

Registered number: 1525484

**BRITISH CANOEING**  
(A Company Limited by Guarantee)

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 OCTOBER 2018**

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**BRITISH CANOEING**  
(A Company Limited by Guarantee)

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**COMPANY INFORMATION**

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**Directors** J. Coyne, Chairman  
M. Bache (appointed 24 March 2018)  
R. Boreham  
S. Craig  
J. Fry  
D. Joy  
B. Kennedy  
S. Linksted  
C. Dallaway  
D. Paterson  
G. Smale  
D. Wakeling

**Chief Executive** David Paul Joy

**Registered number** 1525484

**Registered office** National Water Sports Centre  
Adbolton Lane  
West Bridgford  
Nottingham  
Nottinghamshire  
NG12 2LU

**Independent auditors** haysmacintyre  
10 Queen Street Place  
London  
EC4R 1AG

**Bankers** Barclays Bank PLC  
2 High Street  
Nottingham  
NG1 2EN

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**BRITISH CANOEING**  
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**STRATEGIC REPORT**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

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**Introduction**

British Canoeing is the National Governing Body for Paddlesport in the United Kingdom. The purpose of British Canoeing is to inspire a passion for paddling for health, enjoyment, friendship, challenge and achievement.

British Canoeing has set out its vision of a united British Canoeing, focused on people and ambitions, excellent in delivery. In order for British Canoeing to realise its purpose and vision the organisation launched its 4 year strategy "Strong Together" in March 2017. The strategy contains 11 ambitions that set the agenda for action for the next four years.

The directors of British Canoeing remain committed to establishing and operating strong principles of governance and compliance policies and guidelines for all areas of responsibility to our members including, codes of conduct, duty of care requirements, safeguarding of adults and children and venerable adults and risk assessment. British Canoeing has achieved the Intermediate Standard for the Equality Standard for Sport and is currently working toward the Advanced Standard. In addition we have achieved the Advanced Standard for Safeguarding Children in Sport and are current ranked green on the Safeguarding in Sport framework. Reflecting the continued commitment to maintain high standards of governance whilst improving practice and moving forward to adopt the latest sports governance standards British Canoeing is fully compliant with the UK Code of Sports Governance.

The British Canoeing financial strategy is to maintain robust financial systems and manage risk, to grow membership income, commercial revenues and maximise partnership funding in order to provide resources, activity and information to meet the objectives of the strategy and to support and benefit members and participants in the sport.

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**BRITISH CANOEING**  
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**STRATEGIC REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

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**Business review**

2017/2018 has been a successful year for British Canoeing in a number of areas. Most notable amongst these are: An increase in Membership numbers following the launch of four new membership categories in April 2018. The launch of the Access and Environment Charter and Clear Access, Clear Waters Campaign in Westminster was a particular high point which has received a very positive response. This is a critical area of focus and work will continue on this in the coming year. As part of our objective to increase participation, significant effort has gone into the development of new Canoe Trails and challenges and has resulted in 20 new Canoe Trails being published during the year.

Internationally all the competitive disciplines continue to be successful during the 2018 season, delivering excellent results including 35 gold, 34 silver and 36 bronze medals. Overall the medal tally increase by 17% over the previous year. Within this a number of new British World Champions were created including, two each in the Slalom Team event and Para-canoe, with a further one each within Polo, Sprint Racing and Rafting.

The overall success has been reflected in the results with a surplus of £36,281 for the financial year. This was achieved against a number of challenges including a reduction in overall income compared with the previous year as a result of a reduced grant award from Sport England for the 2017-2021 funding cycle. Despite this, income from membership and coaching both increased. The net income reduction has been offset by robust cost control to deliver an improved financial position overall.

The growing costs of international competition and the impact of revised vat treatment, which was announced last year, compound pressure on the overheads of the organisation. However, expenditure is continually reviewed and aligned to the delivery of the Stronger Together strategy, and as a consequence spend on access, governance, and safeguarding have all increased in the year.

The Financial priority continues to be the delivery of the ambitions of the strategy, whilst building strong reserves to provide adequate and sustainable resources for the future development and delivery of the sport.

**Key performance indicators**

The principal measures used by the board to assess performance against the Stronger Together strategic ambitions are as follows:

- Participant numbers measured by Active Lives – baseline 2017 198,900 established.
- Individual membership of British Canoeing 36,233 at October 2018 (35,187 - 2017)
- Increase the number of quality mark clubs – 137 2018 (135 2017)
- International medal success in all the major disciplines – 105 medal won 2018 (90 medals 2017)
- To comply with the UK Code of Sports Governance and annually retain its current "green" rating. - full compliance retained in 2018.

**Principal risks and uncertainties**

British Canoeing faces a number of risks in common with other sporting governing bodies. The key risks are considered to be a significant reduction in government funding, major environmental and legislative changes or a failure to deliver the strategy and objectives. Major risks are assessed by the board with processes in place to manage and monitor these.

British Canoeing's principal financial instruments comprise bank balances and other creditors. All bank balances are invested in interest bearing accounts with a major high street bank. The majority of the creditors relate to grants received in advance.

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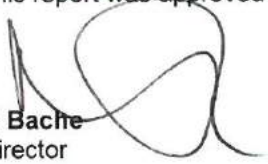
**BRITISH CANOEING**  
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**STRATEGIC REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

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This report was approved by the board on 27 January 2019 and signed on its behalf.

  
**M Bache**  
Director

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**BRITISH CANOEING**  
(A Company Limited by Guarantee)

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**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

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The directors present their report and the financial statements for the year ended 31 October 2018.

**Directors' responsibilities statement**

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Results and dividends**

The profit for the year, after taxation, amounted to £36,281 (2017 - £2,207).

**Directors**

The directors who served during the year were:

J. Coyne, Chairman  
M. Bache (appointed 24 March 2018)  
D. Belbin (resigned 24 March 2018)  
R. Boreham  
S. Craig  
J. Fry  
D. Joy  
B. Kennedy  
S. Linksted  
C. Dallaway  
D. Paterson  
G. Smale  
D. Wakeling

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**BRITISH CANOEING**  
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**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

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**Disclosure of information to auditors**

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

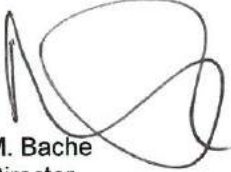
**Post balance sheet events**

There have been no significant events affecting the Company since the year end.

**Auditors**

The auditors, haysmacintyre, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 27 January 2019 and signed on its behalf.

  
M. Bache  
Director



**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH CANOEING**

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**Opinion**

We have audited the financial statements of British Canoeing (the 'Company') for the year ended 31 October 2018, which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 October 2018 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH CANOEING (CONTINUED)**

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knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of directors**

As explained more fully in the Directors' Responsibilities Statement on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRITISH CANOEING (CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**Use of our report**

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Thomas Wilson (Senior Statutory Auditor)  
for and on behalf of  
**haysmacintyre**  
Statutory Auditors

27 January 2019

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**BRITISH CANOEING**  
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**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

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	Note	2018 £	2017 £
Turnover	4	9,173,691	9,549,914
Administrative expenses		(9,140,281)	(9,539,929)
<b>Operating profit</b>		<b>33,410</b>	<b>9,985</b>
Interest receivable and similar income	8	9,673	2,849
Interest payable and expenses	9	(1,435)	(3,734)
<b>Profit before tax</b>		<b>41,648</b>	<b>9,100</b>
Tax on profit	10	(5,367)	(6,893)
<b>Profit for the financial year</b>		<b>36,281</b>	<b>2,207</b>

There was no other comprehensive income for 2018 (2017:£NIL).

The notes on pages 13 to 25 form part of these financial statements.

BRITISH CANOEING  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 1525484

STATEMENT OF FINANCIAL POSITION  
AS AT 31 OCTOBER 2018

	Note	2018 £	2017 £
<b>Fixed assets</b>			
Tangible assets	11	1,232,838	1,409,801
		<u>1,232,838</u>	<u>1,409,801</u>
<b>Current assets</b>			
Stocks	12	16,039	16,402
Debtors: amounts falling due within one year	13	212,284	133,070
Cash at bank and in hand	14	3,643,476	3,573,465
		<u>3,871,799</u>	<u>3,722,937</u>
Creditors: amounts falling due within one year	15	(3,594,527)	(3,574,106)
<b>Net current assets</b>		<u>277,272</u>	<u>148,831</u>
<b>Total assets less current liabilities</b>		<u>1,510,110</u>	<u>1,558,632</u>
Creditors: amounts falling due after more than one year	16	(709,801)	(794,604)
<b>Net assets</b>		<u><u>800,309</u></u>	<u><u>764,028</u></u>
<b>Capital and reserves</b>			
Designated reserves	18	118,072	122,183
Profit and loss account	18	682,237	641,845
		<u><u>800,309</u></u>	<u><u>764,028</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 27 January 2019.

J. Coyne  
Chairman

The notes on pages 13 to 25 form part of these financial statements.

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**BRITISH CANOEING**  
(A Company Limited by Guarantee)

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**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 OCTOBER 2018**

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	Designated reserves £	Profit and loss account £	Total equity £
<b>At 1 November 2016</b>	<b>116,625</b>	<b>645,196</b>	<b>761,821</b>
Profit for the year	-	2,207	2,207
Transfer to/from profit and loss account	5,558	(5,558)	-
<b>At 1 November 2017</b>	<b>122,183</b>	<b>641,845</b>	<b>764,028</b>
Profit for the year	-	36,281	36,281
Transfer to/from profit and loss account	(4,111)	4,111	-
<b>At 31 October 2018</b>	<b>118,072</b>	<b>682,237</b>	<b>800,309</b>

The notes on pages 13 to 25 form part of these financial statements.

**BRITISH CANOEING**  
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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

	2018 £	2017 £
<b>Cash flows from operating activities</b>		
Profit for the financial year	36,281	2,207
<b>Adjustments for:</b>		
Depreciation of tangible assets	365,923	399,374
Loss on disposal of tangible assets	3,034	38,939
Interest paid	1,435	3,734
Interest received	(9,673)	(2,849)
Taxation charge	5,367	6,893
Decrease in stocks	363	9,450
(Increase)/decrease in debtors	(79,214)	57,752
(Decrease) in creditors	(65,714)	(486,831)
Corporation tax (paid)	(4,031)	(9,126)
<b>Net cash generated from operating activities</b>	<b>253,771</b>	<b>19,543</b>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(191,998)	(157,708)
Interest received	9,673	2,849
<b>Net cash from investing activities</b>	<b>(182,325)</b>	<b>(154,859)</b>
<b>Cash flows from financing activities</b>		
Interest paid	(1,435)	(3,734)
<b>Net cash used in financing activities</b>	<b>(1,435)</b>	<b>(3,734)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>70,011</b>	<b>(139,050)</b>
Cash and cash equivalents at beginning of year	3,573,465	3,712,515
<b>Cash and cash equivalents at the end of year</b>	<b>3,643,476</b>	<b>3,573,465</b>
<b>Cash and cash equivalents at the end of year comprise:</b>		
Cash at bank and in hand	3,643,476	3,573,465
	<b>3,643,476</b>	<b>3,573,465</b>

The notes on pages 13 to 25 form part of these financial statements.

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**BRITISH CANOEING**  
(A Company Limited by Guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018**

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**1. General information**

The company is a private company (registered number: 1525484) limited by guarantee and was incorporated in England and Wales. The company's registered office is National Water Sports Centre, Adbolton Lane, West Bridgford, Nottingham, Nottinghamshire, NG12 2LU.

British Canoeing is the National Governing Body for Paddlesport in the United Kingdom. The strategic objectives are set out on page 1.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:



**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018**

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**2. Accounting policies (continued)**

**2.2 Revenue**

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the Company and the turnover can be reliably measured. Turnover is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before turnover is recognised:

**Grants Receivable**

Grants are accounted for when the related eligible expenditure is incurred under the accruals model with the deferred element of grants being included in creditors as deferred income. Grants relating to expenditure on tangible fixed assets are credited to the Statement of Comprehensive Income at the same rate as the depreciation on the assets to which the grant relates.

Grants of revenue nature are recognised in the Statement of Comprehensive Income in the same period as the related expenditure.

**Membership Income**

Membership income comprises a number of elements including affiliation, direct benefits and services. Affiliation income and income in respect of benefits are recognised at the point, usually on receipt, when there are no further conditions or services to be fulfilled by the company and when the cost can be reliably measured with a corresponding accrual made for any related third party fulfilment costs. Income in respect of services during the membership period is recognised straight line over that period.

With regards to certain related third party expenditure this is considered more appropriate to be recognised when the commitment arises and to reflect the delivery of some services by the company over a period of time.

**Major Events Income**

Major Events Income is recognised in the year in which the event takes place.

**Levies and Competition Income**

Levies and Competition Income is recognised in the year in which the competition takes place.

**Coaching and Qualifications Income**

Coaching and Qualifications Income is recognised in the year in which the coaching or qualification takes place.

**Commercial and Sponsorship Income**

Commercial and Sponsorship Income is recognised over the period of the sponsorship term. When the sponsorship is linked to a particular event or condition, income is recognised when the specific event has taken place or the condition has been met.

**2.3 Tangible fixed assets**

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018**

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**2. Accounting policies (continued)**

**2.3 Tangible fixed assets (continued)**

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Freehold and leasehold property	- 2% straight line
Other freehold assets	- 10% straight line
Motor vehicles	- 10% - 25% straight line
Office equipment	- 20% - 33.33% straight line
Sports Equipment	- 10% - 33.33% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

**2.4 Stocks**

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a weighted average basis.

**2.5 Debtors**

Short term debtors are measured at transaction price, less any impairment.

**2.6 Cash and cash equivalents**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Company's cash management.

**2.7 Financial instruments**

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities in the nature of trade and other debtors and creditors.

Trade and other debtors and creditors are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

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**2. Accounting policies (continued)**

**2.7 Financial instruments (continued)**

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

**2.8 Creditors**

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

**2.9 Operating leases: the Company as lessee**

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the lease term.

**2.10 Pensions**

**Defined contribution pension plan**

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

**2.11 Deferred Grants**

Capital grants are treated as deferred income and released in equal annual instalments of the life of the relevant assets. Revenue grants are credited to income in the period to which they relate.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018

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**3. Judgements in applying accounting policies and key sources of estimation uncertainty**

In the process of applying its accounting policies, the company is required to make certain estimates, judgements and assumptions that it believes are reasonable based on the information available. These judgements, estimates and assumptions affect the amounts of assets and liabilities at the date of the financial statements and the amounts of the revenues and expenses recognised during the reporting periods presented. On an ongoing basis, the Company evaluates its estimates using historical experience, consultation with experts and other methods considered reasonable in the particular circumstances. Actual results may differ significantly from the estimates, the effect of which is recognised in the period in which the facts that give rise to the revision become known. The following paragraphs detail the estimates and judgements the Company believes to have the most significant impact on the annual results under FRS 102.

**Depreciation:**

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. Variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically no changes have been required.

**Membership Income**

The allocation of membership income between the various benefits and services provided are based on management's judgement and experience. When management identifies that actual costs are different to estimated, a change is made prospectively. Variances between actual and estimated will not have a material impact on the operating results.

**4. Turnover**

An analysis of turnover by class of business is as follows:

	2018	2017
	£	£
Grant income	6,643,144	7,217,572
Membership	1,686,880	1,494,841
Levies and Competition	342,575	353,426
Coaching and Qualifications	422,968	346,540
Commercial and Sponsorship	73,237	97,942
Other	4,887	39,593
	<u>9,173,691</u>	<u>9,549,914</u>

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**5. Auditors' remuneration**

	2018 £	2017 £
Fees payable to the Company's auditor and its associates for the audit of the Company's annual financial statements	<u>12,650</u>	<u>12,250</u>
<b>Fees payable to the Company's auditor and its associates in respect of:</b>		
All other services	<u>5,100</u>	<u>1,250</u>
	<u>5,100</u>	<u>1,250</u>

**6. Employees**

Staff costs, including directors' remuneration, were as follows:

	2018 £	2017 £
Wages and salaries	3,494,369	3,644,229
Social security costs	326,279	334,318
Cost of defined contribution scheme	146,865	143,082
	<u>3,967,513</u>	<u>4,121,629</u>

Aggregate employee benefits paid to Key Management Personnel during the year were £715,309 (2017: £748,769). The decrease is due to a change in the structure of the senior management team.

The average monthly number of employees, including the directors, during the year was as follows:

	2018 No.	2017 No.
Employees	<u>115</u>	<u>119</u>

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**7. Directors' remuneration**

	2018 £	2017 £
Directors' emoluments	143,127	139,305
Company contributions to defined contribution pension schemes	8,225	8,097
	<u>151,352</u>	<u>147,402</u>

During the year retirement benefits were accruing to 1 director (2017 - 1) in respect of defined contribution pension schemes.

**8. Interest receivable**

	2018 £	2017 £
Bank interest receivable	9,673	2,849
	<u>9,673</u>	<u>2,849</u>

**9. Interest payable and similar expenses**

	2018 £	2017 £
Bank interest payable	1,435	3,734
	<u>1,435</u>	<u>3,734</u>

**10. Taxation**

	2018 £	2017 £
<b>Corporation tax</b>		
Current tax on profits for the year	<u>5,367</u>	<u>6,893</u>

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**10. Taxation (continued)**

**Factors affecting tax charge for the year**

The tax assessed for the year is higher than (2017 - *higher than*) the standard rate of corporation tax in the UK of 19% (2017 - 19.41%). The differences are explained below:

	2018 £	2017 £
Profit on ordinary activities before tax	<u>41,648</u>	<u>9,100</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2017 - 19.41%)	7,913	1,766
<b>Effects of:</b>		
Non-taxable income less expenses not deductible for tax purposes.	(2,546)	5,127
<b>Total tax charge for the year</b>	<u>5,367</u>	<u>6,893</u>

**Factors that may affect future tax charges**

No significant timing differences arise in respect of the profits subject to tax and no material deferred tax asset or liability exists.

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**11. Tangible fixed assets**

	Leasehold and freehold property £	Motor vehicles £	Office equipment £	Sports Equipment £	Total £
<b>Cost</b>					
At 1 November 2017	1,097,493	320,143	273,902	1,783,063	3,474,601
Additions	-	59,122	22,985	109,891	191,998
Disposals	-	(16,000)	(9,907)	(130,198)	(156,105)
At 31 October 2018	<u>1,097,493</u>	<u>363,265</u>	<u>286,980</u>	<u>1,762,756</u>	<u>3,510,494</u>
<b>Depreciation</b>					
At 1 November 2017	283,262	261,241	216,216	1,304,081	2,064,800
Charge for the year on owned assets	85,078	40,589	33,804	206,452	365,923
Disposals	-	(14,334)	(9,907)	(128,826)	(153,067)
At 31 October 2018	<u>368,340</u>	<u>287,496</u>	<u>240,113</u>	<u>1,381,707</u>	<u>2,277,656</u>
<b>Net book value</b>					
At 31 October 2018	<u>729,153</u>	<u>75,769</u>	<u>46,867</u>	<u>381,049</u>	<u>1,232,838</u>
At 31 October 2017	<u>814,231</u>	<u>58,902</u>	<u>57,686</u>	<u>478,982</u>	<u>1,409,801</u>

Sport England holds three charges on grant funded land owned by British Canoeing totalling £320,000.

**12. Stocks**

	2018 £	2017 £
Raw materials and consumables	16,039	16,402
	<u>16,039</u>	<u>16,402</u>



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**13. Debtors**

	2018 £	2017 £
Trade debtors	70,706	77,693
Other debtors	14,937	19,596
Prepayments and accrued income	126,641	35,781
	<u>212,284</u>	<u>133,070</u>

**14. Cash and cash equivalents**

	2018 £	2017 £
Cash at bank and in hand	3,643,476	3,573,465
	<u>3,643,476</u>	<u>3,573,465</u>

**15. Creditors: Amounts falling due within one year**

	2018 £	2017 £
Trade creditors	473,339	369,132
Corporation tax	8,229	6,893
Other taxation and social security	162,178	409,270
Deferred Income	2,064,424	2,149,565
Accruals	886,357	639,246
	<u>3,594,527</u>	<u>3,574,106</u>

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**16. Creditors: Amounts falling due after more than one year**

	2018 £	2017 £
Deferred Income	709,801	794,604
	<u>709,801</u>	<u>794,604</u>

**17. Financial instruments**

	2018 £	2017 £
<b>Financial assets</b>		
Financial assets measured at amortised cost	<u>85,643</u>	<u>97,289</u>
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	<u>473,339</u>	<u>369,132</u>

Financial assets that are measured at amortised cost comprise of trade and other debtors.

Financial liabilities measured at amortised cost comprise of trade creditors.

**Financial Risk Management**

**Liquidity risk:**

The objective of the company in managing liquidity risk is to ensure that it can meet its financial obligations as and when they fall due. The company expects to meet its financial obligations through operating cash flows.

**18. Reserves**

**Profit and loss account**

The profit and loss account includes all current and prior year retained surpluses and deficits.

**Designated reserves**

Designated reserves are made up of the James Turner, Life Membership and Maurice Rothwell Legacy Funds.

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**19. Company status**

The company is a private company limited by guarantee and consequently does not have share capital.

Every qualifying member of British Canoeing undertakes to contribute to the assets of British Canoeing, in the event of the same being wound up while they are a member or within one year after they cease to be a member, for payment of the debts and liabilities of British Canoeing contracted before the cease to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount may be required not exceeding £1. The number of these members at 31 October was 32,456 (2017: 31,409).

**20. Pension commitments**

The Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £146,865 (2017 - £143,082). Contributions totalling £15,436 (2017 - £10,904) were payable to the fund at the balance sheet date

**21. Commitments under operating leases**

At 31 October 2018 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2018 £	2017 £
<b>Land and Buildings:</b>		
In not later than 1 year	228,913	194,603
Later than 1 year and not later than 5 years	822,051	727,713
Later than 5 years	2,127,866	2,049,659
	<u>3,178,830</u>	<u>2,971,975</u>
	2018 £	2017 £
<b>Other:</b>		
In not later than 1 year	21,896	21,015
Later than 1 year and not later than 5 years	23,340	40,753
	<u>45,236</u>	<u>61,768</u>

During the year the company expensed costs of £288,635 (2017: £269,013) to the Statement of comprehensive income in respect of operating lease commitments.

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**22. Related party transactions**

In the normal course of operations and under federal agreements, the Scottish Canoe Association, Canoe Wales, Canoe Association of Northern Ireland, International Canoe Federation, Holme Pierrepont Canoe Club, Elmbridge Canoe Club and Royal Canoe Club contributed £57,787, £63,352, £13,826, £5,003, £nil, £nil and £nil (2017: £56,141, £65,599, £6,462, £nil, £nil, £nil and £nil) of income towards UK activity and were recharged £380, £808, £nil, £7,241, £nil, £12,600 and £18,000 (2017: £100, £nil, £nil, £nil, £nil, £nil and £nil) of coaching and other direct costs (net).

The three federal organisations are represented by common directors on the board of British Canoeing and their members are voting members of the company.

**23. Public sector funding and other income analysis**

	UK Sport £	Sport England £	Other grants £	Other income £	Total £
International influence	28,670	-	-	-	28,670
Performance grant	4,617,545	-	-	-	4,617,545
	-	-	-	-	-
Development grant	-	1,276,982	29,929	-	1,306,911
Talent grant	-	690,018	-	-	690,018
Other income	-	-	-	2,530,547	2,530,547
	-	-	-	-	-
<b>Grants receivable</b>	<b>4,646,215</b>	<b>1,967,000</b>	<b>29,929</b>	<b>2,530,547</b>	<b>9,173,691</b>
International influence	(28,670)	-	-	-	(28,670)
Performance programme	(4,617,545)	-	-	-	(4,617,545)
	-	-	-	-	-
Development grant	-	(1,276,982)	(29,929)	-	(1,306,911)
Talent grant	-	(690,018)	-	-	(690,018)
Other costs	-	-	-	(2,497,137)	(2,497,137)
	-	-	-	-	-
<b>Total expenditure</b>	<b>(4,646,215)</b>	<b>(1,967,000)</b>	<b>(29,929)</b>	<b>(2,497,137)</b>	<b>(9,140,281)</b>



