



Appendix 1 - Board Diversity Action Plan 2020/2021

1. Message from our Chair

A message from John Coyne CBE, Chair of British Canoeing:

“The Board members of British Canoeing all recognise that leadership, governance and decision making are greatly improved and enhanced when an organisation is able to draw upon and harness a wide range of different opinions.

This is why my fellow Board members and I are fully committed to driving greater diversity within British Canoeing in order to achieve long term benefits for the sport.

Therefore I am delighted that the Board has unanimously approved this action plan and that we are working towards achieving the advanced equality standard.”

2. Introduction

2.1 **About Us** – We are British Canoeing, the national governing body for paddlesports in the UK. Formerly known as the British Canoe Union, Canoe England and GB Canoeing, we now come together in a unified organisation.

2.2 **Our Purpose and Vision** - The **purpose** of British Canoeing is to;

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

The **vision** for British Canoeing is;

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

2.3 Our four year Strategic Plan “**Stronger Together**” was launched in March 2016 and has the following 11 ambitions:

Ambition One	Increase regular participation in paddlesport
Ambition Two	Attract new members and improve member engagement and satisfaction
Ambition Three	Create and promote more opportunities for exploration, adventure and challenge
Ambition Four	Develop a stronger network of clubs and centres
Ambition Five	Create more places to paddle and improve facilities
Ambition Six	Improve access and promote environmental awareness
Ambition Seven	Provide excellent competitions
Ambition Eight	Improve pathways to performance and international success
Ambition Nine	Develop volunteers, coaches and leaders
Ambition Ten	Strengthen governance and financial sustainability within the sport
Ambition Eleven	Improve the profile of paddlesport and communications throughout the sport

2.4 In 2020 the 2021/2024 Strategy will developed. This will put a bigger emphasis on increasing diversity across the organisation, including the Board.

3. Our Values

- **Every person matters** – Treating people as individuals, being inclusive and respecting diversity, considering the person who is the athlete, the coach or the member of staff, being supportive of individuals and really listening to individual points of view.
- **Striving for excellence** – Focus on being excellent in everything we do, focussed on performance, being world leading, striving for world class performance, delivering exceptional performance throughout the organisation, striving to be the best we can be, ambitious for success, seeking out innovation.
- **Always with integrity** – Respect others, be honest and truthful in our work, fair and act with integrity, consistent, open and transparent.
- **Enjoying the journey** – Enjoy what we do, have fun along the way, focus on the goals but to enjoy each day, be present in the moment.
- **Individually committed** – Personally commitment to individual and team goals, focussed, hard-working, passionate, seeking personal improvement and excellence, proud.
- **Stronger together** – Work as a team, seek out collaboration and build unity, support each other, work together, invest in and create team.

4. Our Commitment to Diversity and Inclusion

4.1 British Canoeing is proud to have achieved the Intermediate Equality Standard and is working towards achieving the Advanced Equality Standard.

- 4.2 British Canoeing have appointed an Equality, Diversity and Inclusion Lead, due to start in January 2021, to shape future plans to ensure British Canoeing is more inclusive and representative of society. A key part of this role will be to lead on the review and implementation of British Canoeing's equality action plan and strategic development, including this Board Diversity Action Plan.
- 4.3 British Canoeing aims to embed its equality and diversity values into every day practice, policies and procedures so that equality and diversity becomes the norm for all. This cultural change will be driven from the top by the Board and senior staff but will be embedded from the bottom across clubs and centres, regions and disciplines in keeping with the ambitions of British Canoeing strategic plan, Stronger Together. British Canoeing supports and recognises the importance of diversity in its broadest sense throughout its organisation, including on its Board.
- 4.4 British Canoeing Board believes in fairness and equity and values diversity in all its dealings, both as the governing body for paddlesport, and as an employer. A diverse organisation will value and benefit from differences in canoeing and sports skills, regional and industry experience, background, race, gender, sexual orientation, religion, belief and age, as well as culture and personality.
- 4.5 Currently 33% of the British Canoeing Board is female. In accordance with the mandatory requirements of the Code for Sports Governance, British Canoeing will continue to encourage diverse candidates for Board roles and British Canoeing is committed to continuing to meet the target of achieving a minimum of 30% of each gender on its board.
- 4.6 In accordance with the Code for Sports Governance, British Canoeing reviews the Board's effectiveness and composition each year and, in particular, considers the balance of skills, experience and independence of the Board. It also considers the benefits of all aspects of diversity, but without compromise as to the calibre of directors, when identifying candidates for appointment.
- 4.7 British Canoeing have signed up to the Sporting Equals Charter for 2020/2021 which supports engagement in recruitment with the BAME community and to engaging with Perrett Laver in Board recruitment to maximise opportunities to reach out to a diverse range of candidates.
- 4.8 British Canoeing recognises that leadership and decision making is greatly improved when a Board is able to draw on and harness a diverse range of opinions, and in order to drive greater diversity, the Board has agreed this action plan which will be reviewed annually, the Board will monitor progress against the actions below and discuss updates required for the next year.

5. Action Plan Objectives

- Focus on encouraging diverse high calibre candidates for Board level roles.
- Consider candidates for Board appointments from a wide pool.
- Ensure Board appointment 'long lists' include diverse candidates.
- Report against these objectives and other initiatives to promote diversity annually.
- Report annually on the outcome of the Board evaluation including the diversity of the composition of the Board and meeting the target of a minimum of 30% of each gender on the Board.

6. Indicators

6.1 The following indicators will allow our stakeholders to judge how the Board is doing in meeting its diversity targets. Current Board Diversity:

Gender	33.3% Female 66.6% Male
Race	92% White 8% Mixed
Disability	100% Not Disabled
LGBT	100% Heterosexual

6.2 This action plan has been approved by the Board of British Canoeing on the 11 November 2020. It is part of a wider good governance strategy which notes and promotes the principles of the Code for Sports Governance. It is also part of a wider Equality action plan put in place to meet the Advanced Equality Standard.

6.3 The Head of Governance and Compliance will be responsible for overseeing delivery of this action plan, working in conjunction with the Equality, Diversity and Inclusion Lead, all members of the Senior Management Team and the Board itself.

6.4 Overall success will be measured by:

- Achieving the Advanced Equality Standard; this can only be done if good diversity and inclusion practice is embedded across the whole of the organisation.
- Capturing data and demonstrating that Board recruitment drive has attracted more diverse candidates.
- Meeting and retaining the target of a minimum of 30% of each gender on the Board.

6. Actions

Recruitment How the organisation will attract an increasingly diverse range of candidates	Code for Sports Governance					
	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board	Demonstrate a strong and public commitment to achieving greater diversity generally/including but not limited to BAME, disability, LGBT and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Req 2.2
Objective: Embed good diversity and inclusion practice into our recruitment activities and decision making processes	✓	✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible/ Reporting	Completion Date			
Short Term:	Information Gathering and Analysis Gather profile information that demonstrates the diversity of existing board. Analysis and identify any diversity shortfall. Report against identified targets and define additional actions;	Head of Governance and Compliance Reports to Nominations Committee/ Senior Management team/ Performance Leadership team, and Board Evidence of review, monitoring and evaluation of equality	November 2020 November 2020 November 2020			

	<p>Impact studies to be completed and gathered by Equality Lead who will note self-evaluation and learning points.</p> <p>Publishing</p> <p>Publish details of Board diversity profile online.</p> <p>Publish this action plan</p> <p>Publish commitment to encourage a minimum of 30% of each gender on its Board</p>	<p>objectives by Nominations Committee and noted by Board;</p> <p>Head of Governance</p> <p>Head of Governance</p> <p>Head of Governance</p>	<p>November 2020</p> <p>End of November 2020</p> <p>End of November 2020</p> <p>End of November 2020</p>
<p>Medium Term:</p>	<p>As vacancies arise actively seek representation on Board and Board committees and working groups through positive action, e.g. guaranteed interview scheme.</p> <p>Engage with organisations which represent those under- represented groups and which may be able to assist with identifying candidates.</p> <p>Women in Sport English Federation of Disability Sports Sporting Equals</p> <p>Board Level Posts will be advertised as widely as possible so as to attract a diverse group of candidates and reference will be made to this in the Recruitment Briefing.</p> <p>Attention will be paid to how the advertisement and role profile/person specification is written to be sure it is not precluding any applicants.</p> <p>Consider use of recruitment consultant to widen even further. Hold them to account if they have</p>	<p>Head of Governance</p> <p>Nominations Committee</p> <p>Final Appointments approved by Board</p> <p>HR/Nominations Committee</p> <p>Nominations Committee</p>	<p>As required but no immediate vacancies anticipated. 2021 vacancies are nominated Directors or re-appointment.</p>

	<p>been used to show what steps they have taken to ensure diversity.</p> <p>Capture monitoring data of applicants. Self-evaluate effectiveness of actions with a view to continuous improvement. Nominations Committee to provide report after each recruitment.</p> <p>Continuous Monitoring - Ensure that the new Database has facility to record characteristics necessary.</p>	<p>HR/ Nominations Committee</p> <p>Equality, Diversity and Inclusion Lead - Head of Governance and Compliance – Head of Digital – Head of HR.</p>	<p>Ongoing</p>
<p>Long Term:</p>	<p>Publishing</p> <p>Progress report against this action plan to be published annually on British Canoeing website.</p>	<p>Head of Governance</p>	<p>Annually</p>

Engagement Ensuring that your organisation’s commitment to diversity is communicated through internal practices and externally		Code for Sports Governance				
Objective: Embed good diversity and inclusion practice across the whole organisation	Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its board	Demonstrate a strong and public commitment to progressing towards parity and greater diversity generally on its board	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT and socio-economic)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2
Priorities	Actions		Person(s) Responsible		Completion Date	
Short Term:	Board sign off and agree Equality Action Plans for the organisation and commit to achieving the Advanced Equality Standard Board Training on Diversity		EDI Lead/Head Of Governance EDI Lead/Head of Governance		April 2020 March/April 2021 - Update in 2 years	

<p>Medium Term:</p>	<p>Ensure succession planning and key Board recruitment policies and procedures include a visible equality dimension and are impact assessed.</p> <p>Named staff are identified as responsible for equality in their area of operation.</p> <p>Equality priorities highlighted in staff and board members' individual objectives, job descriptions and departmental plans.</p> <p>Board collectively champion diversity.</p> <p>Form Diversity Advisory Group. Agree Terms of Reference for Diversity Steering Group.</p> <p>Continue to develop and promote diversity events – This Girl Can, Women in Sport Week, International Women's Day, Pride etc.</p>	<p>Head of Governance /Equality Lead Board Members on Nominations Committee – Board Members on Governance and Risk Committee, Board Members on HR and Remunerations Committee.</p> <p>HR</p> <p>Head of Governance/ EDI Lead</p> <p>Communications/EDI Lead</p>	<p>Ongoing</p> <p>Ongoing</p> <p>By March 2020</p> <p>Ongoing</p>
<p>Long Term:</p>	<p>Equality is mainstreamed through British Canoeing functions, policies and procedures and this is clear through Board recruitment and all its policies.</p> <p>Ensure Board have Equality and Diversity Training at least every two years. Next due June 2020. Equality and Diversity Training becomes embedded in Board development.</p>	<p>Head of Governance/Equality Lead</p>	<p>April 2020</p>

Progressing talent from Within A focus on developing a strong internal pipeline of diverse talent to populate decision making and other structures.		Code for Sports Governance				
		The board shall ensure the organisation prepared and publishes on its website information (approved by the Board) including an annual update on progress against actions identified in Reg 2.2	The board shall ensure that the organisation prepared and publish on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision making)	Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Reg 2.1	Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally/(including but not limited to BAME, disability, LGB&T and socio-economic)	Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its board
Objective: The organisation can progress and encourage an increasingly diverse range of candidates		✓	✓	✓	✓	✓
Priorities	Actions	Person(s) Responsible			Completion Date	
Short Term:	Publish this report and commitment on website and also circulate via email to key volunteers.	Head of Governance			December 2020	

<p>Medium and Long Term:</p>	<p>Encouraging Board applicants when there is a vacancy from:</p> <ul style="list-style-type: none"> • Known contacts working in the sport. • Known contacts working in other sports. • Those already on working groups or panels • Key volunteers and ex-athletes <p>Long term benefits can be Use of existing skills of the sport and or the sector. Knowledge of the sport and organisation Development and acknowledgment of the skills of volunteers. Can be targeted e.g. Para Athletes who have recently retired.</p>	<p>Equality Lead - Head of Governance and Compliance – Chief Executive</p>	<p>Ongoing but no vacancies anticipated in 2021.</p>
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