

# #WePaddle Together

A Strategy for **Equality, Diversity** and **Inclusion**



Equality, diversity  
and inclusion (EDI)

# Board Commitment and Support

**British Canoeing is committed to ensuring that we represent and promote an active, inclusive and diverse community enjoying the benefits that ste**

Our strategic plan, Stronger Together 2022-26 has a key pillar placing stronger emphasis on equality, diversity and inclusion across all we do as an organisation.

## #WePaddle Together

British Canoeing's Strategy for Equality, Diversity and Inclusion is a natural manifestation of that commitment. It sets out our vision, action plan and wholesale commitment to increasing access to paddling, championing diversity and creating inclusive and welcoming environments for everyone.

We are a membership organisation and it is imperative, through our work and delivery of this strategy, that we ensure more people feel connected, valued and empowered to build a lifelong engagement to paddling. We shall support all our community whether they paddle for recreation or as a competitive paddler and whether they are coaches or volunteers.

This strategy will only be successful if we all work together. Alongside my colleagues on the British Canoeing Board, I will hold the executive team and ourselves to account for delivery of this strategy and ensure we

understand the impact and success of the many actions we have committed to. We will lead by example, ensuring we drive greater diversity and that equality, diversity and inclusion brings breadth of perspective to the heart of our decision making.

I am proud of the work we do making paddling and paddlesport more inclusive and am looking forward to playing my part in delivering this strategy to 2026.

**John Coyne,**  
Chair, British Canoeing



John Coyne



# Foreword

**As a former canoe slalom athlete, being on the water and involved in the paddling community shaped my formative years. In the corporate world, where I spend the majority of my time now, there is a growing understanding of the overwhelming case for equality, diversity and inclusion.**

Analysis shows that organisations with an inclusive culture are eight times more likely to achieve better outcomes, three times more likely to be high performing, and twice as likely to either meet or exceed their targets.

Change is needed in the sporting sector through effective equality, diversity and inclusion policy to reflect this, and ensure that everyone has an opportunity to succeed, regardless of background, circumstance or identity. I believe this is achieved through creating a safe environment where individuals can bring their true authentic selves, feel valued and reach their full potential. This is also achieved by recognising and respecting the variety of unique experiences, cultures, and characteristics, and ensuring greater representation across all communities.

My colleagues and I, in the Inclusion Advisory Group (IAG), are delighted to have played a part in supporting and challenging British Canoeing in their ambitions to create an inclusive environment where everyone can participate in paddlesport and be the best they can be. We aspire to effectively level opportunity across our communities. If achieved to its fullest extent, the impact for British Canoeing, the paddling community, and society will be significant. We believe there must be no limit to where your talent, achievement and hard work can take you, whoever you are, and whatever your background – but history has shown us that these opportunities are not evenly distributed.

The IAG exists to support British Canoeing in achieving its strategic and inclusion-focused

goals, and the organisation has been open to this challenge and process. We have been delighted to be involved in reviewing, providing guidance, and making recommendations for improvements through our lived experiences to this strategy. It was important to us that this strategic plan had consistent and targeted goals, and used clear accountability and transparent metrics, to drive and demonstrate tangible progress. The completion of this strategy represents an important step in the journey to driving further change in equality, diversity and inclusion throughout British Canoeing. We look forward to continuing our support as focus now shifts from strategy to implementation, and effecting change across the paddling community.

**John McCalla-Leacy**  
Independent Chair of the  
Inclusion Advisory Group



**John McCalla-Leacy**



# Introduction

What do we mean by **equality, diversity and inclusion**?



## Equality

**Ensuring that everyone has equal opportunity**, and equal access to resources and support, to enjoy paddling in a variety of ways and settings.

## Diversity

Paddling becomes an activity that people from a range of **backgrounds, identities and circumstances can enjoy, and are represented in.**



## Inclusion

**All paddlers feel valued, respected and welcomed** in whichever paddling setting they are active in, and have an opportunity to ensure their voices are heard and considered.

There are groups and communities in society who have historically been excluded from sport and physical activity, which our work in equality, diversity and inclusion (EDI) focuses on. These are known collectively as protected characteristics under legislation, and the ambitions and goals outlined in this strategy all contribute to ensure equality of representation, opportunity and inclusion of these groups. We also recognise that the protected characteristics do not always cover the full scope of our inclusion work, and we also need to ensure our work is inclusive of groups such as those with mental health conditions,

neurodiverse individuals, and a range of body sizes.

We also recognise the need to deliver using an intersectional approach in order to maximise the impact of our inclusion work. For the purposes of this strategy, we define intersectionality as the way that multiple identities overlap and add layers to the experience of exclusion or discrimination an individual may face. For example, someone may have a diverse ethnic background and experiences racism; but they also have a disability and face ableism.

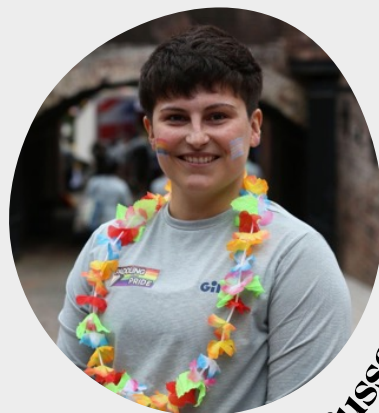
The current and ever-changing economic climate is a concern

for many in the UK, and this will undoubtedly have significant impacts on whether paddling is seen as an economically sustainable activity. British Canoeing has a responsibility to carefully consider the affordability of paddling opportunities, and develop strategies to mitigate some of the impacts of the current landscape on the paddling community as part of ongoing organisational delivery. People from lower socio-economic backgrounds are likely to be unable to access a full range of paddling opportunities without these considerations in place.

# Why inclusion matters to us

Equality, diversity and inclusion are important to our community in a multitude of ways, and the impacts are felt differently by us all. Committing to and delivering meaningful change enables us to drive a culture of inclusion, and listen to the experiences of those often under-represented in order to improve the experiences of paddling for all. We can continue to grow our sport and the ways in which we can all paddle, and connect paddling with more people, more often.

**Members of our paddling community told us why equality, diversity and inclusion matters to them:**



**Helena Russo**

“

I believe inclusion is the lifeblood of sport, and with it, sport has the power to create and connect communities. **Everyone deserves the opportunity to do their sport, and reap all of the benefits it has to offer** - that can't happen without this work.

”

**Helena Russo**

(she/her)

Equality, Diversity and Inclusion  
Lead, British Canoeing

“

**I want to see an inclusive community that welcomes and listens to anyone that picks up a paddle.** There are many barriers when you live with a disability but so many are easily overcome, and it's hard to express the enormity of the benefits I get from paddling.

”

**Dr Jen Warren**

(she/her)

"#ShePaddles Ambassador 2021/22  
and Marathon para-paddler

**Dr Jen Warren**



(Photo credit: Nick Hynan)

Alex Etherington-Smith



“

I've had the opportunity to support my club with weekly sessions for visually impaired people, who don't usually get the opportunity to paddle. **It's been great to see them being independent on the water, and really highlights the need for inclusion for all.** ”

**Alex Etherington-Smith**

Instructor, founder of the visually impaired paddling program at Tower Hamlets Canoe Club

“

Equality, diversity and inclusion in Paddlesport is really important to me as **it can bring communities together** who may never otherwise have engaged with each other, and **opens up possibilities** that may never have been imagined.

”

**Clare Dallaway**

(she/her)

Board member, Regional Development Team Chair and paddling enthusiast

Clare Dallaway



Aisha Garwood

“

Equality, diversity and inclusion in paddlesports is important because **it is a sport that offers so much potential for people to grow in so many ways.** Everyone should be accommodated to have that experience, and everyone should be represented.

”

**Aisha Garwood**

#ShePaddles Ambassador 22/23

# Where We **Are Now**

**STRONGER  
TOGETHER**



**Equality, diversity  
and inclusion (EDI)**

## **British Canoeing has celebrated success in its inclusion work.**

Including the delivery of initiatives such as the #ShePaddles programme, which has supported a 9.2% increase in women and girls becoming members since 2017; achieved the Intermediate level Equality Standard for Sport and compliance with the Code for Sports Governance; and delivered resources and training on disability awareness, to support ongoing engagement with disabled communities in paddling.

In 2020, feedback from British Canoeing membership highlighted the need to ensure the impact of our existing inclusion work was maximised, and that EDI was better embedded as a strategic priority.

## **British Canoeing** has since:

- 🚀 Appointed its first Equality, Diversity and Inclusion Lead in January 2021;
- 🚀 Established a new Inclusion Advisory Group in Summer 2021, comprised of members from inside and outside the paddling community to guide the inclusion agenda of the organisation at a strategic level;
- 🚀 Launched **#WePaddleTogether**, a set of organisational commitments which outlines our key approaches to creating a more equal, diverse and inclusive sport;
- 🚀 Developed an online introductory eLearning on EDI for those within the paddlesport community;
- 🚀 Ensured EDI was embedded throughout our organisational strategy, Stronger Together 2022-26, as a cross-cutting theme.

# 9.2%

increase in women and girls  
becoming members since 2017

## **Equality Standard**

for Sport, Intermediate Level

## **#ShePaddles**





## Where We Are Now (Continued)

### The diversity of our organisation

One of our measures of success for this strategy is through an increase in the diversity of our Board, staff and the whole paddling community.

#### Staff and Board:

As a staff body, Senior Leadership Team and Board, the picture is mixed. Current data shows that women represent approximately 40% of staff, but this is significantly lower in the coaching staff supporting the Talent and World Class Performance programmes. The staff body are also primarily non-disabled and belong to white ethnic groups. 45% of our Board and 37.5% of our Senior Leadership are currently represented by women, but

we lack ethnic diversity and representation by those with disabilities across both groups.

#### Coaches, leaders and instructors:

Data on these groups, similar to other areas noted here, is lacking. Currently, 17% of our members who hold leadership qualifications, and 22% of our members who hold coaching qualifications, are women, equating to 21% of members with any qualification being women. This figure is not reflective of the percentage of women who make up our overall membership, and action is needed to redress this imbalance.

#### Membership:

British Canoeing is a membership organisation of 93,306 members (Oct 2022) but the amount of completed equality monitoring data represents approximately 5% of this number. Nonetheless, the current data shows an increase in women becoming members (38%), and that members have indicated a wide range of disabilities. However, it is clear that we lack diversity across non-white ethnic groups, and there is more work to be done to address the gender imbalance. While these are indicators of positive change, without more complete data, we cannot accurately indicate whether the membership is reflective of the general population.

In 2021, British Canoeing participated in Sporting Equals' Race Representation Index (RRI), which recognised a lack of ethnic diversity across various levels of the organisational structure. Steps have been taken to diversify talent pools in recruitment and remove risk of bias from our recruitment processes, and British Canoeing will participate in future versions of the RRI to measure the impact of this work.

We recognise the importance of robust and consistent equality monitoring, and the current lack of complete data limits our understanding of the demographics across our community, and our ability to benchmark progress of our inclusion work. This will be a key focus throughout the course of this strategy.

# 45%

of our Board is currently represented by women





# What informed **this strategy**

We recognise our social responsibility to tackle discrimination, harassment and exclusion in all its forms and are committed to becoming an organisation which is more dedicated and better equipped to tackle EDI topics.

We pride ourselves as an organisation that listens closely to what is important to our members. The insight gathered through the Membership Survey and the Inclusion Survey has been important in informing the contents of this strategy. We have also worked closely with key inclusion

partners and stakeholders, such as Sporting Equals and Inclusive Employers, who have provided insight and guidance on the strategy development and helping us to understand the kind of organisation we want to be and how we get there.

The Inclusion Advisory Group has been, and will continue to be, an integral and impactful group of people in guiding the strategic direction for EDI at British Canoeing. It has been involved in the development of both this strategy and the organisational strategy for 2022-2026,

challenging us to identify key priorities and reinforcing the need for accountability.

Our work on EDI is a journey, and we are very grateful to those who have informed #WePaddleTogether - A Strategy for Equality, Diversity and Inclusion at various stages of its development, and we are sure that many more alongside those mentioned here will join us.



**IAG Team**

**STRONGER  
TOGETHER**



**Equality, diversity  
and inclusion (EDI)**

**93,306**

British Canoeing members  
(31st Oct 2022)

# How **We Work**

## Working together

People are at the heart of British Canoeing, and are the key to delivering not only the organisational strategy but in supporting British Canoeing in becoming the more equal, diverse and inclusive organisation we want to be. Internally, we challenge ourselves as individuals, teams and an organisation to integrate equality, diversity and inclusion-driven actions into our annual planning, so that they become “everyday actions” in the work that we do.

British Canoeing recognises our collective responsibility to actively tackle discriminatory behaviour and stamp out exclusive practice. We are committed to eliminating discrimination, harassment and victimisation at every opportunity.

This strategy will outline many ways in which we will work to improve equality, diversity and inclusion across paddling, but we also need to hold each other accountable to prevent these unacceptable actions from happening.

British Canoeing is reliant on many groups and individuals leading the work we do in paddlesport and the wider community. Members, clubs and delivery partners, coaches and leaders, committees, volunteers, officials, the Board, staff, the IAG and key stakeholders and partners are all key to the delivery of Stronger Together 2022-26.

Every one of these groups and individuals has a responsibility for contributing to an inclusive culture

which supports and values diversity, with our guidance. British Canoeing is not only a National Governing Body for paddlesport, but is also an employer. We have a team of dedicated staff providing support and services for our members and volunteers, and we strive to be an organisation that people want to be a part of. The ambitions and plans outlined within this strategy are primarily focused on those UK and English areas within the remit of British Canoeing, UK activities in coaching and international competition and events, and those of the English membership organisation.



Equality, diversity  
and inclusion (EDI)

# STRONGER TOGETHER

## How We Work (Continued)

### Guided by our values

Our Values define the ways we work, how we treat people and how we want to be treated. They point to the desirable behaviours for all of those people involved in the delivery of our organisational strategy, as well as this action plan. As one of our 'golden threads', inclusion themes are central and celebrated through our organisational Values, outlined opposite:

#### **Every Person Matters**

Making time to listen and understand others, supporting people to grow and develop, treating others as we would like to be treated, respecting diversity and being inclusive.



#### **Always with Integrity**

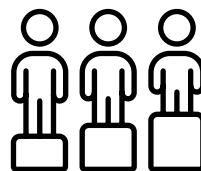
Doing what we say we are going to do, respecting our environment, being open and honest, being consistent and fair.

Learning from mistakes, being open minded and embracing new ideas, seeking new ways and looking to constantly improve, producing high quality, accurate work.

#### **Striving for Excellence**

#### **Enjoying the Journey**

Celebrating success as a team, taking a friendly, enthusiastic approach, taking time to switch off and refresh, setting realistic targets.



#### **Individually Committed**

Working proactively and taking the initiative, being punctual and ready, being focused on our work, having our own clear objectives and development plan.



Working towards a common goal, sharing our knowledge and expertise, sharing the load and working as a team, respecting the priorities of others.

#### **Stronger Together**





# Our **Vision**

In Stronger Together 2022-26 we set out our vision for equality, diversity and inclusion:

“

We will ensure there is more equal access to paddling, ongoing championing of diversity in all paddling communities, and that we make a greater effort to better understand how we can collectively create inclusive and welcoming environments where everyone is able to enjoy paddling, regardless of their identity, background or circumstances.

”

**#WePaddle  
Together**




British Canoeing believes  
that we are a stronger  
paddlesport community when

**#WePaddleTogether.**

# How We Will Get There

The actions we are committing to taking within this strategy are aligned to each of the ten ambitions of Stronger Together 2022-26, where EDI is a cross-cutting theme. In order to achieve our vision we must take actions that champion diversity, embed excellent governance and systems and build insight and knowledge across all of our work. We believe that working in this way will ensure EDI is at the heart of everything we do.




## Building insight and knowledge

-  Gaining further insight into how communities access our sport, activities and programmes and how we can remove barriers for under-represented groups
-  Improving our knowledge on all aspects of EDI and cascading this within the paddling community
-  Listening to diverse, intersectional voices from our paddlesport community on a range of issues, to implement change and provide equitable services for all






## #WePaddleTogether

### Excellent governance and systems

-  Holding ourselves accountable by doing what we say we will do and reporting openly and honestly on progress made
-  Maintaining excellent governance frameworks and policy and ensuring compliance with sector standards for equality.
-  The Board and Senior Leadership Team leading by example, driving greater diversity, putting EDI at the heart of its decision making and holding the wider executive to account in delivery of this strategy.



### Championing diversity

-  Delivering focused initiatives that address disparities in representation across the paddling community
-  Celebrating diverse role models and sharing examples of inclusive practice as learning opportunities
-  Engaging and supporting our people to be advocates for inclusion



## Ambition 1

# Engaging recreational paddlers and attracting new paddlers

### Where do we want to be by 2026?

- Paddling will be offered in a more inclusive way in a variety of settings
- Participants from a greater range of diverse backgrounds will participate in paddling, and will be more reflective of local communities
- Paddling will be seen as an activity that is accessible and open to all new paddlers

### What are our key **strategic actions**?

We will create and activate partnerships, campaigns and targeted programmes to attract new participants from under-represented groups to increase diversity in the paddling community (from 2023)

More opportunities for people with a range of disabilities to paddle will be created, through the delivery of disability-specific programmes and improved accessibility to paddling opportunities (from 2023)

We will identify core cities with a range of local and regional partners to establish Community Paddling Hubs, which provide local and accessible paddling opportunities (from 2022)

The quality and amount of equality monitoring data will be improved to understand the reach of programmes and initiatives run by British Canoeing to engage recreational paddlers and attract new paddlers (from 2023)

### How will we **measure success**?

- 🌸 We will have trialled three unique Community Paddling hub concepts and captured insight to inform future development. (by 2026)
- 🌸 Disability paddling provision will be embedded across a number of clubs and other stakeholders, increasing annually. (from 2024)
- 🌸 An annual increase in the number of members and paddlers from identified under-represented groups, measured through the data collected within each initiative (from 2023)



Championing diversity



Excellent governance and systems



Building insight and knowledge





## Ambition 2

# Increasing membership and improving member services

### Where do we want to be by 2026?

- Our membership will be more diverse and representative
- We will have a more complete understanding of membership demographics

### What are our key **strategic actions**?

Insight into the views, demographics and interests of our members will be improved through enhanced tracking, data collection and surveys (annually from 2023)



We will continue to review and identify opportunities to embed inclusive opportunities into the membership offering, such as through Carers Membership, youth and family memberships (from 2023)



We will deliver campaigns and embed approaches which drive the ongoing completion of equality monitoring data in the membership (from 2023)



Championing diversity



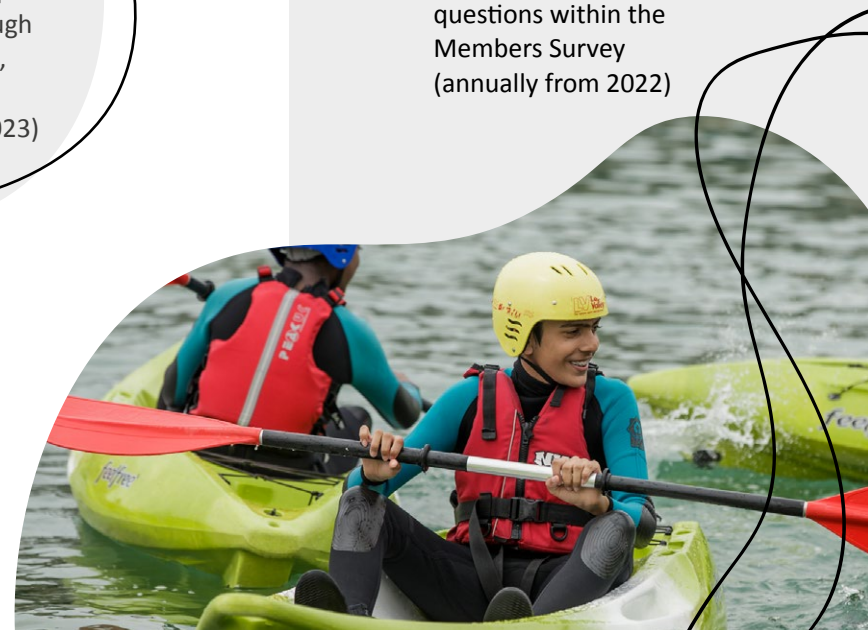
Excellent governance and systems



Building insight and knowledge

### How will we **measure success**?

-  Each year we will increase the proportion of members who have completed their equality monitoring data (annually from 2022)
-  Annually improve representation in the membership across currently underrepresented demographics (annually from 2022)
-  Ranking highly each year on equality, diversity and inclusion questions within the Members Survey (annually from 2022)



## Ambition 3

# Promoting access, places to paddle, and environmental awareness

### Where do we want to be by 2026?

- We will have a greater understanding of how to improve access to blue spaces and opportunities to protect the environment, and impacts on under-represented groups
- Inclusion and accessibility considerations will be embedded across the scope of the environmental and access programmes
- Improved diversity of volunteer across the environmental and access programme

### What are our key **strategic actions**?



We will ensure inclusion themes are highlighted through the updated Clear Access Clear Waters Charter and supported by case studies (annually from 2023)



We will embed accessibility considerations into trails guidance and the facilities strategy, working closely with the Canoe Foundation on funded projects (by 2026)



We will ensure that PaddlePoints has clear, standardised accessibility information across the tool (by 2025)



We will recruit and engage with volunteers from a greater range of backgrounds across the environmental and access programme (by 2026)

### How will we **measure success**?



Clear Access Clear Waters Charter will be updated and highlight the impact of a lack of access on particular groups (2023)



All new submissions to PaddlePoints will include a requirement for accessibility information (from 2023)



Improved recording of, and annual increase in, the diversity of the volunteers involved across the environmental awareness campaigns (annually from 2023)



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Excellent governance and systems



Building insight and knowledge



## Ambition 4

# Supporting clubs and delivery partners

### Where do we want to be by 2026?

- More clubs will be engaged with the Quality Club process, which means that more will be equipped with tools to drive an inclusive agenda
- Delivery Partners will be better equipped to embed equality, diversity and inclusion opportunities across their services and sites

### What are our key **strategic actions**?

We will develop and promote the Clubhouse digital platform, to support the work of clubs on a range of issues, including governance, safeguarding and equality, diversity and inclusion (annually from 2023)

We will support delivery partners in promoting their activities within their local communities, promoting their health benefits and attracting participants from under-represented groups (by 2026)

We will develop an inclusive paddling offer for clubs which supports them to attract and retain paddlers who reflect the diversity of their local community (by 2026)

We will continue to deliver learning opportunities for the club and Delivery Partner networks to further their understanding of inclusion topics (annually from 2023)

We will share best inclusive practice across the club and Delivery Partner network through case studies to improve engagement with under-represented groups and communities (annually from 2023)

### How will we **measure success**?

- 🌸 The membership of affiliated clubs will be more reflective of their local communities (by 2026)



Championing diversity



Excellent governance and systems



Building insight and knowledge





## Ambition 5

# Developing and supporting coaches, leaders, instructors and guides

### Where do we want to be by 2026?

- Paddlers from a greater diversity of backgrounds will be engaged in qualifications, and in coaching and leading paddling activity
- Instructors, coaches and leaders will better understand how to create more inclusive settings
- Paddlers from different backgrounds, identities and abilities will be supported by instructors, coaches and leaders to enjoy and participate in paddling

### What are our key **strategic actions**?

More opportunities created for continued learning on topics around equality, diversity and inclusion, continually supported through the online Digital Library resources, based on learner needs (annually from 2023)

We will share and spotlight instructors, coaches, leaders and providers from a range of backgrounds and identities to highlight both diversity and examples of good inclusive practice (annually from 2023)

We will support deliverers through CPD and other learning opportunities to understand practical, implementable approaches to inclusive practice, that ensures all paddlers can participate in paddling activities (annually from 2023)

We will develop and implement opportunities that encourage and support individuals from under-represented groups to become active coaches, leaders and providers (by 2026)

### How will we **measure success**?

- 🌸 An annual increase in the diversity of those holding British Canoeing Awarding Body qualifications (annually from 2022)
- 🌸 The number of coaches, leaders, instructors and guides that have engaged in equality, diversity and inclusion training and resources will increase each year (annually from 2022)



Championing diversity



Excellent governance and systems



Building insight and knowledge

## Ambition 6

# Developing and supporting volunteers

### Where do we want to be by 2026?

- More volunteers that support paddling activity will have had suitable training to understand key equality, diversity and inclusion themes and how to create more inclusive paddling experiences
- We will encourage greater diversity within our volunteer community, creating positive and welcoming environments for all volunteers and paddlers

### What are our key **strategic actions**?



We will provide training and support for volunteers working within clubs and discipline committees in areas including equality, diversity and inclusion (by 2026)



Initiatives will be designed and implemented to encourage more people from diverse backgrounds to become volunteers within the paddling community (by 2026)



We will create more robust systems for the collection of equality monitoring data to understand the demographics of those involved in volunteering in paddling (by 2026)



We will support volunteers, such as Discipline Committees and club committees, to implement inclusion strategies and initiatives in their communities (by 2026)

### How will we **measure success**?



A benchmark of the demographics involved in volunteering across paddling through robust equality monitoring data collection (by 2023)



An annual improvement in the diversity of the volunteering body (annually from 2024)



Championing diversity



Excellent governance and systems



Building insight and knowledge



## Ambition 7

# Developing talent and achieving international success

### Where do we want to be by 2026?

- Pathways that are more accessible and inclusive to all who have the ability and drive
- Selected GB Teams and national squads that are more reflective of our nation and population, in all its diversity (both athletes and coaching workforce)
- Talent Club Partners that have a better understanding and are more representative of the community on their doorstep
- Talent Club Partners that are better equipped and able to identify and target inclusion of local groups

### What are our key **strategic actions**?



We will develop and deliver the talent pathways, national team plan and talent inclusion plan in each of the competition disciplines (by 2025)



We will deliver a fund for athletes requiring financial support and to address socioeconomic inequalities (by 2023)



We will increase the use of equality impact assessments on all major programmes, procurement and recruitment processes and partnership engagement to drive inclusion (annually from 2023)



We will support the development of more inclusive environments within Talent Club Partners (in Olympic and Paralympic disciplines) through the delivery of the EDI requirements of the Quality Club (by 2025)



We will gather and monitor appropriate diversity data for programme coaches, those involved in selected Junior GB teams and athletes involved in squad activity (annually from 2023)

### How will we **measure success**?



Increased diversity in athletes selected for Junior GB teams and squad activity (by 2026)



An athlete fund will be available, and we will have awarded grants (annually from 2023)



Championing diversity



Excellent governance and systems



Building insight and knowledge





## Ambition 8

# Providing excellent championships, competitions and events



### Where do we want to be by 2026?

- Competitions and events will be a more positive, accessible and welcoming environment for everyone, and there will be greater diversity across volunteers and paddlers involved at these events
- We will use events as opportunities to engage with paddlers from underrepresented groups, encourage participation, and opportunities for them to engage with competitions and events, including through Para-events for a range of disciplines
- We will have increased equality, diversity and inclusion awareness within event delivery through resources such as the event toolkit

### What are our key **strategic actions**?



### How will we **measure success**?

-  All funded discipline committees have EDI initiatives and strategies as part of their four-year plans (by 2026)
-  A benchmark of the demographics of those involved in volunteering in competition and events through robust equality monitoring data collection (from 2024)



Championing diversity



Excellent governance and systems



Building insight and knowledge

## Ambition 9

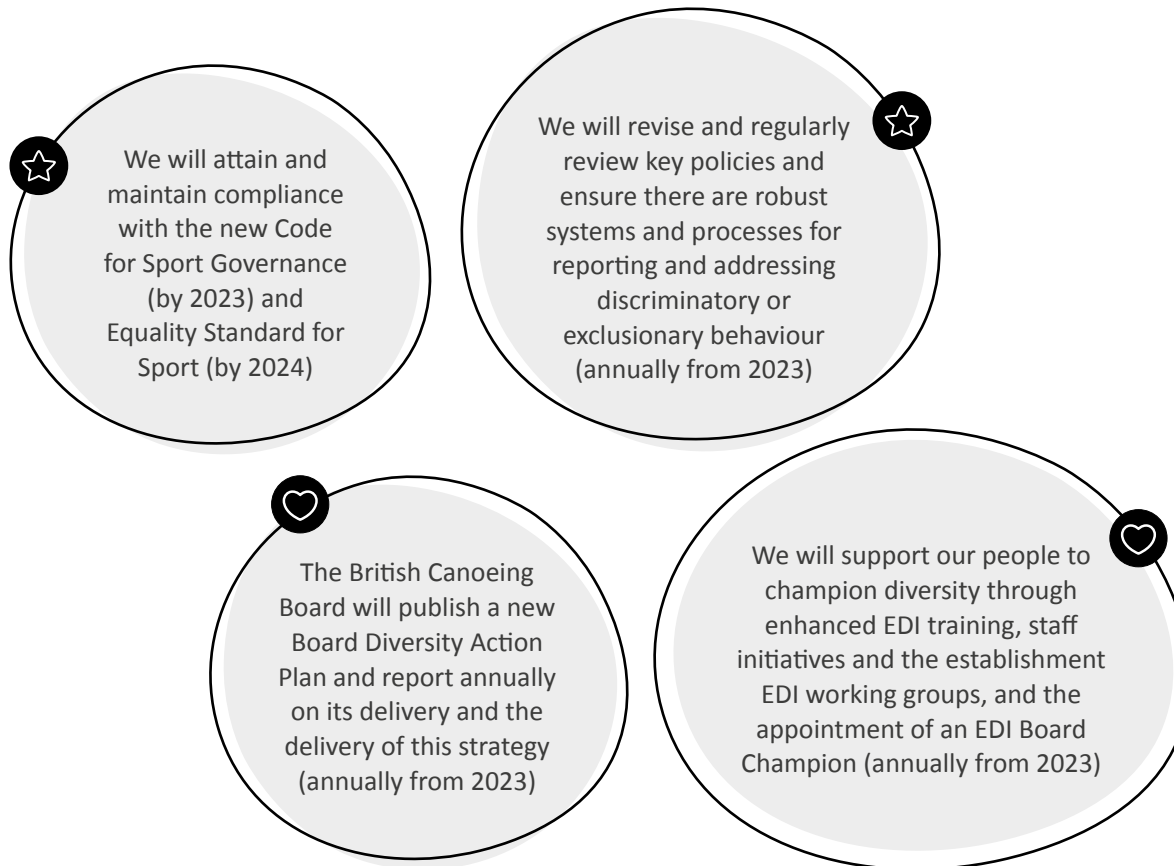
# Focussed on governance, people, **equality and sustainability**



### Where do we want to be by 2026?

- Our equality, diversity and inclusion governance frameworks will be recognised as high through compliance with major sporting standards and frameworks
- Our board will be more diverse in its composition and its ways of working will ensure equality, diversity and inclusion is at the heart of its decision making and ways of working
- Our organisational policies, processes and practices will have been revised and embed diversity and inclusion
- We will be an even more inclusive place to work, with increased diversity within the workforce and staff feeling valued and supported in their commitment to equality, diversity and inclusion

### What are our key **strategic actions?** (part 1)



Championing diversity



Excellent governance and systems



Building insight and knowledge

## Ambition 9

# Focussed on governance, people, **equality and sustainability**

What are our key **strategic actions?** (part 2)



We will continue to gather and consistently monitor diversity data for all staff and Board recruitment (annually from 2023)



There will be an organisation-wide increase in the use of equality impact assessments on all major programmes, procurement and recruitment processes and partnership engagement to drive inclusion considerations (annually from 2023)



We will continue to work with the Inclusion Advisory Group and recognised organisations promoting inclusion and diversity to help us implement this strategy (annually from 2023)



We will ensure that equality, diversity and inclusion is embedded within our People, Safeguarding and Welfare, and Sustainability strategies (by 2023)



Championing diversity



Excellent governance and systems



Building insight and knowledge

How will we **measure success?**



Compliance with Code for Sport Governance and Equality Standard for Sport (by 2023)



Attain the Advanced level Equality Standard for Sport (by 2024)



Increased workforce and Increase Board diversity (by 2026)



Year on year increase in satisfaction scores across equality, diversity and inclusion questions in organisational surveys (annually from 2023)



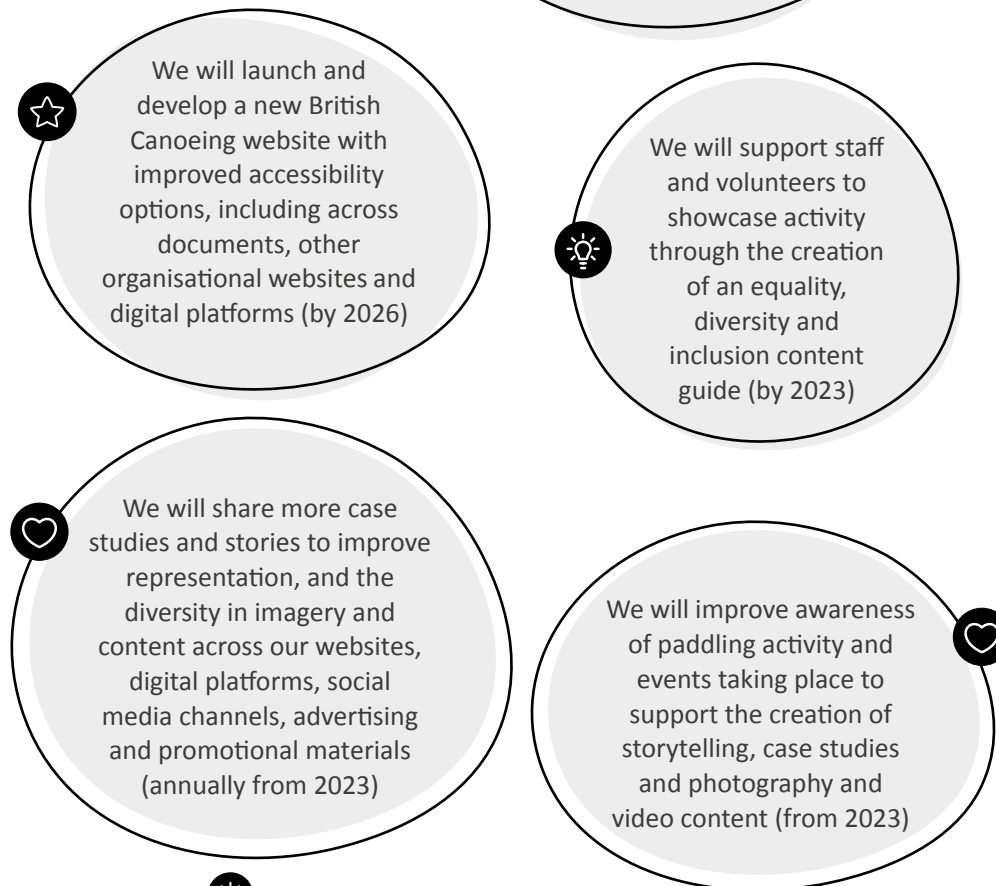
## Ambition 10

# Improving digital services and communications

### Where do we want to be by 2026?

- We will have created a better British Canoeing website, to improve the representation of our organisation and support our members, staff and volunteers, focusing on personalisation and accessibility
- Our platforms will be more representative, ensuring that the imagery used across our platforms, channels and promotional materials is diverse, and that we improve accessibility at the same time
- We will boost paddling awareness by running campaigns and promotions around key strategic areas such as Go Paddling and #ShePaddles, while supporting a range of national inclusion-led campaigns

### What are our key strategic actions?



Championing diversity



Excellent governance and systems



Building insight and knowledge

### How will we measure success?

-  Increased member satisfaction in our communications and digital channels as measured through the Members Surveys (annually from 2022)
-  The launch of a new British Canoeing website, with an annual increase in the number of visitors to British Canoeing's websites, digital platforms and social media channels (by 2026)
-  An increased number of stories and features annually, with improved representation of paddlers from a more diverse background (from 2022)





**The Senior Leadership Team and British Canoeing Board are committed to delivering this strategy and upholding the commitments outlined within it.**

# #WePaddle Together

**John Coyne**

Chair of the Board, British Canoeing

**Dee Paterson**

British Canoeing President

**Ashley Metcalfe**

Chief Executive Officer

**Richard Boreham**

Independent Vice Chair of the Board

**Nick Donald**

Independent Director

**Bronagh Kennedy**

Independent Director

**Martine Kushner**

Independent Director

**Kerry Chown**

Board Director, nominated by Canoe Wales

**Stephen Craig**

Board Director, nominated by CANI

**Clare Dallaway**

Board Director, nominated by the English Forum

**Steve Linksted**

Board Director, nominated by the SCA

**Zoey Rowe**

Board Director, nominated by the English Forum

**Greg Spencer**

Board Director, nominated by the English Forum

**Lisa Bryant**

Director of HR

**Chris Earle**

Director of Recreational Paddling

**Susan Hicks**

Director of Finance

**Robert Knott**

Director of Business Development  
and Communications

**Lee Pooley**

Director of Coaching and Qualifications

**Nancy Squires**

Director of Governance

**Keir Worth**

Director of Paddlesport

**Barry Wade**

Director of Digital Transformation and IT