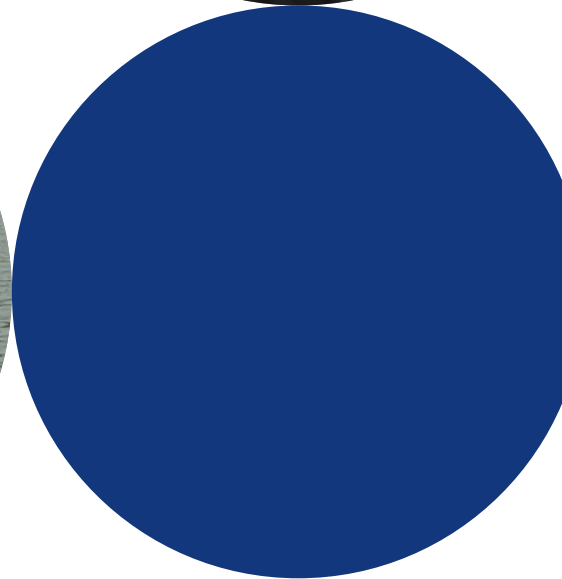
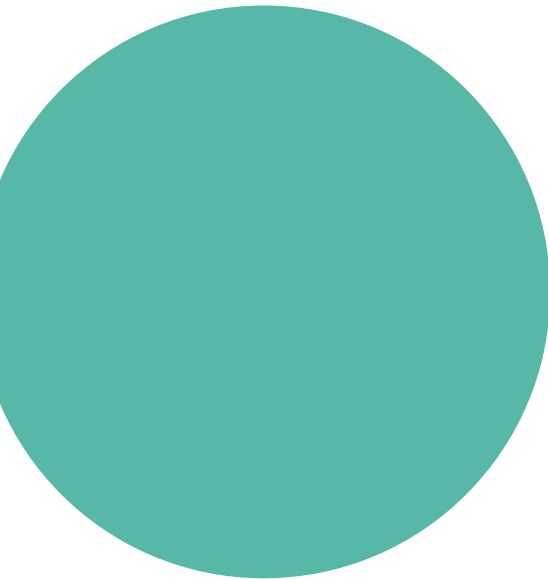
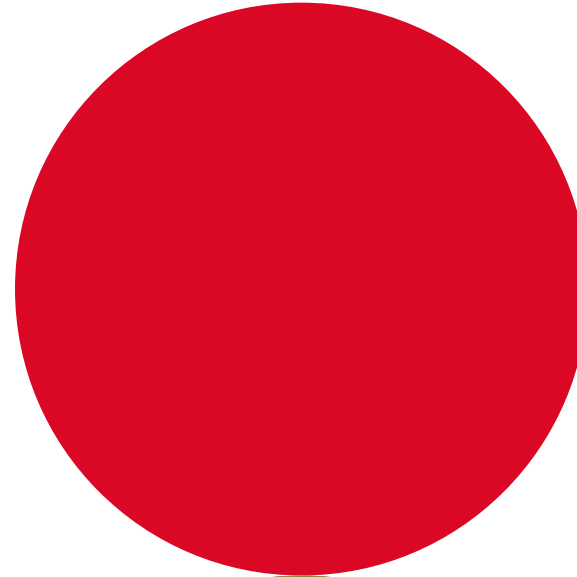


# PEOPLE STRATEGY

2022 - 2026



# Introduction

**The strategy is directly aligned with the British Canoeing Stronger Together Strategic Plan 2022-26.**

The following statement is within this strategy:

‘People are at the heart of British Canoeing and key to delivering our strategy and further improvement to our organisation. We want to continue to develop, empower and support our staff to help them carry out their roles effectively.’

Employee engagement is the cornerstone of our work to ensure we create the best conditions in which our employees can thrive, feel fully included, supported to reach their potential and recognised for their contribution. We want them to be great advocates for British Canoeing. Building high levels of engagement within the organisation will improve our retention of employees and attraction of new talent.



# Background

**This period of the strategy will be characterised by financial uncertainty in the wider context.**

We operate in a competitive employment market and it is a challenge to ensure that we remain attractive to high calibre staff, while ensuring that our staffing costs are affordable sustainable and effectively benchmarked with careful consideration given to internal pay relationships.

As well as managing costs, we need to ensure that our staff are motivated and engaged. Many of our roles require specific skills and knowledge and we will rely on our people to deliver our goals. Our HR team therefore has a key role to play in supporting the organisation

to develop a sustainable, fit for purpose and high quality workforce for the future. We aim to make British Canoeing a great place to work where employees are committed to our organisation's objectives and valued for their contribution. We recognise that to build a high performance culture we need to have effective performance management for individuals and teams. This means setting priorities, providing regular feedback and opportunities to develop skills to enable our ambitions to be achieved.

The development of our people is therefore a key priority and

we will continue to work to maximise the potential of all our staff by providing tailored opportunities that meet their aspirations whilst enabling us to have a clear plan for succession.

Equality, Diversity and Inclusion will also remain a high priority on our Agenda, in line with it being a cross cutting theme in our Stronger Together Strategic plan. The focus is ensuring this is embedded across our work, and ensuring that these themes are widely shared so that staff feel valued and included, and that diversity is encouraged and respected.

**STRONGER  
TOGETHER**



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



# Our Values

## Our Values define the way that we work.

As an organisation, we work most effectively when we are guided by a common set of shared values which are reflected in the attitudes and behaviours of all staff. Working with staff and sharing these values will be increasingly important as we work collectively to respond to the challenges ahead.

### EVERY PERSON MATTERS

- > Making time to listen and understand others
- > Supporting people to grow and develop
- > Treating others as we ourselves wish to be treated
- > Respecting diversity and being inclusive

### STRIVING FOR EXCELLENCE

- > Learning from our mistakes
- > Being open-minded and embracing new ideas
- > Seeking new ways and looking to constantly improve
- > Producing high quality, accurate work

### ALWAYS WITH INTEGRITY

- > Doing what we say we are going to do
- > Respecting our environment
- > Being open and honest
- > Being consistent and fair in our messaging

### ENJOYING THE JOURNEY

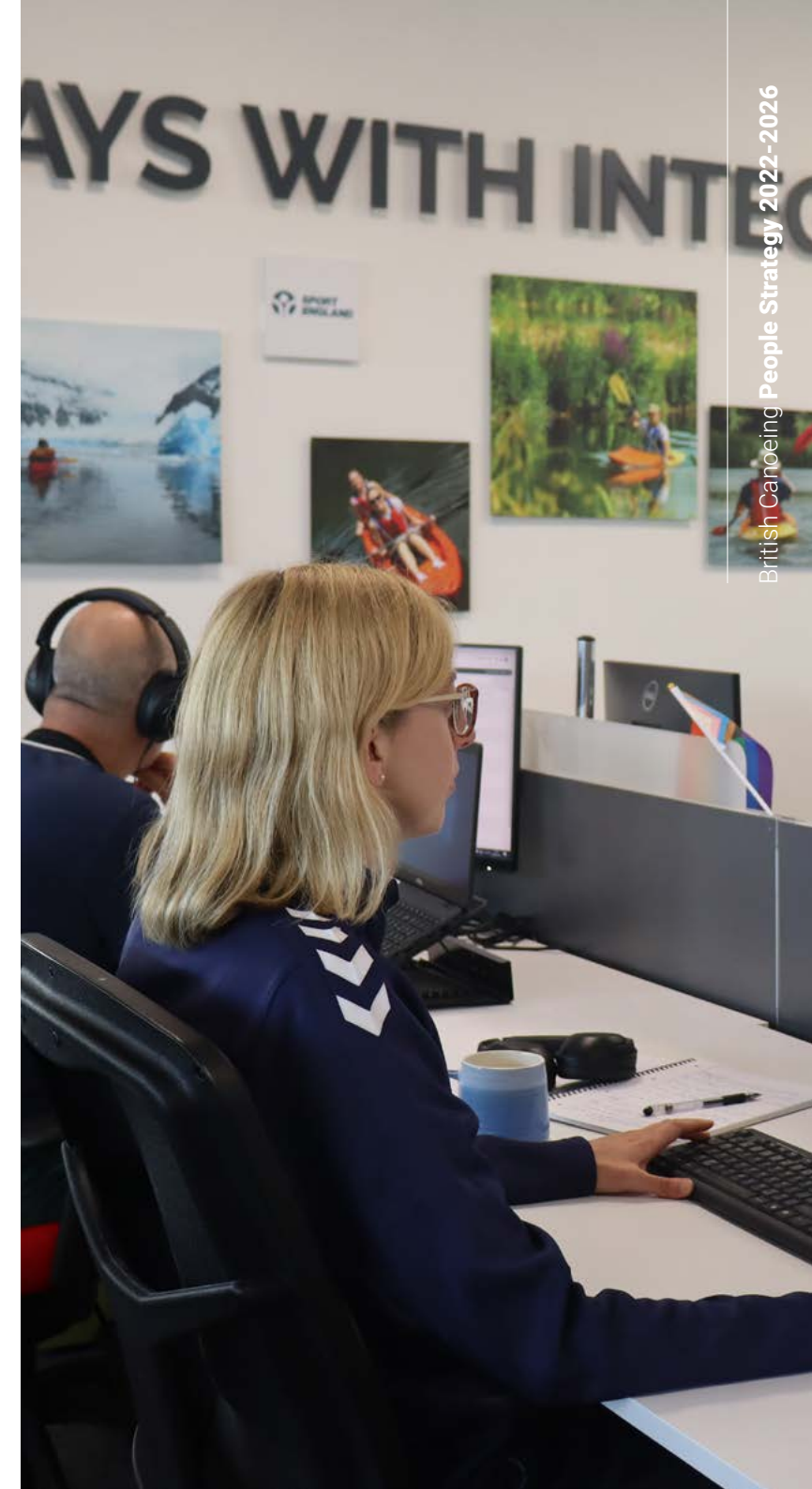
- > Celebrating success as a team
- > Taking a friendly, enthusiastic approach.
- > Taking time to switch off and refresh
- > Setting realistic targets

### 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

### STRONGER TOGETHER

- > Working towards a common goal
- > Sharing our knowledge and expertise
- > Sharing the load and working as a team
- > Respecting the priorities of others



# Strategic Themes of the Strategy

This People Strategy identifies 6 key themes.



Recruitment & Retention



Culture & Engagement



Developing Our People



Rewarding Our People



Equality, Diversity  
& Inclusion



Staff Health  
and Wellbeing

# 1. Recruitment & Retention

## Where we are now?

We have revised our recruitment packs to highlight our culture, values and benefits and our commitment to equal opportunities, ensuring recruitment reaches a diverse pool of candidates, and creating a welcoming on-boarding process. We have developed an online induction package for all new staff and support this with meetings tailored to their role.

## Where do we want to be by 2026?

A dedicated recruitment page that promotes the benefits of working for our organisation that attracts applicants from all currently underrepresented groups. A clear pathway for our staff that enables them to progress their career within the organisation. An improved talent pipeline to ensure that we can resource our organisation effectively.

## Actions

1.1	Continuously develop our employer brand to enable us to attract quality applicants from a wide range of backgrounds through the creation of a clear, informative careers page via our new website.
1.2	Ensure that all recruitment documentation is developed in an inclusive way and that recruitment is accessible to prevent deselection. Ensuring all person specifications avoid any unnecessary essentials.
1.3	Ensure that all staff receive a thorough and tailored onboarding experience.
1.4	Develop our talent pipelines and succession planning to identify and develop our talent so that we can fill leadership and business critical roles in the future.
1.5	Use of career conversations to understand career aspirations, development needs and general satisfaction and motivation.

## KPI's

- ✓ Staff turnover below 15%.
- ✓ 60% of vacancies filled at first attempt.
- ✓ Measurement of diversity of applicants to vacancies across protected characteristics and other identities and review recruitment sources to broaden our reach.
- ✓ Identification and regular review of critical roles.



# 2. Culture and Engagement

## Where we are now?

We have, overall, a positive workplace culture. We have good engagement through our newsletter and staff gatherings. Our staff survey is reviewed each year to ensure it is relevant and informative. Employee satisfaction ratings in the survey are high. We continue to strive to create and maintain a culture of belonging and inclusion.

## Where do we want to be by 2026?

Our culture will play a vital role in our overall performance and satisfaction of employees which will reflect in the continued high staff satisfaction surveys, particularly in relation to communication and feeling valued. A culture of staff recognition and psychological safety.

## Actions

- |     |   |
|-----|---|
| 2.1 | Through communication tools such as the staff intranet and the newsletter encourage a culture of information sharing to enable everyone to express ideas, collaborate and receive feedback.   |
| 2.2 | Encourage all staff to celebrate and share their success through peer recognition.  |
| 2.3 | Continued development of our leaders to ensure they role model good behaviours and encourage a climate of trust in which people are empowered to innovate and challenge.  |
| 2.4 | Review the staff survey annually to ensure that the questions are relevant and provide the necessary insight. Analyse results and identify areas for improvement through feedback and action planning by line managers to ensure that the survey is valued as a driver for improvement. |
| 2.5 | Through continued EDI learning, create a workplace where staff are empowered to call out biases, challenge discriminatory behaviour, and a culture where individuality and diversity are celebrated and respected.  |

## KPI's

- ✓ Over 70% of staff stating they are happy with BC as their employer in the staff survey.
- ✓ Regular examples of staff recognition communicated through the organisation.
- ✓ Timely and satisfactory resolution of grievances/ complaints in accordance with the procedure.



# 3. Developing our People

## Where we are now?

We have revised our performance review process that operates through our HR software. This ensures a consistent approach that enables a review of performance, looking back at what has been achieved and setting future objectives. There is also an opportunity for discussion of learning and development requirements. We have also identified a cohort of 'future leaders' and provided a development programme tailored to their needs.

## Where do we want to be by 2026?

Clarity for all managers on their responsibilities together with the skills to lead their teams effectively. A proactive people approach from all leaders to ensure that future needs are anticipated with consideration is given to diversity within roles.

## Actions

<b>3.1</b>	Continuously review, develop and monitor the performance review process to ensure that it remains consistent and provides the opportunity for meaningful performance conversations.
<b>3.2</b>	Implement the competency framework and associated supporting tools to ensure that staff have a clear career pathway.
<b>3.3</b>	Continued development of our leaders to ensure they role model good behaviours and encourage a climate of trust in which people are empowered to innovate and challenge.
<b>3.4</b>	Define the mandatory learning requirements for the organisation and create a learning framework to ensure compliance.
<b>3.5</b>	Clearly define manager responsibilities and competencies and express them in job descriptions.
<b>3.6</b>	Management learning opportunities so that all leaders and managers have the opportunity to develop their capability to be excellent leaders and role models both within their teams and the organisation.

## KPI's

- ✓ High participation (over 60%) in management and leadership development initiatives.
- ✓ 70% positive feedback scores from the staff survey around leadership.
- ✓ 100% engagement with the LMS for all mandatory learning.
- ✓ All staff completing the annual performance review process on time.





# 4. Rewarding Our People

## Where we are now?

We have a pay and grading system and fair pay policy in place that enables us to manage our pay in a transparent way.

## Where do we want to be by 2026?

We will have a revised pay and grading system that enables us to be flexible and agile in our approach to pay combined with a benefits package that is valued by staff.

## Actions

- |     |  |
|-----|--|
| 4.1 | Review the pay and grading structure to ensure that pay is competitive and benchmarked with market demand to enable flexibility in relation to salary to enable us to attract and retain staff in key areas. |
| 4.2 | Rewrite all job descriptions to ensure that they accurately and clearly reflect responsibilities and rewarded accordingly.   |
| 4.3 | Develop Equal Pay/Gender Pay/Living Wage policies/statements and regular monitoring of the gender pay gap.   |
| 4.4 | Review our staff benefits to ensure that they are competitive.   |

## KPI's

- ✓ Revised pay and grading system that enables a flexible agile and fair approach to pay by the end of 2024.
- ✓ Updated, competitive benefits package by the end of 2023 with yearly reviews to further develop these.



# 5. Equality, Diversity & Inclusion

## Where we are now?

All staff have received EDI training with a clear programme for new employees. We have reviewed our recruitment processes through the use of our Applicant Tracking System to support unbiased recruitment and improved our equality monitoring at the point of application. We recognise that there is more to do to increase diversity within our workforce

## Where do we want to be by 2026?

All of our policies reviewed to ensure that they are fair and unbiased, supported by the use of Equality Impact Assessments. We will have improved the diversity of our workforce so that it is more reflective of the local community and general population, and inclusive practices will be embedded across all areas of our work. All staff will understand their roles and responsibilities in supporting an inclusion agenda, and have the appropriate resources to deliver.

## Actions

- |            |  |
|------------|--|
| <b>5.1</b> | Ensure all HR processes, policies and procedures are legislatively compliant, reflect contractual obligations and are regularly reviewed.                              |
| <b>5.2</b> | Support the EDI Strategy in delivery and achieving nationally recognised standards in respect of protected characteristics, including the Disability Confident scheme. |
| <b>5.3</b> | Ensure all staff receive appropriate training and are made aware of their commitments in relation to the delivery of the Equality, Diversity and Inclusion strategy.   |

## KPI's

- ✓ All HR policies reviewed at least every 3 years to ensure compliance.
- ✓ Robust and consistent measures of diversity across the workforce and the board.
- ✓ 100% engagement with EDI learning and refresher sessions.



# 6. Staff Health & Wellbeing

## Where we are now?

We have developed a Wellbeing Strategy, trained 20 MHFA's which are part of our Wellbeing Group. We have introduced an Employee Assistance Programme.

## Where do we want to be by 2026?

Continued low levels of absence and a culture where mental health and wellbeing issues can be discussed in an open and constructive way. Collaboration within teams to ensure that work programmes are achievable.

## Actions

- |            |  |
|------------|--|
| <b>6.1</b> | All staff encouraged to participate in mental health awareness learning to help promote a healthy working environment that supports staff wellbeing. |
| <b>6.2</b> | Review our Employee Assistance Programme to ensure that it remains fit for purpose.  |
| <b>6.3</b> | Provide the opportunity for all to participate in mental health awareness learning with access to appropriate resources.                             |

## KPI's

- ✓ Staff absence below 3%.
- ✓ All staff able to access to mental health and wellbeing learning.
- ✓ Opportunity for staff to train as Mental Health First Aiders every other year.
- ✓ Refresher training for Mental Health First Aiders in a timely way.
- ✓ 60% of staff rating their personal wellbeing at 6 or above on the staff survey.





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