required for people to achieve high-level performance in paddlesport.

~~2.4~~ **Raising the profile of paddlesport**

Working to inform and publicise to all people the full range of canoeing activity.

5. OUR STRATEGIES

The three main strategic objectives are largely interdependent, each directly affecting the other. Their success will be underpinned by the implementation of existing strategies, which support our current work:

1. Competition Plan (including World Class Programmes);
2. Coaching & Paddlesport Review;
3. Equity Plan;
4. Access;
5. Facilities;
6. Young Peoples Programme;
7. International Events.

In addition, building on the existing strategies, we intend to focus on the design and implementation of five new additional strategies essential to the delivery of this plan:

1. Communications;
2. Volunteer;
3. Education & Training;
4. Membership and marketing (including our active recreational services)
5. Modernisation.

6. OUR PLANS

Central to becoming a more Paddler Focused organisation will be the integrated delivery of the plan supported by the successful design and implementation of the twelve main strategies. Whilst the direct impact will vary from each section of the organisation (because certain parts of the organisation, e.g. World Class Programmes, will have a very specific number of members and partner organisations to support), all parts of the BCU will contribute even if only indirectly.

6.1 Paddler Focus

BCU membership, after rising rapidly in the 1990's consolidated during the second half of the decade, however since October 2000 the membership numbers have started to increase gradually. In focusing on service to our 'customers' and by demonstrating tangible benefits for all categories of membership, we believe that we can build on recent increases in membership.

There are currently estimated to be over 600,000 people introduced to canoeing each year through BCU Approved Outdoor Activity or Educational Centres. Only a very small proportion of the people introduced ever translate their introduction into regular mainstream paddlesport. There are also a large number of clubs (ranging from an informal group of friends to formally constituted organisations), which are not affiliated to the BCU, the vast majority are made up of people trained or qualified by the BCU system. The potential for increased membership is therefore great.

Working with our partners we will seek to be "Paddler Focused" by implementing the following projects:

- ?? Working with our partners to consolidate the existing programme of events and activities for competition and active recreation to provide a wide range of paddlesport opportunities for paddlers.
- ?? Establish a means to monitor changes in membership and customer satisfaction. Creating a mechanism to use the information as a basis for long term "scenario planning" and to improve the level and accuracy of the service provided by the BCU.
- ?? Implement the BCU Equity Plan. Working initially with the 3 specific priority groups; women and girls, people with a disability and black and ethnic minorities to establish an action plan for each priority group.
- ?? Develop a comprehensive and integrated information service based around the BCU website. Providing high quality general information on access to water (river

information), events, activities and coaching supported in the field by paid and voluntary officers.

- ?? Continue to implement the BCU Access strategy, working to improve access to the water and to encourage a more positive attitude toward canoeists and their utilisation of the inland waterways. Working ultimately towards achieving a law that provides a more equitable and sustainable access to water navigable in canoes.

- ?? Implement a continuous improvement programme to ensure the Coaching Service prioritises its resources to maintain, improve and manage the successful delivery of the BCU Coaching Service.

6.2 Internationally Successful

There has always been incentive for individuals and teams to achieve heroic feats (Olympic medals, first descents, major events, exploration etc.). These amazing achievements come after years of practice and learning. For paddlers to achieve great things they need a pathway offering progressive opportunities in a supportive environment throughout their career. The emphasis of this strategic objective is on creating sustainable pathways; providing the necessary support to enable long-term paddler development opportunities. It therefore seeks to build a coherent system, which enables and encourages paddlers to reach their potential.

Canoe Clubs (and other similar providers of sustainable paddling opportunities) are currently the organisations that provide the majority of regular participation in paddlesport. In the vast majority of cases they also provide the support systems to long-term paddler development. Such organisations, in any branch of competition or active recreation, involved in the long term nurturing and development of paddlers would therefore be a major focus of this strategic objective.

The BCU would also seek to improve the connections in the development continuum to reduce any breaks or bottlenecks in the continuum and to maintain its support for international competition and high-level achievement.

We would seek to be an internationally successful organisation by:

- ?? The development of safe, effective and child friendly clubs which encourage regular paddling and provide pathways to support young people to become the “best they want to be”.

- ?? Working to ensure that equipment appropriate for young people is available locally and nationally to support the development of each discipline - networking resources to support a range of local events introducing young people to all aspects of sustainable Paddlesport – feeding to regional and national events.

- ?? Providing opportunities and programmes to hook those who “have a go” into more regular and sustained participation. Followed up by progressive system of events, coach led tests, awards and activities to encourage the sustainable development of paddlers.

- ?? To help develop and sustain a viable Club base it will be necessary to establish a programme of support and training for volunteers and paid helpers who make it happen at clubs. By working to develop our existing support systems and external partners at regional and local level we will establish a mechanism for clubs and their leaders to share ideas, information and develop good practice to better coordinate provision.

- ?? Manage the Paddlesport Review project through Phases 2 – 4, the research and design stage, to completely review, integrate and modernise the existing scheme of Paddling Tests and Coaching Awards to enable coaches to deliver safe, effective long-term paddler development pathways.

- ?? Develop the existing programme of Coach Update (revalidation) to provide a robust means to support Coaches in their continued “professional” development. Through a variety of media provide opportunities for coaches to share and develop good practice, and encourage feedback on the Coaching Service.

- ?? Work with partners to review and improve club and centre coaching to encourage the provision of sustainable paddlesport opportunities, which focus on long-term paddler development and participation.

- ?? The BCU Facilities Strategy is due to run until October 2004. The commitments within the strategy will continue to be to support club based facilities and deliver the facilities needed to support our elite teams.

- ?? The BCU receives funding from UK Sport and Sport England to the value of £1.9 million, specifically to achieve international success in paddlesport under the World Class Programmes (Performance, Potential and Start). The funding for this aspect of international success is well documented and ring fenced for the Olympic disciplines of Canoe Slalom and Sprint Racing (with Marathon racing in a supporting role) through to March 2005.

- ?? Other none “Programme” funded competition and active recreation disciplines will continue to develop paddler development models. Working with their internal and external partners to support sustainable opportunities and manage their international programmes.

- ?? To build on our international profile the BCU will update its World Class Events

strategy and support the BCU's contribution to the International Canoe Federation and European Canoe Association via its continued support of officials and post holders.

To achieve our plan objectives we will need a strong organisational structure at every level supported by ethical policies and procedures, which conform to current legislation and recognised good practice.

By the conclusion of this development plan we seek to harmonise the timescales of the overall planning process to match the Olympic Cycle in all four home countries.

6.3 Raising the Profile of Paddlesport

We have a high profile in national level organisations; however, we need to ensure all our key audiences are informed about our sport. It will form an important part of our communications strategy where we publicise paddlesport, improving the way we inform, lobby and influence our members, other paddlers and external partners in a balanced way.

- ?? Following up our recent successful access campaigns we would seek to build on our experience and maintain lobby contacts with British Waterways, Environment Agencies and other organisations that can influence paddlers access to inland waterways. This campaign also extends to following up the lobby of MPs as the BCU seeks to press its case for a new law to provide more equitable and secure access to water for canoeists.
- ?? Produce a comprehensive marketing strategy, which would include work with our paddlesport providers, including the trade, to develop our exhibition profile, for example aligning the annual Canoe Exhibition with the Outdoor Show to tap into the largest secondary market for potential paddlers. It would also include the membership review, the development of a house style (consistent brand image) for information, resources and publications underpinned by a modern and comprehensive website offering an efficient high quality information service.
- ?? Work to develop a media profile commensurate with our sporting status. Provide training and support to our partners in establishing or improving the amount and quality of our media exposure.
- ?? Fundamental to successfully raising the profile of paddlesport is establishing base line data by which we can monitor our plan. This will enable us to be proactive to meet the information needs of paddlers and other key audiences.

The integrated approach of this plan seeks to ensure that each strategic objective

supports the other, providing the blue print for developing the BCU into a more cohesive and integrated organisation. The interdependence of the strategic objectives mean that the success of the plan will be directly affected by the success we achieve in implementing each objective.

7. KEY AUDIENCES

The BCU as an organisation has three basic responsibilities; the first is to its membership, the second is to Paddlesport as a whole and the third is to the wider community and environment. The role it fulfils in tackling these responsibilities is as an enabler, setting standards, and leader in the development of canoeing.

Members:

Key message: *The BCU can help you to succeed in canoeing*

Audiences: Individual members
Prospective members
Event organisers
Volunteers
Priority groups

Paddlesport:

Key message: *The BCU is the leader in the development of canoeing*

Audiences: Outdoor centres
Canoe Clubs
Home nation canoe associations
ICF/ECA
Canoeing trade
UK Sport
Sport England
Sportscoach UK
CCPR
BOA/IOC
Sporting Equals, WSF, EFDS

Community and Environment:

Key message: *Canoeing and the BCU has a positive role in making society a better place.*

Audiences: Media
Local Authorities
Education
Government departments; DEFRA, DCMS, DFES, etc
Environment Agency
British Waterways

The new communications strategy will put into place a detailed plan to target these three main corporate audiences and how best to influence and communicate with individuals and organisations within the broad audiences.

8. CORE VALUES

An ethical peoples organisation working to continuously improve paddlesport

The BCU is primarily a people's organisation and seeks to provide a paddler-focused service through all levels and parts of the organisation. To achieve our aims and objectives the organisation has identified the seven core values to establish the framework by which it will operate. In essence the values reflect **how** the BCU will achieve its mission.

1. Inspiring, encouraging and empowering all parts of the organisation to contribute fully to the long-term success of paddlesport.
2. Developing the intellectual capital of the organisation through a commitment to a culture of life long learning and continuous improvement.
3. Working with people and organisations to build positive relationships and partnerships at every level.
4. Work within an open, accountable and ethical framework (moral, financial, environmental, legal) at every level of the organisation.
5. Be a tolerant, fair organisation, that is open and genuinely accessible to all.
6. Committed to an integrated, business like organisation, seeking to develop sustainable programmes and opportunities.
7. Embrace the need for improvement at every level in the organisation.

Further and continuous work is required to integrate these core values into all aspects of our existing ethical policies and in making and delivering new ones so that the BCU is:

“Paddler focused, Coach driven, Volunteer delivered”.

9. KEY OUTCOMES

There are three key outcomes, which the BCU seeks to achieve with this plan:

1. Paddlers know that the BCU is focused on their needs.
2. Paddlers know that the BCU have helped them reach their potential.
3. An improved profile for paddlesport

We will measure these primary outcomes by undertaking a members satisfaction survey on an annual basis.

9.1 Strategy / Plan Outcomes

Strategy / Plan		Outcome
Paddlesport Review	UK	To develop an integrated UK coach education programme
Equity Plan	UK	The overall BCU equal opportunities policy implemented in each home nation.
	England	A more balanced membership profile in terms of gender, ethnicity and disability.
Access Strategy	UK	UK policies implemented at home nation level
	England	Key partners making changes as outlined in the access strategy
Facilities	UK	Facilities identified in the World Class Performance Plan have been developed
	England	Achieve the upgrade of 12 canoe club facilities
Young People	England	Develop 30 safe, child friendly and effective clubs. Increase the number of junior paddlers from the Paddlepower programme introduced to National competition system by 10%.
International Events	UK	Completion and implementation of International Events Strategy
Communications	UK	See the public awareness rating of paddlesport increase
	England	Increase the number of BCU Website hits
Volunteers	UK	A UK wide approach to the development of volunteers especially those operating at UK or above level.
	England	A volunteer's strategy which develops the volunteers to deliver this plan in England.
Education & Training	UK	Develop a UK wide education and training strategy to support the delivery of paddlesport
	England	Implementation of an England wide programme to support club development, BCU staff and volunteers at regional / national level
Membership & Marketing	UK	Reciprocal membership rights in place across the home nations
	England	Increase BCU Membership in England by 10% Increased member /affiliate organisation satisfaction rating
Modernisation	UK	An agreed federal decision-making and planning process across the UK.
	England	A better structure for developing canoeing in England as it relates to the UK

9.2 New Strategies

9.2.1 Communications

Communication is one of the most important areas for the BCU to tackle. Almost all feedback or consultation of our membership identifies weak communications as a major problem for the BCU. With the experience gained over the last development plan we intend to create a comprehensive and realistic Communications Strategy. A significant part will support our strategic objective of “Raising the profile of paddlesport”, however this is envisaged to be only one part of an overall corporate approach.

9.2.2 Volunteers

As a people’s organisation one of the major strengths of the BCU has been the aspirations and contribution made by volunteers. The BCU has started to provide resources, but given the level of contribution made we need to do more to help recruit and retain willing helpers. The time is right to create a coordinated volunteer strategy, including the appointment of a volunteer co-ordinator tapping into external resources as well as developing our own. Develop a fully integrated volunteer strategy outlining the volunteer’s role in the organisation and work to improve the level of support provided.

9.2.3 Education & Training

The BCU recognises that its most important asset is its people both volunteers and paid staff, with Volunteers predominantly facilitated through the planned volunteer strategy. Our Education and Training strategy will seek to ensure that our paid staff, volunteer board and management committee members receive ongoing support and training. In particular the BCU will seek to introduce Continuous Development through the promotion of learning as an integral part of work itself.

9.2.4 Marketing and Membership Strategy

Design and implement a comprehensive marketing strategy for membership designed to recruit and retain members, which creates attractive “lifelong approach” membership categories and benefits for young people, clubs and centres and other associated groups. We will also work with our partners to market, resource and deliver sustainable canoeing opportunities, particularly in the area of active canoe recreation activity.

9.2.5 Modernisation

The implementation of this integrated plan will require new solutions. The way we manage ourselves, the impact that each section has on the other must be considered and it will undoubtedly involve organisational change at all levels. Making the most of our scarce resources will require new processes and structures to enable integrated working. The first stage will be the production of an operational plan, which will seek to tackle:

- ?? An agreed federal structure with clearly defined UK and English roles for the BCU.
- ?? Policies and procedures (including doping and disciplinary matters) to underpin the way we work.
- ?? A further streamlined committee structure and revised roles.
- ?? Develop an improved regional and club support structure

10. THE OPERATIONAL PLAN

The first stage of the Plan implementation is the production of our Operational Plan. The BCU intends to spend the time leading up to the start of the next plan period in developing its operational plan, which is seen as a working document, which will be continually reviewed and upgraded, as part of our commitment to continuous improvement. The table below outlines the current status and life of each strategy.

Strategy / Plan	Timetable	Status
World Class Programmes & Competition Plans	1999 - 2004	Operational
Coaching & Paddlesport Review	2000 - 2005	Stage 1 complete
Equity plan	2001 - 2005	Equity Action Plans drafted Operational
Access Strategy	Draft Document 2002 - 2005	Under review "Awaiting ministerial statement"
Facilities Strategy	1999 - 2004	Operational
Young Peoples Programme	1997 - 2001	Operational - Programme rolled forward
Marketing & Membership Strategy	1997	Operational to be updated by December 2002
International Events Strategy	1998	Operational to be updated by December 2002
Communications Strategy	2003 - 2005	Written and agreed by October 2003
Volunteer Strategy	New	Written and agreed by March 2003
Education & Training	New	Written and agreed by June 2003
Modernisation	New	Written and agreed by June 2003

11. FINANCE

BRITISH CANOE UNION - Development Plan - November 2002 to October 2005

FINANCIAL SUMMARY AND UK/ENGLAND SPLIT

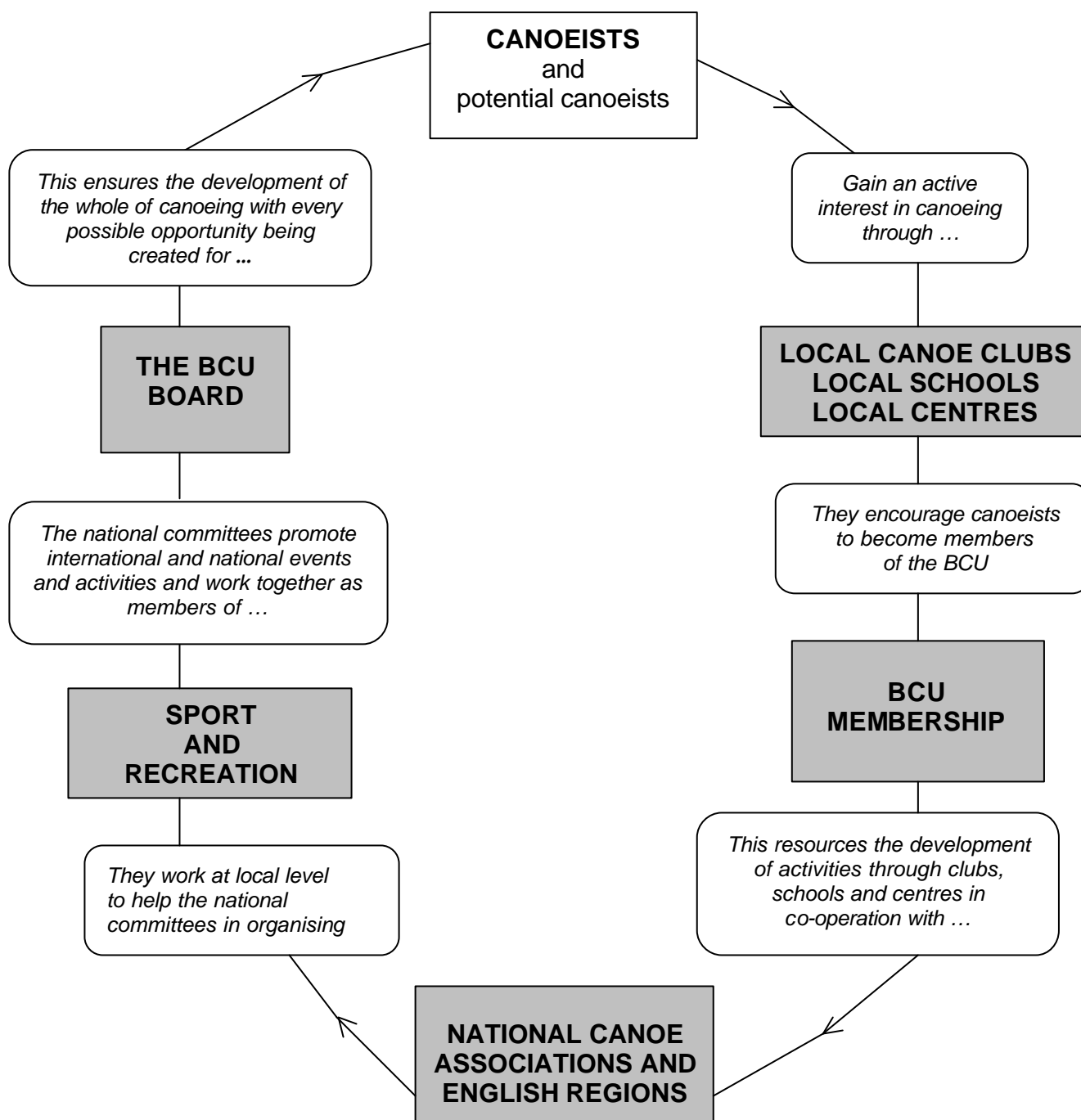
	£ 2002/2003			£ 2003/2004			£ 2004/2005		
	Total	UK	England	Total	UK	England	Total	UK	England
NET EXPENDITURE:									
Competition Disciplines:									
World Class Programmes	1,958,000	875,000	1,083,000	1,958,000	875,000	1,083,000	1,958,000	875,000	1,083,000
Other programmes	144,000	75,000	69,000	144,000	75,000	69,000	144,000	75,000	69,000
Paddlesport Review (see note 1)	11,000		11,000	11,000		11,000	11,000		11,000
Equity Plan (see note 1)	4,325		4,325	4,325		4,325	4,325		4,325
Access	102,500		102,500	105,575		105,575	108,742		108,742
Facilities	35,000		35,000	36,050		36,050	37,132		37,132
Young Peoples Programme	145,000		145,000	149,350		149,350	153,831		153,831
Communications	188,000	30,000	158,000	193,640	30,900	162,740	199,449	31,827	167,622
Volunteer	114,975		114,975	114,975		114,975	114,975		114,975
Education and Training	75,000	37,000	38,000	77,250	38,110	39,140	79,568	39,253	40,314
Modernisation	9,000	4,000	5,000	8,000	3,000	5,000	7,000	2,000	5,000
Marketing and Membership Costs	33,500		33,500	34,505		34,505	35,540		35,540
International Events Strategy	5,000	5,000		5,000	5,000		5,000	5,000	
Indirect costs:									
Salaries	157,000	57,978	99,022	161,710	59,717	101,993	166,561	61,509	105,052
Administration	151,700	56,022	95,678	155,620	58,273	97,347	158,878	60,411	98,467
	3,134,000	1,140,000	1,994,000	3,159,000	1,145,000	2,014,000	3,184,000	1,150,000	2,034,000
FUNDED BY:									
World Class Performance	850,000	850,000		850,000	850,000		850,000	850,000	
World Class Potential and Start	1,083,000		1,083,000	1,083,000		1,083,000	1,083,000		1,083,000
United Kingdom Sports Council bid	275,000	275,000		280,000	280,000		285,000	285,000	
English Sports Council bid	300,000		300,000	310,000		310,000	320,000		320,000
Membership income	560,000	10,000	550,000	570,000	10,000	560,000	580,000	10,000	570,000
From BCU reserves	16,000	5,000	11,000	16,000	5,000	11,000	16,000	5,000	11,000
Bid to DCMS Volunteer Project	50,000		50,000	50,000		50,000	50,000		50,000
	3,134,000	1,140,000	1,994,000	3,159,000	1,145,000	2,014,000	3,184,000	1,150,000	2,034,000

Note1

Amounts set against Paddlesport Review and Equity plan reflect the costs of producing and maintaining the strategy. Implementation costs are reflected in direct programme costs

12. OUR ORGANISATION

The BCU has a well developed management structure covering all the many aspects of the sport and recreation of canoeing. The structure is continually reviewed to ensure it provides the best means of achieving the development of canoeing. The development process is shown below in simple terms.



13. MONITORING AND REVIEW

This development plan and 12 strategies will be implemented via an operational plan. The operational plan will set out on an annual basis how the development plan and strategies are to be implemented, via clear performance targets and progress will be monitored against the key outcomes of the development plan.

Annual committee action plans will specify what action will be taken by each committee to achieve what is set out in the operational plan.

Operational and individual action plans will be monitored and evaluated in July and August to review the existing operational plan and determine the direction of the plan for the next financial year.

14. WHY OUR STRATEGY WORKS

We have a winning combination of:

?? The Right Strategic objectives

It is relevant, cohesive and achievable.

?? The Right Strategies and plans

Our actions are clearly targeted at real priorities, generating the environment for real developments.

?? Clear Leadership

Our development team of voluntary and professional staff has many years of experience from local to international level of developing canoeing.

?? Effective Delivery Mechanism

The wide network of local clubs and centres and a revised delivery structure at a UK and English level will ensure effective co-ordination of scarce resource via our improving and robust financial and management structures.

?? Involvement of Canoeists

This development plan results from consultation with those responsible for all aspects of canoeing thereby building a consensus for action. Local canoeists and clubs will be powerful players in the implementation of the plan. We believe the innovative approach taken in the plan will result in canoeists ensuring that development takes place in the community and on to an international level.

?? Effective Partnerships

Many partners have been identified, from major organisations such as UK Sport, Sport England and the Environment Agency, to working with our partners at a local, regional, national and international level. The plan's strategic objectives can only be achieved through effective partnerships.