

Future of Freestyle

GB Freestyle 4 Year Plan

Version 3 – 13/11/2018

Foreword

The GB Freestyle Committee are delighted to present Future of Freestyle – the new 4 year strategic plan for Freestyle Canoeing and Kayaking in Great Britain.

Future of Freestyle presents the aims and objectives of GB Freestyle over the next 4 years. Many of these directly support the ambitions of British Canoeing as presented in the Stronger Together Document. Others are freestyle specific objectives.

Freestyle in Great Britain is in a very exciting place currently. We have many of the World's top athletes, growing national competitions and the honour of hosting the 2021 World Freestyle Championships.

The 4 year plan has been broken down to an overall aim for GB Freestyle and 8 objectives that must be achieved to reach this aim. Key performance indicators are there to track the progress towards these objectives and action plans on how to achieve the objectives are also presented.

This strategy document is the blueprint, for our sports evolution over the next 4 years. Its not a huge amount of time, yet if we get this right the plan will have a much longer lasting positive impact on the future of our sport. Of course a plan is only useful if it is carried out and what needs to follow is passionate support from the Freestyle Community and British Canoeing.

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Why do we need a Four Year Plan?

Freestyle started in the UK around the mid 80's and by the early to mid 1990's freestyle or rodeo as it was known then had started to get popular. Early events included the first world championships at the Bitches in North Wales, The Hurley Rodeo and Nottingham Freestyle. The sport in these early stages was about pioneering where and how you could paddle. If there was a revolution then this period was surely it with every season bringing a range of new boats and with every design innovation came new tricks.

By 1995 design and technique had moved on with paddlers able to do linked cart and split wheels and at the 97 and 99 World championships boats had started to get lift off and tricks took the paddle into the air. The GB Rodeo Committee formed in the early to mid 90's and initially served a purpose of running competitions and selecting a team. By the end of the 90's Rodeo had become Freestyle and the remit of the committee had evolved so that the British Canoeing Union (BCU) had fully affiliated it and now a purpose included looking at feature development, the future of the sport and team management, all supported by a £12000 annual grant.

Over the next decade led by British interest the sport became European Canoe Association and International Canoe Federation affiliated and a maturity of competition now meant the party was less important than the competition. GB Freestyle did well in those competitions with paddlers becoming supported by evolving expert coaches. As the sport continued to evolve so too did the coaching and committee structures.

Today GB Freestyle is the envy of the world freestyle scene. Great organisation, great coaching and amazing athletes set a high bar. With such an impressive history and obvious world leading status it would be easy to rest but ambition is still very high with people involved with freestyle knowing they can achieve more.

The Four Year Plan is all about us continuing to lead Freestyle, for us to have new and evolving aspiration and for us to go into the 2021 Nottingham World Championships and top the medal tables.

In these pages you'll see clear ambition which reflects not just on the future but also the past. We see where freestyle came from; there are clear messages about engaging in all levels including recreational freestyle. A future of newness is also emphasised with structures set up to allow our sport to not just grow but to flourish and grab the potential that all involved know is there in abundance.

Current Status of GB Freestyle

Strengths

- Growing numbers attending competitions and events.
- HPP & Winter Weirs offer world class training facility.
- World Class coaching providers working with athletes to produce world class athletes capable of winning on highest podium.
- World Class event in Hurley Classic
- NSR
- A few very committed, high energy, inspired, passionate people involved in freestyle.
- 5 Grade A ICF judges including the head judge for the last 2 world championships and the head judge for the 2017 world championships.

Weaknesses

- No knowledge of numbers of people who freestyle and don't compete.
- No mapped progression pathway.
- Venues around the country not evenly distributed meaning there are areas where no moving water freestyle opportunity exists.
- No celebration of volunteering – it's a thankless task.
- Communication and marketing of freestyle activity very limited
- Wales, Scotland and Northern Ireland Not well represented on Freestyle Committee.

Opportunities

- Recognition that freestyle truly is both recreation and competition orientated.
- Develop more freestyle specific training sites at man made facilities – LV, Cardiff, Teeside, Glasgow.
- World class event management software capable of managing many different formats of competition.
- British Open and Club Championships growing with lots of interest.
- Domestic events well organised and ready for more participation.
- 2021 World Championships on home soil.
- The new BC provides higher support levels to FS than ever before.
- New BC workforce ability to identify funding and resource opportunity to achieve FS goals

Threats

- Terms of reference and governance policies weak and can lead to disputes.
- Decline in numbers attending youth orientated events.
- Committee structure aligned to competition committee with limited focus on other areas of the sport.
- Pool of volunteers limited.
- Financial / time constraint against world class coaching providers who volunteer opportunities for elite performance
- Years of not moving forwards quick enough – now a cultural change.
- Control of FS financial sustainability somewhat controlled by BC
- Young elite performers eloping to Olympic discipline
- Elite performance relies heavily on self funding and self motivation.
- Many volunteers have been involved for a long time and may fall away without FS having people ready to replace them.

Political

- GB Freestyle politically reports back to British Canoeing and with the organisation changing dramatically through its own four year plan there is tremendous opportunity for freestyle to be a more important part of the whole canoeing offer in Great Britain.

- The European and World scene is influenced positively by what happens in Britain. We are one of the highest participation nations and as such are well represented both in judging and governance committees
- Internationally freestyle aspires to be an Olympic discipline. Olympic canoe sport is in an extremely volatile situation right now with the whole of canoe sport working hard to maintain a presence in this competition. For freestyle to emerge and penetrate that arena global coordination and a shift in thinking within the ICF would need to happen. Consensus within GB Freestyle and then a clear political agenda which engages BC then the ICF and then the IOC would mean huge volumes of work. The matter must be carefully considered to establish if this is the right path for GB Freestyle.

Economic

- GB Freestyle is dependent on a single funding source in the form of an annual grant from BC. In line with BC launching Stronger Together the governance around that grant is due to change so that instead of the Freestyle Committee having high autonomy in how the money is spent, it will need to be spent case by case with funds released on agreement. GB To move forwards freestyle will need to explore new funding opportunities.
- Little is known on the sales of Freestyle boats in the UK however over the last 15 years the craft have become more and more specialised and as this has happened less and less plastic boat manufacturers have produced boats. This together with raw material cost increases has driven prices up. The emergent area of the market is in composite craft with specialist manufacturers engaging in relatively small production runs. The cost of these is not significantly higher than plastic boats. The second hand market is strong and boats hold value well.
- Coaching is specialised with few providers. These tend to be at a career point where they may be cost prohibitive to engage for many clubs. Beginner freestyle coaches have not existed and despite the more specialised providers endeavouring to establish frameworks for coaching provision development, there has been slow uptake. Considered use of volunteer specialist time in achieving a more financially diverse offering for participation is necessary. Placement of those skills needs to be carefully managed.

Social

- Freestyle is unlike other competitive disciplines within the British Canoeing remit as participation is both competitive and recreational. Ensuring both avenues are properly resourced and that we understand this level of diversity when creating that resource is essential.
- Accessibility for people getting into freestyle is limited. Design of whole pathway programs that deal with both this issue and where people go once they have base level skills needs to be significantly improved
- Recognition that freestyle events have multiple purposes with different desired outcomes will drive event design.
- Social media plays its part in GB Freestyle. As further evolution of this forum happens strategy in it usage will become necessary.

Technical

- Members and participants and BC now expect GB Freestyle to have good digital capacity including a modern website and online process such as competition entry.
- Competition management software in GB is the most evolved in the world. This has been driven by individuals and now as we continue to push forwards we need to engage a team led approach.
- Coaching needs to broaden the number of coach's with technical understanding at all levels of freestyle.

- Our development team understand how to make a range of freestyle features for a range of budgets and together with outside technical specialisation as required will create new opportunity.

Legal

- Freestyle will need to pay more attention to Governance and structure in ensuring compliance with regulations.
- Safeguarding is an area where we will need to achieve nationally agreed standards
- Event management will need extra resource to fully comply with BC requirements.
- Team selection, athlete contracts and team management contracts and guidance all need continued improvement and formalisation.

Environmental

- Freestyle relies heavily on Holme Pierrepont (HPP) as it is a truly world class training and competition venue. Ensuring the site has adequate investment to maintain and improve whilst nurturing strong cooperative relationships is key to freestyles success.
- The Thames Weirs are another area where a large hub of freestyle exists. Ensuring the Environment Agency fully recognise the significant importance is an ongoing task. Being involved with any redevelopment decisions is absolutely essential.
- Other WW facilities in GB continue to improve their facilities but as they are pumped can be cost prohibitive for freestyle.

How Will GB Freestyle be different by 2021

Team

- The team and squad will have a clear pathway from joining to becoming an elite performer. Tiered levels of support will be given so that as performance thresholds are reached athletes receive greater levels of investment and support.
- The team will have had the resource and support to be first on the medal table in the Nottingham 2021 World Championships
- GB Canoeing will be supporting our elite performance programs.

Events

- Event participation will have grown 20% with specific events having a strong new starter and emergent discipline presence.
- Events will generate levels of revenue and fully understand the service they play to developing freestyle
- Events will be effectively supported and promoted with British Canoeing sharing responsibility for this task
- Online entry and event management will be used on all freestyle events in the UK

Facilities

- 4 new facilities would have been developed in areas where no freestyle facility would have existed before.
- National standard facilities will feel more supported by GB Freestyle and will be able to maximise their assets for freestyle purposes when requested
- A full record of Freestyle features in the UK will be held on BC and GBFS websites.

Participation

- Methods of understanding participation dynamic will be in place and trend analysis will be possible. This will show at least a 20% increase in participation over four years.
- All areas of participation will be supported through coaching and events.
- A clear development pathway will be in place, through analysis we will be able to track progression data and use that data to drive decisions to continue growth.
- People in freestyle will feel aligned to British canoeing and see the value in membership.

Volunteers

- Our Volunteer Charter will be in place. Volunteers will understand the commitments we need and where they can engage to help our sport flourish.
- Volunteering will be seen as an exciting possibility to engage with freestyle in the UK
- GB Freestyle will cherish volunteers and officially thank them.

Communication and Marketing

- The Communications and marketing team will have been firmly established and GB Freestyle will have been working in the frameworks they have provided for some time.
- GB Freestyle website will have been completely revamped and will act as a micro site within the BC website
- British Canoeing and GB Freestyle will have established supporting relationships working towards common goals.

Governance

- New terms of reference will have been written and all involved will have a clear picture of what their roles encompass.
- Selection policy will have gone through a number of reviews and be at a stage where only minimal changes need to occur on an annual basis.
- Operating procedure will be in place so that GB Freestyle operates effectively across all the home nations.

Finance

- GB Freestyle will have accessed grant funding to launch participation and team led initiatives.
- Potential revenue streams will have been identified with some funding coming into GB Freestyle from these. A KPI to grow this stream will be in place.

Coaching

- Coaching qualifications and development pathway will be in place and we will have 20 new freestyle coaches.
- International standard coaching team will have evolved with multiple options available to GB Freestyle.

Aim of GB Freestyle

To create opportunities for paddlers to try, develop and excel in freestyle kayaking and canoeing, whilst providing a top level arena for our elite athletes to inspire greater interest and participation throughout the sport.

GB Freestyle's Objectives			
1	Recognise, support and increase participation levels in Freestyle Canoeing.	5	Develop and Implement a Freestyle Performance Pathway .
2	Recognise, support and develop freestyle venues across the UK.	6	Support and advance the possibilities in elite performance .
3	Support, & develop excellent events locally, nationally and internationally.	7	Communicate what we do and how people can be involved exceptionally.
4.	Strengthen governance and establish method to finance GB Freestyle.	8	Value Volunteers and provide opportunities for growth through volunteering.

Mapping of Aims to Objectives		GB Freestyle Objectives							
		1	2	3	4	5	6	7	8
GB Freestyle Aim Aspects	Try Freestyle	Enabler	Enabler	X	X	X		X	Enabler
	Develop in Freestyle			X	X	X		X	
	Excel in Freestyle			X	X	X	X		
	Provide Top Level Arena			X	X	X	X		

OBJECTIVE 1 - Recognise, support and increase participation levels in Freestyle Canoeing.

Introduction

Freestyle canoeing is a diverse area of Canoe sport encompassing 4 separate boat types and both a recreational and competitive participation profile.

In competitive freestyle statistical data is held to tell us how many people are partaking in general events and selection. The data does is limited in its ability to identify profiles of these people including where they are in relation to personal development.

Recreational freestyle is an area that has had little recognition and as such it is difficult to really quantify numbers. What is evident is that on almost every canoe clubs website freestyle has a presence. It is this kind of notional evidence that leads us to try and understand this group. Establishing data on how many people are partaking here will strengthen the numbers of people partaking in freestyle.

Where freestyle activity does exist GB Freestyle need to interact with those user groups to both collect and distribute expertise and establish a clear development pathway will further add to our potential to increase participation. Recognising and opening up opportunities right at the start of participants paddlesports experiences will also add tremendously to our participation potential.

Freestyle canoeing is amongst the most photogenic areas of paddlesports and with a profile of high skill levels necessary to get on with this area of the sport. Part of the journey in Supporting and Increasing Participation levels will be about utilising both the equipment advances and the extremely high levels of coaching ability which jointly open up never before possibilities in this sport.

Careful consideration must be given to attitude and recognition needs to be shown to how easy it now is to be able to do freestyle. Through clubs, and centres freestyle can become part of the core activity offering and through initial flat water interventions, we can engage and nurture both new and existing paddlers.

Foot note: In the BC Stronger Together Strategic Plan Increase Participation is listed as Action Point 1. In the plan BC recognise through the 'Getting Active for Outdoors' report that currently there are 196,000 people paddling regularly. The report further identifies that there is potential for 800,000 people. Increasing participation will be one of the methods both BC and the wider sporting arena measure our success.

Action Plan

- **Recognise**
 - Appoint a data coordinator.
 - Identify known data sources and correlate data to a central freestyle hub point.
 - Construct other methods to identify people outside of those data sources. specifically looking at non competitive freestyle.
 - A participation type and needs survey of all freestylers.
 - Create year on year monitoring and reporting structures.
 - Work with British Canoeing to understand membership relationship to freestyle.

- **Support & Increase**

- Offer events based on needs analysis
- Offer clear development pathway led coaching opportunities.
- Create new facility in identified black spots.
- More effectively market FS offering - see Objective 7.
- Emphasise that freestyle can be learnt on flat water and then transferred into more dynamic environments.

- **Key Performance Indicators**

- Correlation of growth in recorded participation numbers at events and in year 4 through further survey.
- Increased number of people undertaking FS coaching and performance awards.

OBJECTIVE 2 – Recognise, support and develop freestyle venues across the UK.

Introduction

To establish a nationally equal distribution of freestyle opportunity, understanding where people paddle, is an essential ingredient. GB freestyle knows of many sites but these are not on any register. Word of mouth or utilisation of user group information outlets is the means to Freestylers finding where to paddle.

Without knowing all the sites GB Freestyle are unable to provide guidance on geographical needs for freestyle. Within GB there are many black spots. A process of identifying geographical needs and local stakeholder groups will further help to strengthen the outreach from GB FS.

Consultation with GB FS Facility Development team will provide opportunity for stakeholder groups to establish the potential for local freestyle opportunity. The same team will through this route develop a 'National Freestyle Venue Needs Strategy ' that will set out what we have and what we need to achieve our Aim and Objectives.

Through working with multiple partners and developing proactive relationships GB Freestyle can increase the number of freestyle venues whilst also improving existing site arrangements.

Action Plan

- **Recognise**
 - Develop register of freestyle venues and add to website and British Canoeing's canoe trail site.
 - Map freestyle sites against BC population demographic and identify weighted 'need of venue' listing.
- **Support & Develop**
 - Through local stakeholder consultation identify potential venues for creation or development.
 - Create a 'Freestyle Venue Needs' report, taking these new venues and requirements of existing into the report. Submit this to BC and together with them identify routes to make this happen.
 - Create freestyle feature knowledge bank and start to use this to come up with common policy and procedure.
 - Develop a how-to guide for freestyle feature creation in the UK.
- **Key Performance Indicators**
 - Annually add to number in register of freestyle sites.
 - Every three years tick off at least one of the sites identified on our weighted need of venue list.

OBJECTIVE 3 – Support & develop excellent events locally, nationally and internationally.

Introduction

Recognising that freestyle has both a recreational and competitive participants opens up a fantastic opportunity for GB Freestyle to have diverse events which cater for both user groups. Developing a port folio of events that understands and recognises these opportunities lay is where excellence is needed. Freestyle currently does that to some extent but limited marketing and limited support for organising teams takes away from this potential.

Locally events can be held as intro or development to Freestyle. These may be a single competition, league or training that is about developing freestyle in a specific area.

Many freestylers are keen to undertake multiple types of paddlesports so where there are no specific needs (selection), at national standard competition, Freestyle can draw in people from many directions. Boater X racing and paddle boarding are two areas where this currently happens.

Its many years since an accredited ICF or ECA international freestyle event has been held in GB so winning the worlds in 2021 and associated world cup in 2020 does bring uncharted opportunity. Understanding this opportunity and then maximising its potential is a paramount task.

The discipline started as friends trying to outdo each other by doing new things in a boat and this ethos exists, just the same, today and its right through the sport. As we move forwards care does need to be taken to hold onto that special and somewhat unique culture.

Action Plan

• Support

- Ensure events are properly publicised;
 - Have a publicity plan for each event.
- Create an events strategy that clearly identifies desired outcomes for each event.
- Offer guidance and support to event organisers around Child protection and Welfare policy.
- Improve computer based entry system including payment. Integrate with a world-class scoring and feedback system.
- Identify quality marker KPI's for current events.

• Develop

- Develop and launch training and accreditation programmes for technical officials.
- Develop an event how-to-guide to enable clubs, centres and individuals to run GB freestyle sanctioned events.
- Develop Delivery program for the 2021 World Championships.

- **Key Performance Indicators**

- Yearly event calendar and strategy published for upcoming year. Draft by October of Previous year and complete by January 5th of year in which events are to be held.
- Develop outcome reporting structure for events and then use this as a KPI.
- Undertake random satisfaction survey of 5 % or 5 people which ever is higher for each event.
- Keep log and measure number of qualified technical officials annually.
- Develop outcome reporting to establish if publicity plan was achieved.

OBJECTIVE 4 – Strengthen governance and establish method to finance GB Freestyle.

Introduction

Good governance – planning, structure, appointments, decision making, clarity of roles, risk management – is essential at every level if freestyle is to operate effectively. The new UK Code of Sports Governance sets out a very clear framework of standards for national governing bodies and freestyle will need to adopt new structure under the guidance of BC.

For freestyle specifically this will mean we fully review our 'Terms of Reference', set out policy around review and evolution of team selections and ensure that our Safeguarding and event safety management are compliant with BC standards.

GB Freestyle also has to understand its revenue streams and as we undertake our four year plan needs to identify new routes into funding both from grant making sources and money raising initiatives. Cooperation across the home nations and new working agreement leading to improvements across the widest spectrum of freestyle activity is where energy must flow.

Action Plan

- **Strengthen Governance**
 - Work with BC to develop new Terms of Reference which reflect role needs in freestyle.
 - Annually review and amend as appropriate Selection Policy to ensure we have a fair and transparent policy and are able to field the optimal team.
 - Gain operating structure within the home nations and ensure all are represented.

- **Establish Methods to Finance GB Freestyle**
 - Work with BC, CW, SCA to understand what grants are available to allow us to achieve our goals.
 - Work to make events at least financially neutral.
 - Establish annual revenue streams.
 - Work closely with BC to ensure they meet their commitments to government led funding bodies and thus are able to fund GB FS.

- **Key Performance Indicators**
 - Annually increase the percentage of income into GB Freestyle from non public grant sources.

OBJECTIVE 5 - Develop and Implement a Freestyle Development Pathway.

Introduction

GB Freestyle is amongst the most successful canoe sport disciplines. Much has been achieved at the highest level and GB has remained in the top three medal nations for the last 6 years. With home world championships coming in 2021 and a desire to increase participation, a clear development pathway is needed to ensure this is both maintained and developed.

Performance is very focused on competitive freestyle whilst not really accounting for participation that has a desire to improve whilst not taking that route. The new BC awards structures must account for both avenues whilst also providing a tangible structure to skill acquisition. The development pathway will take account of all these factors and will clarify how, when and why each of these may be used

Nationally coordinated 'Hubs of Freestyle' will be identified and through locally appointed staff these will nurture and then sign-post clubs, groups and individuals through the pathway. Some of these will be competitive and some non.

Awareness, talent and coaching programs will continue to be developed and fed into the pathway leading to more people participating and being involved at all levels of freestyle.

Action Plan

- **Develop and Implement**
 - Consult, Design and deliver a development pathway that;
 - Deals with beginner to elite.
 - Recognises BC awards.
 - Recognises the recreational and competitive aspect of GB Freestyle.
 - Links to relevant aspect of freestyle – e.g events, site development.
- **Key Performance Indicators**
 - Covered by participation KPI.
 - Covered by Elite performance KPI.
 - Launch of plan by month three 2018;
 - Stages of plan will create further specific KPI.

OBJECTIVE 6 – Support and advance the possibilities in elite performance.

Introduction

Supporting our team so that we may continue to lead the world is a challenge that will need to address resource shortage and a change in the provision of that resource. For too long the highest levels of freestyle have depended on personal deprivation and huge amounts volunteer commitment.

Establishing an elite pathway whereby we can distribute resource appropriately towards potential is a first step that will need to be taken. To gain documented balance in this approach will require new structures and a cultural shift that recognises the aspiration of elite performance in winning medals.

Utilising relationships with British Canoeing and ensuring greater opportunity is released is a following step. Understanding where further funding may be best utilised and then identifying where that extra money may come from runs in unison with this. Recognising the tremendous volunteer input and ensuring that professional input is properly compensated is another major part of this parcel.

Setting performance goals for 2019, 20 and our home worlds in 2021 will recognise this input and GB Freestyle will continue to rule the waves.... And holes.

Action Plan

- **Support and advance**
 - Provide tiered structural framework where levels of athletes support are clearly identified.
 - Review and on an annual basis, identify and implement new and improved support structures.
 - Identify funding sources to provide new and improved training opportunities.
 - Identify funding sources to support coach's working with athletes.
 - Advance coaching skill set.
 - Strengthen team involved with performance management.

- **Key Performance Indicators**
 - Tiered framework created and implemented by June 2018.
 - Annual reviews submitted to Performance Management and Committee teams.
 - Improved international medal success.

OBJECTIVE 7 – Communicate what we do and how people can be involved exceptionally.

Introduction

Communication is an opportunity that dictates whether something is going to fail or be a success. In Freestyle that opportunity is often missed so that we do not fully realise the potential of our efforts.

It will be important to get a key message for freestyle and then to get that message communicated effectively through identified channels. A new team that can both design that message and communicate it effectively will be formed. Through that team we will need work closely with BC and to establish tools and frameworks specific to freestyle.

It will also be important that we manage our communication internally through the committee, sub committees and helper groups. All of these being supported, jointly working towards our key objectives and vision with a feeling of a united organisation, where activities feed activities and people enjoy the possibilities of helping to take freestyle forwards.

Action Plan

- **Establish a Communication and Marketing Team in GB Freestyle**
 - Task that team (CM Team) with creating and then running a full Communication and Marketing plan.
 - Task team to work closely with BC on this project.

- **Key Performance indicators**
 - Participation growth KPI as in Objective 1.
 - Ask team to identify ways to measure success.

OBJECTIVE 8 – Value Volunteers and provide opportunities for growth through volunteering

Introduction

Volunteers describe all of GB Freestyle and without the efforts they put in the sport would not exist. Many people involved with freestyle have been helping for many years and a need to look for new volunteers to support these people and bring new ideas is always present.

GB Freestyle need to be clear on what needs doing, who might be suitable for that job, the benefits of volunteering and how we will work with our volunteers. All volunteers need to have clarity on how their efforts impact our sport. The creation of a new GB Freestyle Volunteer charter will clarify those elements whilst also laying out the principles under which we work with volunteers.

Through ensuring that our gratitude is shown publicly towards our volunteers and following our charter we aim to keep people engaged and to grow our volunteer network.

Action Plan

- **Create a Volunteer Charter that sets out;**
 - How to volunteer.
 - The benefits of volunteering.
 - How Volunteering helps BC FS achieve its goals.
 - How BC FS will work with volunteers (Valuing the time you give us).
- Create Volunteer list.
- Create Annual Commendation Awards for Volunteers.

- **KPI's**
 - Volunteer Charter in Place by December 2018.
 - Growth in the volunteer list.

Mapping of Objectives to British Canoeing's 4 Year Plan

British Canoeing's Objectives		6	Improve access and promote environmental awareness
1	Increase regular participation in paddlesport	7	Provide excellent competitions
2	Attract new members to British Canoeing and improve member engagement and satisfaction	8	Improve pathways to performance and international success
3	Create and promote more opportunities for exploration, adventure and challenge	9	Develop volunteers, coaches and leaders
4	Develop a stronger network of clubs and centres	10	Strengthen governance and financial sustainability within the sport
5	Create more places to paddle and improve facilities	11	Improve the profile of paddlesport and communications throughout the sport

		British Canoeing Objectives											
		1	2	3	4	5	6	7	8	9	10	11	
GB Freestyle Objectives	Recognise, support and increase participation levels in Freestyle Canoeing.	X		X	X								X
	Recognise, support and develop freestyle venues across the UK.			X		X							
	Support & develop excellent events locally, nationally and internationally.		X	X					X	X	X		X
	Strengthen governance and financial sustainability of GB Freestyle.		X									X	
	Develop and Implement a Freestyle Performance Pathway .	X	X	X	X				X	X		X	
	Support and advance the possibilities in elite performance .	X	X						X	X			X
	Communicate what we do and how people can be involved exceptionally.	X	X	X	X	X		X	X	X	X	X	X
	Value Volunteers and provide opportunities for growth through volunteering.		X		X			X	X	X			X

Job Description Summary

- **Chairman**
 - Provide overall direction and drive achievement of 4 year plan.
- **Vice-Chairman**
 - Lead the core functions (Treasurer, Safeguarding, Publicity, KPIs & Success Monitoring).
 - Own the development of the 4 year plan.
- **Treasurer**
 - Collate yearly budgets from objective leads & balance priorities, release/collect funds.
- **Secretary**
 - Official communications.
 - Recording minutes of meetings.
 - Point of contact with British Canoeing.
- **Safeguarding**
 - Ensure British Canoeing Policies are adhered to and that all events have appropriate safeguarding support.
 - Encourage training of volunteers.
- **Marketing and Communications**
 - Work across-objectives to present a good image of GB Freestyle.
- **KPIs & Success Monitoring**
 - Collate data and keep up to date information to allow for targeted decision making and meetings.
- **Facilities Lead**
 - Recruit a team to develop new freestyle features.
 - Build new features with support of this team.
- **Performance Director**
 - Responsible for development, review and implementation of the Development Pathway.
 - Leads the team of action point owners in co-ordination with the team manager.
 - Reports to the Chairman.
- **Team Manager**
 - Enables the team to attend international competition.
 - Leads the team of action point owners in co-ordination with the Performance Director.
- **2021 World's Organiser**
 - Accountable for delivering the 2021 Worlds Championships.
- **Participation Lead**
 - Accountable for increasing club participation in freestyle.
 - Recruits Action Point Owners.
- **Competition Lead**
 - Accountable for providing excellent competitions.
 - Recruits Action Point Owners
- **Action Point Owner - Key Roles**
 - Responsible for delivering an item on the action plan.

VERSION CONTROL

Version	Who	Date	Purpose
1	Josh Wedgwood	23/08/2017	Initial Issue for Comment
2	Andrew Jackson	03/11/2017	Reviewed version 1 adapted and reissued for comment.
3	Dennis Newton	13/11/2018	Reviewed and updated for Development Pathway & Minor language changes.