



Annual Report 2014

TABLE OF CONTENTS



British Canoeing is the National Governing Body for the sport of Canoeing. Based at Holme Pierrepont in Nottingham, British Canoeing works across all levels and disciplines of the sport, from providing support and encouragement to people who want to get onto the water for the first time, to our hugely successful Olympic disciplines, Canoe Slalom and Canoe Sprint.

Canoeing is one of the fastest growing watersports across the nation* and there have never been more opportunities to get out in a boat. British Canoeing is at the heart of this growth, whether it be for fun and leisure, or for competition.

We work hard to represent all of our members' interests and we provide a membership service that is complemented by a range of benefits, all of which are useful to our 77,000 plus members.

If you are not yet a member, a great way to start in the sport is to find a club or use our Go Canoeing activities posted on the website. British Canoeing offers membership benefits and access to a range of leisure or competitive activity.

Annual Report 2014

Foreword	4
The Board of Directors	6
Membership	11
Great Britain Canoeing Teams	12
Great Britain Canoe Slalom Team	14
Great Britain Canoe Sprint Team	16
Great Britain Para-Canoe Team	18
Coaching & Education	20
Development & Participation	22
Waterways, Campaigning & Facilities	25
Marketing & Communications	30
Results	34
Summarised Accounts	35
Thanks & Acknowledgements	36

* The Watersports Participation Survey 2013

President & Chief Executive's Foreword



"I have immense pride in British Canoeing; from its humble beginnings to the hugely successful National Governing Body that it is today."

Albert Woods OBE,
President



"British Canoeing is now undoubtedly one of the world's leading canoeing nations, demonstrating huge success in all aspects of our business."

Paul Owen, Chief Executive

As 2014 comes to an end, it is timely to reflect on our achievements of the last 12 months.

Undoubtedly, 2014 was a significant year in British Canoeing's history. We changed the name of our organisation from the 'British Canoe Union,' to 'British Canoeing,' thus reflecting the modern National Governing Body that we are today. Also at the beginning of the year, and as part of our plans to continue to improve, and modernise, we moved our offices back to our original home at Holme Pierrepont in Nottingham. The sport of Canoeing is now serviced by a state of the art office of which we are extremely

proud. British Canoeing has come a long way from its humble beginnings to where it is now, as one of the country's most successful sports.

2014 was also an extremely successful year in the world of competition. Across our disciplines, our athletes gained 124 medals at World and European International Competitions, comprising of 46 gold, 45 silver and 33 bronze, and in the process giving British Canoeing various European and World Champions along the way. We are extremely proud of our athletes and their achievements; more information can be found on them in the relevant sections within this report.

Away from the world

of competition, one of our key areas of business over the last year was to review our governance structure, and create a new Board of Directors, combining representative members from England and the Home Nations with independent Directors. This was approved at the Annual General Meeting in March, and in June, we welcomed two new members to the Board; Mr Mohamed Elsarky and Dr Denise Barrett-Baxendale MBE. Mohamed and Denise bring a wealth of business and commercial experience with them, which will enhance the already robust and well functioning British Canoeing Board of Directors. Mohamed has taken up the



Image by AE Photos

position of Chairman of British Canoeing and has already chaired a number of Board meetings successfully and Denise has been appointed to the position of Vice Chair.

Finally, I am pleased to announce also that, as in

previous years, our membership has continued to increase. I believe that this is truly reflective of the wonderful nature and diverseness, of our sport. We take immense pleasure in seeing British Canoeing continue to inspire people

of all generations to get into a boat. This is testament to the wonderful people involved in our sport, and to our funding partners, UK Sport and Sport England, to whom we remain extremely grateful.

The Board of Directors

Our Board of Directors have met regularly since the last Annual Report. During the year we appointed a new independent Chairman

and one new independent Director, who bring with them many new skills and expertise to the already well-established British Canoeing Board of Directors.



Mohamed Elsakry



Alan Baker



Dr Denise Barrett-Baxendale
MBE



David Belbin



Mary Doyle



David Gent



Andy Maxted



Paul Owen



Greg Smale

We fully recognise the importance of having a Board that is well balanced and diverse and we understand that to achieve this in an effective way requires time and an approach that is not tokenistic. We are now close to meeting the expectation that our Board comprises of 25% women by 2017 (we are currently at 20%) and our current Board's make-up is almost reflective of the high-level

national Black and Minority Ethnic profile as shown in the 2011 Census. We are fully committed to all aspects of equality.

Mohamed Elsakry

Mohamed Elsakry, British Canoeing's Chairman, is President and CEO of luxury chocolatier, 'Godiva,' where he has helped to create sustainable growth within the company. Mohamed's corporate experience has

been focused on commercial leadership and he has worked for the private equity organisation 'Lion Capital,' as well as major food organisations such as 'Kellogg' and 'United Biscuits.'

As Chief Executive of Kellogg in Australia, Mohamed worked with key sporting sponsors, including Surf Life Saving and Rugby League Australia.



Image by Jenny Spencer

Alan Baker

Alan Baker's interest in canoeing began in the early 60's and this has been his main pastime and sport ever since. He holds an Honours degree in Design Technology and Educational Management and is an Associate of the College of Preceptors.

Throughout his teaching career, Alan was involved in all disciplines of the sport, including the designing and making of various types of canoes. Over many years he has run innumerable coaching courses and events for local schools, outdoor pursuits centres and local education authorities.

Alan has a wealth of knowledge of the sport and its development; he has competed in Slalom, Polo, White Water Racing and Marathon. Away from canoeing, Alan is a keen walker, cyclist and enjoys travelling.

Denise Barrett-Baxendale, MBE

Dr. Denise Barrett-Baxendale MBE, is the Chief Executive Officer of Everton in the Community, the football club's official charity, and the Deputy Chief Executive Officer of Everton Football Club.

Since her appointment, the official charity of Everton Football Club has received a plethora of local, national and international awards in recognition of the life-changing work it undertakes on a daily basis.

Denise was made Chief Operating Officer of Everton Football Club in October 2011 and promoted to Deputy Chief Executive in June 2013. Her club position sees her working to improve the match-day experience for supporters, and raising standards within the club.

In early 2014, Dr Barrett-Baxendale was awarded a Fellowship from Liverpool Hope University Business School and she is a patron for St Vincent's School for the Blind. In both 2013 and 2014 she received the 'CEO Special Achievement Award' at the Downtown Liverpool in Business Awards.

Denise's leading role in changing thousands of lives for the better across Merseyside was recognised in the Queen's Birthday Honours list, published in June 2014, when she was awarded a Member of the Order of

the British Empire for her services to the Merseyside community.

David Belbin

David Belbin has been canoeing since being introduced to the sport through a school canoe club. He initially competed in Canoe Slalom and increasingly in Wild Water Racing, where he competed in C2 at several World Championships between 1993 and 2006. He now paddles more marathon races and is also a keen runner and cyclist.

By profession, David is a Chartered Accountant working in the East Midlands for PwC and works principally with privately owned and private equity backed companies across a broad range of businesses.

Mary Doyle

Mary has been canoeing for over 20 years, and coming from Northern Ireland, she has access to all types of paddling; white water rivers in winter, sea paddling in the summer as well as some surf and, her first love, open canoeing.

Mary has been a member of the Canoe Association of Northern

Ireland (CANI) for 22 years and has been on the Executive Council for 15 years. She is presently CANI Secretary as well as leading Safeguarding Officer. Mary was also a school teacher for 35 years.

David Gent

David Gent first began canoeing at an early age, and then became involved with the administration of the sport whilst at university. Since leaving university in the mid 1980's, he has worked in many organisations, all connected with sport, from Further and Higher Education, Local Authorities, Private Sector, and Central Government.

David is currently Director of Participation and Strategic Partnerships at the Rugby Football League (RFL). He also sits on a number of boards related to sport outside of canoeing which include Sports Aid (Yorkshire and Humber), West Yorkshire Sport and Coachwise. David is also a Trustee of the Yorkshire Cricket Foundation and the RFL Facilities Trust.

Andy Maxted

Andy Maxted is a marketing professional as well as a canoe and kayak paddler, coach, coach educator and all round paddle-sport enthusiast. With an Honours degree in Graphic Design and the Chartered Institute of Marketing's post-graduate Diploma in Marketing, Andy has spent over 35 years working in a variety of marketing, development and public relations roles, recently as Marketing Director for a large trade association.

Out of the office, Andy brings experience of canoeing and kayaking, having raced in Slalom, Wild Water Racing and Marathon.

Paul Owen

Paul Owen first started recreational canoeing aged 6 but chose to pursue a competitive career in sailing and athletics.

Paul became Chief Executive of British Canoeing in 1992, making him the youngest ever Chief Executive of an Olympic sport. He is a recognised International Canoe Federation (ICF) Official, and advises and leads a number of projects on the ICF's behalf. He is a

past member of UK Sport's Ethics and Anti-Doping Committee, Director of the Sports Aid Foundation, Director of the Commonwealth Games Council for England, and is the current Chair of the Sport & Recreation Alliance Water Recreation Division. He is also a member of the National Olympic Committee and a Director of the Royal Albert Docks Trust.

Paul is a qualified accountant with Industrial and Sports Accounting experience, and is also a qualified banker.

Greg Smale

Greg started Canoe Polo and Slalom as a boy scout at the age of 14 with St. Alban's Canoe Club; his highest UK ranking in slalom was 32. He went on to represent the GBR Canoe Polo Senior Team for ten years, winning around 25 International tournaments, a silver medal at the '93 European Championships, and a bronze at the '94 World Championships.

Between 1995 and 2002, Greg coached the GBR Women's Canoe Polo team for four years and

then the GBR Men's team for four years, reaching eight consecutive European and World Championship finals, many of which achieved gold medals.

In 2003 Greg became a member of the International Canoe Federation (ICF) Canoe Polo Committee, and has also given coaching support to Chinese Taipei, Malaysia, Canada and New Zealand.

Between 2006 and 2014, Greg was Chair of the ICF Canoe Polo Committee and member of the ICF Board of Directors. During this time, he led the development of the rules, secured a sponsor from outside the sport, and funding for referees at World Championships. The discipline continued in the multi-sport International World Games Association and will be in the World Beach Games in 2017.

Greg has been awarded the BCU Award of Merit for his coaching of the British Canoeing national teams. He is also a graduate of the UK Sport International Leadership Programme.

Membership

Our membership has grown over the last few years and is currently sitting at nearly 77,000 members.

Key to growing our membership in the New Year will be the introduction of a Membership Manager who will review and implement a retention strategy, improved member communications and will lead an insight led review of our membership to ensure that we are providing them with everything they need from British Canoeing.

British Canoeing membership comes with peace of mind, and liability insurance has remained core to our members' needs. With the introduction of our new website and database in spring, we are looking at improved ways that members can access

their information and ensure that they are kept up to date with any new benefits or messages that are relevant to them.

We will also be introducing a Club Management tool which will help clubs to manage their memberships, with an offer of using our membership database. The vision is that that our new Event Management system will assist in generating new memberships while giving event organisers and canoeists access to a low cost online tool to manage and take part in canoeing events.

Overall, we are very much looking forward to the New Year with exciting changes coming to benefit our members and affiliated clubs and centres.



Image by AE Photos

Great Britain Canoeing Teams

During 2014, British Canoeing continued to excel within competition disciplines internationally. Included in the overall medal haul were 20 individual or team, World or European Champions.

Our performance preparations within this Olympic cycle continue to strengthen with our Para-canoe team dominating World and European Championships. Strong medal performances were also achieved in both Canoe Slalom and Canoe Sprint.

To follow, is some snap-shot information of key events, and highlights from all of our various disciplines. Following on from this, we have also provided further information and detail from our Olympic disciplines of Canoe Slalom, Canoe Sprint and Paracanoe. This can be found on pages 14 to 19.



Canoe Slalom

The British team made history for the second day in succession during the 2014 ICF Canoe Slalom World Cup in Lee Valley. On the Saturday, the home team became the first country to win gold medals in all three team events. Then on the Sunday, they produced a clean sweep by winning a further two in the men's C2 and women's K1 team events.

At the conclusion of three days competition at the London Olympics venue, supported by UK Sport and Sport England, GB finished top of the table with seven gold and one silver medal.

Canoe Marathon

Richmond Canoe Club's Lizzie Broughton finished 2014 at the top of the ICF Canoe Marathon Rankings, after winning silver at the World Championships and her win at the Waterlands Marathon (part of the ICF Classic Series) in April.

Congratulations also go to the winners of the National Championships Team Trophy, Norwich Canoe Club, and runners up, Nottingham and Richmond. Also congratulations to Norwich, Banbury and

Leighton Buzzard, who were first, second and third respectively in the Lightning team competition.

Canoe Polo

Nationally, there are 12 leagues running all over the country. Overall there are up to 120 teams entered in Open, Ladies and Youth Leagues. Additionally, there are four Regional Leagues running alongside the National Leagues. In total there are 15 Regional Leagues hosting 120 teams.

Canoe Freestyle

Freestyle kayaking is a fun, fast and dynamic discipline of the sport of kayaking. Freestyle paddlers use white water waves and holes to perform surf and gymnastic manoeuvres and tricks. The sport uses short kayaks designed to surf and spin across the water surface, and release up into the air. In competitions, Freestyle kayakers gain points for every different rotation they perform such as vertical (cartwheels), horizontal (spins), barrel rolls (airscrews) and somersaults (loops), with bonus points awarded if they can get their boat out of the water and up into the air. Competition runs last

for 45 seconds during which competitors perform as many moves as possible.

Wildwater Canoeing

The various different formats for regional and development racing have continued to capture people's imaginations, and regional participation has continued to increase. This is great news and a tribute to the dedication of the growing network of race organisers and clubs in England and Scotland that are pushing forward. Many congratulations to Duddon Club, who were again overall club winners, and to runners-up, Wiltshire Youth and Oakwood for their contributions to the sport.

In Summary

2014 has seen a continued growth in the participation levels and growth of the competition disciplines, as more people seek the opportunity to participate and get involved in the competitive side of our activities. We are able to meet this demand, mainly due to the strength of our volunteer community (event organisers and officials) and our supporting clubs and regional teams.

Great Britain Canoe Slalom



Image by AE Photos

The Canoe Slalom Olympic programme moved into the Lee Valley High Performance Centre (HPC) in November 2013 which is undoubtedly now rated as the best HPC in the world for Slalom.

It's great to see two exceptional HPCs taking shape at Holme Pierrepont and Lee Valley, to foster the development of our many talented athletes. Both HPCs have developed excellent Talent ID (TID) programmes, and are growing the talent programme with athletes starting to emerge out of them at the top end of the

junior rankings. The Home Nation programmes are also in great shape with new athletes now qualifying for our Podium Potential programme.

Competition highlights over the last year include the Lee Valley World Cup, particularly Mallory Franklin's gold medal in C1, David Florence's gold medal in C1, and winning the five (of the five available) gold medals in the team events. It is also important to acknowledge the work of the volunteers and the contribution from the wider organisation in making this

event such a success.

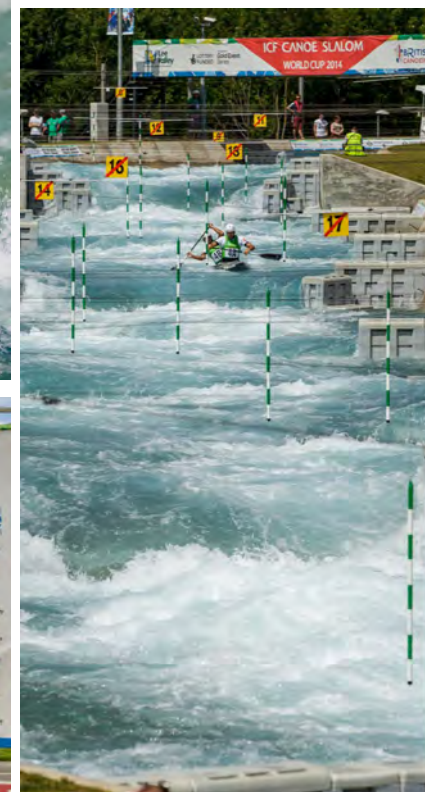
The results in senior level performances have been strong across the season with medals won in every category at senior and U23 levels. We have also seen some of the younger athletes stepping up into senior finals and challenging for medal positions. The real highlight of the World Championships was Fiona Pennie's K1 silver medal, Mallory Franklin's C1 silver, and it was also encouraging to see Tom Quinn, Jasmine Royle, Beth Latham and Matthew Lister and Rhys Davies making the finals of their events, as they transi-

tion into the senior ranks.

The Podium Potential programme has continued to show improvement with successful results at the Junior and U23 World and European Championships from athletes across all Home Nations. Mallory Franklin retained her European crown in C1W, whilst newly formed C2 crew, Ryan Westley and Zachary Franklin, won silver. At the World Championships in Australia, both Beth Latham and Tom Quinn achieved excellent bronze medals to lay foundations for successful seasons on the circuit.

British Canoeing would like to acknowledge the ongoing work of both paid and volunteer coaches in all of the Home Nations for the work they do in supporting athletes across the pathway.

Looking forward to 2015, we have the World Championships at the Lee Valley White Water Centre, which is an Olympic qualification event, and a huge opportunity to showcase all aspects of canoeing.



Images by AE Photos

Great Britain Canoe Sprint

The Canoe Sprint programme has made big strides in further developing a performance culture which has been supported through UK Sport athlete insight data. Focus has been on creating a performance environment and reducing distractions from athletes' performance.



Image by Balint Vekassy

In January 2015, the brand new High Performance Centre (HPC) at Eton Dorney will open its doors to our elite Rio squad athletes and will assist in further improving the standard of the daily training environment for them. This facility will complete a world class set up for sprint athletes based at the Bisham/Dorney HPC.

The domestic regatta season in 2014 can be summarised in two words – 'weather,' and 'weed!' The April, May and June, regattas were hampered by poor weather, and in July and September, weed was a big factor in racing. Thanks go to the loyal and dedicated volunteers who make the regattas work in all weathers.

The International season saw a very strong start at senior level with ten medals won by British athletes at the World Cup Series. At the European Championships in Brandenburg, Olympic Champion, Ed McKeever returned from restricted training to take silver in the K1 200m, backed up by further solid A final results. At the Senior World Championships, Ed was once again on the podium with a new British record, and Liam Heath and Jon Schofield

followed up fourth at the Euros with fourth at the Worlds; a fraction off the podium.

At Junior and U23 level, there were five A finals at the World Championships, including another silver medal from Rebi Simon in the K1 500m at Junior level. Rebi also progressed further to a very credible fifth at the Senior Worlds a month later in the K1 1000m.

The focus for the senior team in 2015 will be on the inaugural BAKU European Games, but primarily upon the World Championships in Milan, at which, first round Olympic qualification will take place. At a development level, British Canoeing continues to develop its Olympic Development Programme identity to support the next group of athletes towards 2020 and beyond.

British Canoeing acknowledges the ongoing work of both paid and volunteer coaches in all of the Home Nations for the work they do in supporting athletes across the pathway and encouraging everyone to look at ways that we all can develop Canoe participation in Men's and Women's events.



Images by Balint Vekassy

Great Britain Paracanoe

The 2014 season for Paracanoe was a highly successful one once again for the athletes involved.

Significant work has been undertaken within the British Canoeing staff team to keep the team ahead of the opposition, by ensuring that all aspects of athlete performance are studied in detail to find the performance gains. Parallel with day to day training, continued talent ID has been undertaken to ensure that Great Britain is best placed to target medals in Rio.

The European Championships saw the Paracanoe athletes winning nine medals including six Gold, and Jeannette Chippington adding to her previous hauls with another double gold. The Europeans at Brandenburg highlighted the steps needed to be taken by Paracanoe to satisfy the International Paralympic Committee (IPC) of the appropriate classification criteria, and this was high-

lighted even further at the World Championships. The International Canoe Federation (ICF) have now addressed this with a study to enable full clarity from the IPC for Rio medal events.

Later in the season, the World Championships saw Great Britain defend successfully its position at the top of the medal table but it was very clear that as we progress through the Paralympic cycle, competition is becoming much tougher, and margins much tighter. The athletes delivered an outstanding team performance with nine medals across the 12 events, including six gold, and Jeanette Chippington and Emma Wiggs both achieving double World titles. Also, it was great to hold the inaugural Para-canoe National Champs in September as the sport continues to develop.

In 2015 with the World Championships also being the first round of qualification for the Rio

Paralympic Games, it is anticipated that there will be significant additional countries that enter the competitive racing, so continuing to strive for daily marginal gains is of paramount importance. In November 2014, it was also passed at the ICF Congress that at World Championship events, Paracanoe nations will be able to field up to two entries per category, giving the sport significantly better opportunity for the Paracanoe athletes to benchmark, given the limited number of International competition opportunities.

Furthermore, with the programme centralised at Holme Pierrepont in Nottingham, it is great news that with the help of both UK Sport and Sport England, there will be a significant investment in a new access ramp from lake level to the building, and purpose built changing rooms for athletes with a disability. Development work should be completed



Images by Balint Vekassy & Ute Freise

Coaching & Education



Image by AE Photos

With enthusiasts and first touch level paddlers making the most of the wide array of opportunities available to them to take to the water, Paddlesport is as vibrant as it ever has been.

From beginners' activity offered through centres and clubs, as well as our 'Go Canoeing' and 'UCanoe' programmes, to opportunities for the committed adventure and competitive paddler, canoeing activity continues to grow. The traditional

canoeing environment is popular and it is encouraging to see a range of new emerging discipline areas grow, such as Sit On Tops, Stand Up Paddleboards, and Kayak Fishing.

Coach Education

In support of the above, training and assessment opportunities for Level One, Level Two and Level Three Awards have continued to be offered by each of British Canoeing's Home Nations. 2000 candidates have successfully completed

Level One Training and Assessment. 600 candidates have been assessed at Level Two and 20 have completed the new Level Three award. It is particularly encouraging that many of these are competition coaches formalising their coaching role with a recognised British Canoeing qualification.

Coaching Developments

Over the last 18 months, the British Canoeing Coaching Strategy group (CSG) has researched paddler activity

and participant first touch activity, as well as coaching activity in relation to those areas. In particular, research focused on development practices and opportunities, including delivery and support mechanisms for coaches in the field.

At the centre of these investigations has been the Paddler Development Model (PDM) and the Coach Development Model (CDM) work. These have identified the wide range of paddler activity and the sport specific needs required to support paddlers and coaches, as well as the development of Paddlesport across the broad range of market segments that define the sport as a whole.

These 'segments' have now provided the focus for CSG to review current practice and the role requirements against the researched outcomes and have allowed CSG to consider the effectiveness of both the Performance Awards and the Coaching qualifications against the resulting recommendations and appropriate developments to both sets of awards moving forward.

A combination of

factors including internal and external scrutiny, the opportunity to appreciate and understand developments in coaching knowledge and practice (since the introduction of the UKCC), as well as a greater clarity with regards to 'workforce' needs across Performance Awards and Leadership and Coaching Award pathways, has led CSG to identify a range of recommendations for British Canoeing to concentrate on over the remaining period of the current 2013-2017 Development Plan and to take Paddlesport forward into the next decade.

CSG will finalise the 'in principal' detail of this review work along with a project plan and delivery time line in February 2015, and will at the same time, appoint a Project Officer to manage and deliver the key elements of the associated work programme.

'Evolution' rather than 'revolution' - The requirements identified will recognise the progress made over the last decade, in terms of the success of both Personal Performance awards and Coaching qualifications. However, they also reflect and recognise that the growing

Paddlesport community needs a wider range of support to reflect the nature of paddler engagement, whether it be in the beginner, leisure focused, sport focused, competition/ performance focused or elite focused areas of our sport.

Continued interest, and increasing levels of activity at clubs and centres, has resulted in an increase in all manner of novice, intermediate and advanced courses and activity. All of this is supported by a loyal and committed band of coaches who give up their time and experience, most often on a voluntary basis.

Development & Participation

We've now completed 18 months of our development plan for the 2013-17 cycle and are making good progress with all of our programmes and initiatives.

2014 has been a year of engaging with key delivery and sector partners to help us scale up our delivery and reach new markets. The following key programmes support the growth of canoeing with products that are insight led to meet consumer needs.



U Canoe Wired & Unleashed reaches out to the fast paced and vibrant youth market and embraces the use of technology and social media channels.

Through U Canoe Wired, we have been able to reach new audiences, including the further education sector, where, linking with the Sport England Funded College Sport Makers, we have also provided "Wired Activator" training to young people to help deliver this offer. We currently have links to 120 delivery centres with 40 additional in the pipeline and a total of 2,445 young people have engaged in U Canoe activity. We are proud that the Association of College Sport Survey voted British Canoeing as the best National Governing Body for support to the further education sector. We were also recently voted most outstanding National Governing Body by Youth Sport Trust School Games Organisers.

Additionally, we have been able to make better links with schools through **Watersport School Hubs** which is a joint initiative run with British Rowing and Youth Sport Trust. It currently involves

17 schools, with a reach to an additional 34 that link to a club or centre, and over 1,200 youths are now involved. The initiative strives to meet the aims of sport development, and to drive pupil attainment and achievement.

Go Canoeing activities substantially increased in 2014, resulting in a total of 16,587 participants engaging directly in activities. The number and geographical spread of activities being advertised through the programme has increased, with 83 trails now available online, 107 Starter session locations, and 33 Guided Tour locations on offer.

National Go Canoeing Week 2014 was the most successful to date. The newly developed theme 'Every Mile Counts' which set out a national target to collectively paddle the full distance around the UK's Coastline, was popular and received fantastic feedback. The interactive website which was specifically developed for the event, helped to create a much larger level of engagement, encouraged more regular participation for this week, created increased media

interest, and improved data collection processes.

Through our **Paddlesport Challenge** programme, three key challenge routes have been developed and launched for Lake Bala, Lake Windermere and Loch Awe, with strong support from the Canoe Wales and the Scottish Canoe Association. These can be completed by participants based on their own ability and aspirations as an ultimate challenge of all 3 lakes completed, or starting just with one lake.

We have also been developing some different event concepts. A Canoe Triathlon was piloted at Manvers in Yorkshire with the swim part replaced by canoeing, and a Classic Master Marathon Race series has been introduced.

Our Paddle-Ability programme aims to increase the number of people with a disability participating in canoeing by 15% by 2017, and we are therefore delighted that membership has grown beyond projected targets for this year.

Our focus this year has been to develop a capacity both with the workforce and through our

providers. As a result, we now have 16 Paddle-Ability “Top Clubs” or Centres, and a total of 410 coaches and helpers have undertaken Paddle-Ability Foundation Level training.

Clubs and Volunteers

For our Club Accreditation schemes, a more streamlined system of assessment has been put in place which has resulted in a far more effective level of Development Officer support for the clubs. To date we have 145 clubs and centres who have all achieved “Clubmark”; this represents 36% of all the British Canoeing affiliated clubs.

Once again, we were pleased to be able to celebrate the amazing contribution of our volunteers at the Annual Volunteer and Athlete Recognition Awards Dinner, held in Nottingham in October.

Equality and Safeguarding

We are currently working toward the Advanced Standard for Equality in Sport. At the beginning of the year, we introduced a British Canoeing Transgender, Transsexual Policy and Guidance, together with competition guidelines.

We continue to work hard to embed all of our policies and procedures for safeguarding children in canoeing, utilising the Child Protection in Sport Unit’s Safeguarding Framework. A total of 25 cases were referred to the BCU Case Management Group for the period 01/09/2013 to 31/08/2014, of which, seven were offences committed within canoeing.



Image by AE Photos



Waterways, Campaigning & Facilities

British Canoeing works towards two main aims of the organisation; to boost participation and to win more international medals.

These aims require more people to paddle which is why we campaign on issues that will create more opportunities for all kinds of canoeing, from elite to grassroots.

Our Waterways and Environment Team have worked with other partners to highlight the benefits of canoeing and promote the need for more access on our waterways. Many organisations embrace our aims and have actively helped British Canoeing on a number of canoe trails and infrastructure improvements around the country. An example of this is the Canal and Rivers Trust (CRT) where we work closely with them on a variety of projects from a National Canoeing Development Plan, to local nature and wildlife tours, to promote

how great it is to be in both the natural environment watching our native wildlife, as well as learning about our industrial, historical urban landscapes.

We want paddlers to be aware of threats to our natural environment. These can be in the form of the spread of harmful invasive plant and animal species which often have a detrimental impact on our native species. We are working with environmental organisations such as the Rivers Trust and the Environment Agency (EA) on an educational programme to ensure our coaching teams, members, and all canoeists are aware of any potential threats to our wildlife. We are in the process of training volunteers to present an informative presentation on environmental awareness to inform paddlers of how important it is to protect our native species and their habitats.

This year we have

joined millions of people in more than 60 countries to participate in World Rivers Day. World Rivers Day is a celebration of the world's waterways. It highlights the many values of rivers and strives to increase public awareness and encourages the improved management of rivers around the world. British Canoeing actively contributed to the day by promoting the event and assisting with events such as litter picks and we informed both new and experienced paddlers of what they may see in their local waterways through our tour operators.

Access to and along waterways remains challenging. The Angling Trust and some land-owning interests have been especially vociferous with regard to the legal opinion of access. Sport England funded an opportunity for British Canoeing and the Angling Trust to discuss the benefits of both sports working together through



Image by Eddie Palmer

mediation. However, very little progress was made, but communication continues through our respective legal representatives and at local level, through clubs and members.

Furthermore, the team have negotiated new arrangements for the use of a number of waterways including the canal at Loxwood which is managed by Wey and Arun Canal. In addition, the inclusion of Stand Up Paddleboards for British Canoeing members as part of their membership benefits has been extended to the Cam Conservators (River Cam), the River Wey and the EA and CRT waterways. The agreement was already in place with the Broads Authority and the Basingstoke Canal. Further progress is to be made in 2015 on more waterways.

Finally, we have continued to develop information on some of the best places to paddle for all abilities. Over 100 canoe trails can be found on the British Canoeing website and many more are to be added throughout 2015. Working with some key partners these trails will be promoted widely.

The many benefits of

canoeing have once again been discussed within Parliament at an All Party Parliamentary Group (APPG). There is now a good recognition amongst many MPs and Lords that canoeing brings huge benefit to the individual, community and indeed the country. The CRT has recognised the value of canoeing on their waterways and surrounding communities. There were 927,000 canoeing related visits last year to the CRT, and now, along with the additional work that we have been doing, the CRT not only recognise canoeing, but is promoting it in the work they do.

Facilities

Our Whole Sport Plan Capital Funding from Sport England continues to be the most important and well thought out funding stream that we have for capital projects and community clubs. Spending in support of our Canoe England Capital Grants [CECG] Programme this year has been almost £2m. Financial delivery can be challenging, but completed schemes continue to deliver huge increases in Participation.

Our two flagship

schemes for this year are located at our two "Olympic 2012" venues: Lee Valley White Water Centre and Dorney Lake.

Lee Valley

Now open, the new British Canoeing building located at the centre of the Lee Valley site has set up the Lee Valley complex as the best centre in the world for performance. The centre supports activity throughout the whole of the athlete pathway from club through to elite, and is supporting and contributing to all aspects of British Canoeing's objectives at both the performance and participation levels.

In early 2014, The Lee Valley Paddlesports Club officially launched. It is based at the centre, and already has over 100 members from all different disciplines. Additionally, our Canoe Sprint Futures programme is operating from the centre and is already impacting upon canoeing disciplines beyond White Water. Last summer our "Rapid Talent" programme conducted its second intake from local schools, and finally, our "Podium Potential" programme transitioned

staff and athletes to the venue.

Dorney Lake

Building works for the new High Performance Centre at Dorney are now almost complete, and within Canoe Sprint, the excitement and anticipation is growing.

This new venue will really enhance the ability of the Programme to provide a truly World Class Daily Training Environment (DTE) provision, to support the “On water” training of the athletes.

This will be the culmination of 18 months of partnership working with Sport England, and is seen as a model of good practice, and setting a new standard with regard to modular buildings and their application in the High Performance environment.

Community Clubs

This year, we have been able to award grants to six clubs: Basingstoke and Deane, Coquet, Midland, Leighton Buzzard, and Axe

Vale have had grants to improve or replace their club houses. Midland is a trial of modular components with a greater than normal Sport England input.

Sites

Duck Mill Sluices in the centre of a public park in Bedford have received flood lights, and Cardington White Water course has received an “in channel” upgrade to improve its white water features. This is

a result of a collaboration between Bedford City Council, the Environment Agency, (EA) local canoe clubs and our Eastern Region Development Team.

Canoe Trails

We have also grant aided several canoe trail improvements. In partnership with the EA, our South East Region and a local building college, we are building a much-needed toilet block next to a canoe camping site on the River Medway Canoe Trail at Yalding Bridge.

Also in conjunction with the EA, at Boulter's Weir on the Thames, we have installed kickers under the main sluice gates to throw water up to provide white water play waves and minimise river bed and weir scour.

At Pershore Weir, in partnership with the Avon Navigation Trust and a Hydro provider, we have widened a fish pass installation into a “conjunctive” fish and canoe pass. This is to demonstrate that a fish pass can also act as a canoe pass without harm coming to fish, canoes or canoeists.

The future is bright. In 2014/15 we are, and will

continue, to work with seven canoe clubs to upgrade their club houses.

We are negotiating with partners to install access landings and signage at strategic points on eight navigations, plus, we are about to commence building and trialling in partnership with the EA, a Hydro provider, and the Canal and Rivers Trust, an innovative design of “pool-drop” white water canoe course and fish pass at Linton-on-Ouse at York.

We further continue to support clubs with advice as they apply for the Sport England “Inspired” and “Improvement” funds, and our links with the EA and the CRT get ever closer together.

In the last few years, British Canoeing has been at the forefront of white water course design. We have wrestled world design leadership back from the French and Australians. The “Rapid Block” system of “in channel” obstacles are now exported worldwide. British designs and innovations for large Olympic size courses are miles ahead of any other country. However, it is not every country, or region of a country that can afford these £20m+ large

developments. However, the BC Facilities Policy aims to bring white water courses to local sites, at affordable prices, and with this in mind, we have pushed our thinking along, and have designed an intermediate sized course, and a micro course.

During the year, Glasgow, along with the help of the Scottish Government and Scottish Canals, (part of CRT) built, and opened, at Pinkston Quay in North Central Glasgow, a unique multi-sport and multi-purpose site consisting of an enclosed flat water dock feeding two pumped white water courses, all for less than £2m.

The site at Pinkston encouraged ‘Multisport,’ in that several disciplines of canoeing have come together including Slalom, White Water, Sprint and Polo, plus Open Water Swimming, and Triathlon. It also has multi-uses, in that the Royal National Lifeboat Institution (RNLI) and Fire and Rescue services use the facilities, and helped fund the facility, for education and training purposes.



Above Left:
Lee Valley White Water Centre
Above Right: Bottom Left:
Pershore Weir Pinkston Quay, Glasgow



Marketing & Communications

British Canoeing continues to build momentum through our marketing and communications.

This is an exciting time for our organisation as we roll out our new brand and continue our anticipated journey towards the launch of our new website early next year. Our online channels are growing and we are exploring new and innovative ways to engage audience, raise our profile and inspire more people to go canoeing.

Commercial Review

In response to British Canoeing's desire to reduce reliance on public funding and to push towards its goal of becoming a mainstream sport in the UK, a detailed commercial review was undertaken to establish an integrated commercial strategy. The commercial review focused on how the organisation could generate more revenue from its asset base, as well as improving British Canoeing's sponsorship proposition.

The project fully investigated our current organisational structure and available assets and took an in-depth look at the sponsorship market, whilst analysing external and internal commercial values.

A key finding from the commercial review was the need to streamline and simplify the structure of the organisation in order to better meet the needs of British Canoeing members, informal non-member paddlers and new participants into the sport.

With a number of well-established, successful programmes and a high-profile calendar of events, there is a huge opportunity for British Canoeing to target the 1.2m informal paddlers in the UK in order

to grow our membership base and maximise our commercial success.

By moving all the differing elements of the organisation under the newly created brand and by adopting a new, customer-centric approach, we have the ability to move into a real position of strength in the lead up to the 2016 Rio Olympic Games.

Branding

The first step towards the streamlining of the organisation was to amalgamate The British Canoe Union, Canoe England and GB Canoeing into one overarching brand – "British Canoeing." In line with the organisation's key objectives of increasing participation in the sport and continued success at an elite level, we incorporated our mission statements of, "*Helping and Inspiring People to go Canoeing,*" and also, "*Challenging Best,*" which summarise our values and give our customers a clear indication of our organisational goals.

A strong, bold new logo with contemporary typography and a water-themed flag has been developed and is a visual representation of our new brand. The flag signifies

performance, strength, pride, heritage and British success and the various lines within the flag illustrate the different types of water, representing the various types of canoeing in Britain; including flat, moderate and challenging.

The British Canoeing logo, like the brand as a whole, is modern, relevant and reflects an organisation that is paddler focused. The logo, representing all areas of the organisation, will help us build upon and raise the profile of British Canoeing, in line with the organisation's strategic objectives.

Website

As part of the commercial review process, it became clear that British Canoeing's web presence also needed to be simplified. With a number of separate websites focusing on different aspects of the organisation, it was difficult for users to understand the structure of the organisation and, with so many different paddling disciplines, even the sport itself.

As a key touch point and one of the most powerful tools available to promote the sport to both potential members and partners, it was essential to

develop an engaging new website based on a simple interface and with a high level of usability.

The new website, which is to be launched in the new year, will have a modern, dynamic feel and will combine informative content with inspiring images. The look and feel of the website will sit as a cornerstone of the new British Canoeing brand and will be replicated across all of our collateral.

Alongside the new website, British Canoeing has invested in a new database that will combine membership information with that gathered from customers at touch points such as clubs, competitive events, participation programmes and our online presence. The new database will allow us to map customer interactions with British Canoeing and target our messaging to specific groups and demographics.

New rebranded British Canoeing social media channels have also been created to replace those for GB Canoeing, Canoe England and specific participation programmes.

Events

The International Canoe Federation (ICF) Canoe

Slalom World Cup, which was the first major international event to be held at Lee Valley White Water Centre since London 2012, attracted a record number of spectators to a UK canoeing event, outside of the 2012 Olympics.

Our annual flagship participation event, "National Go Canoeing Week," was also the most successful to date, with more than 5,500 people and 109 clubs taking part throughout the ten days. The event's 'Every Mile Counts' theme encouraged participants to register the miles they paddled during the week on the Go Canoeing Week website and the total mileage registered was more than 34,000 miles.

British Canoeing's high-profile calendar of events continues into 2015 with the Lee Valley White Water Centre hosting the ICF Canoe Slalom World Championships.

Membership Benefits

Key to British Canoeing's growing membership remains the continued development of our membership benefits. Notably, the Waterways Licence to paddle 4,500km of British Waterways and

Civil Liability Insurance worth up to £10 Million remain frequent reasons for joining.

In addition, we continue to recruit and work with high-profile partners such as Cotswold Outdoor and AM Sport to offer members ongoing, exclusive discounts and offers. Furthermore, in line with members' feedback and as British Canoeing continues to evolve in a digital age, Canoe Focus magazine is now published quarterly (previously bi-monthly) and the British Canoeing E-Newsletter now goes out monthly (previously bi-monthly). Both channels continue to support and promote British Canoeing's social media platforms.

Sponsorship

Throughout the year, British Canoeing continued to successfully work in partnership with our sponsors, including AM Sport, Crewroom & Cotswold Outdoor, with whom we have continued to raise more awareness of and drive participation into canoeing.

Together with the Lee Valley White Water Centre and the local authorities, British

Canoeing hosted the ICF 2014 Canoe Slalom World Cup in June which was viewed as a remarkable success.

"Go Canoeing," a British Canoeing Olympic Legacy Initiative, work with partners such as the National Trust & Be Inspired, to raise the profile of canoeing and target non competitive paddlers. Go Canoeing partners including Endomondo, Palm, Perception, Pyranha, Canoe Kayak and On the Water also work in partnership to raise the profile of canoeing. Currently, Endomondo are developing campaigns to raise fitness awareness surrounding canoeing and to become a part of this ever growing sport.

Throughout the year, our partners have enabled us to make the most of this exciting year for canoeing. With their support, it is easy for anyone inspired by canoeing to get involved. All our partners have made a significant commitment to canoeing & we are extremely grateful for their continued and ongoing support.



Images by AE Photos

Results

This year 46 gold; 45 silver & 33 bronze medals were won by British Canoeing athletes & teams.*

WORLD CHAMPIONS

Canoe Sprint ICF World Championships Moscow, Russia 6-10th August 2014

Louisa Sawers,
Women's K1 5,000m

Paracanoe ICF World Championships Moscow, Russia 6-10th August 2014

Emma Wiggs,
Women's V1 TA;
Emma Wiggs,
Women's K1 TA;
Jeanette Chippington,
Women's K1 A;
Jeanette Chippington,
Women's V1 A;
Andrea Green,
Women's V1 LTA;
Anne Dickins,
Women's K1 LTA

Canoe Slalom ICF Junior / U23 World Championships Penrith, Australia 23rd—27th April 2014

Mallory Franklin,
Bethan Latham &
Kimberley Woods,
Women's K1 U23 Team

EUROPEAN CHAMPIONS

ECA Euro' Championships Bradenburg, Germany 11-13th July 2014

Emma Wiggs,
Women's V1 TA;
Ian Marsden,
Men's K1 A;
Martin Tweedy,
Men's V1 LTA;
Jeanette Chippington,
Women's K1 A;
Jeanette Chippington,
Women's V1 A;
Andrea Green,
Women's V1 LTA;
Anne Dickins,
Women's K1 LTA;

Canoe Slalom ECA Euro' Championships Vienna, Austria 29th May—1st June 2014

Mallory Franklin,
Eilidh Gibson &
Jasmine Royle,
Women's C1 Team

Canoe Freestyle ECA Euro' Championships Bratislava, Slovakia 28th-31st August 2014

Alex Edwards,
Men's Squirt

Whitewater Rafting IRF Euro' Championships Bratislava, Slovakia 17-20th July 2014

GBR 1,
Women's R4 Sprint

Canoe Slalom ECA Junior / U23 European Championships Skopje, Macedonia 3rd-6th July 2014

Mallory Franklin,
Women's C1 U23;
Mallory Franklin,
Eilidh Gibson &
Jasmine Royle,
Women's C1 U23 Team

SUMMARISED ACCOUNTS

For the year ended 31st October 2014, Company Number 1525484

Profit & Loss Account	2014	2013
Income	£9,992,710	£9,477,695
Expenditure	<u>(£10,093,313)</u>	<u>(£9,527,207)</u>
Operating Loss	(£100,603)	(£49,512)
Interest receivable and similar income	£37,723	£75,183
Taxation on ordinary activities	<u>(£7,183)</u>	<u>(£14,847)</u>
(Loss)/Profit on activities after interest & tax	(£70,063)	£10,823
Profit brought forward	£1,174,573	£1,166,983
Transfers from/ (to) another reserve	<u>£29,577</u>	<u>(£3,233)</u>
Retained Profit Carried Forward	<u>£1,134,087</u>	<u>£1,174,573</u>

Balance Sheet

Fixed Assets	£1,300,446	£962,269
Current Assets	£4,548,975	£3,999,828
Current Liabilities	(£4,388,872)	(£3,420,485)
Long-term Liabilities	(£204,000)	(£215,000)
Net Assets	<u>1,256,549</u>	<u>£1,326,612</u>
Profit and Loss Account	£1,134,087	£1,174,573
Other Reserves	£122,462	£152,039
Capital and Reserves	<u>£1,256,549</u>	<u>£1,326,612</u>

The operating loss for the year of £70,063 reflects a break even basis as budgeted for the year with continued growth in membership income, specific World Class performance related funding and controlled investment in costs, offset by a £30,000 donation funded from specific reserves and a timing impact from the relocation of the British Canoeing head office to the National Watersports Centre. An incentive to move will be recognised over several years whilst move costs were all incurred in the year. The relocation brings continuing benefits from being at a canoeing location with improved facilities for meetings and events. In accordance with the agreed purposes for these funds a £30,000 (2013: £18,922) donation to the Canoe Foundation from the Maurice

Rothwell legacy was made within the year and is included in the loss.

The accounts set out above are a summary of the information taken from the full accounts, for further information, the full accounts, the auditor's report on these accounts and the Directors report should be consulted. Copies of these can be obtained from British Canoeing, National Watersports Centre, Adbolton Lane, Nottingham, NG12 2LU.

The full accounts were approved on 31st January 2015 and will be filed with the registrar of Companies. The auditor has issued unqualified reports on the full annual financial statements and on the consistency of the Directors report with those financial statements.

*Full details including individual medal winners are available at <http://bit.ly/1Bpmr4R>



The success of British Canoeing could not have been achieved without the dedicated support of our established network of clubs, volunteers and coaches. Thank you to everyone who has contributed over the past year and made our wonderful sport what it is, for both new and experienced paddlers.

Throughout the year, our staff continued to provide a professional service to our members; for that, the British Canoeing Board wishes to express its sincere thanks to each and everyone involved, for their continued outstanding support and loyalty.

Finally, British Canoeing records its thanks to the many outside bodies, in particular, UK Sport and Sport England, Sports Coach UK, Skills Active, Youth Sports Trust and Lee Valley Park Authority who have all continued to provide us with invaluable support.

Thank you

