



STRONGER TOGETHER

THE STRATEGIC PLAN FOR BRITISH CANOEING

2022-2026

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Foreword

I am pleased to introduce the new strategic plan for British Canoeing – **Stronger Together 2022-26**, which builds on the work and progress of the last five years. It presents a plan to guide the work of all within British Canoeing, for the clubs and delivery partners; regions, disciplines and other committees; for the board, volunteers, coaches and staff; and for our many national, regional and local partners.

Stronger Together is intended to provide the blueprint for us all to work towards shared goals and ambitions. It seeks to bring together the skills, enthusiasm and commitment of all those individuals and organisations who want to play their part in building an even brighter future for paddling in England and throughout the UK.

It incorporates some actions which are UK-wide, and others which will impact only in England. This is in keeping with the UK and English responsibilities of British Canoeing and the devolved management structure for canoeing in the UK. The national associations in Scotland, Wales and Northern Ireland each have their own strategies, which focus on home country delivery.

Over the next four years we will place a far greater emphasis on equality, diversity and inclusion, on the environment and sustainability, and on welfare and wellbeing. We will be developing new strategies in each of these areas and encouraging coordinated action right across the organisation to deliver these. With so many more paddlers now taking to the water, there will also be an increased focus on helping people to paddle safely and to be custodians of the natural environment.

We look forward to working with you to build an even stronger British Canoeing by 2026.



Professor John Coyne CBE

Chair
British Canoeing

Introduction

Why do we need a strategy?

British Canoeing is a voluntary organisation made up of many groups and individuals, including members, clubs, delivery partners, committees, volunteers, coaches, officials, the board and the staff. With so much voluntary effort and with so many people contributing to the success of the organisation, a strategic plan which has clear targets, guides activity and clarifies roles and responsibilities is essential to success.

One of the responsibilities of the Board of British Canoeing is to ensure that there is an appropriate strategic plan in place and that it is delivered. We have consulted widely in the development of this strategy. We have analysed our starting position in 2022, where we want to be by 2026 and the actions we need to take to get there. Stronger Together sets out this strategic plan for British Canoeing 2022–2026. We will report on our progress each year.

British Canoeing is also a publicly funded organisation, which brings certain responsibilities. A high quality and active strategy is one of the expectations of our funding partners and is also a requirement of the UK Code of Sports Governance.

UK and English responsibilities

British Canoeing has some UK-wide responsibilities largely related to our international, coaching and competition functions. We are also responsible for the membership services in England. The national associations in Scotland, Wales and Northern Ireland mirror these responsibilities within their respective countries.

Funding the delivery of the strategy

This is a strategic plan for all within British Canoeing and requires coordinated action. No single organisation will underwrite the cost

of delivering the strategy, but the actions are achievable within the next four years, if everyone works together and plays their part in delivering them.

Core funding from Sport England and UK Sport will be allocated to meet the targets within the funding agreements and contribute to achieving our ambitions and targets.

Income received from sources such as membership and commercial activity will be carefully invested to achieve the ambitions within the strategy.

All stakeholders (including national associations, clubs, delivery partners, regional and local groups, national committees and staff) will be encouraged to explore the potential for making efficiency savings, establishing new partnerships, securing new grants and allocating budgets in ways which contribute to achieving the ambitions and targets within the strategy.



Where we want to be by 2026: our strategy on a page

Purpose

The overarching purpose of our strategy, and our work for the next four years, is:

“To encourage everyone to go paddling; for enjoyment, health, challenge and achievement.”

People

People are at the heart of British Canoeing, and are key to delivering the strategy and further improvement of our organisation.

We are a membership organisation, focused on meeting the varied needs of our members.

We are also a voluntary organisation, which means we rely on the efforts of thousands of people engaged at

local, regional and national-level volunteering in clubs, discipline committees, regional development teams, at events and through coaching and officiating. There are hundreds of independent clubs and delivery partners who are critical to the delivery of paddling.

British Canoeing is also a responsible employer, with a dedicated team of staff providing support and services

for our members and volunteers. We will continue to develop, empower, and support our staff to help them carry out their roles effectively.

This strategy sets out how British Canoeing will support and empower the contribution of all of these people as we work to achieve our shared ambitions.

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 those involved in the delivery of this strategy.

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.

Striving for excellence:

Learning from mistakes; being open-minded and embracing new

ideas; constantly seeking new ways to improve; producing high-quality, accurate work.

Always with integrity:

Doing what we promise; respecting our environment; being open and honest; being consistent and fair.

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.

Cross-cutting themes

There are four cross-cutting themes which run through each of the 10 ambitions of our strategy. These are designed to bring a new focus and positive change in four key areas within the new strategy:



Equality, diversity and inclusion (EDI)



Health, wellbeing and safety



Environment and sustainability



Partnerships

What will we see, feel and experience by 2026?



Equality, diversity and inclusion (EDI)

There will be more equal access to paddling, ongoing championing of diversity in all paddling communities, and 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. Promoted as part of #WePaddleTogether, inclusion will be a key driver for everyone who delivers paddling activity.



Health, wellbeing and safety

High-quality and accessible safety, welfare training and education resources will be readily available to the people delivering paddling. There will be a much greater awareness and knowledge of welfare and safety within new and established paddling communities. Partners will be working more effectively together to promote welfare and safety campaigns and messages, and deliver education programmes for paddlers. The positive benefits of paddling on physical health, mental health and wellbeing will be promoted and more widely recognised.



Environment and sustainability

There will be a far greater focus and emphasis on the environment and sustainability throughout British Canoeing. A new sustainability strategy will be launched in 2022 and set out a clear plan towards becoming a low carbon organisation. British Canoeing will encourage all of its delivery partners to take positive actions and continue to campaign for the protection of our environment, greater awareness of water quality issues, reduction of plastic pollution and to address the threat of invasive non-native species.



Partnerships

There will be an increase in the number of strong and effective partnerships with the organisations outside British Canoeing that share an interest in promoting paddling. By partnering at local, regional and national levels, there will be more opportunities to reach new audiences and create more capacity for delivering paddling activity. This is key to achieving the ambitions within our strategy.

10 ambitions and 20 KPIs

Ambition One

Engaging recreational paddlers and attracting new paddlers

KPI 1 Annually increase the number of unique visitors to the Go Paddling website from the 2021 baseline of 633,275

KPI 2 Annually increase the number of members and paddlers from identified under-represented groups, as measured through the membership data collected each year from 2022

Ambition Two

Increasing membership and improving member services

KPI 3 Annually increase the number of paddlers in membership of British Canoeing, reaching at least 120,000 by 2026

KPI 4 Annually maintain or improve member satisfaction scores above 76% with a net promoter score of +44 or greater

Ambition Three

Promoting access, places to paddle and environmental awareness

KPI 5 Gain new policy commitments from the Government that improve access to inland water by 2026

Ambition Four

Supporting clubs and delivery partners

KPI 6 Annually maintain or increase the satisfaction scores from clubs for British Canoeing services

KPI 7 Annually increase the number of delivery partners registered with British Canoeing from the 2021 baseline

Ambition Five

Developing and supporting coaches, leaders, instructors and guides

KPI 8 Annually increase the take-up of British Canoeing Awarding Body qualifications from the 2021 baseline

KPI 9 Annually improve the diversity of those people holding British Canoeing Awarding Body qualifications

KPI 10 Annually maintain the high levels of satisfaction scores from instructors, coaches, leaders and guides accessing qualifications

Ambition Six

Developing and supporting volunteers

KPI 11 Annually maintain or increase the volunteer satisfaction score, as measured by the membership survey from 2022

Ambition Seven

Developing talent and achieving international success

KPI 12 Achieve the performance targets at the Paris 2024 Olympic and Paralympic Games

KPI 13 Annually achieve European and World Championship targets in each competition discipline

Ambition Eight

Providing excellent championships, competitions and events

KPI 14 Discipline committees will engage more paddlers in their competitions year on year from the 2022 baseline

KPI 15 Deliver the 2022 ICF Canoe Freestyle World Championships and 2023 ICF Canoe Slalom World Championships in line with event objectives and budgets

Ambition Nine

Focused on governance, people, equality and sustainability

KPI 16 Achieve, and annually retain compliance, with the new UK Code for Sports Governance, the Advanced Equality Standard for Sport, CPSU Safeguarding Standards and UK Anti-Doping Assurance Framework

KPI 17 Make annual progress in delivering the actions within the equality, diversity and inclusion (EDI) and welfare strategies

KPI 18 Publish the new sustainability strategy and meet the annual targets within the action plan

Ambition Ten

Improving digital services and communications

KPI 19 Maintain member satisfaction in communications above 70% annually from 2022

KPI 20 Annually increase the number of visitors to British Canoeing's websites, digital platforms and social media channels from 2022

Ambition One

Engaging recreational paddlers and attracting new paddlers

Where are we now?

- The National Water Sports Survey indicated that 5.2 million people took part in paddling activity during 2020
- The British Canoeing membership survey and the National Water Sports Survey both show that there are large numbers of people who enjoy stand up paddling (SUP) alongside other paddling activities, including kayaking or canoeing
- 633,275 unique users visited the Go Paddling website in 2021 to explore content around places to paddle, clubs and delivery partners, and licences and membership
- The #ShePaddles programme was launched in 2018 and has been significant in encouraging and developing female role models, leaders and coaches
- The #ShePaddles Club Champion programme was piloted in 2021 and helped clubs assess their recruitment, facilities and programmes. We also saw an improvement in member diversity through the #ShePaddles Ambassador programme
- An integrated calendar of events was first published in 2017 on the British Canoeing website and has promoted over 650 events to members
- The Paddlesafer document was developed to provide guidance and recommendations for safety advice

Where do we want to be by 2026?



- More people will be paddling more often. Paddling will be offered in a more inclusive way and participants will be attracted from more diverse backgrounds
- British Canoeing will have more insight around the motivations and needs of recreational paddlers
- There will be a larger number of SUP paddlers who are members of British Canoeing and there will be stronger connections at national and local levels with youth groups and other partners who promote paddling

How will we measure progress?

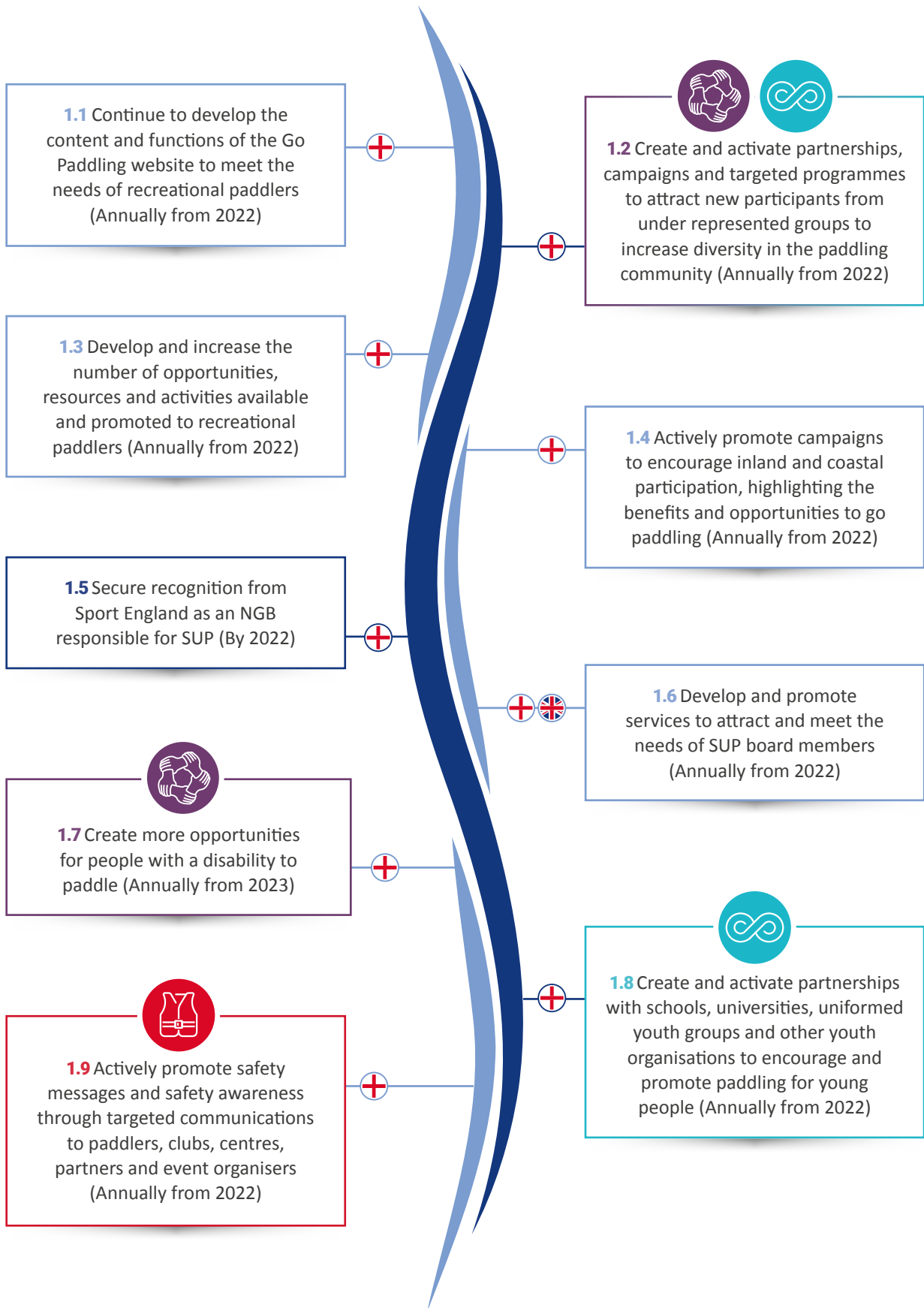


KPI 1 Annually increase the number of unique visitors to the Go Paddling website from the 2021 baseline of 633,275

KPI 2 Annually increase the number of members and paddlers from identified under-represented groups, as measured through the membership data collected each year from 2022



What actions will we take by 2026?



Ambition Two

Increasing membership and improving member services

Where are we now?

- There has been significant growth in membership from 32,000 members in 2016 to more than 90,000 in 2021
- 5,070 digital members have signed up to receive regular communications
- Membership categories were revised with the introduction of an On the Bank category
- Go Green paperless membership was launched in 2020
- Membership retention has increased from 65% in 2016 to more than 75% in 2021
- 78% of members reported being satisfied with their membership
- Our net promoter score improved from -9 in 2016 to +44 in 2021

Where do we want to be by 2026?



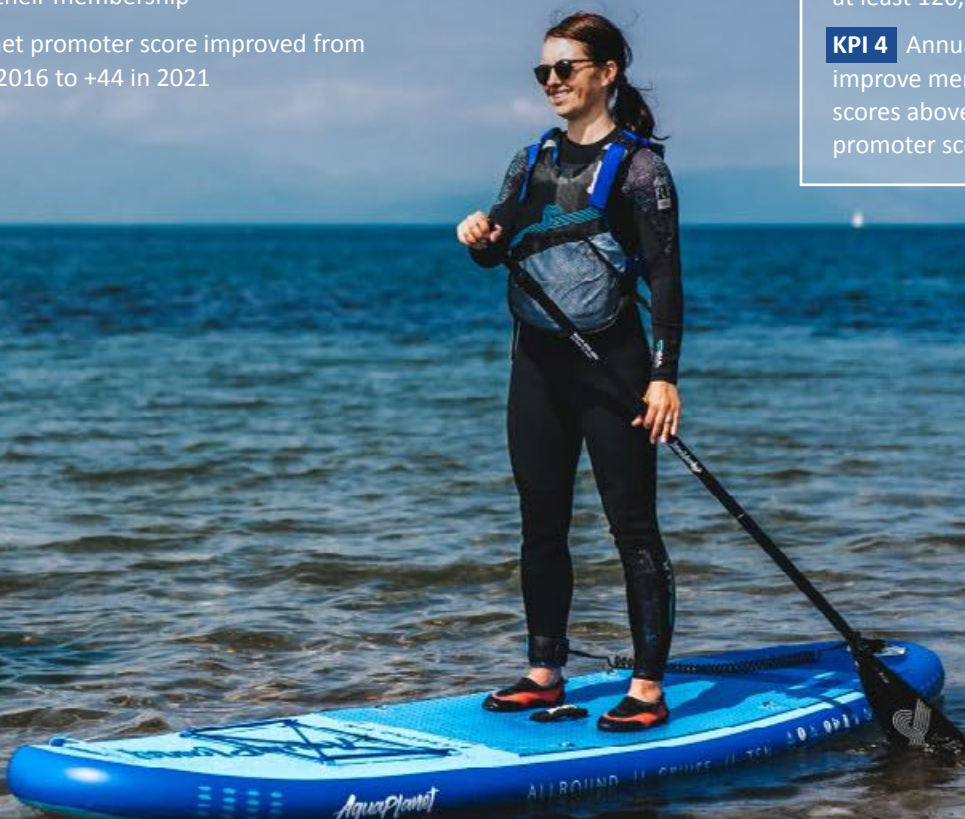
- Membership will have grown further beyond 2021 levels and to over 120,000 members
- We will have a more diverse membership
- Membership categories, benefits and communications will be more personalised and tailored towards the different interests of members. Members will be more satisfied and will recommend membership to others

How will we measure progress?



KPI 3 Annually increase the number of paddlers in membership of British Canoeing, reaching at least 120,000 by 2026

KPI 4 Annually maintain or improve member satisfaction scores above 76% with a net promoter score of +44 or greater



What actions will we take by 2026?

2.1 Review and improve membership categories to make them more relevant to different groups of paddlers, such as club members, coaches and leaders (By 2023)



2.2 Further improve the personalisation of membership services to reflect the range of members' interests, including the Members' Hub, enews and other communications (Annually from 2022)



2.3 Improve the range of member benefits and services and increase the promotion and use of benefits (Annually from 2022)



2.4 Increase the promotion of membership of British Canoeing to non-members and club members through partnerships and campaigns (Annually from 2022)



2.5 Improve the insight around the views, demographics and interests of our members through improved tracking, data collection and surveys (Annually from 2022)



2.6 Actively promote 'Green Membership' and increase the number of members choosing this option from the 2021 baseline. Reduce the number of printed materials for members (Annually from 2022)



Ambition Three

Promoting access, places to paddle and environmental awareness

Where are we now?

- The Clear Access, Clear Waters charter was launched in 2018 to influence Government policy in order to clarify the rights to access rivers and waterways
- PaddlePoints was launched as a new resource to inform paddlers where they could paddle. 428,000 unique users visited the site last year
- There are 175 canoe trails published and promoted in locations throughout England
- Over 10,000 signatures were received on the Clear Access, Clear Waters online petition presented to Government
- British Canoeing has worked with members of the House of Lords to propose amendments to the Agriculture Act and the Environment Act
- New guidance for paddlers was produced and promoted on fish spawning and nesting birds
- There was significant engagement in river clean-ups and a close working partnership established with Surfers Against Sewage
- We presented evidence to the Environmental Audit Committee on water quality in rivers

Where do we want to be by 2026?



- Further progress will have been made in establishing clarity of the right to paddle on inland waterways in England. Policy commitments relating to the wider enjoyment of inland waters will have been considered by the relevant Government departments. British Canoeing will be recognised as a leading voice on environment and outdoor recreation
- Go Paddling will continue to promote places to paddle with better information on PaddlePoints and new and improved Paddle Trails. The physical infrastructure of access and egress points will have improved in strategic locations. A new facility strategy and a Paddlers Code will have been launched

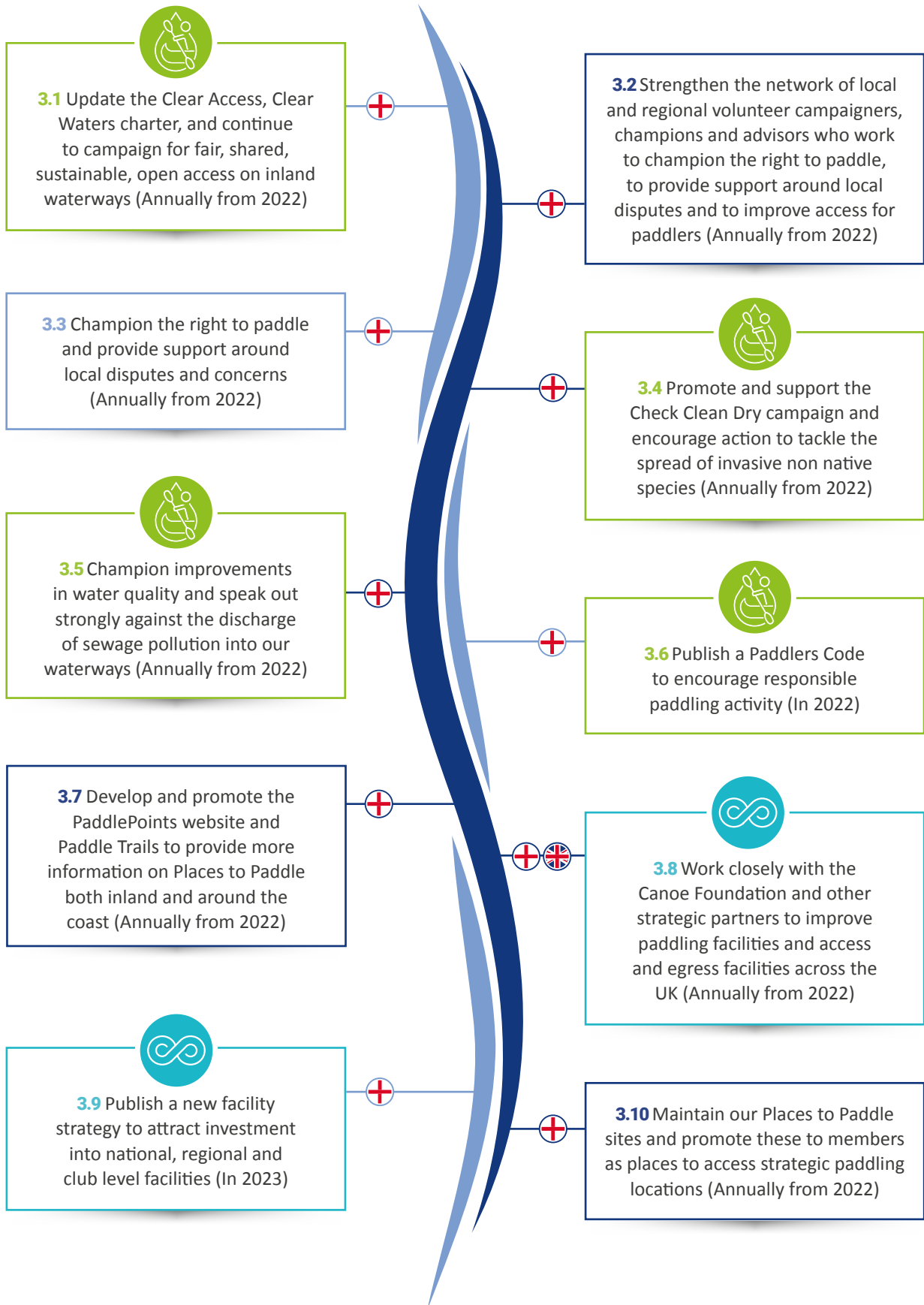
How will we measure progress?



KPI 5 Gain new policy commitments from the Government that improve access to inland water by 2026



What actions will we take by 2026?



Ambition Four

Supporting clubs and delivery partners

Where are we now?

- The new Quality Club programme was piloted successfully in 2020 with 25 clubs. This provided clubs with the framework and resources needed to improve their governance and safety practices
- Clubs were advised of new inclusion guidance to support their development, with further resources planned for 2022
- The Champion Club programme was introduced in 2020. More than 100 clubs engaged in supporting 125 #ShePaddles Club Champions and 25 Clear Access, Clear Waters Club Champions
- More than 260 clubs attended 40 online webinars delivered in 2021 for clubs, focusing on a range of topics requested by the clubs
- The Clubhouse intranet and online resource was launched in 2020 and is now being regularly used by more than 250 clubs
- The new Delivery Partner Scheme was launched in April 2021, providing a digital platform to support the work of commercial paddlesport activity providers. 373 delivery partners were members of the scheme at the end of 2021

Where do we want to be by 2026?



- The number of **clubs** affiliated to British Canoeing will have increased. More clubs will be engaged with the Quality Club and Champion Club programmes
- Clubs will have increased their membership levels from 2021 and be more focused on engaging with recreational paddlers within their local community. The clubs focused on competition and talent will feel more closely connected with British Canoeing and the national athlete and coach development pathways
- The number of **delivery partners** registered with British Canoeing will have increased substantially. The Delivery Partner Scheme will become recognised as a kite mark of quality paddlesport provision. The Delivery Partner Scheme will be delivered within other countries

How will we measure progress?



KPI 6 Annually maintain or increase the satisfaction scores from clubs for British Canoeing services

KPI 7 Annually increase the number of delivery partners registered with British Canoeing from the 2021 baseline



What actions will we take by 2026?

4.1 Encourage more clubs to affiliate with British Canoeing by improving our communications, the benefits of affiliation and by simplifying the club affiliation process (Annually from 2023)



4.3 Develop and promote the Clubhouse digital platform, to support the work of clubs in governance, safeguarding, equality, diversity and inclusion, disciplinaries and disputes, sustainability, safety, and facility development (Annually from 2022)

4.5 Develop and promote resources and services which support clubs to recruit, train and retain volunteers (Annually from 2022)



4.7 Develop the network of Club Safety and Club Welfare Officers and support them through education and information sharing (Annually from 2022)



4.9 Increase the number of registered delivery partners within British Canoeing (Annually from 2021)



4.11 Signpost paddlers to engage with delivery partners for their paddling experiences, improving their skills and safety awareness (Annually from 2022)

4.2 Support the development of clubs by increasing the number actively engaged in the Quality Club and Champion Club programmes (Annually from 2022)



4.4 Develop an inclusive paddling offer for clubs which supports them to attract and retain paddlers who reflect the diversity of their local community (Annually from 2022)



4.6 Support clubs to ensure that those who are coaching or leading club activity are appropriately qualified (Annually from 2022)

4.8 Support clubs and coaches to develop their talented young paddlers through education and training (Annually from 2022)



4.10 Strengthen the partnership between British Canoeing and each delivery partner, with more partners using British Canoeing services and products (Annually from 2022)



4.12 Support delivery partners in promoting their activities within their local communities, promoting their health benefits and attracting participants from under represented groups (Annually from 2022)

Ambition Five

Developing and supporting coaches, leaders, instructors and guides

Where are we now?

- A review of all of the coaching, leadership, instructor and personal performance awards and qualifications was completed in 2021
- The new Leadership Awards were launched in January 2021. These allow direct access to assessments and individualised approaches to learning
- A new points-based continuous Professional Development (CPD) system was created and introduced in September 2020, which enables a personalised approach
- A review of all safety training courses was completed in 2021 and the report and recommendations published
- New eLearning and online resources for coaches, leaders and instructors were introduced in 2019
- An SUP Technical Group was established in 2017 to advise and design SUP qualifications. Since 2018, over 5000 individuals have engaged with, and become qualified through, British Canoeing SUP qualifications and awards
- In September 2020 the English Delivery Centre was relaunched as Paddles Up Training, with a new website to support providers and learners
- Learner satisfaction rates have improved annually and in 2021 98.3% were satisfied with the support and 95% were satisfied with communications

Where do we want to be by 2026?



- More paddlers will be aware of the benefits of the positive changes made to the qualifications since 2017. Our eLearning and digital resource platform will have been redeveloped and our websites will make it easier for learners to understand and navigate
- 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, supporting paddlers from different backgrounds, identities and abilities to enjoy and participate in paddling
- Strong relationships will exist between British Canoeing staff, clubs, delivery partners, providers, instructors, coaches, leaders and guides. There will be high levels of satisfaction for qualifications and learning and development

How will we measure progress?



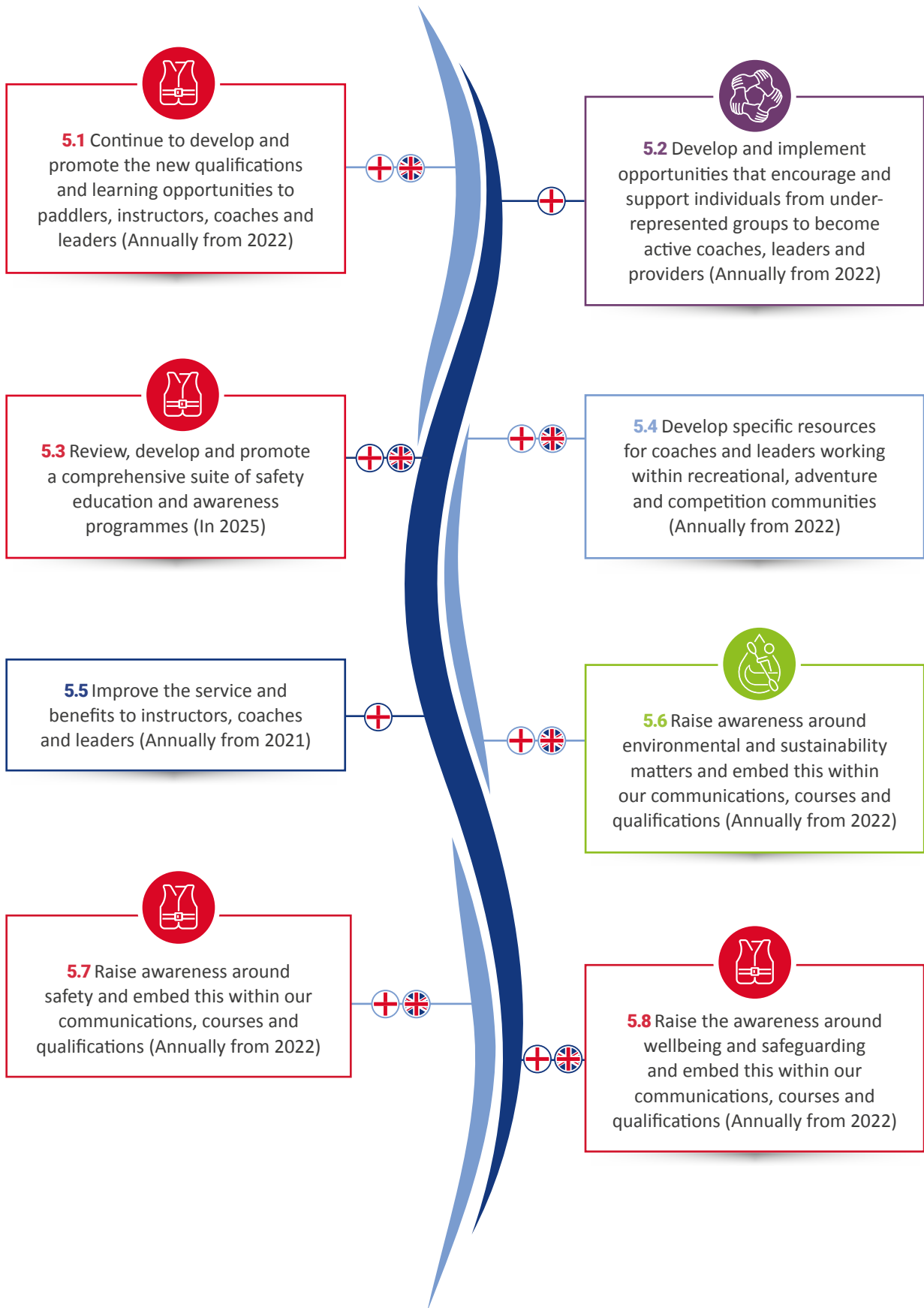
KPI 8 Annually increase the take-up of British Canoeing Awarding Body qualifications from the 2021 baseline

KPI 9 Annually improve the diversity of those people holding British Canoeing Awarding Body qualifications

KPI 10 Annually maintain the high levels of satisfaction scores from instructors, coaches, leaders and guides accessing qualifications



What actions will we take by 2026?



Ambition Six

Developing and supporting volunteers

Where are we now?

- Our reward and recognition schemes have improved. At the highest level of recognition, 28 Outstanding Contribution Awards, 19 Awards of Honour, and one Award of Valour have been awarded. We have appointed four new Vice Presidents and we launched Annual Virtual Awards in 2020 with more than 150 nominations made and 8,000 public votes received for the awards in 2020 and 2021
- Introduced On the Bank membership, reducing the membership fee for volunteers
- Introduced a series of webinars for club volunteers in 2021, to share good practice. These were well attended and well received
- Designed online training for Risk Management and Risk Assessment, which were launched in 2021

Where do we want to be by 2026?



- More volunteers at club, regional and national level will feel better engaged and supported by British Canoeing. Training opportunities will be enhanced and support for volunteers will be more accessible. We will encourage greater diversity within our volunteer community, creating positive and welcoming environments for all volunteers and paddlers. The recognition schemes for volunteers will also be improved to better recognise the huge contribution they make

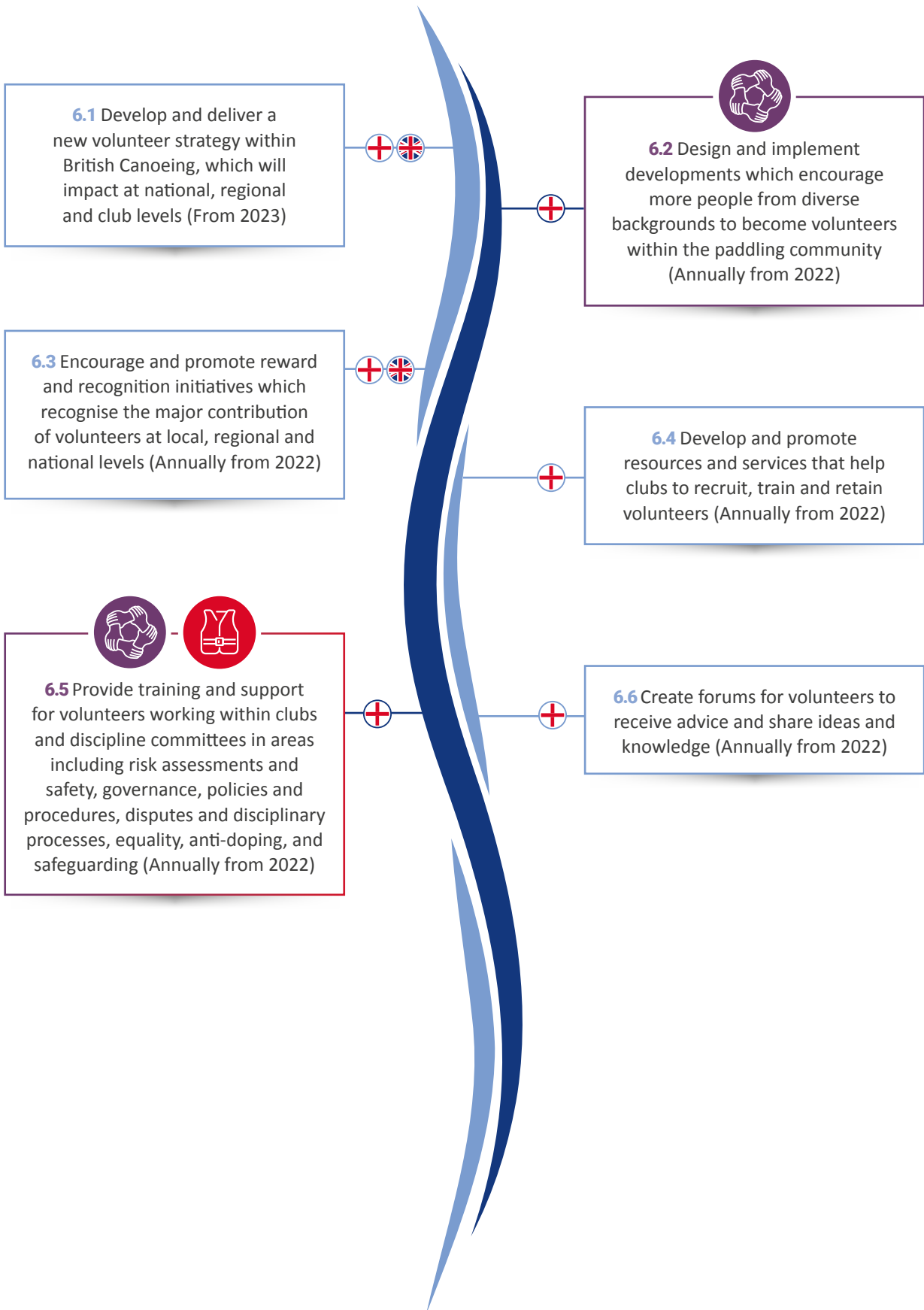
How will we measure progress?



KPI 11 Annually maintain or increase the volunteer satisfaction score as measured by the membership survey from 2022



What actions will we take by 2026?



Developing talent and achieving international success

Where are we now?

- The Tokyo Olympic and Paralympic Games medal targets were achieved in 2021
- Athletes competing for GB across nine disciplines won 62 medals in 2021, 68 in 2019, 105 in 2018 and 90 in 2017 in World, European and international competitions
- Established strategies and groups to support athlete and coach welfare within the Olympic and Paralympic programmes, including the Performance Wellbeing Group, Athlete Rep Group and Staff Wellbeing Group
- In the Culture Health Check in 2020, most athletes and staff reported that they were satisfied with the measures taken to optimise mental health
- Seven competition disciplines have developed four-year plans, which include some talent activity and talent development planning
- An online national teams toolkit was published in 2020 to support team staff in each competition discipline
- The Paddle Clean Education Strategy was published in 2017 and is managed annually within each national team pathway

Where do we want to be by 2026?



- Athletes from across the UK will continue to achieve international success in each of the competition disciplines. The athlete and coach pathways in each competition discipline will be stronger, with more support available to clubs and coaches within the talent pathways. The welfare of athletes and coaches within talent pathways and performance programmes will be promoted and supported, and the athlete pathway will be embedded with a strong culture of wellbeing and inclusion

How will we measure progress?

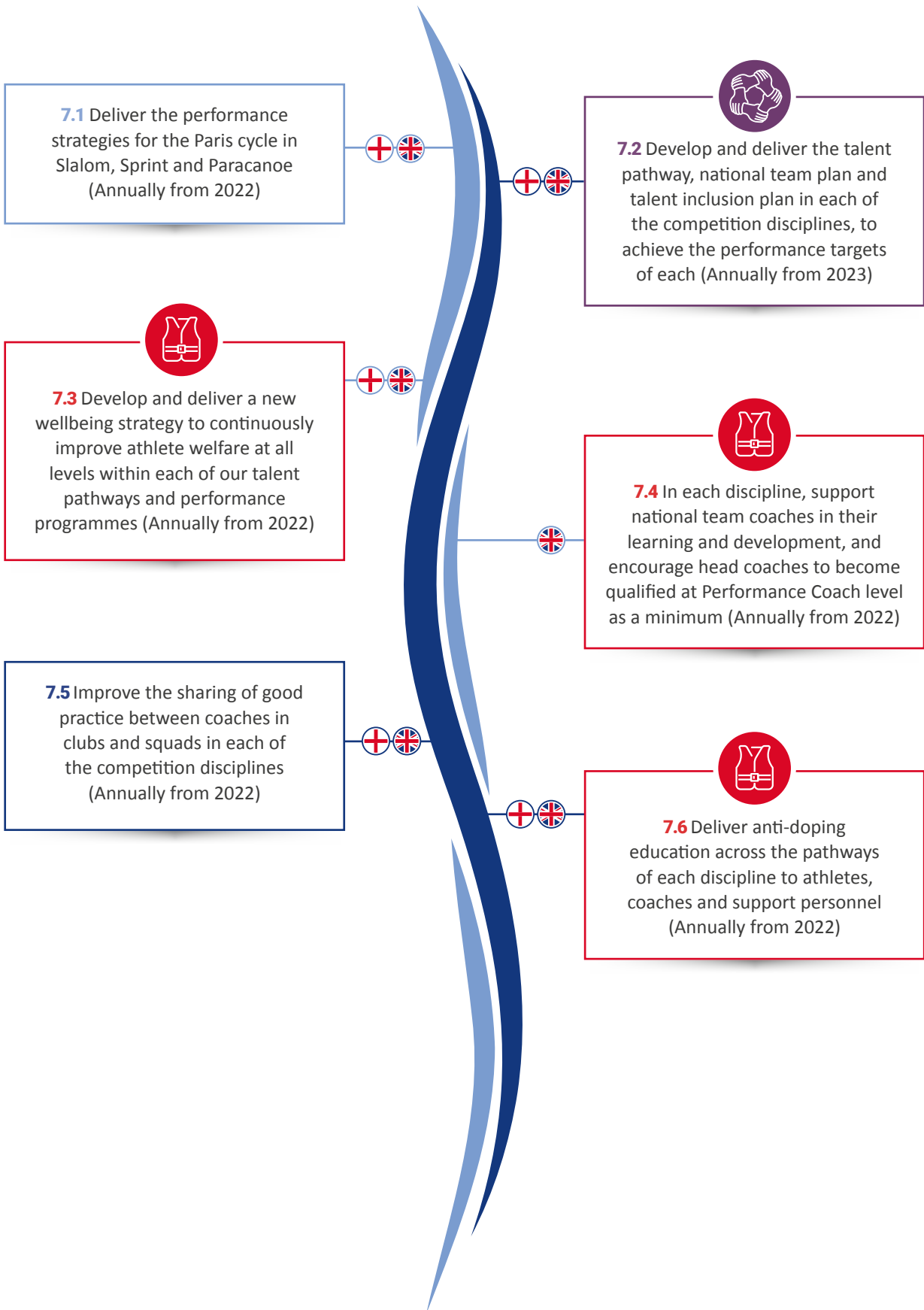


KPI 12 Achieve the performance targets at the Paris Olympic and Paralympic Games in 2024

KPI 13 Annually achieve European and World Championship targets in each competition discipline



What actions will we take by 2026?



Ambition Eight

Providing excellent championships, competitions and events

Where are we now?

- An International Events Strategy 2017-2027 was approved and is being delivered
- Six international events have been awarded to British Canoeing since 2017, including the 2022 ICF Canoe Freestyle World Championships and the 2023 ICF Canoe Slalom World Championships
- Seven competition disciplines have developed four-year discipline plans
- An integrated competitions and events calendar was published on the British Canoeing website in 2017
- An online events toolkit was launched in 2020 to support event organisers at all levels

Where do we want to be by 2026?



- Competition disciplines will be more clearly recognised as a part of British Canoeing and not considered a separate entity. More people will be entering competitions, with more entry-level events in more disciplines and more crossover of paddlers between disciplines
- The British Championships within each discipline will have a bigger event feel. British Canoeing will host international events and will have a stronger relationship with the international federations
- Progress will have been made in developing the facilities to host domestic championships and international events, with a clear strategy and investment plan in place for the National Water Sports Centre at Holme Pierrepont

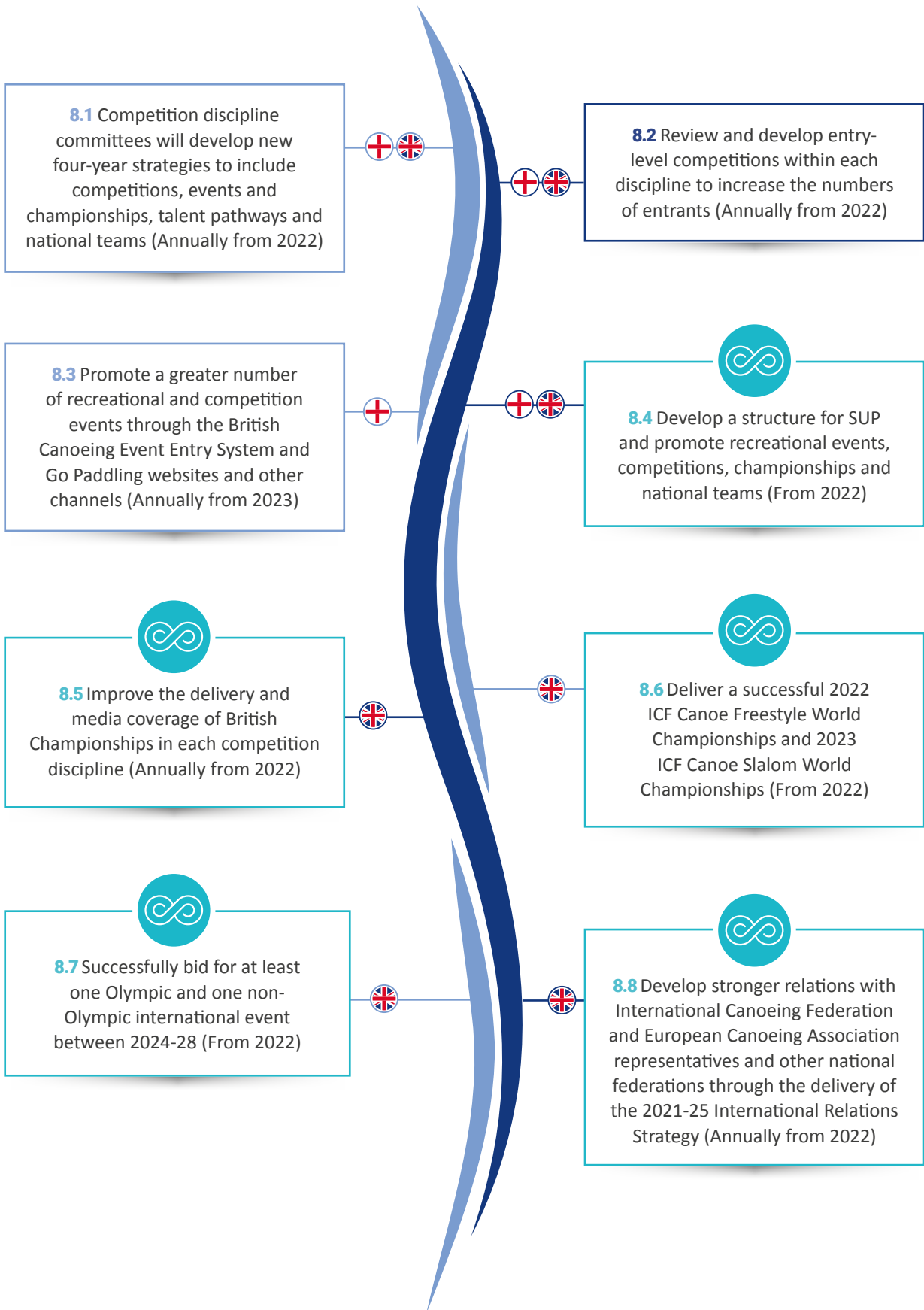
How will we measure progress?



KPI 14 Discipline committees will engage more paddlers in their competitions year on year from the 2022 baseline

KPI 15 Deliver the 2022 ICF Canoe Freestyle World Championships and 2023 ICF Canoe Slalom World Championships in line with event objectives and budgets

What actions will we take by 2026?



Ambition Nine

Focused on governance, people, equality and sustainability

Where are we now?

- Achieved compliance with the UK Code for Sports Governance in 2018 and retained this together with the highest rating for safeguarding from the CPSU
- Revised all major policies by 2019, including the Governance Policy, Disputes and Disciplinary Policy and Athlete Disciplinary Process. In 2020, a new complaints procedure was also introduced
- Completed the review of the national and regional committee structure of British Canoeing in 2019
- Approved the UK Agreement between the National Associations in 2019
- Achieved the Equality Standard (Intermediate) and are working towards the Advanced standard.
- Established an Inclusion Advisory Group in 2021 to inform the new EDI Strategy
- Established a UK Safety Advisory Panel in 2018 to review safety and paddlesport incidents, providing advice and recommendations
- Established a new Mental Health and Wellbeing Strategy for staff
- Improved the financial position of the organisation, generating a greater percentage of earned income annually and strengthening the reserves in 2020 and 2021
- A new Sustainability Advisory Group is working towards publishing a strategy and action plan by the end of 2022

Where do we want to be by 2026?



- British Canoeing will be recognised externally for its excellent governance standards, achieving and maintaining compliance with the new UK Code for Sports Governance, and other major sporting standards and frameworks
- The board will be more diverse in its composition and be recognised as displaying best practice in board governance. The Terms of Reference and ways of working for the board and all committees will have been reviewed
- Strategies for equality, diversity and inclusion, sustainability and welfare will be implemented. The organisation will become an even more inclusive working environment, with an increased diversity within the workforce. Staff and volunteers will feel valued and be supported to achieve their goals through learning and personal development

How will we measure progress?



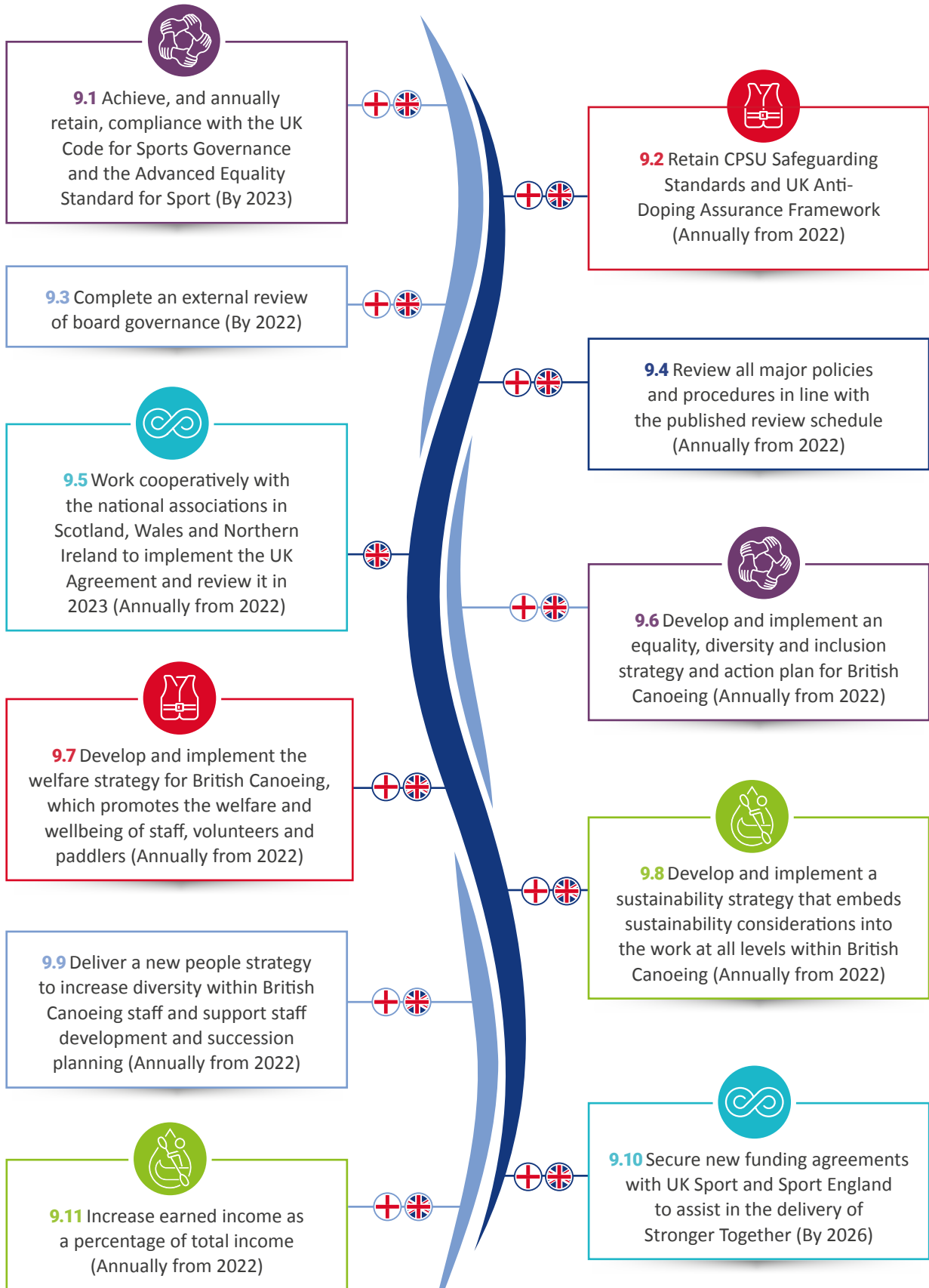
KPI 16 Achieve, and annually retain, compliance with the new UK Code for Sports Governance, the Advanced Equality Standard for Sport, CPSU Safeguarding Standards and UK Anti-Doping Assurance Framework

KPI 17 Make annual progress in delivering the actions within the equality, diversity and inclusion (EDI) and welfare strategies

KPI 18 Publish the new sustainability strategy and meet the annual targets within the action plan



What actions will we take by 2026?



Ambition Ten

Improving digital services and communications

Where are we now?

- In 2021, British Canoeing websites received 4,760,750 page views, 2,432,447 sessions and 1,485,095 unique users
- Several new websites were created: Go Paddling for new and recreational paddlers; Paddles Up Training as the delivery centre for England; Clubhouse to provide an online resource for British Canoeing's affiliated clubs; and the Delivery Partner site for commercial providers
- 79% of members remained satisfied or very satisfied with communications in 2021
- During 2020 and 2021, there was an increased and improved media profile. The Go Paddling This Summer campaign received high levels of national broadcast and press coverage and was nominated at the UK Association Awards in the Most Effective Voice category
- The Paddle to Tokyo campaign and the success of our athletes also ensured an increase in media profile during the Tokyo 2020 Olympic and Paralympic Games

Where do we want to be by 2026?



- More members will regard British Canoeing as an excellent organisation. Member satisfaction levels around communications will remain high and there will be greater reach and personalisation throughout our digital platforms and communication channels
- Our main British Canoeing website will have been redeveloped with accessibility options. Our online business systems and member engagement will be more effective

How will we measure progress?

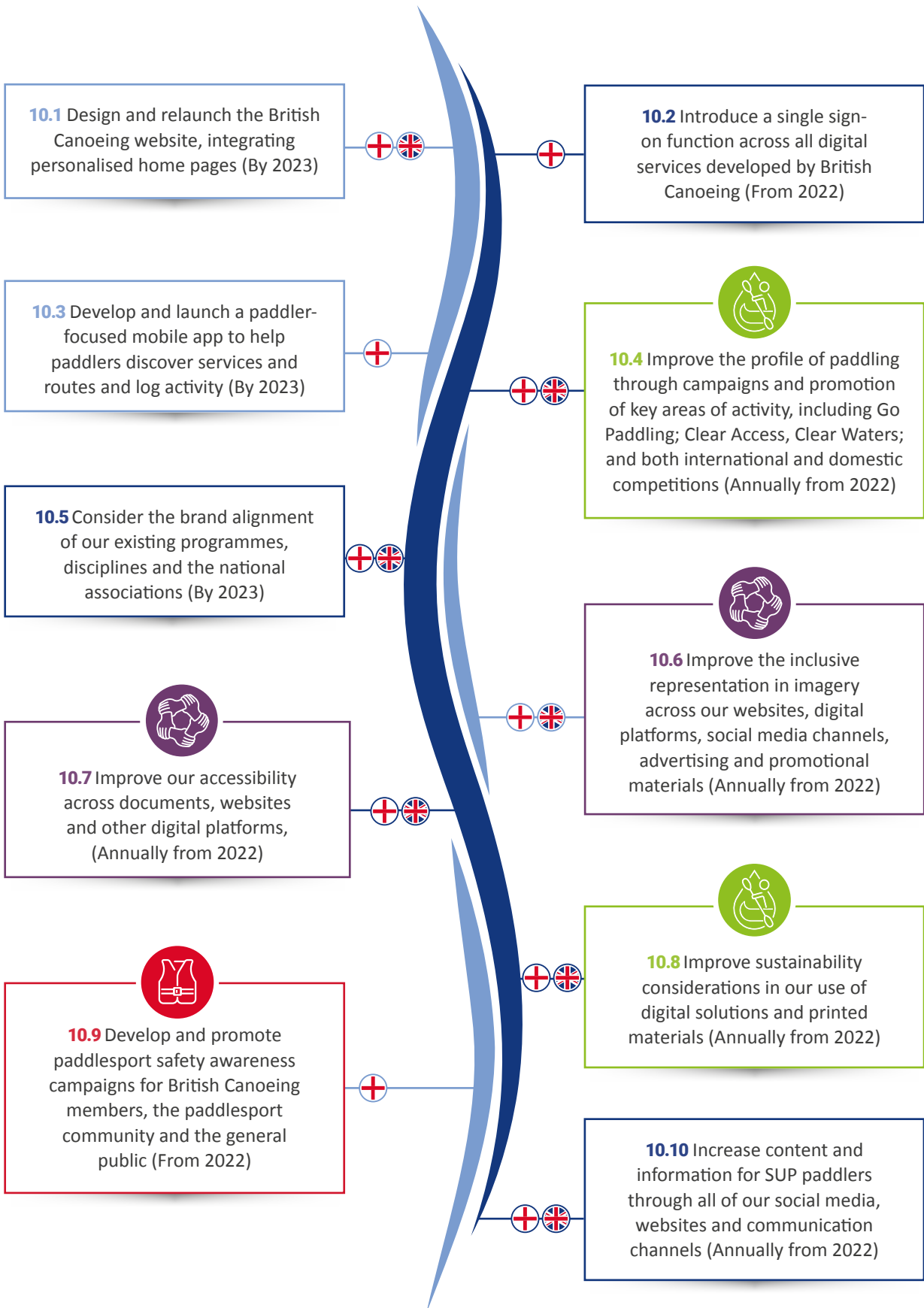


KPI 19 Maintain member satisfaction in communications above 70% annually from 2022

KPI 20 Annually increase the number of visitors to British Canoeing's websites, digital platforms and social media channels from 2022



What actions will we take by 2026?





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