



Canoe Wales

Strategic Plan 2019–2023

www.canoewales.com

 Canŵ Cymru
Canoe Wales

INTRODUCTION

We're incredibly proud to share our 2019–2023 four-year strategic plan with you, the paddling community in Wales. We have set some ambitious goals that will transform Canoe Wales over the next four years into a very different organisation – with better services for our members, increased advocacy for access to waterways, more support for recreational and non-Olympic paddlers, and an ever-growing and more inclusive paddling community.

To achieve this plan, we'll rely on your support, feedback and generosity. Ultimately, Canoe Wales is the paddlers, coaches, leaders, volunteers, staff and supporters who make it possible for people to get on the water every day, and we're very excited to work with you all over the next four years to bring this plan to life.

VISION Your inclusive and active paddling community in Wales.

MISSION To inspire and support more people across Wales to go paddling.



OUR VALUES



RESPECT

Respect each other and the natural environment

- We treat everyone with respect and professionalism
- We take care of the environment in everything we do
- We listen and understand what the world looks like from other people's points of view
- We do everything we can to ensure the safety and well-being of the people we're responsible for



MAKE IT HAPPEN

Believe that almost anything is achievable – and find a way to make it happen

- We approach every problem with the assumption that there must be a solution
- We're creative and adaptable with a willingness to try new ways to solve problems



LEND A HAND

Lend a hand to help our community grow and thrive

- We all pitch in when extra hands are needed
- We respond to questions and communicate our actions
- We go out of our way to be helpful

STRATEGIC AIMS

DEVELOPMENT AND PARTICIPATION

STRATEGIC AIM

Convert inspirational first experiences of paddlesport into long-term participation while building support structures for further progression.

KEY PERFORMANCE INDICATORS

- Annual increase in progression from the Start to Discover Award
- Annual increase in club membership
- Annual increase in percentage of women and girls in clubs

ACTION PLAN HIGHLIGHTS

- Provide face-to-face support for club committees with club development, grant applications, safeguarding and club governance
- Promote delivery of the Paddle Awards – and build communication systems to reach out to candidates with opportunities for progression
- Organise an annual series of Road Shows and grow our Members Meet weekend
- Develop National Go Paddling Week to offer several high-profile regional events across Wales
- Launch programmes to increase participation of women and girls
- Provide support for non-Olympic discipline development projects, competitions and Welsh teams through discipline committees



© Tom Clare



More than **60,000 Welsh residents** go canoeing or kayaking each year

(Source: 2017/18 National Survey for Wales)



1,200 people in Wales are members of their local canoe club



Only **28%** of Canoe Wales members are female



COACHING, LEADERSHIP AND SAFETY

STRATEGIC AIM

Ensure our paddling community has the qualified coaches, leaders and volunteers needed to achieve excellence in standards for delivery and safety.



There are more than 900 qualified, active coaches and leaders in Wales



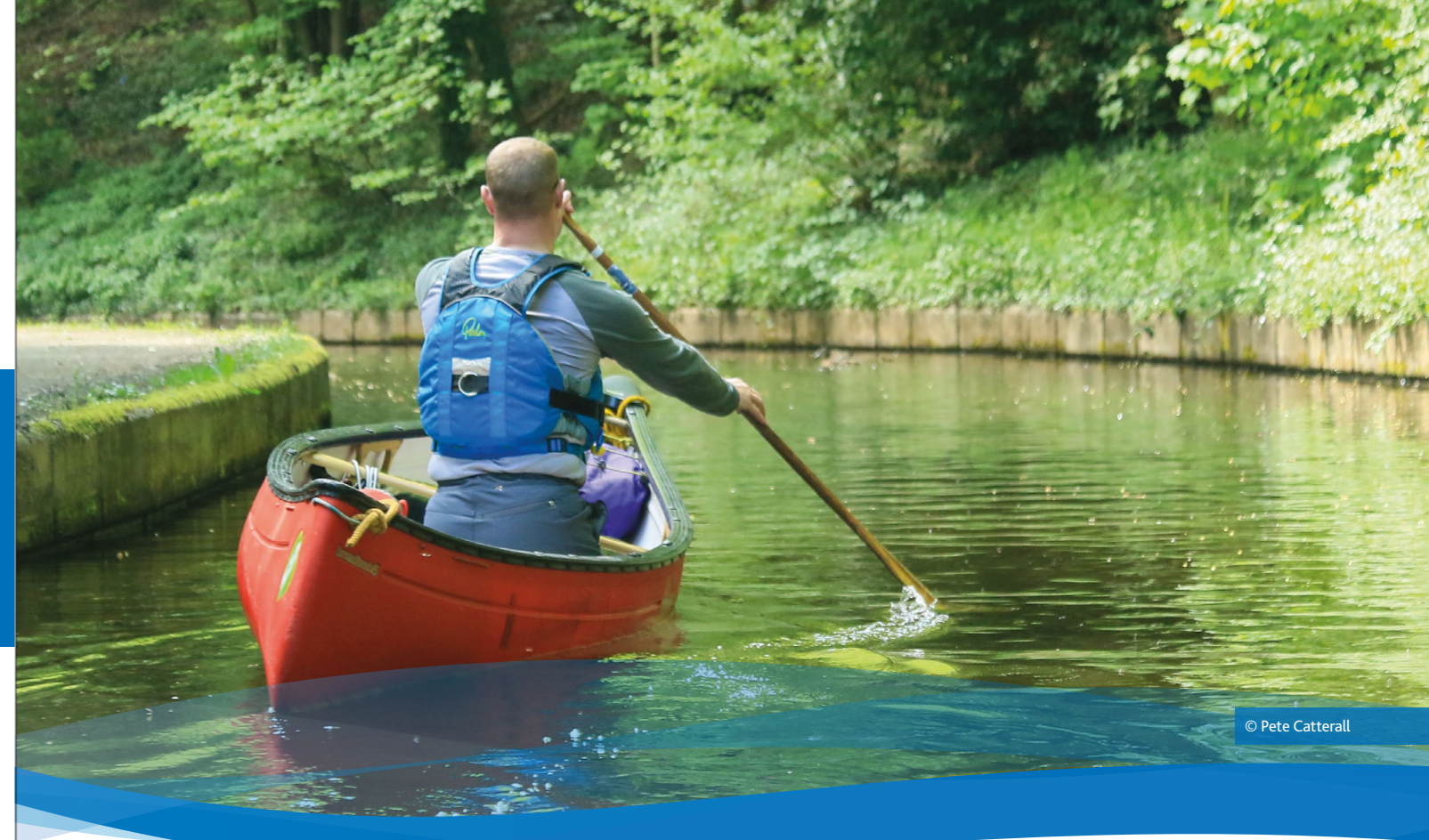
9 outdoor centres in Wales have achieved Quality Mark

KEY PERFORMANCE INDICATORS

- Annual increase in the number of partners that report they have the staff, volunteers and accreditations they need
- Annual increase in the number of registered active female coaches and leaders

ACTION PLAN HIGHLIGHTS

- Improve our digital services to make it easier for providers and candidates to register for and complete all awards and courses
- Develop a targeted programme to encourage and support women into coaching and leadership
- Work with The Outdoor Partnership to implement a club coaching support programme providing affordable training for club volunteers
- Support more Welsh outdoor centres to improve and market their services through achievement of Quality Mark and delivery of the Personal Performance Awards



© Pete Catterall

PLACES TO PADDLE

STRATEGIC AIM

Lead the campaign for fair, shared, sustainable open access to Welsh waterways.

KEY PERFORMANCE INDICATORS

- 4,000 people respond to one or more campaign calls to action

63%

of paddlers say that lack of access on touring rivers in Wales has prevented them from paddling more often

ACTION PLAN HIGHLIGHTS

- Launch and lead a Clear Access, Clear Waters campaign in Wales, engaging in direct advocacy with the Welsh Government and AMs to move forward with their proposed legislation
- Support British Canoeing with their campaign for access legislation in England
- Develop a set of resources to support local advocacy with AMs and local access committees
- Organise regular river clean-ups and other local activities to promote the health of our waterways

MEMBERSHIP AND COMMUNICATIONS

STRATEGIC AIM

Sustain and grow Canoe Wales membership through an attractive and valued membership offer.

KEY PERFORMANCE INDICATORS



Annual growth in membership reaching 3,700 members by 2023



Annual improvement in member satisfaction as measured by our Annual Member Survey



Annual increase in rates of membership renewal

ACTION PLAN HIGHLIGHTS

- Invest in our membership database and our website to develop a broader range of online services for members
- Sponsor public-facing paddlesport events each year and attend with a stand promoting membership
- Improve our digital communication, including a more dynamic social media presence and regular email newsletters
- Develop partnerships with retailers, centres and private coaches to promote membership

2,400 people
joined Canoe
Wales in 2018





PERFORMANCE AND TALENT PATHWAY

STRATEGIC AIM

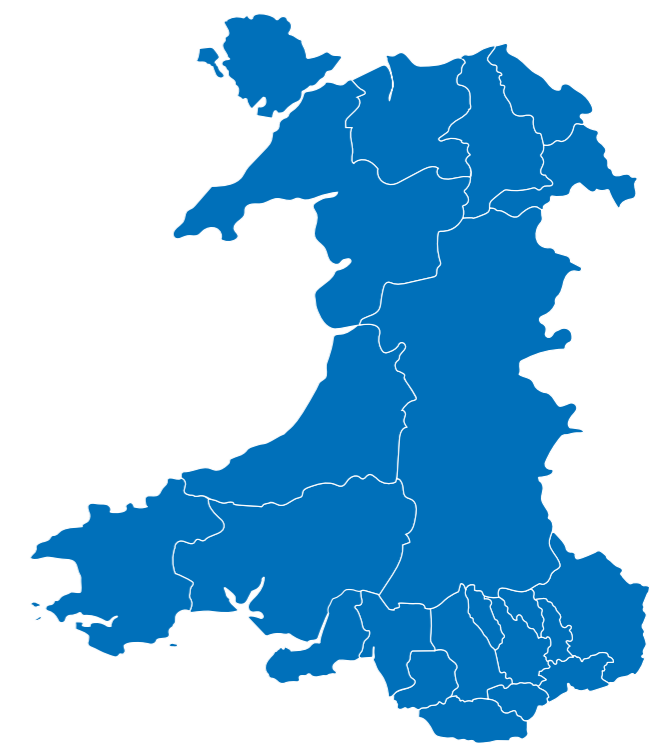
Achieve strong Welsh representation in GB squads through an athlete-centred, supportive training environment.

KEY PERFORMANCE INDICATORS

- Consistently achieve 6 slalom athletes and 2 sprint or paracanoe athletes representing GB at Class A International competitions
- Annual growth in number of slalom and sprint athletes competing in national competitions
- Annual improvement in athlete rating of cross-discipline support and training opportunities

ACTION PLAN HIGHLIGHTS

- Deliver a programme of coached sessions, training camps, and competition opportunities alongside training plans for all programme athletes
- Offer weekly regional talent training sessions to provide advanced training for athletes seeking progression
- Work with clubs on slalom and sprint development plans to increase their capacity to introduce athletes to competitive disciplines
- Offer cross-discipline group training and development opportunities for Performance-level athletes from all competitive disciplines



13%

of the GB Slalom team comes from Wales



© Rob Lloyd

72%

of our 2017/18 income came from Sport Wales

GOVERNANCE AND FINANCIAL SUSTAINABILITY

STRATEGIC AIM

Build financial sustainability and continue to strengthen governance within Canoe Wales and our affiliated clubs and committees.

KEY PERFORMANCE INDICATORS

- Income from non-Sport Wales sources reaches £285,000 by 2023
- Annually achieve a green rating for Canoe Wales governance as part of the Sport Wales Self-Assurance process

ACTION PLAN HIGHLIGHTS

- Develop at least one new income stream for Canoe Wales to reduce reliance on Sport Wales income
- Conduct board recruitment to develop and maintain a balanced, skilled and diverse board
- Set up a Youth Advisory Board to create a voice for young people in paddlesport in Wales