

1. Introduction

1.1. The statement reports publicly on the extent to which British Canoeing is in compliance with the Tier 3 of A Code for Sports Governance ("Code"). This annual governance statement is prepared as part of the Code requirements and outlines our progress to date.

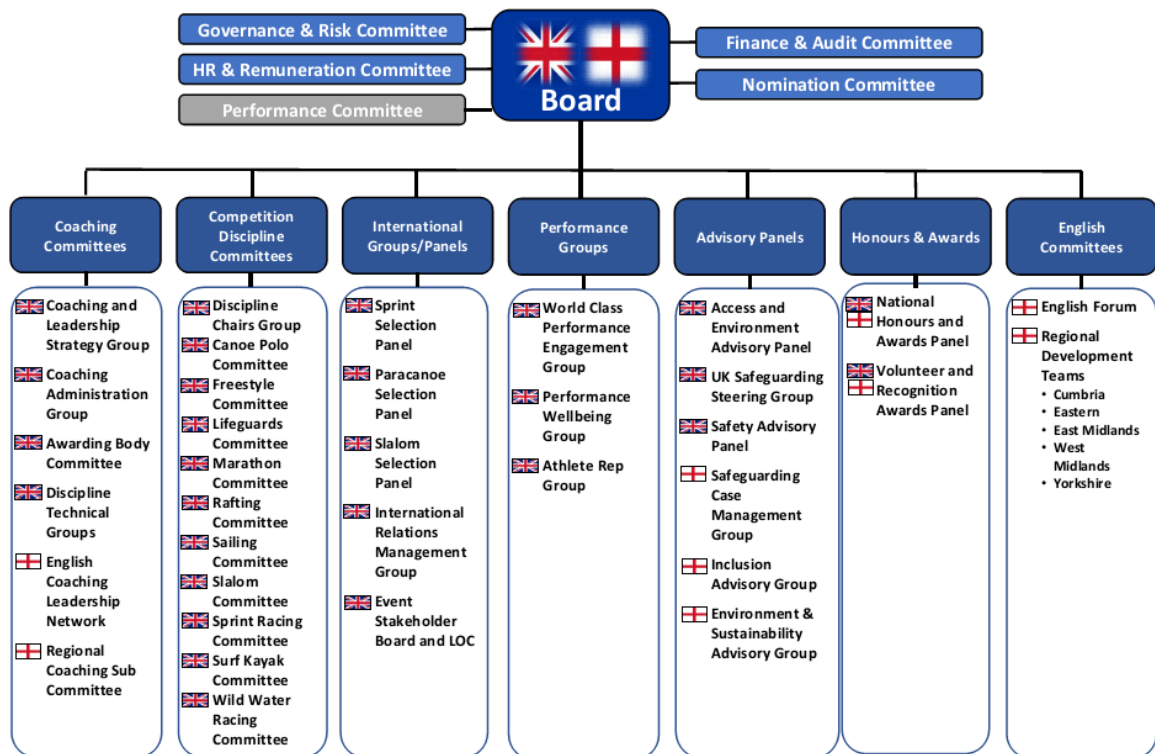
1.2. British Canoeing is fully committed to ensuring good governance throughout the organisation. The Board acknowledges that it has a responsibility to ensure there are sound systems in place, not just because it is a mandatory requirement of our funders UK Sport and Sport England but because it is in perfect accord with our strategic plan – Stronger Together 2022-26.

2. Structure

Organisations shall have a clear and appropriate governance structure, led by a Board which is collectively responsible for the long- term success of the organisation and exclusively vested with power to lead it. The Board shall be properly constituted and shall operate effectively.

2.1. The governance structure of the organisation is such:

The Non Executive Committee Structure of British Canoeing



- 2.2. Full details of the Board Members including a profile and confirmation of their current term of office is available on our website
<https://www.britishcanoeing.org.uk/about/governance/british-canoeing-board-member>
- 2.3. Full details of the Committees of the Board, their composition and their terms of reference is available on our website
<https://www.britishcanoeing.org.uk/about/governance/committees-of-the-board>
- 2.4. The Governance Policy is available on our website:
<https://www.britishcanoeing.org.uk/uploads/documents/Governance-Policy-revised-March-2019.pdf> . This policy sets out the relationship between the Board and other key constituents within British Canoeing. The policy was reviewed and updated in April 2019 to ensure it was reflected that the Board is comprised of *nominated and appointed* directors (rather than elected).
- 2.5. British Canoeing established a wholly owned subsidiary company, British Canoeing Events Limited, whose purpose is to run British Canoeing's international events. Compliance with the requirements of the Code for Sports Governance for Tier 2 organisations was confirmed by UK Sport in October 2021 and British Canoeing Events has maintained compliance through 2022 and 2023.

3. People

Organisations shall recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organisation's goals

- 3.1. Bronagh Kennedy, Independent Director stepped down from her role on the Board in December 2022 whilst Stephen Craig and Stephen Linksted, Board Members nominated by their National Associations completed the end of their final term of office in March 2022.
- 3.2. Manpreet Sehmbi, Independent Director and Gareth Mahood, director nominated by Canoe Association of Northern Ireland, were appointed to the Board for first terms at the AGM in March 2023. James Miller, director nominated by the Scottish Canoe Association was appointed by the Board in September 2023. The office of Gareth Mahood was vacated in December 2023.
- 3.3. The target of a minimum 30% of each gender on the Board was met in 2023.
- 3.4. The Board Skills Matrix was updated in December 2023.

4. Communication

Organisations shall be transparent and accountable engaging effectively with stakeholders and nurturing internal democracy.

- 4.1. In March 2022 British Canoeing launched its strategic plan for 2022-2026, [Stronger Together 2](#). This strategic plan sets out our vision to support, grow and celebrate paddling in England and the UK. It builds on the work and progress of the previous strategy and presents a plan to guide the work of all within British Canoeing and the paddling community.
- 4.2. The [Annual Report 2022](#) contains a full communication to members on the work of the organisation this year and a progress report following the first year of delivery of 'Stronger Together 2'. The Annual Report contains statutory information such as the annual accounts, and provides details of the work of the Board and the Committees and attendance of Directors.
- 4.3. In accordance with the Code and in order to ensure engagement with our stakeholders the following surveys were carried out in 2022 and 2023:
- Staff Survey
 - Member Survey
 - Board Evaluation Survey
- 4.4. In the interests of transparency summaries of the Board meetings and minutes of each AGM are made available on the website.
- 4.5. British Canoeing has submitted evidence in support of its compliance with the revised Code for Sports Governance and awaits formal confirmation of compliance in early 2024. The commitment to excellent governance is ongoing and British Canoeing commit to working with UK Sport to ensure we are constantly updating and improving in accordance with best practice and the new requirements of the Code.

5. Standards and Conduct

Organisations shall uphold high standards of integrity and engage in regular and effective evaluation to drive continuous improvement.

- 5.1. British Canoeing remains committed to its values of;

Every Person Matters
Striving for Excellence
Always with Integrity
Enjoying the Journey
Individually Committed
Stronger Together

- 5.2. British Canoeing continued to work collaboratively with the Scottish Canoe Association, Canoe Wales and Canoe Association Northern Ireland in line with the principles set out in the UK Agreement.

- 5.3. British Canoeing have in place consistent Terms of Reference for each national and regional committee. The national and regional committee structure can be found on our [website](#) where Terms of Reference for each committee can also be found.
- 5.4. The Board undertook Equality, Diversity & Inclusion and Risk Management training in 2023.
- 5.5. The Board conducted an annual review of its performance and its own effectiveness in October/November 2023. The findings were reported to and discussed at the Nomination Committee in November 2023 and reported to the full Board in December 2023.
- 5.6. In accordance with the requirements of the Code, Board appraisals were conducted in October 2023 with the Chair appraising the Board Members and the Vice Chair appraising the Chair.
- 5.7. The Board has continued to implement recommendations made in the external evaluation of the Board completed in 2022.
- 5.8. In accordance with the requirements of the Code a register of Conflicts of Interest is maintained, a register of gifts is maintained and all Directors complete a Fit and Proper Persons declaration upon appointment.

6. Policies and Processes

Organisations shall comply with all applicable laws and regulations, undertake responsible financial strategic planning and have appropriate controls and risk management procedures.

- 6.1. The Governance and Risk Committee have approved a Policy and Procedure Checklist which is available on the British Canoeing [website](#).
- 6.2. British Canoeing's Disclosure Policy, Data Protection Policy, Safeguarding Procedure, Anti-Bullying Procedure, Safeguarding Adults and Anti Bribery Procedure have all been reviewed and updated in 2023.
- 6.3. Financial Control, Financial Strategy and Internal Control is overseen by the Finance and Audit Committee which reports into the Board. Annual accounts are audited by an external auditor who presents to the whole Board the outcome of the audit.
- 6.4. British Canoeing revised its Risk Management Policy and Procedure in 2023, ensuring a consistent assessment of risk, risk management and mitigation across the organisation is continually undertaken. This included enhanced sub-committee oversight of risk. The Senior Leadership Team and Board underwent Risk Management training in 2023.

7. Conclusion

- 7.1. Governance arrangements have been monitored and evaluated during the year by the Governance Committee which reports into the Board. The Governance Committee has had reference to and has been involved in assessing the effectiveness of key elements of the Code as outlined above. The Director of Governance has responsibility for development and maintenance of Code compliance and good governance overall.
- 7.2. In 2024 besides confirming compliance with the new Code for Sports Governance, the organisation will continue to develop and improve policy and practice, in particular, reviewing the Governance Policy for the organisation.
- 7.3. The Board has agreed this annual governance statement and is satisfied that the governance arrangements in place are not only sufficient to ensure Tier 3 Code compliance under the previous code but are also meeting best practice across the sports sector.