



ANNUAL REPORT

2015

Annual Report 2015

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President & Chairman's Foreword



2014/15 was a good year for British Canoeing. Internationally, athletes representing Great Britain from across the disciplines, won an impressive total of 99 medals in World and European Championships, including 9 World Championship winners (see pages 26 to 28).

In September 2015, we successfully hosted the International Canoe Federation (ICF) Canoe Slalom World Championships at Lee Valley, which were enjoyed by more than 10,000 spectators and culminated in a Gold medal for David Florence, and a bronze for Ryan Westley in the C1 event. David's success is worthy of special mention as he became World Champion for a third time. Also, the GB Canoe Slalom team were awarded the trophy as the number one nation overall.

There were successes to celebrate

too in the development of canoeing. More than 31,000 people were introduced to canoeing during the year through the 'Go Canoeing' programme, some 2,000 candidates successfully completed their Level 1 coaching qualifications, 800 candidates completed at level 2 and 30 at Level 3.

British Canoeing's Capital Investment Programme supported 11 exciting projects during the year with capital grants totalling £428,000; each development will have a positive impact on canoeing in that area.

Great work continued also in improving access to waterways and developing canoe trails, with a particular focus on new canoe trails in the London and Yorkshire areas.

Paddle-Ability continued to build capacity to attract more disabled

paddlers to the sport; by the end of 2015, a total of 701 people had attended the Foundation Paddle-Ability module.

The 2015 Volunteer Recognition Awards were a major success with 180 guests attending the event which also commemorated the 150th Anniversary of John MacGregor's first journey in his Rob Roy Canoe.

British Canoeing's membership numbers declined slightly to 32,092 and plans were put in place during the year to halt this decline and also to increase the commercial revenue coming into British Canoeing.

Financially, 2014/15 was a very challenging year for British Canoeing, with a year end deficit of £260,339 reported. This included exceptional costs, but the underlying trend has been recognised and addressed.

The organisation has a reasonable level of reserves and has planned a break even budget in 2015/16.

On behalf of the board and the executive team, we would like to record our thanks to the many talented and committed volunteers who work within national, regional and club committees, and who are so crucial to the development of our sport.

We want to place on record our thanks to UK Sport and the Home Country Sports Councils for their significant and continued support of canoeing throughout the UK.

We are also pleased to record our thanks to the growing number of centres and commercial partners who are working with the governing bodies and clubs throughout the UK, and are making a valuable contribution to the development of our sport. Together we are definitely stronger.

2015 has been a good year. The Board and Executive Team within British Canoeing look forward to working with you all to make 2016 an even more successful year.



Albert Woods OBE
President

A handwritten signature in black ink that reads "Albert Woods".

Mohamed Elsarky
Chairman

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Canoe Discipline Reports

British Canoeing continued to excel within the competition disciplines internationally; during 2015 Great Britain's athletes gained 66 medals at World and European Championships, including 17 individual or team, World or European titles.

Preparations within this Olympic cycle continue to strengthen with our Paracanoe team dominating both the World and European Championships; Jeanette Chippington and Emma Wiggs secured titles at both of these events.

Great Britain also hosted the 2015 ICF Canoe Slalom World Championship at Lee Valley during September 2015, where David Florence was crowned World Champion and Great Britain were ranked the World Number One Nation.

The following is a snap-shot of information of key events and highlights from some 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 8 to 10.

Canoe Marathon

In 2015 the Marathon National Championships were dominated by Norwich Canoe Club who won both the senior and the junior team prizes as they hosted the event on their home waters at Whitlingham. There were around 1,000 competitors, from paddlers aged from eight to over 64, who travelled from all parts of Great Britain to take part in two days of racing as they gathered not only to compete for National titles, but also for the prize of GB selection for the World Championships in Hungary. Races varied in distance from 24K for the senior men to





3.5K for the Under 10s – all attracting huge crowds of spectators.

Canoe Polo

The Canoe Polo Committee run over 250 events annually including a National League comprising nine open divisions and three ladies divisions with 87 open teams and 22 ladies teams. There are four English regional leagues, a Welsh league and a Scottish league with 189 competing teams. In addition, there are eight major weekend 'international class' tournaments held across the UK. Competitive participation in Canoe Polo has increased by 27% over the last four years.

Canoe Slalom

2015 has had some exceptional high points, such as Great Britain hosting the World Championships at Lee Valley. Many members of the Slalom community volunteered their time, and in doing so, contributed to the success of the event. Post event feedback has been extremely positive with many competitors saying it was the best Worlds they had been to. This clearly demonstrates the capability that exists within the Slalom community in this country. It is also very encouraging that race sites such as Symonds Yat are regularly back on the calendar alongside new sites such as Dulverton;

especially as these provide opportunities for the lower divisions and new entrants into Canoe Slalom.

Investments such as the pumped course at Pinkston and the reconfiguration of Cardington are welcome developments, and congratulations are extended to all those involved in bringing these developments to fruition.

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 volunteers, race organisers and clubs that are pushing the sport forward.

In Summary

2015 has continued to see growth within the participation levels and competition disciplines, as people seek the opportunities to participate and get involved in the competition side of our activities. We are able to meet this demand, mainly due to the strength and commitment of our volunteer community (event organisers and officials) and our supporting clubs and regional teams.



Great Britain Olympic and Paralympic Preparation



Canoe Slalom

There have been many success stories for the Canoe Slalom Olympic Programme this past year as we strive towards our vision to be the Number One Olympic Canoeing nation. These include impressive results, the World Championships at Lee Valley and a successful Olympic Qualification and Selection for the 2016 Rio Olympic Games.

Our Podium and Podium Potential athletes have performed well this year with strong results and an impressive medal haul.

At the European Championships, Kimberley Woods won gold in C1, sharing the podium with silver medallist Mallory Franklin, and a further four team medals were achieved.

Throughout the World Cup series, a total of 13 medals were won, and Adam Burgess claimed gold at the Junior and U23 World Championships, becoming British Canoeing's first U23 C1 World Champion.

The Canoe Slalom Senior World Championships this year was hosted at our very own Lee Valley

White Water Centre. The event was a huge success with over 350 of the world's best competing for Olympic qualification in front of 9,000 spectators. David Florence won gold in C1 becoming a World Champion for the third time in his career, and was joined on the podium by bronze medallist, Ryan Westley. Medals were also won in three team events.

The successful results at this competition meant that Britain qualified the maximum number of boats possible for the 2016 Rio Olympic Games. It is important to acknowledge the work of the

volunteers and those involved across the wider organisation that made this event such a great success.

Having qualified all of our boats at the World Championships, just five weeks later, the GB Slalom Team underwent Olympic selection. The purpose of selecting the Olympic team early is to optimise the time spent on the Rio course, which opened in November 2015, to make it as much like our home course as possible. We go into 2016 with a strong Olympic Team; David Florence (C1&C2), Richard Hounslow (C2), Fiona Pennie (K1) and Joe Clarke (K1).

Canoe Sprint

The year for Sprint began with the opening of a brand new High Performance Centre (HPC) at Eton Dorney and a focus on qualifying the maximum number of Olympic quota places for the Rio 2016 Olympic Games.

The Canoe Sprint season began with the April Regatta; the first of five regattas to take place at the National Water Sports Centre in Nottingham. The regatta featured our Olympic and Paralympic athletes, as well as talent from a range of clubs across the UK.

The international racing season included the European Championships, World Cup series, BAKU inaugural European Games, and the



World Championships in Milan. Medals were won and these senior competitions served as great inspiration to the developing junior and U23 athletes that competed. Notably, Deborah Kerr took home double bronze at the Junior & U23 World Championships, when she placed third in both K1 200m and K1 500m.

Midway through the season we saw the departure of the Head Coach to the Canoe Sprint programme. However, a performance focused review of what was required to optimise performance was quickly undertaken to remain on track for Milan. The European Championships saw all attending junior athletes placing in B finals; gaining experience of international racing and taking inspiration from watching the senior athletes compete.

Across the World Cup series, 11 medals were won, including three gold, two silver and six bronze medals. Whilst at the Baku European Games, London 2012 K1 Olympic Champion, Ed McKeever, won bronze in the K1 200m, while Lani Belcher took home the silver medal in the K1 5000m.

At the 2015 World Championships in Milan, which was an Olympic qualifying event, it was mixed fortunes for the Great Britain Team as medals in Olympic events proved elusive, but the athletes qualified more Olympic quota places by right than we did in London 2012. Liam Heath and Jon Schofield placed 5th in the K2 200m, securing Great Britain's first Olympic quota spot. The women's K4 crew, made up of Rebi Simon, Jessica Walker, Rachel Cawthorn and Louisa Gurski placed 5th.

So far, British Canoeing has qualified up to eight athlete quota places for the Rio Games.

Paracanoe

The Paracanoe 2015 season began with a challenging few months following the International Paralympic Committee's announcement that only the six kayak events would feature in the Rio 2016 Paralympic Games, along with radical changes also being made to classification boundaries.

The Paracanoe team however, started strongly with the best ever medal haul at the European Championships. The para athletes won a total of six medals; four of which were gold (Anne Dickins, Jeanette Chippington, Ian Marsden and Robert Oliver), one silver (Emma Wiggs), and one bronze (Martin Tweedie).

At the World Championships in Milan, (an Olympic Qualifying event) a further seven medals were won. Jeanette Chippington won gold, claiming the title of KL1 World Champion for the fourth consecutive time. Emma Wiggs also retained her title as World Champion, winning gold in the KL2.

The Paracanoe team took home a further five silver medals, won by Nicola Paterson, Jonathan Young, Frances Bateman, Anne Dickins and Robert Oliver. Along with this tremendous medal haul, the Para athletes secured four out of the maximum six Paralympic quota places for the 2016 Paralympic Games.



Paracanoe will make its debut in the 2016 Paralympic Games and, after this year's impressive performances, we are well on track to meeting our 3 UK Sport medal target for Rio.

We are very grateful to the partnerships of the National Watersports Centre, Sport England and UK Sport for funding the new access ramp from the regatta lake to building level. Also, the purpose built changing rooms for athletes with disabilities have been completed, making Nottingham's Performance Centre ever more accessible.

Membership

As of September 2015, British Canoeing's membership stood at 32,092; a slight decline from January's figure of 32,331. To help grow our membership, improve our membership retention strategy and develop better communication with members, a new Membership Manager was recruited.

Throughout 2015, the ongoing project to develop and launch a sophisticated new membership database has continued. Internally, staff began using the new system in September and members can now access and edit the information held about them on the database.

This year also saw the start of the process to develop a more focused membership area on the new British Canoeing website, providing better and clearer content on all aspects of canoeing. We also launched our Club Finder tool on the website, ensuring that we let all of our members get sight of what activities are available in their area.

Membership benefits was highlighted as a key area to help build British Canoeing membership and show value to our existing and potential members. While the Waterways Licence and civil liability insurance remain the key benefits for many members, throughout 2015 we

have worked hard to recruit a diverse range of high-profile partners to offer members ongoing exclusive discounts and special offers.

In November, a new package of benefits was launched with offers from industry-leading brands such as EDF Energy, IHG hotel group and Pure Gym. These new partnerships added to existing agreements with partners including Cotswold Outdoors, Crewroom and AM Sports.



Coaching & Education



2015 was packed full of Home Nation and regional Coach Updates, paddling events, coaching award courses and an exciting round of Home Nation 'Paddlefest' events and Coaching Conferences.

Canoeing activity remained vibrant; from first touch activity offered through centres and clubs, and Go Canoeing and U Canoe programmes, right through to the committed adventure and competitive paddler. And similar to last year, we saw a continued growth in a number of emerging discipline areas such as Sit on Top and Stand Up Paddleboards.

Coach Education

In support of the new people taking up our sport, and those many activists involved in our

traditional environments, training and assessment opportunities for Level 1, Level 2 and Level 3 Awards have continued to be offered by each of British Canoeing's Home Nations. Approximately 2,000 candidates have successfully completed Level 1 Training and Assessment, 800 candidates have been trained at Level 2, and 400 have been assessed.

30 candidates have completed Level 3 and it is particularly encouraging again to see that 9 of these are competition coaches formalising their coaching role with a recognised qualification. We are particularly proud to have completed the piloting and full UKCC endorsement of our new Level 4 Performance Coaching

qualification.

Additionally, we continue to provide a wide range of supporting modules and Continuous Paddler Development (CPD) activity to support coaches and the participants they work with.

Coaching Developments

During the year, research took place into the following areas: paddler activity and participant first touch activity, coaching activity, workforce audit, and finally, strategy development modeling in relation to those areas, which in 2016, will lead to the beginning of related developments. Firstly, there will be the introduction of a club based supervisor style award and then a review and refresh

of our Performance Awards (Star Awards / Paddlepower Awards). We will then look at the development of formal leadership awards and pathway, which will be followed by a review and refresh of our Certificate in Paddlesport Coaching Awards.

As this work starts to take shape, further insight from Sport England's extensive and ground breaking 'Getting Active in the Outdoors' research (a piece of work in no small way inspired by British Canoeing) will add to our understanding of the nuances of new and evolving market interests and demands. Already, we are responding to this by developing a wider reach for British Canoeing's Activity

Quality Mark Programme and, moving forwards, through greater collaboration and partnerships both within Paddlesport and also with other 'like-minded' sports.

These developments will be focused around 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 will also reflect and recognise that the growing paddlesport community needs a wider range of support, both in terms of outcome and delivery approach.

As a sport, our future approach to coach education can now benefit from the combination over more recent times of both internal and external scrutiny, the opportunity to appreciate and understand developments in coaching knowledge and practice, and our greater appreciation of the need to support coaches as learners. In this way British Canoeing should begin in 2016 to provide not only formal learning opportunities, but also informal opportunities such as CPD.

As an outcome development, delivery and support mechanisms should begin to better 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.

During 2016, and as we progress into our next development plan period (2017-2020), we begin to focus on the supporting mechanisms required across the voluntary, competitive and industry sectors to achieve this.

In closing, it is important to remember that all we do and achieve is supported by a loyal and committed band of coaches and volunteers who give their time and experience, most often on a voluntary basis.

With this in mind, and as we reflect on the year past and consider the year ahead, we should take the opportunity to thank them for all their hard efforts, both in terms of the coaching work they



undertake, and for the time they invest in keeping themselves up to date with first aid commitments, Safeguarding requirements and Coach Update - all of which impinge on time, but are so relevant to their role and ability to operate to best practice standards. Our thanks to you all.



Development & Participation

We are now midway through our Development Plan for the 2013-17 cycle and we continue to make progress with all of our programmes and initiatives. 2015 has been a year of building on the success of 2014, engaging with established key delivery and sector partners as we scale up our delivery and explore new markets. Across our wide range of participation programmes and initiatives, the following key programmes support the growth of canoeing based on customer insight.

U Canoe Wired & Unleashed

Both continue to reach out to the fast paced and vibrant youth market and embrace the use of technology and social media channels. This year we have particularly focussed on the transition from U Canoe Wired to Unleashed, and from there into the clubs' network. To support this transition in Further Education (FE), we have been piloting a 'pool to paddle' concept via our links with the Association of College Sport (AoCS).

This work is highlighted by a

recent survey by the AoCS which confirms that the FE market is expanding for Canoeing with 33% of respondents providing canoeing, of which 34% have a club link. A further 10% are interested in offering Canoeing to their students, and this is being actively followed up.

We continue to talk to young people and develop our youth insight. This includes commissioning independent research with young people to evaluate the programme. We have also taken the opportunity to refresh, and



where appropriate, rewrite U Canoe resources to ensure that we keep pace with the fluidity of the youth market.

Successes to date:

- 260 delivery centres links
- 3,206 young people have engaged in U Canoe Wired activity
- 5,175 young people have engaged in Unleashed activity.

School Club Links

There are over 1,500 young people engaged in 38 Satellite Clubs which are delivered via our 'Watersports School Hub' project and our network of engaged and accredited clubs. The Watersports School Hubs project is jointly supported by British Canoeing and British Rowing, with leadership from Youth Sport Trust. The initiative strives to meet the aims of whole school improvement, and drive up pupil attainment and achievement. Through local consultation between our Canoeing Development Officers and the County Sport Partnership network, we jointly identify Hub clubs who have the capacity to develop a Satellite club. The target audience are those young people who currently

do not have the opportunity to transition from school to community club.

2015 has been a very successful year for Go Canoeing with just over 31,000 people taking part in our activities. The most successful event of the year without a doubt was National Go Canoeing week, where the nation took to the water in a whole range of paddlesport crafts to complete a grand total of 42,821 miles. With 10,500 participants taking part we received some fantastic feedback on all the wonderful ways people enjoyed the event, alongside showing a 27% growth in participation from 2014 to 2015. Thanks to the interactive campaign theme, and website encouraging everyone to log their miles, the event has grown four fold in the last three years.

Throughout the year we've had a total of 128 providers offering Starter Sessions to 11,000 new participants, alongside 34 official Go Canoeing Quality Marked providers offering a range of activities including Starter Sessions, Guided Tours, canoe hire and various events.

We have promoted a number of themed tours and activities, with the Halloween Tours proving to be the most successful. Overall, 8,500 people have enjoyed a Guided Tour with our Go Canoeing providers showing a threefold increase since 2014.

Our newly developed Go Canoeing Challenge Routes are starting to prove popular, in particular the Three Lakes Challenge. They have sparked the imagination of a whole range of paddlers, from our youngest to complete in an inflatable kayak (aged just five) to the oldest to complete Loch Awe at age 78 years young! Also, a team from Shropshire Paddlesport spent a week paddling and walking to combine the Three Lakes with the Three Peaks Challenges.

There are a number of developments already underway for 2016 to build on the success from this year including expanding the number of Challenge Routes available, setting up some specific events along our Challenge Routes and developing some new seasonal events and fun activities to complement the ones that are proving to be

so popular.

Our Paddle-Ability programme has continued to be successful with a 24% increase in the number of disabled individual members over the last 12 months. We have spent this year focusing on finding out more about disabled people's perceptions of canoeing, both from those already taking part in our sport, and those who may have not been exposed to our sport in the past. We are now implementing some initiatives based on these findings. We have now accredited 26 Paddle-Ability Top Clubs, and 33 Quality Mark Providers with the Paddle-Ability Top Centre Award.

Over the last year:

- 1,098 disabled people participated at our clubs
- 11,542 disabled people participated at our Paddle-Ability Top Centres

Paddle-Ability themed training has continued to prove popular with 36 attending the Paddle-Ability Symposium in March. A total of 701 people have now attended the Foundation Paddle-Ability module and 171 people have attended the Intermediate

Paddle-Ability Module.

Clubs, Centre and Volunteers

Following research into clubs and volunteers in 2014, we have developed a suite of new measures to address issues and improve services. These have included better quality information, a new clubs web page and better response times to enquiries. We have also revised and simplified the Club Mark process, event promotion and endorsement service. These, with other new initiatives, are set to be launched in 2016.

The annual Volunteer Recognition Awards proved more popular than ever with 180 guests attending the awards dinner in November. This year marked the celebration of the 150th Anniversary of John MacGregor's first journey in his Rob Roy Canoe, and special awards for outstanding volunteer contribution and challenge commemorated this.

In 2015 the British Canoeing Activity Quality Mark was launched, replacing the traditional 'Approved Centre' scheme. This change will achieve greater resonance with the public and kite

companies. It is also a description more fitting to the increasingly diverse way in which canoeing is provided by hire companies, holiday companies, specialist providers etc. The Quality Mark continues to be developed with improved services to centres and outdoor providers.

Safeguarding and Equality

We continue to work hard to embed all our policies and procedures for safeguarding children in canoeing. This includes interviews at clubs and with participants to establish how well they are embedded, and where further support is required. A total of 26 cases were dealt with by the British Canoeing Case Management Group with five new referrals for the period 01/09/2014 to 31/08/2015.

We continue to work towards the Advanced Standard for Equality for Sport with a submission date of December 2016. This year we have focused on improving our monitoring and the quality and robustness of data that we collect. We have recently commenced a

new equality training plan for staff where departments receive regular training that is topical, engaging and relevant to their own work programmes to replace the previous generic three-year programme.



Waterways & Environment



With vital support from our volunteers and strong working partnerships, the Waterways and Environment Team are continuing to work on opportunities to increase places to paddle for all abilities. There is a genuine willingness by a number of new partnership organisations to work with British Canoeing to develop and promote our sport and provide access and facilities. However, there is still a challenge for the team and we therefore continue to work with some important organisations to demonstrate

the need for increased access to and along our waterways in a fair, shared and sustainable way.

Establishing and retaining effective partnerships has taken up much of the department's resources this year. We have, for example, a number of volunteers and fulltime staff working with others on the regional Canal and River Trust (CRT) Partnerships to promote the non powered boat user/sector, and on a national level, we communicate through the National Canoe Group. Constructive engagement and the

development of a joint Memorandum of Understanding and Canoeing Development Plan has meant that canoeing is an increasing priority for the CRT.

Other new and established relationships include working with Yorkshire Water to identify opportunities to increase recreational activity on their numerous reservoirs and landholdings. Additionally, we continue to work with The Broads Authority to create opportunities to improve access.

Finally, we have worked with

the Environment Agency to provide access to the River Brede (Royal Military Canal) at Ryde, and on the River Ouse at Barcombe Mills.

Challenges do remain, such as access onto the Western Rother in Sussex, and the River Avon in Warwickshire. However, a huge success this year has been the successful court case on the River Calder at Brighthouse where an ancient right of way was successfully kept open following the threat of closure due to a supermarket development.

We have increased the number of Canoe Trails, with the focus being on the London and Yorkshire area where a number of new trails have been delivered. We are also a major partner with CRT in the development of the first Coast to Coast Canoe Trail between Liverpool and Goole, and in Staffordshire, we are working with the Central Rivers Initiative to create trails in the Midlands.

Following the launch of our Sea Kayaking Guidance booklet, "You, Your Canoe and The Marine Environment," we are now working with the Royal Society for the Protection of Birds (RSPB) on the development of Coastal Canoe Trails. These trails will give so many more

opportunities for paddlers to enjoy a diverse range of environments.

We continue to build on our environmental credentials working with others to promote the sustainable use of our waterways and actively participate in their protection and improvement. We have worked with our affiliated clubs/centres and environmental organisations to promote "World Rivers Day" where a number of events took place to clean up our waterways and educate paddlers of how important it is to look after our rural and urban environments.

Finally, we are working with the home nations, demonstrating that there is a need to share resources and information so the Access debate can be taken forward with one voice.



Facilities

2015 was a busy year for supporting and funding new and refurbished facilities that enhance the experience for all paddlers, from the casual recreationalist to Olympic, Paralympic and World Champion medallists.

At a national level, in March we opened the new state-of-the-art Tim Brabants' Elite Training Centre at Eton Dorney for our Olympic and Paralympic squad, and a new disability ramp was installed at the National Watersports Centre in Nottingham; home to our Paracanoe team.

Over the last year the British Canoeing Capital Investment Programme (CIP) has grant supported 11 projects, with a further six under consideration. Each of the projects has levered in a minimum of 50% partnership funding. There were a wide range of projects which are summarised below:

Formal Facilities - Clubs

- Basingstoke and Dean Canoe Club: £50k to help fit out their new clubhouse located on the banks of the Basingstoke Canal.

- Bath Canoe Club: £50k towards internal floors, heating and fittings in their former 'organ factory' on the banks of the Avon.
- COACH (Centre for Outdoor Activity and Community Hub): £50k towards a new clubhouse facility in Taunton.
- Devizes Canoe Club: £75k, to obtain, through 'asset transfer', and then to refurbish a canal side building from their council, and, to provide a new landing to the Kennet and Avon Canal.
- Newbury Canoe Club: £15k to help them fund a third party grant towards their replacement clubhouse.
- Poole Harbour Canoe Club: £75k to help them replace their club house.
- Pershore Canoe Club: £50k towards a clubhouse extension.
- SWIPE, Slough: £50k to provide a shipping container-based facility alongside the Jubilee River.

We continue to have close links with Sport England (SE) and their lottery grant programmes of 'Inspired' and

we have given both SE and their programme applicants advice on project delivery.

Informal Facilities

Canoe Trails

The Cotswold Canal Trust and the Wey and Arun have been awarded £10k each. Both are canal restoration trusts and we are helping both of them with the building of 10 lowered landings so that paddlers can launch and land with landings at the correct height above water level, rather than the much higher powered boat landings that they usually face.

On the Medway at Yalding, we have partnered with our South East Regional Development Team and the Environment Agency (EA) to provide a paddler and EA staff toilet block close to the British Canoeing land at Yalding Bridge.

White Water Courses

We have awarded £100k towards a weir bypass channel located on the right side of Pershore Weir. This is a three pool drop channel being built by the Avon Canal Trust due for opening in 2016.

On the left side of Pershore Weir, we have funded, in co-operation with a hydro power company, the widening of a 'conjunctive' larinier fish pass so that paddlers can shoot the weir using the fish pass.

We are also working up two future weir bypass white water courses; one is located alongside Howley Weir in Victoria Park, Warrington. A consortium of British Canoeing, Warrington Council, Peel Holdings and the Environment Agency is working on the design of an eight to ten pool drop white water course and a Canoe Polo pitch.

The other white water course is at Linton-on-Ouse near York with a six pool drop course in partnership with a hydro power company. The project has already received local authority and EA consents. The future of both courses depends on funding.

Weirs

At Riding Mill Weir on the River Tyne at Corbridge, we have worked with Northumbrian Water to provide portage steps and signage to enable paddlers to portage around the extremely dangerous weir at

Northumbrian Water's drinking water abstraction facility.

One issue we continue to fight is to be included in the planning and consenting process for informal facilities such as weir improvements, fish passes, and hydro schemes to maximise the opportunity for paddlers. Quite often, we are unaware of a project until it is already under construction, and too late to reverse design decisions, sometimes resulting in safety issues for paddlers.



Marketing & Communications



With the launch of our new website, the implementation of a new commercial strategy and the hosting of the ICF Canoe Slalom World Championships, 2015 was an extremely exciting year for British Canoeing. The Marketing and Communications Team made great strides in streamlining our communications channels and exploring new and innovative ways to engage a range of audiences, with the aim of raising the profile of the sport and inspiring more people to go canoeing.

The foundations we have put in place this year will provide us with a great opportunity

to gain further momentum in 2016 and maximise the exposure of elite sport provided by next summer's Olympic Games to further grow our profile and participation levels in all areas of canoeing.

Branding

The ongoing process of rebranding the organisation has continued throughout 2015 and with some key milestones having now been reached, the project is nearing completion. Focus has now shifted to rolling out the rebrand to the canoeing disciplines and our regional development teams. Ensuring these elements of the organisation fully adopt the new branding will allow us to present canoeing as a

single, unified proposition to our members, non-member paddlers and potential sponsors and commercial partners. To aid this transition, we are developing a marketing resources portal to ensure all branded assets are easily accessible to our disciplines and Regional Development Teams.

The portal will host a range of assets, from stationary and event posters, to signage and social media templates, many of which will be editable, offering users the opportunity to create bespoke resources. The portal will be launched in early 2016 with a number of key assets, with more resources being added throughout the year.

Communication Channels

A phased launch of the new British Canoeing website began in June when a scaled down version of the final site went live.

The website is based on a simple interface with a high level of usability and combines informative content with inspiring images. As a key touch point for both existing and potential members, the new website will help us meet our strategic aim of helping and inspiring people to go canoeing.

Moving forward, the website will become the cornerstone of the British Canoeing communications strategy and one of the most powerful tools available to promote the sport of canoeing.

Alongside the new website, British Canoeing has also 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 ongoing streamlining of British Canoeing's communication channels has included a greater focus on digital communications and, as such, the decision was made to cease production of Canoe Focus magazine in a printed format. The final printed edition of the magazine will be distributed in March 2016.

In its place, we have already launched a digital replacement that is produced and distributed in house, representing a significant cost saving.

In April, a new role was created in the Communications Team to focus on building and improving our digital presence and social media channels. A new approach based around two-way communication, quick responses and a more informal tone of voice has helped create a sense of community and boost user engagement.

Events

Following on from the success of the 2014 Canoe Slalom World Cup, 2015 was another big year for British Canoeing as we hosted the ICF Canoe Slalom World Championships for the first time in 20 years. The event, which took place at Lee Valley White Water Centre from 16th-20th September, was a success both on and off the water.

A comprehensive marketing and PR plan was initiated in early 2015 and utilised both online and offline channels to raise the profile of the event and drive ticket sales. The campaign targeted general sports and Olympic sports fans, the local family market and the canoeing community. It focused on a number of key messages, including the thrill and excitement of Canoe Slalom, the event as a great family day out and the fact that the Worlds was a qualification race for the Rio Olympics.

Over the five days of competition, more than 8,000 people attended the event with a total of 6,662 tickets sold.

Media outlets from around the world attended the event with more than 60 professional photographers and over 130 journalists from print, TV, radio and internet platforms, generating a global impact for the World Championships. As well as streaming live 'red button' coverage across the weekend of the competition, the BBC also produced a 75-minute highlights programme showcasing the excitement of the semi-finals and finals.

Other coverage included a two-part Blue Peter film focusing on presenter Lindsey Russell's preparations to tackle the Olympic course during the World Championships, as well as features on BBC Breakfast, Look East and BBC London. Social media was used to great success in the build up to the event, as well as during the competition to drive ticket sales, raise the profile of the event and our athletes, and also to engage with slalom fans and those unfamiliar with the sport. A range of different content was used to present the event, and our sport generally, in an innovative and engaging way.

Our annual flagship participation event, "National Go Canoeing Week," followed its ongoing trend of strong year-on-year growth with the number of participants increasing from

5,500 to 10,500. The increased participation resulted in a total of 42,841 miles being paddled; a 26% increase on 2014's figure.

Commercial

In 2014, British Canoeing conducted a detailed commercial review in order to establish an integrated commercial strategy to reduce the organisation's reliance on public funding. In 2015, a new Commercial Manager joined the team to develop, plan and implement a commercial strategy with a view to increasing revenue streams both internally and externally.

A new range of British Canoeing merchandise was launched in conjunction with canoe and kayak equipment specialists 'Hydra Sport'. The range includes fashion apparel, such as hoodies, polo shirts and hats, as well as sportswear, including base layers and soft shell jackets. Merchandise orders are produced and fulfilled by Hydra Sport and in 2016 there are plans to extend the range of products, including special limited edition runs to tie in with key events such as the Rio Olympics.

Partnership Working

As well as building close relationships with our partners that provide member benefits, we have continued to work with a range of organisations to raise the profile of canoeing and to drive participation in the sport.

Lee Valley White Water Centre and the local authorities in the surrounding area were key

stakeholders in the hosting of the 2015 ICF Canoe Slalom World Championships and their input was essential in ensuring the competition was a well-attended, successful event.

British Canoeing's Olympic legacy initiative, Go Canoeing, has continued to enjoy the support of industry leading equipment manufacturers Palm, Perception and Pyranha, as well as the National Trust, Canal and Rivers Trust and fitness app provider Endomondo.

All our partners have made a significant commitment to canoeing and we are extremely grateful for their continued and ongoing support.



International Results

During 2015, Great Britain's athletes gained 108 medals at Major World and European International Competitions comprising of: **32 Gold Medals, 34 Silver Medals and 42 Bronze Medals**

World Champions

Canoe Slalom – ICF World Championships – London, Great Britain – 16th-20th September 2015

David Florence
Gold Medal
Men's C1

Canoe Slalom – ICF Under 23 & Junior World Championships – Foz Do Iguassu, Brazil – 22nd-26th April 2015

Adam Burgess
Gold Medal
Men's C1 (Under 23's)

Paracanoe – ICF World Championships – Milan, Italy – 19th-21st August 2015

Emma Wiggs
Gold Medal
Women's KL2 – 200m

Jeanette Chippington
Gold Medal
Women's KL1 – 200m

Canoe Freestyle – ICF World Championships – Ottawa, Canada – 30th August-5th September 2015

Hugo Anthony
Gold Medal
Men's K1 - Junior

Claire O'Hara
Gold Medal
Women's K1 – Squirt

Surf – World Championships – Galicia, Spain – 29th June-5th July 2015

Jack Barker (England)
Gold Medal
Open IC

Tamsin Green (England)
Gold Medal
Women HP

Tamsin Green (England)
Gold Medal
Women IC

Whitewater Rafting – World Rafting Championships – Sukabumi, Indonesia – 28th November-8th December 2015

Men's U19 R6 Team - Head to Head

Women's R6 Team – Head to Head

European Champions

**Canoe Slalom – ECA
European Championships
– Markkleeberg, Germany –
29th-31st May 2015**

Kimberley Woods
Gold Medal
Women's C1

**Canoe Slalom – ECA Under
23 & Junior European
Championships – Krakow,
Poland – 26th-30th August
2015**

Eilidh Gibson, Mallory
Franklin, Jasmine Royle
Gold Medal
Women's C1 – U23 Team

**Canoe Marathon – ECA
European Championships –
Bohinj, Slovenia – 3rd-5th
July 2015**

Magnus Gregory
Gold Medal
Men's K1 – Junior

**Whitewater Rafting
– European Rafting
Championships – Banja
Luka, Bosnia Herzegovina –
19th-24th May 2015**

Women's R6 – Overall
Gold Medal

Women's R6 – Head to Head
Gold Medal

**Paracanoe – ECA European
Championships – Racice,
Czech Republic – 1st-3rd
May 2015**

Anne Dickins
Gold Medal
Women's KL3 – 200m

Jeanette Chippington
Gold Medal
Women's KL1 – 200m

Emma Wiggs
Gold Medal
Women's KL2 – 200m

Ian Marsden
Gold Medal
Men's KL1 – 200m

Robert Oliver
Gold Medal
Men's KL3 – 200m

European Games Medallists

Canoe Sprint – European Games – Baku, Azerbaijan – 12th-28th June 2015

Lani Belcher
Silver Medal
Women's K1 – 5,000m

Ed McKeever
Bronze Medal
Men's K1 – 200m

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

The Accounts

For the year ended 31st October 2015, Company Number 1525484

	2015	2014
Profit & Loss Account		
Income	10,849,656	9,992,710
Expenditure	(11,125,891)	(10,093,313)
Operating Loss	(276,235)	(100,603)
Interest receivable and similar income	26,813	37,723
Taxation on ordinary activities	(10,917)	(7,183)
(Loss)/Profit on activities after interest and tax	(260,339)	(70,063)
Profit Brought Forward	1,134,087	1,174,573
Transfers from/(to) another reserve	5,221	29,577
Retained Profit Carried Forward	878,969	1,134,087
Balance Sheet		
Fixed Assets	1,878,035	1,300,446
Current Assets	4,264,710	4,548,975
Current Liabilities	(4,268,612)	(4,388,872)
Long-term Liabilities	(877,923)	(204,000)
Net Assets	996,210	1,256,549
Profit and Loss Account	878,969	1,134,087
Other Reserves	117,241	122,462
Capital and Reserves	996,210	1,256,549

The overall loss for the year of £260,339 reflects the pressures felt by the organisation within the year as Sport England and other grant funding increasingly needs to be replaced by membership or other commercial income in a difficult market for sports sponsorship and competition from a range of sports and events.

It has been specifically impacted by costs relating to changes in the organisation's management and by other nonrecurring events including hosting the ICF Canoe

Slalom World Championships. Operational priorities continue to be, to provide attractive products and services in order to achieve sustainable financial viability for the organisation, to provide adequate resources for the future development of the sport.

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 6th February 2016 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.

The Board of Directors



Mohamed Elsarky

Mohamed Elsarky, British Canoeing's Chairman, is the CEO of luxury chocolatier, 'Godiva'. Mohamed's corporate experience has been focused on commercial leadership.



Denise Barrett-Baxendale MBE

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



Alan Baker

Alan Baker began canoeing in the early 60s, and the sport remains his main pastime. Alan holds an Honours degree in Design Technology and Educational Management, and has been involved in all disciplines of the sport throughout his teaching career.



David Belbin

David Belbin has been canoeing since school. By profession, David is a Chartered Accountant and previously worked in the East Midlands for PWC.



Stephen Craig

Stephen is President and former Treasurer of the Canoe Association of Northern Ireland (CANI). He works freelance in the outdoor industry and trains groups for the Duke of Edinburgh Award.

**David Gent**

David Gent, began canoeing at an early age, and has worked in a variety of different organisations, all connected with sport, from Further and Higher Education, Local Authorities, Private Sector, and Central Government.

**Steve Linksted**

Steve started paddling in the mid 1980's and became a coach in 1988; he remains an active coach today, coaching several times a week. Steve is currently the Chair of Stirling and Falkirk Canoe Club and a Director of the Scottish Canoe Association. For his day job, Steve is an Air Traffic Controller and also holds a private pilot's licence.

**Andy Maxted**

Andy spent over 35 years as a business development, marketing and public relations specialist with a range of public and private sector organisations. Andy has also raced in the disciplines of Slalom, Wild Water Racing and Marathon.

**Paul Owen**

Paul was Chief Executive of British Canoeing. He resigned in June 2015.

**Greg Smale**

Greg represented the GBR Canoe Polo Senior Team for ten years, coached the GBR Women's Canoe Polo Team for four years and then the GBR Men's team for a further four years.

Thanks & Acknowledgements



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

